



# INSIGHTSIAS

SIMPLIFYING IAS EXAM PREPARATION

## **INSTA SECURE SYNOPSIS** **MAINS 2021**

**GS- IV**

**DECEMBER 2020**



**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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In the wake of scrapping of Article 370, two civil servants have resigned from the service as IAS. They are of the view that the building blocks of the democracy are at threat and they cannot be the part of the system. It has become difficult to work with the government. As an IAS, they were highly meritorious and had earned the government acclaim. Their resignation has resulted into a debate that should civil servants be given more autonomy especially freedom of expression? (250 words) ..... 87

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You are stranded in traffic in your car. You are driving the car. A poor girl looking very frail approaches you and start begging for money. Looking at he frail appearance, out of compassion, you take out your wallet to search for a ten Rupees note. The girl who is standing very near to you snatches the wallet and starts running. A man on a motorbike who see this act, catches the girl and starts beating her in full view of public. Now the traffic is moving and your car is in the middle of the road. What will you do in such a situation? And why? (250 words) ..... 91

As part of your probationary training of IPS, you’re posted as the SHO of a town notorious for drug menace. The drug trade is quiet widespread and has majorly affected the youth. The drug dealing happens in a lot of areas and there is shortage of police personnel to control it. The police do prevent some crimes and make some arrests but are over-burdened immensely. Not only is the drug menace is gripping the city, there are often violent clashes among rival gangs which cause a lot of bloodshed. The widespread network of drug peddlers often harass common citizens and businesses alike. Many have chosen to either leave town or shut businesses. There is a lot of

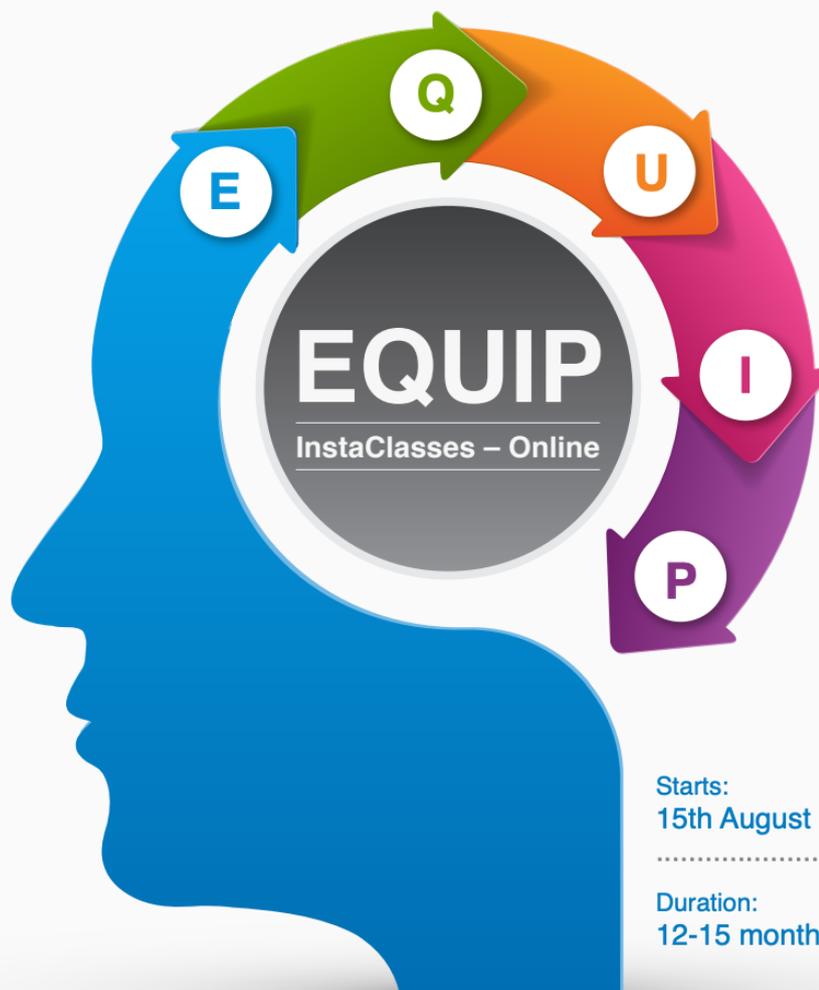


pressure on the administration to control the menace as it is slowly choking the town. The local MLA calls for meeting and proposes a radical plan to tackle the problem. MLA says the police to issue an “unofficial” diktat that all drug related activities to be moved an abandoned area. In this designated area, they could conduct the illicit activities and asks you to turn a blind eye as long as they do not indulge in violence. It’s nothing short of legalizing drugs which allows a free pass for drug peddling in that abandoned area. When you try to reason with the MLA against this, he responds that in any case the drug trade cannot stopped but with this plan they can regulate it. This will reduce the bloodshed considerably and put a stop to harassment of common people altogether and normal businesses of town can function normally. The social workers present at the meeting says this plan may help them narrow down and identify addicts, pass information regarding safe use of syringes to prevent HIV and convince them to join rehabilitation program. This was not possible earlier as the peddling was widespread. You are still not convinced with the plan and further reason with the MLA but he sternly reminds you that he is an MLA of the ruling party and you’re just a probationer yet. What will be your course of action? Justify. (250 words) 93

As the Chief Project Officer, you have been given an emergency grant for re-construction of the bridge that collapsed due to recent flash floods in the area surrounding Malgudi. Although it is a small project for you but it is vital one as it is a sole way in and out of the rural hamlet of Malgudi. After the collapse, people of Malgudi are forced to navigate the river in an un-safe means for reaching to jobs, hospitals and educational institutes etc. The instruction from the higher ups is to get the project completed at the earliest as well as ensure highest level of quality so that bridge remains strong for a long time irrespective of the weather conditions. As it is a small project, you need to assign, just one engineer to it. Most of the engineers under you are involved in other major projects and you have two engineers who are relatively less burdened – Mr Swami and Mr Rajam. Both are similar in the quality of work. Mr Swami is known for his honesty and uprightness in the department but his efficiency is low. He has missed many deadlines in the past. On the other hand, Mr Rajam, is a highly efficient worker and know for doing high quality work on time but in the past he had some allegations of corruption against him and many have complained against his nexus with the contractors. With the bridge needing to be constructed at the earliest, who will you appoint as the engineer for this project? (250 words) .....



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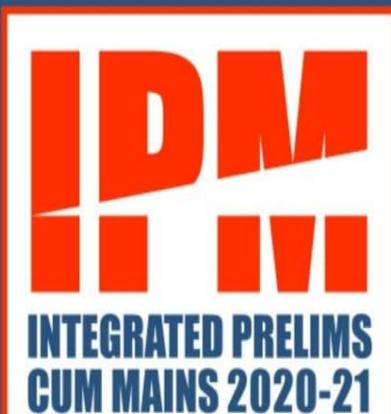


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Ethics and Human Interface: Essence, determinants and consequences of Ethics in human actions; dimensions of ethics; ethics in private and public relationships.

Law is nevertheless an indispensable part of the picture. It is a necessary complement to both morality and ethics. Elucidate. (250 words)

Reference: Ethics, Integrity and Aptitude by Lexicon Publications

**Why the question:**

The question is amidst the link between law and ethics and in what way both go hand in hand.

**Key Demand of the question:**

Explain in what way law being indispensable has to necessarily complement both morality and ethics.

**Directive:**

**Elucidate** – Give a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

**Structure of the answer:**

**Introduction:**

Briefly define law and ethics in the introduction.

**Body:**

Law is defined as ordinance of reason to achieve common good. Law is reason based and fact based. It has objective standards. Law is generally made by State especially legislature. They deal with various aspects of human affairs. Law becomes the basic for regulating human affairs.

Ethics is a branch of moral philosophy that guides people about the basic human conduct. It sets a standard of how a person should live and interact with other people. It envisages Common Good approach.

Explain with examples, the role of law for ethical conduct in society.

Then explain how law complements both morality and ethics wherein decision is taken in common interest of the society.

**Conclusion:**

Conclude that Ethics come into picture specially when law is not able to ensure common good due to its limitation however that does not mean ethics undermines of law.

**Introduction:**

Laws are rules of conduct that government creates and requires people to obey whereas ethics refers to human conduct based on a set of established standards. Law and Ethics are considered to be the two tools for controlling human conduct so as to make it conducive for civilized social existence. Laws and ethics both serve similar purposes of guiding human conduct so as to make it conducive to civilized social existence. They enforce a sense of right and wrong.

**Body:**

Both are derived from certain common sources like religion, community values, cultural context, sense of justice, etc. However, ethics can also be a result of one's own evolution, personal experiences, personal choices, etc.

While laws apply uniformly to all, ethics can vary from person to person and they change more frequently than laws. In case of a breach of law, the state is within its right to punish. Hence, they work as a medium of retributive justice. On the other hand, ethics are not enforceable.

Based on society's beliefs, laws are created and enforced by governments to mediate in our relationships with each other. Laws must be followed by all, including private citizens, groups and



companies as well as public figures, organizations and institutions. Laws set out standards, procedures and principles that must be followed.

While laws carry with them a punishment for violations, ethics does not. In ethics everything depends on the person's conscience and self-worth. For example, driving carefully and within the speed limit because a person not wanting to hurt someone is ethical, but if one drives slowly because he/she see a police car behind, this suggests fear of breaking the law and being punished for it.

Ethics comes from within a person's moral sense and desire to preserve his self-respect. It is not as strict as laws. Laws are codifications of certain ethical values meant to help regulate society, and punishments for breaking them can be harsh and sometimes even break ethical standards.

For example, take the case of the death penalty. Everyone knows that killing someone is wrong, yet the law punishes people who break the law with death.

Furthermore, laws play role as a punitive tool towards ensuring ethical conduct in humans in a civilised society. Child labour acts in statute books around the world are a case in point where ethical behaviour of not employing child labours is ensured through legislations for the same.

At the same time, it is important to remember that following law doesn't always ensure ethical conduct for humans. An illegal act may be deemed more ethical than when following law to the book. For example, the act of whistleblowing to bring out information important for the society can be seen as illegal but many consider it an ethical conduct. The case of Edward Snowden and Julian Assange clearly demonstrates this phenomenon.

Rigid implementation of laws also cannot serve the purpose of ethical conduct as is evident from the recent Supreme Court judgement with respect to Forest Rights Act for tribals in India. Here, many tribals have been ordered to vacate their traditional dwelling places owing to SC's interpretation of archaic laws.

In a rules based society, laws serve the important function of regulating society towards a harmonious existence without which there would be chaos and anarchy, 'matsyanyaya' as has been termed in ancient Indian texts.

### **Conclusion:**

Thus, it can be seen that laws can ensure ethical conduct provided that the law making procedure is guided by ethical thinking while also realising that ethical conduct of an individual has many inspirations where internal human conscience is the most important one driving the ethical behaviour of humans.

**Describe the following terms in your own words: (250 words) i. Commitment, ii. Confession, iii. Rationality**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications*

### **Why the question:**

*The question is straightforward and aims to discuss the terms – i. Commitment, ii. Confession, iii. Rationality in the context of Ethics, Integrity and Aptitude.*

### **Key Demand of the question:**

*Discuss in detail each term, its importance and relevance with suitable examples wherever possible.*

### **Directive:**



**Describe** – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

**Structure of the answer:**

**Introduction:**

Briefly define each of the three terms mentioned in the question.

**Body:**

*Confession is when one accepts the mistake/wrong that has been done. It is the starting point of penance. It is the act that follows after the realization that one has done something immoral. It helps to purify mind and strengthens one's conscience.*

*Commitment is the consistency and strength of a decision concerning something/someone. It depicts clarity and certainty in behaviour with respect to a thing someone is committed to. It strengthens one's confidence with respect to that thing. Ex; commitment of our freedom fighters towards independence.*

*Rationality is a faculty of thinking wherein the prejudices, emotions and other outside influences have no place. It is a scientific approach to things. It helps us see things as it is and not adulterated by subjective opinions. It is the tool to bring objectivity in decision making. This instrument helps us discriminate between right and wrong, good and bad by their merits.*

*Give suitable examples for each of the virtue and justify their importance and relevance.*

**Conclusion:**

Conclude by reasserting their importance.

**Confession:**

- **A confession is any written or oral statement in which a person admits to having committed some transgression, often indicating acknowledgement of guilt for a crime**
- A formal statement admitting that one is guilty of a wrong doing or a crime. It involved admission of guilt, feeling sorry towards it and a person desires absolution from the act and make sure that act is not repeated.
- Confession can lead to reconciliation which leads to a community that walks and serves together.
- It can improve inter personal relationships and build trust between individuals and societies.
- A confession is the starting point of 'let bygones be bygones' as well as the process of forgiveness which is one of the important virtue which is need to heal and achieve internal peace as well as peace in our world.
- Confession requires immense courage.
- It can be done only the brave and those who to right the wrongs.
- It is a virtue which cause temporary pain to the person who is wronged but in the long run, it acts as a bridge to improve relations.
- A teenage Mohandas was stealing from home. He was overcome with guilt and he resolved never to steal again. But this was not sufficient. He made up his mind to confess his guilt to his father. But he did not dare to speak to him. Not that he was afraid of his father beating him. But he was afraid of the pain that he should cause him. But he felt that there could not be a cleansing without a clean confession.
- He wrote a note in which, not only did he confess his guilt, but also asked for adequate punishment for it. He pleaded his father not to punish himself for his offence. In the same note Mohan also pledged never to steal in future. He was trembling as he handed over the note to his father. He read it through and the pearl-drops from his eyes trickled down his cheeks, wetting the paper. For a moment he closed his eyes and then he tore away the note. He forgave Mohan and he never stole again. This is the sort of virtue where to accept a mistake, confess, repent and to resolve not to commit the act again made him Mahatma Gandhi.



- Be truly sorry for your sins. The essential act of Penance, on the part of the penitent, is contrition, a clear and decisive rejection of the sin committed, together with a resolution not to commit it again. The resolution to avoid committing these sins in the future (amendment) is a sure sign that your sorrow is genuine and authentic. It all starts with confession.
- I confessed to my mother when I had used the money given by her towards the wrong Things.

#### Commitment:

- **Commitment represents the motivation to stay in a relationship and to work at it.**
- “Whatever it takes.” Those are words of commitment.
- Words said by a person with the drive to reach a goal by doing what needs to be done until it is achieved.
- Commitment ethic is a deeply held belief that, once you have agreed to do something, you must do it until it is finished or completed.
- A strong commitment ethic leads to success. Whether you are a student, an employee or a stay-at-home mom—you’ve probably set personal goals for yourself. These goals can be reached only when a high enough level of commitment has been made.
- During the reign of Madakari Nayaka, the city of Chitradurga was besieged by the troops of Hyder Ali. A chance sighting of a man entering the Chitradurga fort through a hole in the rocks led to a plan by Hyder Ali to send his soldiers through that hole. The Guard had gone home to have his lunch. During his meal he needed some water to drink, so his wife Obavva went to collect water in a pot from a pond which was near the hole in the rocks, halfway up the hill. She noticed the army trying to enter the fort through the hole. She used the Onake or pestle (a wooden long club meant for pounding paddy grains) to kill the soldiers one by one by hitting them on the head and then quietly moving the dead without raising the suspicions of the rest of the troops. Mudda Hanuma, Obavva’s husband, returned from lunch, was shocked to see Obavva standing with a blood stained Onake and several of the enemies’ dead bodies around her. She was later killed in the ensuing battle.
- Her commitment to her land and duty is unparalleled, which made her the epitome of courage, dedicate and commitment.
- Without commitment ethic, what’s to keep us from giving up at the first sign of resistance? Commitment ethic gives us the push we need to power through when all hope seems lost.
- It’s an inner drive to succeed, even when everything else is seeing to it that we fail.

#### Rationality:

- **Rationality the quality of being based on or in accordance with reason or logic.**
- Rationality is the habit of acting by reason, which means in accordance with the facts of reality.
- The only alternative is acting by whim, which because reality is absolute, will result in undesired consequences.
- This is because an action based on a belief in a particular cause-effect relationship will not occur if that relationship is invalid.
- A second consequence to acting irrationally is that it undermines one’s ability to act rationally in the future.
- By choosing to act irrationally, you are confessing your lack of trust in your own mind.
- The more often you do this, the more you will believe what you are practicing.
- You will accept that the mind is impotent, and that you cannot make the right decisions.
- This undercuts your ability to live, since reason is man’s means of survival.



- Stanislav Yevgrafovich Petrov was a lieutenant colonel of the Soviet Air Defense Forces who played a key role in the 1983 Soviet nuclear false alarm incident. On 26 September 1983, three weeks after the Soviet military had shot down Korean Air Lines Flight 007, Petrov was the duty officer at the command center for the Oko nuclear early-warning system when the system reported that a missile had been launched from the United States, followed by up to five more. Petrov judged the reports to be a false alarm, and his decision to disobey orders, against Soviet military protocol, is credited with having prevented an erroneous retaliatory nuclear attack on the United States and its NATO allies that could have resulted in a large-scale nuclear war. Investigation later confirmed that the Soviet satellite warning system had indeed malfunctioned. Petrov's rationality saves the world from a global catastrophe.
- If we think rationally, we will never believe in gender bias traditions.

**“Good people don't need law but bad people will always find their ways around law.”  
(Plato). Elucidate. (250 words)**

*Reference: Ethics, Integrity and aptitude by Lexicon publications.*

#### **Introduction:**

There are two sources of guidance by which human beings can judge the morality of their actions. One is outside that is law and other is inherent within the actor that is conscience.

#### **Body:**

- If a person is thought to be responsible in his actions, he understands what his actions hold for him as well as for the society.
- Sometimes, it is perceived that if a person is not indulging in an anti-people activity, he does not have guts to do so.
- A person who bears subtle form of social controls in his life, and doesn't indulge in actions which need to be controlled by laws, has in fact imbibed those ideals in his personality.
- While the bad elements, people who are not concerned about the larger good when they indulge in any activity, lack the “good” trait in their personality and fundamentals.
- Even if the society tries to contain them into laws and impositions, they will find a way out because their tendencies are framed in that manner.

#### **Law as moral obligation:**

- St Thomas Aquinas defined law – “an ordinance of reason for the common good” – imposes moral obligation to act or restrains to not act
- Law sets up a course of action
- Aquinas emphasized upon good, possible and just laws therefore.
- He recognized two kinds of laws – Natural and Positive laws
- Natural law developed with time and is based on human nature. Human reason can discover it. It is also universal and immutable.
- Positive law is a set of laws and depends on legislators' free will. Promulgated by some external sign
- Since natural law is general and vague, positive law is necessitated to clear ambiguity and establish principles

#### **Conscience:**

- Against law which is outside the actor, conscience is within that determines morality.



- It is a special act of mind that comes into being when the intellect passes judgement on the morality of a particular action.
- From deontological perspective, conscience is a judgement – an act of intellect.
- It is not a feeling or an emotion.
- It is very specific to the action, unlike the general nature of laws.
- This belief is questionable.

### Conclusion:

Being good or bad, is essentially defined by what a person holds as ideals and how responsibly he chooses his actions. Laws come into picture for social control. What must in fact come into picture is better training of an individual from childhood to be a member of a responsible society.

### With a tough and a challenging year coming to an end, what learnings do you take forward from this year? (150 words)

Reference: [The Hindu](#)

#### Why the question:

A challenging question which asks to you write about the learnings from the pandemic hit year.

#### Key Demand of the question:

To contemplate on the learnings from the year.

#### Structure of the answer:

##### Introduction:

Begin with mentioning the about the year 2020 and highlight some major events from it.

##### Body:

This is a very open ended question. On the overview it may seem like a simple and straightforward questions but it is a bit challenging to summarize the learnings and link them to your syllabus. Mention about the major learnings from the year. Importance of transparency (China not revealing Covid-19 in the initial phases), dedication to public service (front line workers), courage (covid patients and their families), tolerance and compassion towards the weaker-sections (black lives matter and migrant issues) etc.

Make sure the learning are linked to your syllabus and ethical values.

##### Conclusion:

End with a positive way forward for the New Year.

COVID-19 pandemic has led to a dramatic loss of human life worldwide and presents an unprecedented challenge to public health, food systems and the world of work. The economic and social disruption caused by the pandemic is devastating, Millions of enterprises face an existential threat. Pandemic has decimated jobs and placed millions of livelihoods at risk. As breadwinners lose jobs, fall ill and die, the food security and nutrition of millions of women and men are under threat.

Body:

#### Values that we have to learn from 2020:

- **Resilience** - From environmental disasters to a global pandemic, and social unrest to economic recession, even the least affected of us have had to learn a little more about strength.
  - For E.g.: The efforts of citizens in staying socially isolated despite all the financial and social problems and vulnerabilities.
- **Adaptability** - Individuals, families and businesses were taught the true meaning of adaptability.
  - For E.g.: Evolving work culture, promoting Work from Home culture etc.



- **Compassion:** During isolation – and a spike in unemployment – talking about grief and mental health became increasingly important and people found new ways to show compassion.
  - For E.g.: Compassion of frontline Workers – Policemen, healthcare workers, civil servants who had worked selflessly to promote and protect lives of citizens.
- **Connection and Self-Reflection-** Many people found time to self-reflect during isolation, learning a little bit more about themselves and the value they place on social connection.
  - For E.g.: Effective use of video calls and social media to stay connected.
- **Courage** - As we move from uncertainty to realization of the nature of our challenges, we recognize persistent fear for what it is, and we grow to a point where we master our fears.
  - For E.g.: Covid patients and their families.
- **Building a healthy work culture-** The global crisis has left several lessons for us in its wake and one of them is to be supportive of each other and build a culture of trust, support, and transparency.
- **Increased flexibility-** Changing work scenarios, changing social setting, changing political scenarios, with growing uncertainty, has inspired citizens to become flexible.

**We must invest in Education:** With changing scenarios, disruption in education is happening affecting lives of future generation. Inclusion of ICT in education have further bred inequality.

Conclusion:

**Finally, we must find our voice and refuse to lose it again.** Never take anything for granted - amount of loss we've seen this year has been truly unprecedented. We've seen mass layoffs. We've seen industries completely tank to the point of no return. We've also lost things that were more personal to us like close human interaction. We don't get to go to places like we used to or even sit down at a restaurant comfortably.

As Seneca said **"Every new beginning comes from some other beginning's end."**

Human Values – lessons from the lives and teachings of great leaders, reformers and administrators; role of family, society and educational institutions in inculcating values.

Legality is not the standard of right or wrong, Humanity is. Elaborate. (150 words)

Reference: *Ethics, Integrity and Aptitude* by Lexicon Publications.

**Introduction:**

Legality can be defined as an act, agreement, or contract that is consistent with the law or state of being lawful or unlawful in a given jurisdiction.

**Body:**



Ethical conduct in human society is considered paramount as it is based on critical thinking and reason. Socrates is known as the father of Ethics, who influenced generations of thinkers after him like Plato, Aristotle, etc.

In this regard, there multiple sources of ethical conduct like religion, law, society, individual, knowledge, time and other sources. Here, law is defined as a rule that has been legally made to apply to everyone in a civilization. In a democratic system, a law is phrase that has been passed by a legislature.

Based on society's beliefs, laws are created and enforced by governments to mediate in our relationships with each other. Laws must be followed by all, including private citizens, groups and companies as well as public figures, organizations and institutions. Laws set out standards, procedures and principles that must be followed. While laws carry with them a punishment for violations, ethics does not.

In ethics everything depends on the person's conscience and self-worth. For example, driving carefully and within the speed limit because a person not wanting to hurt someone is ethical, but if one drives slowly because he/she sees a police car behind, this suggests fear of breaking the law and being punished for it.

Ethics comes from within a person's moral sense and desire to preserve his self-respect. It is not as strict as laws. Laws are codifications of certain ethical values meant to help regulate society, and punishments for breaking them can be harsh and sometimes even break ethical standards. For example, take the case of the death penalty. Everyone knows that killing someone is wrong, yet the law punishes people who break the law with death.

Furthermore, laws play role as a punitive tool towards ensuring ethical conduct in humans in a civilized society. Child labor acts in statute books around the world are a case in point where ethical behavior of not employing child labors is ensured through legislations for the same.

At the same time, it is important to remember that following law doesn't always ensure ethical conduct for humans. An illegal act may be deemed more ethical that is humanity than when following law to the book. For example, the act of whistleblowing to bring out information important for the society can be seen as illegal but many consider it an ethical conduct. The case of Edward Snowden and Julian Assange clearly demonstrates this phenomenon.

Rigid implementation of laws also cannot serve the purpose of ethical conduct or humanity as is evident from the recent Supreme Court judgement with respect to Forest Rights Act for tribals in India. Here, many tribals have been ordered to vacate their traditional dwelling places owing to SC's interpretation of archaic laws.

In a rules-based society, laws serve the important function of regulating society towards a harmonious existence without which there would be chaos and anarchy, 'matsyanyaya' as has been termed in ancient Indian texts.

## Conclusion

Thus, it can be seen that laws can ensure ethical conduct provided that the law-making procedure is guided by ethical thinking while also realizing that ethical conduct of an individual has many inspirations where internal human conscience is the most important one driving the ethical behavior of humans.



## Why is dowry so deeply entrenched in our society? Analyse ethically. (150 words)

*Why the question:*

*The question is part of the static syllabus of General studies paper – 4.*

*Key Demand of the question:*

*To examine the ethical perspective for the prevalence of dowry in modern society.*

*Directive:*

*Analyze – When asked to analyse, you have to examine methodically the structure or nature of the topic by separating it into component parts and present them as a whole in a summary.*

*Structure of the answer:*

*Introduction:*

*Begin the answer by giving the context on the problem of dowry in India.*

*Body:*

*Write about ethical issues responsible for the issue of dowry. Greed of money, Patriarchy, disobedience towards law, lack of empathy toward girl and her family, cultural issues, acceptance, sexist attitude and male chauvinistic tendencies etc.*

*Bring out the consequences of prevalence of dowry system. The very institution of marriage is being altered by this evil system. Marriage has become a potential death trap for an increasing number of women, particularly in the northern parts of the country. Instead of assisting newly-wed couples to set up a household, dowry has become a major disruption of marital harmony*

*Conclusion:*

*Suggest measure to tackle this widespread menace.*

**Introduction:**

Dowry, a cultural practice deeply rooted in many Indian communities, refers to the money, goods, or property given to a bridegroom's family along with the bride. Dowry is a social evil in the society, that has caused unimaginable tortures and crimes towards women. The evil has taken lives of women from all strata of society – be it poor, middle class or the rich. However, it is the poor who succumb and fall prey to it, more due to their lack of awareness and education.

**Body:**

**Reasons for dowry to be deeply entrenched in our society:**

- **Patriarchal nature:**
  - Sons are seen as assets.
  - There is a strong preference for male children, which has been blamed for years of female feticide.
  - This has left India with a very unbalanced sex ratio. There are 940 women for every 1,000 men according to 2011 census.
  - India has 37 million more men than women, making it hard for men to find suitable brides.
- **Societal attitude:**
  - Instead of being regarded as a crime and a source of shame, dowry has become a matter of pride.
  - It is discussed over coffee at family gatherings.
  - Sons-in-law are often introduced with the price tag they come with.



- Educated grooms tend to demand higher dowries. Education is reduced to just another factor that determines your market rate.
- Today, dowries are seen as being directly linked to the brides' estimation and treatment by her husband, forcing their families to ensure that a substantial amount of dowry is provided.
- **Greed:**
  - Owing to expectations of material benefits from the bride's family, dowry is demanded for, and at times, when the demands are not met, either the marriage is called off, or the bride is exploited leading to domestic violence.
- **Illiteracy:**
  - With a literacy rate of 74.04% in the country, it is quite valid to consider it the primary cause for different social evils.
  - The communities that are not knowledgeable about the laws and legislation face several atrocities owing to dowry exchange practices.
- **Lack of Willingness to adhere to laws:**
  - The primary reason behind the failure is lack of mass participation.
  - People pay no heed to such laws and make sure to exploit the dowry system to gain material benefits under the veil of a marriage proposal.

#### Implications of dowry:

- It is because of the dowry system, that daughters are not valued as much as the sons.
- In the society, many a times it has been seen that they are seen as a liability and are often subjected to subjugation and are given second hand treatment may it be in education or other amenities.
- The parents don't lay enough emphasis on educating their daughters, as they feel that husbands will support them latter.
- The Poorer sections of society who send their daughters out to work and earn some money, to help them save up for her dowry.
- The regular middle and upper class backgrounds do send their daughters to school, but don't emphasize career options.
- The very wealthy parents who happily support their daughters until they get married and their ability to fork out a high dowry

#### Conclusion:

Dowry has become an institutionalized and integral part of the Indian marriage. Social and economic realities do little to keep it in check. In such a situation, the need to revise the institutional framework concerning dowry and the need for more research on different forms of dowry and the reasons for its prevalence is the need of the hour.

**Which great leader or personality inspires you to stay morally upright? Why? (250 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

**Why the question:**

The question is part of the static syllabus of General studies paper – 4.

**Key Demand of the question:**

To talk about the inspiration you draw from a great personality that defines your morally justified path.

**Structure of the answer:****Introduction:**

Start by introducing the personality or a relevant quote from the personality.

**Body:**

This is a very open ended. You should select a leader or personality who was known for his/her ethical standing, fortitude and moral courage.

It is vital that you mention the facets of the leader or personality with relevant instances from his life as to how he/she inspire you to stay on the right path.

Leaders and great personalities such as Mahatma Gandhi, Nelson Mandela, Gautama Buddha etc.

**Conclusion:**

Conclude by stating the necessity of learning from the lives of the great personalities to keep up morally upright.

**Introduction:**

A leader is the one, who maintains high levels of Integrity, accountability, empathy, humility, resilience, vision, influence, and positivity. The mark of a good leader are the Communication skills, ability to be resilient under difficult situations, Influences large number of people through a Vision, Delegates responsibilities and builds confidence among his fellow workers.

**Body:**

**“If you light a lamp for somebody, it will also brighten your path”.** The eminent personality that has inspired me the most in the context of ethical conduct in life is Gautama Buddha.

**Buddha** was a philosopher, mendicant, meditator, spiritual teacher, and religious leader who lived in Ancient India (c. 5th to 4th century BCE). He is revered as the founder of the world religion of Buddhism.

Buddha spoke about enlightenment that is knowledge to escape from the cycle of birth and death. Sufferings of human being can be ended and happiness can be brought only through pursuit of knowledge.

Besides, Buddhism prescribes for an eight-fold path for ethical conduct in life. It consists of Right Understanding, Right Thought, Right Speech, Right Action, Right Livelihood, Right Effort, Right Mindfulness and Right Concentration. Buddha also taught about five precepts – No Killing, No stealing, No sexual misconduct, No lying, No intoxicant. One of the most important teachings of Buddha is the ‘Middle Path’. It advocates a middle course between extreme self-denial and excessive pursuit of material pleasures.

Out of all the teachings of Buddha, the one I have tried to emulate is that of ‘Middle Path’. I have tried to strike a balance between hedonism and asceticism. Whenever I get into an ethical dilemma, I try to find a middle course of action. I also try to balance between the physical needs and mental well-being. I try avoiding extreme of human conduct.

For example, at one hand I try to be idealistic but on the other hand I try to bring in pragmatism whenever required without compromising ethical principles.

**Conclusion:**



"No person is a born leader, but one has to build on the fundamentals as mentioned above, to be a great leader". Thus, it is evident that the roles and responsibilities of a Government leader are a lot more, and hence they are expected to be 'top notch' to fulfil the same and take the country forward.

*Note: you can talk about any leader of your choice, please make sure that the answer reflects the values you have learnt from the leader.*

Attitude: content, structure, function; its influence and relation with thought and behavior; moral and political attitudes; social influence and persuasion.

"The greatest intoxication is that of the ego. The worst madness is that of anger. The person who is free from arrogance and anger finds goodness and beauty wherever she goes! When we think we know everything, we lose the battle of life". Elucidate. (250 words)

*Reference: Quote based question*

**Why the question:**

*The question talks about the evils of qualities like ego, anger and arrogance and their ill effect on one's life.*

**Key Demand of the question:**

*Elaborate upon the statement in question, discuss each quality and bring out the ill effect it can bring in one's life and suggest what needs to be done to overcome effects of such qualities in one's life.*

**Directive:**

**Elucidate** – Give a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

**Structure of the answer:**

**Introduction:**

*In the beginning of the answer, briefly define ego and explain its characteristics.*

**Body:**

*Ego is a person's sense of self-esteem or self-importance. Someone's ego is their sense of their own worth. If someone has a large ego, they think they are very important and valuable. In recent times, people feel superiority of caste, religions, nationality, culture, and gender and material wealth.*

*Discuss the factors that foster one's ego, explain the consequences of ego.*

*Then move onto explain with examples, significance of not having ego or control on ego, one can here talk about various leaders, philosophers and their observations and practices related to conquering the evils of ego.*

*Explain why one should strive for knowledge and not stop in his/her life.*

**Conclusion:**

*Conclude with suggestions such as – Ego can be overcome by practicing self-restraint, Yoga and Meditation, appropriate socialization, parenting.*

**Introduction:**



Ego, in psychoanalytic theory, that portion of the human personality which is experienced as the “self” or “I” and is in contact with the external world through perception.

**Body:**

1. Ego is a person’s sense of self-esteem or self-importance. Someone’s ego is their sense of their own worth.
2. If someone has a large ego, they think they are very important and valuable.
3. In recent times, people feel superiority of caste, religions, nationality, culture, and gender and material wealth.
4. But when it starts affecting other people it creates problems. Ego, a seemingly simple feeling creates many problems in the world.
5. Consider a family. All members live in harmony, following and obeying a senior member to maintain discipline. Then a member develops ego problems. He starts rebelling and tries to dictate his own terms.
6. This creates chaos and infighting in the family, loss of discipline and peace. Ego problems between husband and wife are the main cause for marital disharmony and number of divorcees.
7. In office, if the boss is an egoist, he remains aloof from his employees. He does not communicate with them much, considers their problems as excuses for not doing work and their demands as exaggerated.
8. The consequences which follow can be one or more than one of the following – the skilled employees switch over to another job at the first opportunity.
9. Replacing a person is not difficult. But an experienced hand is an asset for any organization while new ones will be a liability as they take time to get acquainted with the system of working.
10. Those unable to change start getting frustrated and loose interest in work.
11. Gradually they fail to put in their best at work, thus affecting the quality.
12. On the part of the boss, he remains lonely in spite of his position and power.
13. He lacks true friends and well-wishers if his ego is inflated, because he would be surrounded by sycophants or people fearing him.
14. His subordinates do not respect him and feel happy when he changes.
15. In case of a subordinate employee having a big ego, situation becomes more difficult.
16. This person always thinks that he is excellent and not get his due, wherever he works.
17. He does not cooperate and coordinate with his colleagues, tries to argue with the superiors and wants to do things his way even if incorrect.
18. Both these types of scenario are not pleasant and spoil the peace of the office.
19. Office is a place where one spends 8 to 10 hours of the day, 5 to 6 days of the week.
20. A vitiated atmosphere becomes stressful for both employees and the bosses.



21. Thus, all are exposed to risk of developing hypertension, cardiac problems and other stress related health problems.
22. At a higher level, it is well known that for centuries wars have been fought to satisfy the ego of some person ruling the country or masses.
23. People of any nationality or community live in peace and harmony, with one another.
24. They are instigated to fight and kill one another because of the ego of some leader.
25. In no situation is an egoist person loved or appreciated. People may be taken in temporarily by his boasting or airs but very soon his true self is exposed.

#### **Why do people have an inflated ego?**

1. In some people it is due to lack of self-confidence, which they try to hide by bossing over others.
2. Over confidence may be the cause for exaggerated egos in some persons.
3. Just because of some skill they have, they regard others to be morons whom they have come to salvage.
4. Some weak-minded people get carried away by false praises bestowed on them by others for some personal gains and blow up their ego.
5. Exaggeration about self is also a psychiatric disorder in which the person is removed from reality and has delusions of grandeur about themselves.
6. Thus, for benefit of self and others, keeping away ego is a good policy. Great men of the world who are still revered like Abraham Lincoln, Martin Luther King, Mahatma Gandhi, Nelson Mandela, all are well known for their humility.
7. All human beings are interdependent on one another for their very existence, whether one accepts it or not.
8. Doctors, farmers, cleaner, cooks, engineers, teachers, all are needed in a society.
9. A very rich man would need grains grown by a farmer, milk brought in by milk man, helpers to help around in the house and at work.
10. So it is better that instead of showing his superiority he acknowledges the help extended to him and is respectful.

#### **Effects of ego:**

It can be held responsible for many negative human traits including but not limited to criticizing and judging others, acting manipulative, being inflexible and rigid, having severe mood swings, possessing a constant need for praise and approval, need to feel superior to everyone around, feeling fearful, anxious, being uncooperative, taking things too seriously, taking offense easily, constantly worrying over little things, feeling resentful towards others, inability to live in the present moments, feelings of hopelessness and despair and the need for power and control over others.

#### **How to control ego:**

1. Do something nice for a subordinate



2. Tell someone something you've been keeping in for long
3. Let someone else talk for a change
4. And really listen to them
5. Step down if you have to
6. Compliment someone
7. Put yourself in the other person's shoes
8. Stop complaining
9. Embrace the art of letting go

**Conclusion:**

Ego is not a substance. It is a non-substance like darkness. When knowledge gets fully matured, the ego drops and simplicity dawns. Look at your life in contrast with the magnitude of creation, space and time. Your life becomes insignificant. Ego disappears.

**What are the cognitive approaches to persuasion? Discuss with examples.(250 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications*

**Why the question:**

*The question is based on the theme of Persuasion and the approaches to it.*

**Key Demand of the question:**

*One must discuss in detail the cognitive approaches to persuasion.*

**Directive:**

**Discuss** – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

**Structure of the answer:**

**Introduction:**

*Start with the definition of Persuasion.*

**Body:**

*One can explain the approaches proposed by thinkers and philosophers like Aristotle proposed three approaches to changing another's mind: Ethos – appealing to ethics. Logos – building a logical case. Pathos – enlisting emotions or imagination.*

*Cognition refers to mental activity including thinking, remembering, learning and using language. When we apply a cognitive approach to learning and teaching, we focus on the understanding of information and concepts.*

*Give examples to explain better.*

**Conclusion:**

*Conclude with importance.*

**Introduction:**

Persuasion is symbolic process in which communicators try to convince other people through transmission of a message to change their attitudes or behaviors. Cognition refers to mental activity including thinking, remembering, learning and using language.

**Body:**

- **Anthony Greenwald: cognitive response model of persuasion**



- The cognitive response model of persuasion locates the most direct cause of persuasion in the self-talk of the persuasion target, rather than the content of the message.
  - The cognitive response model shows that learning our cognitive responses to persuasion provides a basis for understanding the persisting effects of communication.
  - Greenwald's theory states that we remember our cognitive responses better than actual information presented to us.
  - Simply put, we are better at remembering our thoughts about an argument during the argument, rather than the actual argument itself
  - Two types of cognitive responses exist: direct and indirect. Direct responses are relevant to the material being presented and can increase persuasion.
  - For example, when presented with the fact, "9 out of 10 college students drink alcohol", and your cognitive response is, "Yeah, I would say most of the people at my school are drinkers", you would be having a direct response.
  - Indirect responses have nothing to do with the material at hand and do not increase persuasive effects. If presented with the same fact, "9 out of 10 college students drink alcohol", and your cognitive response is, "I wonder what I am doing this weekend", you would have an indirect response
- **Aristotle proposed three approaches to changing another's mind:**
  - **Ethos – appealing to ethics.**
    - "It's the right thing to do." Ethos is ultimately an appeal to what some consider humans' "higher nature," the part that cares strongly for fellow beings and nature, seeking to rise above the fray of petty jealousies, greed, and small-mindedness.
    - Ethos persuaders often try to reach Executives, managers, and other leaders by urging (sometimes even "guilting") them to be better than who they previously were, to more fully support safety, and to become more trustworthy.
    - The desired result might be these leaders' providing a higher level of resources or leadership or be willing to underwrite a different approach, intervention, tool, etc.
    - This persuasion method also may be directed toward inducing workers to adopt new ways that help increase profits or the safety record, to better support peers (e.g., becoming their "brother's keeper"), use personal protective equipment as a default in order to serve as a role model to others, or because everyone should just adhere to policies and procedures.
  - **Logos – building a logical case.**
    - "It makes sense." Those who enlist Logos champion logic, efficiency, strategy, reason, intelligence, and reducing short-sightedness.
    - Their appeal is to think, then act with greater wisdom than in the past.
    - A Logos argument might include cost-benefit analysis, awareness of negative consequences of current methods, how to put odds in favour of avoiding injury, logical consequences of actions on future results (e.g., what will happen in 30 years from failure



to wear hearing protection), how approaching Safety strategically as a leader will strengthen the company, etc.

- **Pathos – enlisting emotions or imagination.**
  - “Here’s how this affects you.” Pathos helps people see that changing the way they think and act can better get them what they want. Pathos emphasizes changing energy and motivating personally.
  - Pathos persuaders strongly employ interaction and involvement.
  - They usually tell stories to make points and to expand others’ imagination of what’s possible, rather than just appealing to morality or logic.
  - They’re usually more personal in their approach than are Logos or Ethos advocates, tending to discuss lessons learned and portraying their own limitations.
  - Compared to the other two styles, Pathos most strongly emphasizes action rather than just mind-set, planning, or consideration.
- By artfully blending your own mix of these three persuasive powers, you can better shift others’ outlook and then their actions.
- **Rich Petty and John Cacioppo: Elaboration likelihood model (ELM) of persuasion.**
  - According to the ELM, there are two cognitive routes to persuasion.
  - The central route is taken when the topic is of high interest or importance and when there is plenty of time to analyse things.
  - When we process things by the central route, we pay attention to the details.
  - Things such as the quality of the argument and the soundness of the logic matter.
  - We will be more persuaded when the details hold together than when they fall apart.
  - In contrast, the peripheral route is taken when the topic is of little relevance and there is little time.
  - When we process things by the peripheral route we don’t pay attention to details.
  - Instead, we are persuaded by superficial cues. Perhaps we recognize the celebrity endorser, or feel good as the attractive model seductively reminds us of the products’ name.

### **Conclusion:**

Thus, Persuasion is one form of social influence on attitude; in fact, it represents the intersection of social thinking and social influence of everyday life. Understanding these shortcuts and employing them in an ethical manner can significantly increase the chances that someone will be social influenced and persuaded by the public policy.

**You can change your behavior by changing your attitude. Elucidate. (150 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

### **Why the question:**

*The question is part of the static syllabus of General studies paper – 4.*



**Key Demand of the question:**

To develop a link between changing your attitude and changing your behavior.

**Directive:**

**Elucidate –**

Give a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

**Structure of the answer:**

**Introduction:**

In the introduction, define attitude and behavior. Mention the difference between attitude and behavior.

**Body:**

With relevant examples elaborate on how attitude can be change and that change in the resultant behavior.

How behavior and attitude affect us and the need to adopt behaviors which are of empathy, compassion, fortitude and integrity.

**Conclusion:**

Complete the answer by stressing how changing to right behaviors and attitude can impact our life positively.

**Introduction:**

Attitude refers to a set of emotions, beliefs, and behaviors toward a particular object, person, thing, or event. Attitudes are often the result of experience or upbringing, and they can have a powerful influence over behavior.

**Body:**

**Attitude**

Attitude refers to a person’s mental view, regarding the way he/she thinks or feels about someone or something.

Attitude is more personal.

Factors like environment, experiences, and moral values mainly influence attitudes.

It is a hypothetical construct whose direct observation is not possible.

A person’s attitude is mainly based on the experiences gained by him during the course of his life and observations.

Attitude is a person’s inner thoughts and feelings.

Attitude is defined by the way we perceive things.

Attitude reflects one’s emotions, opinions and thoughts.

**Behaviour**

Behaviour implies the actions and conduct of an individual or group towards other persons.

Behaviour is more social.

Attitudes, character traits, biological factors like endocrine and nervous responses influence our behaviour.

Behaviour is visible through consequences and result.

The behavior of a person is based on the situation and circumstances.

Behaviour is an expression of person’s attitude.

Behaviour is ruled by social norms.

Behaviour reflects one’s attitude as actions are the reflection of our thoughts.



### Attitude guides an individual's behavior

- Attitude is one of the main factors that trigger emotions, decision-making, thinking and behavior in an individual. Following are some examples of how attitude influence the behavior:
- A positive attitude can will lead to a positive behavior. Ex: A person who has positive attitudes towards work and co-workers (such as contentment, friendliness, etc.) can positively influence those around them.
- Similarly, negative attitude led to negative behavior. Ex: if a person has a negative attitude towards women, he will discriminate women in all fronts of life.
- A selfish attitude will guide individual's action in same manner. Ex: A cricketer who put his self-interest and profit above the nation, will take money to lose the game.
- Logic or rational attitudes develop a rational behavior. Ex: a rational person will not act superstitiously and will always try to find rational behind any act.
- An egoistic attitude will result in a negative attitude and behavior. Ex: elder individuals control their younger siblings even if they are wrong to satisfy their ego of being elder.
- An attitude based on values and beliefs will act according to the values. Ex: in India touching feet of elders is guided by attitude of giving respect to them.

### Conclusion:

Thus, it can be said that attitude guides one behavior. Therefore, a person's attitude will define his/her actions. By training and persuading the people the attitude and behaviour can be changed in the right direction

Aptitude and foundational values for Civil Service, integrity, impartiality and non-partisanship, objectivity, dedication to public service, empathy, tolerance and compassion towards the weaker sections.

Neutrality, in the sense of political non-partisanship in public administration, is of course a precondition for ensuring that, regardless of their political orientation, citizens are treated fairly and in an equitable manner. Comment. (150 Words)

Reference: *Ethics, Integrity and Aptitude* by Lexicon Publications.

### Key Demand of the question:

Trace the link between nonpartisanship in public administration and equality amongst citizens.

### Directive:

### Comment-

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

### Structure of the answer:

#### Introduction:

Begin by highlighting the importance of neutrality and nonpartisanship in public administration.

#### Body:

Begin by talking about values which are important to the level of justice and continuity in public administration with suitable examples.



*Mention about how public servants must be accountable to the government for the effective delivery of its programs.*

*Then finally talk about responsiveness of the administration to the government of the day within the law and the how constitution is key to the effective implementation of government policies in an equitable manner.*

**Conclusion:**

*Complete the answer by suggesting ways for neutrality in public administration in an increasingly polarizing world.*

**Introduction:**

Non-partisanship is not being specifically owned or affiliated with any group, party or cause. Non-partisanship can be called as **political neutrality**. Non-partisanship implies that the administrator is to do his/her task without any fear of or favour to any political party.

**Body:**

**A bureaucrat is needed to be politically neutral:**

- Neutrality depicts that public officials are not slaves to either the politicians or any other authority other than the moral authority of the Constitution.
- It shows that the principle of neutrality implies a measure of independence both from the partisan interests of the government of the day and the exogenous agenda that prompts certain social groups to cow others down to humiliating vulnerability.
- Bureaucracy should be neutral in terms of ideology and politics. So that there will not be an affinity to a particular class or ideology.
- For a genuine public official, commitment to constitutional principles is not only a lifelong project but, more importantly, it can be carried out without any political or ideological mediation.
- If bureaucracy won't be neutral then it cannot lend its whole-hearted support to the existing political system, and to the economic and political system if any radical changes are introduced.
- Without neutrality, there can be a close nexus between bureaucracy and large-scale enterprises which could further lead to crony capitalism.
- By and large, the spirit of neutrality imbedded by civil servants enables them to perform their duties in a detached and impartial manner.

**Impartiality and Non-partisanship which determine the foundation of a non-partisan public service. These are:**

- Recruitment, promotions or even terminations should be completely free of any kind of political influence and done purely on merit basis.
- All public officials should perform their duties in an impartial manner.
- Kenneth Kernaghan has put forth a model of political neutrality which suggests the following:
  - Politics and policy are completely separate from administration. While politicians take policy decisions, it is the public officials which put them in execution.
  - All public officials are recruited purely on merit basis and not depending on any political inclination or affiliation.
  - Public officials do not engage in any partisan politics.



- Public officials do not express their personal views on government policies and administration.
  - Public officials give correct and objective advice to their political masters.
  - All policies are implemented with full zeal and enthusiasm keeping all personal biases at a side.
- The major advantage of this value is that it removes all scope of controversy that a public servant may encounter during his time of service. Neutral nature of work will keep issues away from public fanfare.
    - Ex: If a public servant gives permission for holding rally to a particular political party and denies the same for another, it will create controversy. By maintaining neutrality this can be avoided.
  - In multi religious and multicultural society such as India there are many issues that arise between two groups, which may result in tension. The public official must exercise his duty by maintaining distance from both the parties in order to maintain peace.
    - Ex: Religious procession is one of the many events where different groups show their strength. During this time the public official must be ready to take rational decisions without favouring one party over the other.
  - Government is ruling body that needs to maintain distance from getting involved too closely with public. If that barrier is broken, the value and dignity of the position will be compromised.
    - Ex: Members of UPSC should keep distance from candidates who they know personally. If any links are established, then reputation of the body will be under threat.

### Conclusion:

Impartiality and Non-partisanship both form essential foundational values for civil services. While impartiality ensures equality without any bias and prejudices in the general, non-partisanship ensures a neutral approach in politics and a solid commitment to the government

**With one example from your own life and experience, describe an event/incident which made you realize the importance of compassion. (150 words)**

*Why the question:*

*The question is part of the static syllabus of General studies paper – 4.*

*Key Demand of the question:*

*To describe an incident which made you understand compassion and its importance in life.*

*Structure of the answer:*

*Introduction:*

*Start by mentioning about compassion or a quote about compassion from a great personality.*

*Body:*

*This is a very open ended questions and need you to describe an incident in life which made you more compassionate. The incident you mention must be relevant to compassion. Be mindful not to come across as condescending and patronizing in this answer. Answer to the point and with utmost humility.*

*Conclusion:*

*Complete the answer by underscoring the need for more compassion in the world, especially in these testing and trying times.*

**Introduction:**

Compassion is defined as the feeling that arises when you are confronted with another's suffering and feel motivated to relieve that suffering. The Dalai Lama in his teachings said, "If you want others to be happy, practice compassion. If you want to be happy, practice compassion."

**Body:****Incident which made me realize the Importance of compassion:**

- When I was travelling in Delhi metro daily, I use to see an old lady who sleeps on the platforms of the road. I use to go as usual to my work without asking anything about her. One day I felt so bad about myself because being a social animal if you are not in a position to show compassion towards the sufferings of the fellow being then what is the use of living in the society. One day I spoke with that lady and asked why you are sleeping on the platform? She replied me by saying I do not have anyone, I am orphan. Then I felt compassionate about her and helped in relieving the sufferings of the lady by joining her in the old age home and made a regular visit, whenever I was free. This incident gave me self-satisfaction of helping her.

**Importance of compassion as a human value:**

- Action based empathy: Compassion offers the possibility of responding to suffering with understanding, patience, and kindness rather than, say, fear and repulsion. It is a readiness to help or to want to do something ourselves about another person's situation.
- Example: Mother Theresa has often been referred to as an embodiment of compassion. Her selfless work for the poor and destitute till date is inspiring and spoken of.
- Promotes fraternity and harmony among all: A needy would always be happy to get help. It would not only help him face the situation but will generate a blissful feeling of being noticed and cared by others.
- Holistic mental health: Compassion allows oneself to have a feeling of self-satisfaction and self-contentment of helping others whether an animal, human or even a plant. Such a feeling will help reduce stress, improve mental and physical health. Thus, a person would naturally feel happy and will contribute to the society efficiently with a healthy mind-set.
- Self-actualization and societal growth: When such a society evolves having compassion for others and helps others in need, each individual is taken care of by the society and in turn he also helps the society.
- Strong social capital: Strongly integrated social capital grows with a co-operative and co-existing ecosystem, resulting in reduced toxic or criminal outbreaks and instances.
- Example: Popularly known as 'Collector Bro', a civil servant from Kozhikode started the 'Compassionate Kozhikode' and 'Compassionate Keralam', winning the trust and volunteer help from the locals to successfully clean ponds, feed the hungry, help and improving lives after the recent floods and involving youth in the betterment of the society.

**Conclusion:**

It takes character and integrity to be the one who is willing to step up and make a difference. To feel sympathy for someone is not enough. We must also be willing to take action. That is why compassion requires courage. Together they are one of the most dynamic combinations in the world. It is impossible to know how much good can come from a single act of compassion.



*“It is compassion, the most gracious of virtues, which moves the world.” – Thiruvalluvar (150 words)*

*Why the question:*

*The question is part of the static syllabus of General studies paper – 4.*

*Key Demand of the question:*

*To elaborate the importance of compassion as a virtue.*

*Structure of the answer:*

*Introduction:*

*Define compassion in your own words.*

*Body:*

*Bring out the importance of being compassionate.*

*Talk about various forms of compassion towards self, family and friends, strangers, weaker sections, animals and environment, making it a great virtue.*

*With examples, such as Baba Amte, Mother Theresa or any great personalities etc, emphasize how compassion towards weaker section is a virtue and is an agent of change in the world.*

*Conclusion:*

*With the entire world going through a very tough phase, conclude how compassion can alleviate pains and heal the world.*

**Introduction:**

**Compassion** is a deeper level of empathy, demonstrating an actual desire to help the suffering person. It is a unique feeling of sympathy for the suffering of others that involves emotions and empathy towards others, a sense of understanding, and the drive to protect.

It is the willingness to relieve the suffering of another. It is the sympathetic pity and concern for the sufferings or misfortunes of others. It motivates people to go out of their way to help the physical, mental, or emotional pains of another and themselves. Compassion is often regarded as having sensitivity, an emotional aspect to suffering. Qualities of compassion are patience and wisdom; kindness and perseverance; warmth and resolve.

**Body**

- Compassion is a virtue that involves **Acknowledgment, understanding, and emotional resonance** linked with action aimed at understanding the person and the amelioration of suffering
- Take for instance the example of Mother Teresa. Mother Teresa was the epitome of compassion. If ever one would dare to give a core competency to her, it is this single characteristic of being a compassionate person. She radiated this quality, when on earth, in a way, few humans could ever do; her love for the marginalized and the vulnerable and particularly for the poorest of the poor and the dying destitute was boundless.
- Compassion takes empathy and sympathy a step further. When you are compassionate, you feel the pain of another (i.e., empathy) or you recognize that the person is in pain (i.e., sympathy), and then you do your best to alleviate the person's suffering from that situation. Thus, the emphasis here is on action and wanting to help.
- When you're compassionate, you're not running away from suffering, you're not feeling overwhelmed by suffering, and you're not pretending the suffering doesn't exist. When you are practicing compassion, you can stay present with suffering.
- Our compassion for others can lead to alleviation of great distress of people. For example, during the recent migrant crisis, the Bollywood Actor Sonu Sood became quite well known for



his help to them on compassionate grounds. Thousands of poor and vulnerable people were given help through him.

- Even at **personal level**, we have to be compassionate to our friends and family. Only then can we share both happiness and their sufferings together. This is the key to be happy.
- On an **individual level**, one must be compassionate about themselves, to be happy in life. For instance, it is important to acknowledge our abilities and not be hard on ourselves when we encounter a failure. As candidates of UPSC, being demotivated and failure is part of the process. This does not mean; we have to believe ill about our capacity and self-loathe. Rather we must overcome that with compassion, trying to empathise with ourselves.
- Compassion and helping others gives a sense of satisfaction and fulfilment that makes the person in need and ourselves happy and satisfied.
- Compassion broadens our Perspective beyond ourselves. It helps us release Stress and Depression. People who are self-focused are more prone to distress and depression as compared to people who are open and compassionate to others.
- Compassion results in other people get attracted to ourselves. When we take interests in other's lives and solve their problems, they are naturally attracted towards you and consider your presence essential in their lives.

### Conclusion

The world desperately stands in need of compassion today. A compassion, which reaches out to the unloved, the ostracized, the marginalized and the vulnerable. A compassion, that takes a stand for the poor, the victims of injustice, the refugees and the displaced. A compassion, that is able to negate and overcome the hate and divisiveness. The humankind must be compassionate to each other to see the world thrive.





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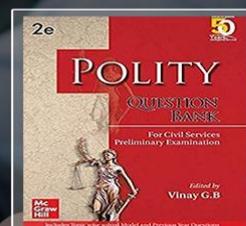
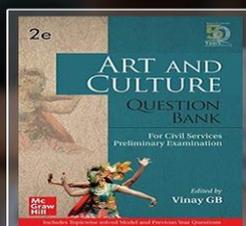
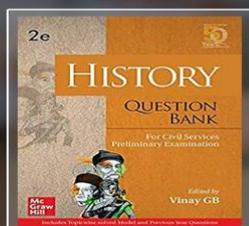
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## Emotional intelligence-concepts, and their utilities and application in administration and governance.

People with strong emotional intelligence skills rise above any situation. Emotional intelligence is the difference that makes the difference. Elucidate. (150 words)

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

### **Why the question:**

*The question is part of the static syllabus of General studies paper – 4.*

### **Key Demand of the question:**

*To explain how EI makes a difference in day to day administration as well in extreme situations.*

### **Structure of the answer:**

#### **Introduction:**

*In your own words, define Emotional intelligence and what it means to you.*

#### **Body:**

*Emotional Intelligence (EI) refers to the capability of a person to recognize, understand and manage own emotions, as well as to understand, manage and influence emotions of others. It is not always virtuous and can be used as a tool for positive and negative ends.*

*Very briefly describe the key 5 components of EI.*

*Explain why it is so valuable in the context of civil servants. Mention how it makes a difference and people with high EI can manage any situation and rise above it. Cite examples to substantiate your points.*

#### **Conclusion:**

*Conclude that Emotional intelligence is the single best predictor of performance in the workplace and the strongest driver of leadership and personal excellence.*

#### **Introduction:**

**Emotional intelligence or EI** is the ability to understand and manage your own emotions, and those of the people around you. Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.

#### **Body:**

According to **Daniel Goleman**, an American psychologist who helped to popularize emotional intelligence, there are five key elements to it:

#### **Self-awareness:**

- The ability to recognize and understand personal moods and emotions and drives, as well as their effect on others.
- Hallmarks of self-awareness include self-confidence, realistic self-assessment, and a self-deprecating sense of humor.
- Emotional awareness: This deals with knowledge of one's emotions and their effects. People having this competency are more aware of their feelings and performance.
- Accurate self-assessment: This involves being aware of one's strengths and weaknesses. One is open to feedbacks, new viewpoints, etc.
- Self-confidence: This relates to complete affirmation of one's worth and abilities. They are usually more confident and are able to make sound decisions despite any uncertainties or pressures

#### **Self-management:**



- Ability to control or redirect disruptive impulses and moods, and the propensity to suspend judgment and to think before acting. Hallmarks include trustworthiness and integrity; comfort with ambiguity; and openness to change.
- Adaptability: This involves flexible attitude towards change. People with this competency find it easy to handle changing routines, multiple roles and even shifting priorities.
- Innovativeness: This involves getting easy with and open to new information and ideas. People who possess this are able to gather new ideas from multiple sources, set challenging roles and are able to take calculated risks. They evolve original solutions to various problems.

**Social Awareness:**

- The ability to understand the emotional makeup of other people. A skill in treating people according to their emotional reactions.
- Empathy does not necessarily imply compassion. Empathy can be 'used' for compassionate or cruel behaviour. Serial killers who marry and kill many partners in a row tend to have great emphatic skills.
- A passion to work for internal reasons that go beyond money and status -which are external rewards, – such as an inner vision of what is important in life, a joy in doing something, curiosity in learning, a flow that comes with being immersed in an activity

**Relationship management:**

- Proficiency in managing relationships and building networks, and an ability to find common ground and build rapport.
- Hallmarks of social skills include effectiveness in leading change, persuasiveness, and expertise building and leading teams.
- Application of emotional intelligence in administrative practices.

**Significance of Emotional intelligence:**

- **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.

#### **Ways to develop emotional intelligence in civil servants:**

- Assessing personal strengths and limitations
- Providing feedback with care
- Maximizing learner choice
- Encouraging participation
- Linking learning goals to personal values
- Adjusting expectations
- Gauging readiness
- Fostering a positive relationship between the trainer and the learner
- Maximizing self-directed change
- Setting clear goal
- Maximizing opportunities to practice emotional intelligence
- Providing frequent feedback on that practice
- Enhancing insight into emotions and thought patterns

#### **Conclusion:**

The Center for Creative Leadership even draws on research to suggest that 75% of careers are negatively impacted by emotional competency-related themes. These include the inability to respond adaptively to change, nurture trust, lead teams during tough times, and deal effectively



with interpersonal problems. So developing your EI skills will help civil servants perform better in the workplace.

## Contributions of moral thinkers and philosophers from India and world.

**“The greatest wealth is to live content with little” – Plato. Elucidate. (250 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications*

**Why the question:**

*The question explores Plato’s philosophy of being content with the minimum.*

**Key Demand of the question:**

*To analyse to what extent the given quote is valid in the present context.*

**Directive:**

*Elucidate – Give a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.*

**Structure of the answer:**

**Introduction:**

*Explain the quote briefly.*

**Body:**

*Present detailed analysis of the quote with relevant examples from across the world such as Gandhi, Thoreau etc.*

*State the reasons for indulgence in excessive materialism and its impact on us.*

*Bring out how minimalist mind set and simple life can bring about positive changes at individual, societal, national and a global level*

**Conclusion:**

*Conclude with a positive note that surmises -To be simple is to be great.*

**Introduction:**

The above quote signifies the importance of non-materialistic happiness. Plato one of the greatest philosophers in the history of mankind, I am very wealthy. Too often we are chasing the material things in life that having an abundance of money can buy, but do these things really make you happy? if you are not happy or content with your life, then you are actually really poor.

**Body:**

- Every one of us dreamed to become rich. Everyone wants to have a perfect life
- And some of us define this perfect life like you have that everything, you have all the money, you can buy anything you want, you can go anywhere, you have a lot of cars, and a big house.
- But is that really a perfect life? Even though you are very rich what if there is other aspect of your life is missing. For me when you are very rich your life is always in danger.
- Why? Because you would not know if you go outside then someone tried to do bad things about you. When you have an abundance of material possessions, for sure you will need to protect them and worry over them.
- You will experience a stressful life. What if someone entered to your house and get all your things that are so expensive and the things that really capture their eyes and there is a chance that they will also kill you.
- So, for Plato living in a simple life is better.



- Simple in a way that you have enough money to support yourself or your family, you can give some things not to the point that you are going to spoiled yourself or your family
- You can use your money but not in too much. As they always say “too much is also bad”
- It is a very important thought that we should put in our hearts and minds. If you are contented it means your life is less complicated and less stress.
- If you are living in a simple life you will know how to value every single thing.
- Because you know how to identify what is important in your life like you would first consider the thing that you need rather than what you want. If you are living in a simple life for sure it will lead to a happy home and spend quality time with each other
- When you have this kind of life it seems like you don’t want to die because you also feel that you are rich not because of the extravagance things in your life but because you know how to live simply and be contented of what you have.
- Contentment is also simplicity. A simple life that you can relaxed and a life that is filled of happiness and contentment.

### What makes you happy in your life?

- If it always involves having lots of money, then you will never be wealthy and you will never be happy and will remain ultimately poor.
- Learn to be content with little and grateful for what you have and you will become happy and wealthy for the rest of your life.

### Conclusion:

We people need to be thankful for what we have. We should always think that there are people who have nothing. Always be generous and satisfied! living simple that is the essence of the greatest wealth to live content with little.

### What is your interpretation of Kant’s Categorical Imperative? (150 Words)

Reference: [Kant- Moral](#)

#### Why the question:

The question is part of the static syllabus of General studies paper – 4.

#### Key Demand of the question:

To put forth one’s own understanding and views about Kantian Categorical Imperative.

#### Structure of the answer:

##### Introduction:

Begin by defining Categorical Imperative of Emmanuel Kant.

##### Body:

This is a very open ended question as you will have to make your own interpretation of Categorical Imperative.

Begin the body by explaining in detail about your understanding of Categorical Imperative with examples. You can use simple but effective examples to put forward your ideas regarding Universal Moral Law etc.

Be mindful that as to not to stray from the actual Categorical Imperative while putting forward your views.

##### Conclusion:

Give a concise summation of your views to conclude the answer.

##### Introduction:

Immanuel Kant (1724–1804) argued that the supreme principle of morality is a standard of rationality that he dubbed the “**Categorical Imperative**” (CI). Kant characterized the CI as



an **objective, rationally necessary and unconditional principle** that we must always follow despite any natural desires or inclinations we may have to the contrary.

The CI states that it is immoral to use another person merely as a means to an end and that people must under all circumstances be treated as ends in themselves. This is in contrast to some interpretations of the utilitarian view, which allow for use of individuals as means to benefit the many.

### **Body:**

Kantian ethics refers to a deontological ethical theory ascribed to the German philosopher Immanuel Kant. The theory, developed as a result of Enlightenment rationalism, is based on the view that the only intrinsically good thing is a good will; an action can only be good if its maxim – the principle behind it – is duty to the moral law.

### **Kant's Categorical Imperative:**

- Kant believed that there was a supreme principle of morality, and he referred to it as The Categorical Imperative.
- The CI determines what our moral duties are. Kant thought that all acts should be judged according to a rule he called the Categorical Imperative.
- A categorical imperative denotes an absolute, unconditional requirement that exerts its authority in all circumstances, both required and justified as an end in itself.
- He gives the highest honor for the categorical imperative because it became universal law that can be applied to any and every one.
- Kant is saying that simply willing that our moral rule become a universal law produces a logical contradiction.
- His categorical imperative ensures that we aren't doing these acts in mimic of others but rather in line with one universal law.

### **The three Categorical Imperatives stated by Kant are as follows:**

- Act only according to that maxim whereby you can at the same time will that it should become a universal law.
  - It states that one should choose our 'codes of conduct' only if they serve perfect / imperfect duty and are good for all.
  - Perfect duties are blameworthy if not met and are the basic requirements for a human being.
  - An example of perfect duty is the avoidance of suicide.
- Act in such a way that you treat humanity, whether in your own person or in the person of any other, always at the same time as an end and never merely as a means to an end.
  - This states that we should not use humanity of ourselves or others as a means to an end.
  - An example of the second maxim would be that of slavery.
- Every rational being must so act as if he were through his maxim always a legislating member in the universal kingdom of ends.
  - This states that we should consider ourselves to be members in the universal realm of ends.
  - We should consider our actions to be of consequence to everyone else in that our actions affect not only ourselves but that of others.

### **Criticism:**



- Kant's system, neglects to identify or, rather, to justify the existence of the moral law.
- It neglects the value of nature

**Conclusion:**

Kant's philosophy of human individuals as end in itself endorses the golden rule of "treating others as one's self would wish to be treated". As no one would wish to be used simply as a means, therefore one should not also use other human beings as means to achieve their ends. This philosophy can be of great help in resolving the ethical dilemmas where there is debate between relative importance of means and ends.

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;

Discuss the Public Services Code as recommended by the 2nd Administrative Reforms Commission. (250 words)

Reference: *Ethics, Integrity and Aptitude* by Lexicon Publications

**Introduction:**

The 2nd Administrative Reforms Commission (ARC) had proposed the inclusion of a Public Service Code in the draft Public Service Bill, 2007. The commission had drawn inspiration from the inclusion of such provisions in the constitution of other countries like Australia, Poland, etc.

**Body:**

**It conceptualizes a comprehensive civil service code at three levels.**

1. Apex Level: Clear and concise statement of the values and ethical Standards that civil servant should imbibe.
2. Second Level: Broad principles which should govern the behavior of civil Servants should be outlined.
3. Third Level: A specific code of conduct stipulating in a precise and unambiguous manner a list of acceptable and unacceptable behavior and actions.

**The key highlights of the Public Services Code include:**

1. Allegiance to the various ideals enshrined in the preamble to the Constitution
2. Apolitical functioning
3. Good governance for betterment of the people to be the primary goal of civil service.
4. Duty to act objectively and impartially
5. Accountability and transparency in decision-making



6. Maintenance of highest ethical standards
  7. Merit to be the criteria in selection of civil servants consistent, however, with the cultural, ethnic and other diversities of the nation
  8. Ensuring economy and avoidance of wastage in expenditure
  9. Provision of healthy and congenial work environment
  10. Communication, consultation and cooperation in performance of functions i.e., participation of all levels of personnel in management.
1. The commission recognizes the difficulties in enforcement of these values per se. But the commission has highlighted that efforts made by individuals in leadership positions in organization to inculcate these values in within the organization can make a difference.

### Conclusion:

The commission believed that the statutory backing through Civil Services bill to the Code of Ethics would guide the civil servants towards behaviors, choices and actions that benefit the community.

### Explain the factors which determine an employee's dedication to public service. (250 words)

Reference: *Ethics, Integrity and Aptitude* by Lexicon Publications

#### Why the question:

The question is based on the theme of dedication to public services.

#### Key Demand of the question:

One must explain the factors which determine an employee's dedication to public service.

#### Directive:

**Explain** – Clarify the topic by giving a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

#### Structure of the answer:

##### Introduction:

Start with the definition of Dedication in general; it is the quality of being dedicated or committed to a task or purpose, thought or action.

##### Body:

Explain that among the factors that determine a civil servant's dedication to public service, 'genuine regard for public good' and 'strength of character' to follow through on that commitment are most important while personal morality is the anchor on which this commitment rests. This work ethos is what drives a dedicated civil servant, no matter what the odds.

However, this work ethos in public servants is sadly an exception and not the norm. It is easy to disregard public service, when officers use their positions of authority as only a means to serve other ends like personal benefits or a higher social status. For public service to be an end in itself, it is important to establish a meritocracy that values strength of character and personal morality, above all.

##### Conclusion:

Conclude that to work for common good is the greatest good.

##### Introduction:

"Public service must be more than doing a job efficiently and honestly. It must be a complete dedication to the people and to the nation"- Margaret Chase. Dedication means quality of involving



oneself completely or applying one's attention, time to a particular activity, cause or a person. It suggests voluntary commitment rather than rigidity.

### Body:

#### Importance of Dedication in public service:

1. Dedication in public service is required as civil servants in India, a developing country need to perform the regular administrative and also play an important role in socio-economic development of the nation.
2. In carrying out these activities he may be faced with several obstructions like social opposition against any Programme which is against their deep-rooted belief, lack of support from political executive.
3. Schemes for promoting family planning are generally opposed in rural as they consider contraceptives as taboos here dedication is required to fulfil the goal of healthy society.
4. One's employees and superiors may be involved in corruption. These obstacles can only be overcome when one has perseverance and dedication.
5. Public service is not a goal but journey which may be non-exciting and unwanted at times, only a dedicated civil servant can remain motivated in such situations.
6. Dedication would make sense of duty an end in itself, which will be independent of assignment.

#### Factors influencing dedication:

1. Personal experiences of the public servants.
2. Empathy of the public servant.
3. Altruism
4. Benevolence
5. Tolerance and Compassion towards weaker Section
6. Fearlessness and Courage
7. Spirit of Service and Sacrifice
8. Institutionalization: This happens especially in case of Police and Army forces. Here a new recruit is so deeply institutionalized to deliver their duty through training/drills that it makes them ready for "Call of Duty".

#### Conclusion:

Bhagavad-Gita expounds the concept of **Karamanye vadhikarste ma phalesu kadachana**. We should perform our duties diligently and piously, but without expectation of what the results will be.

**Examine the relevance of the following in the context of civil service: (250 words) (a) Transparency (b) Accountability (c) Fairness and justice**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications*

**Why the question:**



*The question is direct and straightforward and aims to examine the relevance of the listed virtues in the context of civil services.*

**Key Demand of the question:**

*Discuss the relevance of Transparency, accountability and fairness and justice in the context of civil services.*

**Directive:**

**Examine** – When asked to ‘Examine’, we must look into the topic (content words) in detail, inspect it, investigate it and establish the key facts and issues related to the topic in question. While doing so we should explain why these facts and issues are important and their implications.

**Structure of the answer:**

**Introduction:**

Start by defining each of the listed virtues in the introduction.

**Body:**

One has to remember the question is not about how to inculcate these above listed values in one’s life and is rather asking the importance of these values in the context of civil services.

Describe each value in detail, its definition and relevance of it in administration in general. Give examples to justify their importance.

**Conclusion:**

One can conclude by talking about other similar values that are essential for efficient and effective civil services.

**Introduction:**

A civil servant is an important link between the government and the common people. Hence certain qualities have strong significance for a civil servant.

**Body:**

**Transparency**

- All decisions are taken in a fair manner following all the rules.
- Administration should not only be fair but must also appear to be fair.
- Rules and regulations should be simple and easily understood by all.
- It is essential for controlling corruption in public life, to uphold accountability and deliver information to stakeholders about the activities, procedures and policies of the Government.
- It also allows stakeholders to collect information that may be critical to uncovering abuses and defending their interests.
- Ex: Freedom of information.

**Accountability**

- Decisions are not made in a random fashion but must have some reason behind them.
- A civil servant must be able to justify all the decisions he takes.
- This will put adequate limits and controls on discretionary powers.
- Ethical conduct and prevents corruption.
- It is the fundamental requirement for preventing the abuse of power and for ensuring that power is directed towards the achievement of efficiency, effectiveness, responsiveness and transparency in civil services.



- It is needed to prevent covert unethical behavior which would affect public service and due entitlements of stakeholders.
- Ex: “A is accountable to B when A is obliged to inform B about A’s (past or future) actions and decisions, to justify them, and to suffer punishment in the case of eventual misconduct”.

### Fairness and Justice

- It means giving each person what he or she deserves while fairness is associated with an ability to judge without reference to one’s feelings or interests.
- The principles of justice and fairness can be thought of as rules of “fair play” for issues of social justice.
- These principles of justice and fairness are needed in civil service to ensure that the common man receives his due without biasness, inefficiencies or greed of the civil servant affecting his entitlements.
- Decisions should be made on the merit.
- People get their fair due.
- No discrimination of any sort should happen.
- Ex: Principles of distributive justice

### Conclusion:

The civil servants have to abide by a common set of values which can cater to larger interests of society at large and to achieve social, political and economic justice.

Adhering to high standards of transparency is often in conflict with the duty towards maintaining confidentiality. With examples, Deliberate on the problems faced by public servants in effective discharge of duties during such situations. (250 words)

Reference: [oecd.org](https://www.oecd.org)

### Why the question:

The question is premised on the theme of managing Conflict of Interest in the Public Service with respect to adherence of transparency as one of the high standards.

### Key Demand of the question:

Explain in what way adhering to high standards of transparency is often in conflict with the duty towards maintaining confidentiality.

### Directive:

**Deliberate** – Weigh up to what extent something is true. Persuade the reader of your argument by citing relevant research but also remember to point out any flaws and counter-arguments as well. Conclude by stating clearly how far you agree with the original proposition.

### Structure of the answer:

#### Introduction:

Start by defining what transparency is and its importance.

#### Body:

Discuss how adhering to high standards of transparency is often in conflict with the duty towards maintaining confidentiality, one has to quote relevant examples from day to day life to substantiate this fact.

Explain how it often conflicts with confidentiality of the public servants.



*Deliberate on the problems faced by public servants in effective discharge of duties during such situations.*

**Conclusion:**

*Conclude with suitable solutions.*

**Introduction:**

Transparency, as one of the basic principles of good governance, implies the public insight in the work of Public Administration Bodies. Citizens should be enabled to inspect the work of the public administration as well as the availability of instruments for monitoring the decision-making process.

**Body:**

- **OECD Guidelines reflect policies and practices that have proved effective in OECD countries, and are intended to:**
  - Help government institutions and agencies to develop an effective conflict of- interest policy that fosters public confidence in their integrity, and the integrity of public officials and public decision-making.
  - Create a practical framework of reference for reviewing existing solutions and modernising mechanisms in line with good practices in OECD countries.
  - Promote a public service culture where conflicts of interest are properly identified and resolved or managed, in an appropriately transparent and timely way, without unduly inhibiting the effectiveness and efficiency of the public organizations concerned.
  - Support partnerships between the public sector and the business and nonprofit sectors, in accordance with clear public standards defining the parties' responsibilities for integrity.
  - Public officials should avoid private-capacity action which could derive an improper advantage from "inside information" obtained in the course of official duties, where the information is not generally available to the public, and are required not to misuse their position and government resources for private gain.
  - Public officials should not seek or accept any form of improper benefit in expectation of influencing the performance or non-performance of official duties or functions.
  - Public officials are expected not to take improper advantage of a public office or official position which they held previously, including privileged information obtained in that position, especially when seeking employment or appointment after leaving public office.
- **Supporting transparency and scrutiny:**
  - Public officials and public organizations are expected to act in a manner that will bear the closest public scrutiny. This obligation is not fully discharged simply by acting within the letter of the law; it also entails respecting broader public service values such as disinterestedness, impartiality and integrity.
  - Public officials' private interests and affiliations that could compromise the disinterested performance of public duties should be disclosed appropriately, to enable adequate control and management of a resolution.



- Public organizations and officials should ensure consistency and an appropriate degree of openness in the process of resolving or managing a conflict-of-interest situation.
- Public officials and public organizations should promote scrutiny of their management of conflict-of-interest situations, within the applicable legal framework.
- **Set clear rules on what is expected of public officials in dealing with conflict-of-interest situations**
  - Dealing with conflicting private interests – Public officials should be required to accept responsibility for identifying their relevant private interests. An organization’s policy statement should make it clear that the registration or declaration of a private interest does not in itself resolve a conflict. Additional measures to resolve or manage the conflict positively must be considered.
  - Resolution and management options – Options for positive resolution or management of a continuing or pervasive conflict can include one or more of several strategies as appropriate, for example:
    - divestment or liquidation of the interest by the public official;
    - recusal of the public official from involvement in an affected decision-making process;
    - restriction of access by the affected public official to particular information;
    - transfer of the public official to duty in a non-conflicting function;
    - re-arrangement of the public official’s duties and responsibilities;
    - assignment of the conflicting interest in a genuinely “blind trust” arrangement;
    - resignation of the public official from the conflicting private-capacity function; and/or
    - resignation of the public official from their public office.
  - Recusal and restriction – Where a particular conflict is not likely to recur frequently, it may be appropriate for the public official concerned to maintain their current position but not participate in decision-making on the affected matters, for example by having an affected decision made by an independent third party, or by abstaining from voting on decisions, or withdrawing from discussion of affected proposals and plans, or not receiving relevant documents and other information relating to their private interest. The option of re-assigning certain functions of the public official concerned should also be available, where a particular conflict is considered likely to continue, thereby making ad hoc recusal inappropriate. Particular care must be exercised to ensure that all affected parties to the decision know of the measures taken to protect the integrity of the decision-making process where recusal is adopted.
  - Resignation – Public officials should be required to remove the conflicting private interest if they wish to retain their public position and the conflict of interest cannot be resolved in any other way (for example by one or more of the measures suggested above). Where a serious conflict of interest cannot be resolved in any other way, the public official should be required to resign from their official position. The conflict-of-



interest policy (together with the relevant employment law and/or employment contract provisions) should provide the possibility that their official position can be terminated in accordance with a defined procedure in such circumstances.

- Transparency of decision-making – Registrations and declarations of private interests, as well as the arrangements for resolving conflicts, should be clearly recorded in formal documents, to enable the organisation concerned to demonstrate, if necessary, that a specific conflict has been appropriately identified and managed. Further disclosure of information about a conflict of interest may also be appropriate in supporting the overall policy objective, for example by demonstrating how the disclosure of a specific conflict of interest was recorded and considered in the minutes of a relevant meeting.

**Dedication to public service is the first step towards good governance but in order to achieve good governance you need to go much beyond that first step. Elaborate. (150 Words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

**Why the question:**

*The question is part of the static syllabus of General studies paper – 4.*

**Key Demand of the question:**

*To emphasize on the importance of dedication to public service as a means to good governance and not the end in itself.*

**Directive:**

**Elaborate –**

*Give a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.*

**Structure of the answer:**

**Introduction:**

*Define dedication to public service and bring out the link between dedication to public service and good governance by defining them.*

**Body:**

*Explain in detail the how dedication to public service is a first step towards good governance. The essential attributes of dedication to serving the public Vis a Vis good governance.*

*In the next part mention how dedication to public service is just the first step towards good governance and not the end in itself. Mention the much needed aspects apart from dedication which make the case for good governance, without which, good governance remains a hollow promise.*

**Conclusion:**

*Complete the answer by bringing out the relative importance of dedication to public service in good governance.*

**Introduction:**

**“Public service must be more than doing a job efficiently and honestly. It must be a complete dedication to the people and to the nation”- Margaret Chase.** Dedication means quality of involving oneself completely or applying one’s attention, time to a particular activity, cause or a person. It suggests voluntary commitment rather than rigidity.

Efficiency and honesty in a public servant are sine qua non for an efficient and sustainable administration. The concept of public handling over the responsibilities to sustain the society to the state itself is enough to maintain such values. The public servants are the repositories of public conscience, they secure their livelihoods and control the macro and micro economy. However, these traits alone are not enough.

**Body:****Dedication in public service is first step towards good governance:**

- Dedication means quality of involving oneself completely or applying one's attention, time to a particular activity, cause or a person.
- Dedication in public service is required as civil servants in India, a developing country need to perform the regular administrative and also play an important role in socio-economic development of the nation through Good Governance
- Public service is not a goal but journey which may be non-exciting and unwanted at times, only a dedicated civil servant can remain motivated in such situations.
- Dedication would make sense of duty an end in itself, which will be independent of assignment.

**In order to achieve good governance, you need to go much beyond that first step**

- A civil servant may encounter several obstructions like social opposition against any Programme, lack of support from political executive and complex situations that need utmost care and precautions.
- Without dedication to help and patience, he/she may never be able to arrive at the best solution.
- Ex: Schemes for promoting family planning are generally opposed in rural areas as they consider contraceptives as taboos. Without personal assurance and dedicated outreach, implementation of the scheme may never be realized.
- In carrying out these activities he may be faced with several obstructions like social opposition against any Programme which is against their deep-rooted belief, lack of support from political executive.
- These obstacles can only be overcome when one has perseverance and dedication, compassion, integrity so that good governance can be achieved
- Public service often entails unforeseen or sudden situations that require one to be ready and provide quick assessment.
- A true civil servant who is dedicated to work ensures that no policy or action is taken at the cost of the welfare of public at large.
- Devoted to public service and Compassion are what ensures an officer to oversee a credible and efficient policy formulation and implementation.
- Ex: One's colleagues may be involved in corruption, at the cost of a larger destruction to social welfare. Commitment to foundational values and concern for public will prevent this.
- New innovative ideas and solutions to problems are required through presence of mind and cooperation:
- Ex: In the remote areas of Manipur, the two villages of Tusem and Tamenglong were inaccessible with no road, connectivity and the locals had to either walk for hours, or swim across the river. IAS officer Armstrong Pame decided to get the road built, he wrote to the government of Manipur, but was refused funds. This, however, did not deter his plan and Armstrong began gathering support through social media. He collected Rs 40 lakh for the construction of the 100km road.
- Only when the perseverance and dedication to service is inherent, can one effectively contribute to the inclusive growth of the nation

**Conclusion:**



Bhagavad-Gita expounds the concept of **Karamanye vadhikarste ma phalesu kadachana**. We should perform our duties diligently and piously, but without expectation of what the results will be.

**Extra information: Examples You can use in Exam:**

- *MG Rajamanikyam carried rice sacks on his shoulder without hesitation during kerala flood.*
- *Ashok Khemka – 45 transfers in 23 years.*
- *Smita Sabharwal – “fund your city” project for infrastructure development.*
- *Sonam Wangchuk started operation New Hope – revolutionizing education in Ladakh.*
- *Compassionate Kozhikode – Prashant Nair*
- *Kannan Gopinathan – extraordinary work during kerala flood.*
- *Armstrong Pame – People’s road*
- *Aruna Sundara Rajan – Headed Kudumbashree project*
- *OP Chaudhary was posted at the Maoist hotbed, Dantewada there he developed education city for the children.*

**At times, the overburdened nature of public service leads to moral muteness.**

**Comment. (150 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

**Why the question:**

*The question is part of the static syllabus of General studies paper – 4.*

**Key Demand of the question:**

*To bring out the impact of immense burden and deadlines in public service leading morally questionable actions or inactions.*

**Directive:**

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

**Structure of the answer:**

**Introduction:**

*Start by defining moral muteness and how it occurs because immense burden of public service.*

**Body:**

*Write about how the cumbersome processes of public service gives very little time for moral reasoning and hence there may be the conflict between making the right decision and getting the work done.*

*Substantiate the above the examples.*

*Give out the ways in which we can address above issue.*

**Conclusion:**

*Conclude by bottom lining that no matter how small or big decision is, it must be morally justified.*

**Introduction:**

A public service is a service which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing private provision of services. Likewise Moral muteness occurs when people witness unethical behavior and choose not to say anything

**Body:**

• **Importance of Public service:**

- Maintaining the country’s infrastructure, protecting the environment, strengthening the economy, and ensuring access to education were also considered important government priorities.



- **Characteristics of Public service:**
  - They have four defining characteristics.
    - They exist for reasons of policy;
    - they provide services to the public;
    - they are redistributive; and they act as a trust.
    - They consequently operate differently from production for profit, in their priorities, costs, capacity and outputs.
  - **The seven Public Sector Values are:**
    - responsiveness.
    - integrity.
    - impartiality.
    - accountability.
    - respect.
    - leadership.
    - human rights.
  - **Overburdened nature of public service leads to moral muteness:**
    - Cumbersome processes of public service give very little time for moral reasoning and hence there may be the conflict between making the right decision and getting the work done.
    - Red Tapism
    - Lack of Public officials to complete the assigned task
    - Irregularity of the public officials
    - Corruption in public service
    - Lack of dedication of public officials
    - These above made the overburdening nature of the public service
    - Which will ultimately lead to lack of moral capacity, lack of moral courage, lack of moral responsibility and moral accountability
    - These finally lead to Moral muteness some times
  - **Way Forward:**
    - Imparting value-based code of ethics
    - Encouraging moral reasoning
    - Reducing cumbersome processes of public service using e- governance



- Giving value-based training for public officials

### When morality is not in consonance with a law, what should prevail – the moral principle or the law? (150 words)

Reference: *Ethics, Integrity and Aptitude* by Lexicon Publications.

#### **Why the question:**

The question is part of the static syllabus of General studies paper – 4.

#### **Key Demand of the question:**

To debate as to what should prevail if morality is in conflict with the law.

#### **Structure of the answer:**

##### **Introduction:**

Start the answer by mentioning the relationship between morality and law.

##### **Body:**

Explain that the popular conception of the connection between law and morality is that in some way the law exists to promote morality, to preserve those conditions which make the moral life possible. Write about the reason for conflict. They conflict most often because morality gives you a sense of what is right and wrong or acceptable and what is not according to human nature. Law commands obedience not out of a sense of right or wrong but out of necessity. Substantiate the above with examples.

##### **Conclusion:**

Conclude by underscoring that Morality forms the foundation, the pre-condition, for laws. Put another way, laws do not have the necessary foundation or reason to be, if there is no such thing as morality.

##### **Introduction:**

Law is the codification of societal norms and values which helps in delivering justice. While Morality is very those values and norms on which law is framed to decide what is right and wrong. Law and morality are intimately related to each other. Laws are generally based on the moral principles of society. Both regulate the conduct of the individual in society.

##### **Body:**

#### • **Relation between law and morality:**

- Law is essentially a set of rules and principles created and enforced by the state whereas morals are a set of beliefs, values and principles and behaviour standards which are enforced and created by society.
- Legal and moral rules can be isolated with the former being created by the legislative institution of parliament whereas the latter have evolved with and through society and are the standards which society in general accepts and promotes.
- Some laws mirror the majority of society's moral view, for example, that murder is wrong but the introduction of same sex marriages is seen by some people as morally wrong and society is divided.
- The existence of unjust laws (such as those enforcing slavery) proves that morality and law are not identical and do not coincide.
- The existence of laws that serve to defend basic values such as laws against murder, rape, malicious defamation of character, fraud, bribery, etc. prove that the two can work together.



- Morality forms the basis of good law and therefore laws are framed to prohibit any immoral act. For example, Laws in India prohibits domestic violence, atrocities on lower castes, child marriages, crimes like murder and rapes because they are immoral.
- Laws govern conduct at least partly through fear of punishment. Morality, when it is internalized governs conduct without compulsion. The virtuous person does the appropriate thing because it is the fine or noble thing to do.
- Morality can influence the law in the sense that it can provide the reason for making whole groups of immoral actions illegal.
- Law can be a public expression of morality which codifies in a public way the basic principles of conduct which a society accepts. In that way it can guide the educators of the next generation by giving them a clear outline of the values society wants taught to its children.
- Obedience to law depends upon the active support of the moral sentiments of the people. Laws which are not supported by the moral conscience of the people are liable to become dead letters.

### Conclusion:

The only check against the breach of morality is social condemnation or individual conscience. Moral actions are a matter of choice of inner conscience of the individual; laws are a matter of compulsion. Law cannot be made on each and every aspect of life. More than law behavioral change is the key to a moral society, as rightly said by BR Ambedkar, “No law can protect us if it’s not avowed by the moral conscience of the society at large”.

**By placing a moral compass, we create a clear vision of the mental processes that point us in an ethical direction. Elaborate. (150 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

#### **Why the question:**

*The question is part of the static syllabus of General studies paper – 4.*

#### **Key Demand of the question:**

*Using the metaphor of the moral compass to describe conscience, our inner sense of right and wrong offers a framework to guide our actions.*

#### **Directive:**

**Elaborate** – Give a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

#### **Structure of the answer:**

##### **Introduction:**

*Start by describing what you understand by moral compass (conscience) which governs the actions you take in day to day life.*

##### **Body:**

*Elaborate on how the moral compass aids in deciding what right from is wrong. Use examples to substantiate your points.*

*One way is to treat others the way you want to be treated.*

*Next way, to use Rights Theory that obligates us to respect the rights of others and live up to our obligations towards them.*

*Another way is to utilitarian perspective to do maximum good for maximum people.*

##### **Conclusion:**



*Completed the answer by bring out how the moral compass prevents us acting purely from self-interest and helps us live a life of integrity.*

**Introduction:**

Moral compass is a term used to describe our inner sense of right and wrong offers a framework to guide our actions. Conscience is inner moral sense of a person which guides him/her to regulate his behaviour. Voice of conscience corresponds to an inner voice that judges your behaviour. Voice of conscience is the source of ethical decision making for many.

**Body:**

Conscience can be defined as something within each of us that tells us what is right and what is wrong. Therefore, if one uses his/her conscience when making decisions it would be guided by what is the right thing to do and what is wrong.

The traditional test is to apply ethical decision-making methods such as Rights Theory that obligates us to respect the rights of others and live up to our obligations towards them. Another approach is to evaluate the possible benefits and harms of alternative courses of action on stakeholders who may be affected by our possible actions and choose the one that maximizes net benefits.

- Our conscience is our inner guide and it helps you figure out how to make good choices. As we grow up, we learn right from wrong. Our conscience is the thought and feeling we have that tells us whether something is a right or wrong thing to do or say. Thus voice of Conscience is a consistent guide to ethical decision making.
- A person can prepare himself/herself to heed to the voice of conscience by:
  - Pausing and thinking about the dimensions of issue.
  - Practicing the power of silence.
  - Meditating and prayer.
  - Freeing oneself from external influences and selfish interests.
- A human being always comes across ethical dilemmas in the decision making the process. Voice of Conscience acts as the guide for taking correct decisions when we have to choose between competing sets of principles in a given, usually undesirable or perplexing, situation. Example: Helping accident victim on your way to an interview.
- The voice of conscience of an individual help in analyzing the situation from different perspectives and help in taking the right decision.
- Voice of Conscience helps in avoiding Conflicts of interest for better decision making. It can help in deciding between personal gains and public welfare.
- Voice of Conscience is our ability to make a practical decision in light of ethical values and principles.
- Voice of Conscience is a person's moral compass of right and wrong as well as the consciousness of one's actions. Expressions such as 'gut feeling' and 'guilt' are often applied in conjunction with a conscience.
- The voice of conscience might suggest different principles and different behaviours to different situations. But it for a moment help individual from not doing wrong based on universal values.

**Conclusion:**

Acting purely from self-interest, at best, keeps us parallel to the original position and can turn our compass south if our actions do harm to others. We avoid going in that direction by living a life of integrity. We also need to understand and appreciate why we should consider the needs of others



before acting. We could simply go back to The Golden Rule: Treat others the way you want to be treated. None of us, presumably, wants to be disrespected so we should treat others respectfully.

**The bureaucracy should not just aim to be ethical and efficient but also to create an environment that's good for body and mind for its workers. Elaborate. (150 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

**Why the question:**

*The question is part of the static syllabus of General studies paper – 4.*

**Key Demand of the question:**

*To explain how bureaucracy, apart from being ethical and efficient must strive create a positive and healthy environment for its workers.*

**Directive:**

**Elaborate** – Give a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

**Structure of the answer:**

**Introduction:**

*Begin by giving context how the work pressure and sedentary lifestyle of bureaucracy is adversely affecting the physical health of the civil servants.*

**Body:**

*Bring out the causes for the same. The internal pressure from higher ups, the external pressures from politicians, activists etc, cumbersome work, lack of vacations, lack of physical activity and high expectations to deliver on time etc.*

*Write about the impact of the above. Deteriorating physical health with obesity, blood pressure and diabetes, worsening mental health with anxiety and depression, negative work life balance, affected familial relationship etc.*

*Suggest measures to improve the same. Flexible deadlines, compulsory vacations, promoting yoga and meditation on a daily basis, concessions for gym, insulating civil servants from undue political pressure, regular health checkups etc.*

**Conclusion:**

*Summarize that a positive atmosphere at work will not only reduce stress but improve the efficiency of the workers.*

**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:

- 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.
- 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.

There's a wider issue here of the nature of modern work, and the impact of stress on health over time. Employees suffering from anxiety and depression are often an indication of where the management, culture or day-to-day operations of an organisation aren't what they should be.

The study by Harvard Medical School suggests higher levels of activity in the amygdala part of the brain, processing emotions associated with stress, encourages the production of more white blood cells and inflammation of the arteries – leading to heart attacks, angina and strokes.

Combinations of pressures from global competition, more uncertainty, heightened career expectations and digital working practices, have led to working lives running at new and unhealthy levels of intensity.

Dealing with a culture of stress and challenges to mental health is a question of leadership. Because the reality is that work is good for us: providing a positive routine, a daily sense of purpose and achievement and social environment. So there's a healthy form of hardworking and an unhealthy one. Senior management in the civil service need to be thinking about how they can ensure staff are well protected and that working cultures are appropriate.

### Way forward

- Tactics for encouraging a positive mental health culture should be based around awareness of the range of causes of stress in a department.
- Senior officials should be aware of the changing character of work roles. Processes should be in place to review workloads and work variety.
- Employees need to feel a sense of control when it comes to their daily routines, and that support is available when this isn't the case.
- Measures to enhance accountability and autonomy to the community, such as the Right to Information Act, social audits, and public service guarantee acts in various States is necessary.
- Provide opportunities for flexible working because small adjustments to work routines can be a release valve for growing pressures and a sense of a lack for control.
- Establishing awareness and understanding is important, as is training for officials and staff on reducing stigma and discrimination.



- Be conscious of those individuals most at risk of mental health problems: Conditions like anxiety and depression are more likely among those employees with existing long-term health problems such as diabetes or health issues involving pain.
- Introduction of standing desks, standing meetings, or even walking meetings, to avert the risk of Karoshi phenomenon (affecting heart).
- 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.
- Make technology employee-friendly, increase their ease of use and educate employees about the advantages and benefits of how technology eases work.

### Conclusion

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

**What are the ethical dilemmas involved in the process of abortion? Debate on the pro-life and pro-choice angle on abortion. State your stand on the issue of abortion. (150 words)**

Reference: [The Hindu](#)

#### **Why the question:**

*Argentina's Senate passed a law legalizing after a marathon 12-hour session, a victory for the women's movement that has been fighting for the right for decades.*

#### **Key Demand of the question:**

*To put forth the ethical dilemmas regarding abortion and debate on the issue of pro-life vs pro-choice.*

#### **Directive:**

**Debate** – Weigh up to what extent something is true. Persuade the reader of your argument by citing relevant research but also remember to point out any flaws and counter-arguments as well.

*Conclude by stating clearly how far you agree with the original proposition.*

#### **Structure of the answer:**

##### **Introduction:**

*Given the context of the debate surrounding Abortion.*

##### **Body:**

*Bring out the ethical dilemmas involving abortion. The dilemma between, life of the fetus and the choice of the women, The religious aspect and the modern feminism, legality in some countries/states and illegality in other, sex selective abortions, abortions when there exists a threat to the life of the women, abortion when there exist deformities in the unborn fetus etc.*

*In detail, make detailed arguments on the pro-life and the pro-choice debate. Mention the impact of the same in a critical manner.*

##### **Conclusion:**

*Summarize the arguments and state your positive, balanced and fair stand on the issue of abortion.*

##### **Introduction:**

Termination of pregnancy (TOP) or feticide is ethically and morally challenging and maybe considered illegal in countries with restrictive abortion laws. Ethical dilemmas such as women's autonomy rights may conflict with foetus' right to personhood, and doctor's moral obligations to society. In liberal jurisdictions, pre-viable foetuses may not have legal rights of personhood; therefore, appropriate action would be to respect pregnant women's decisions regarding TOP.



Body:

All the religions have taken strong positions on abortion; they believe that the issue encompasses profound issues of life and death, right and wrong, human relationships and the nature of society, that make it a major religious concern.

People involved in an abortion are usually affected very deeply not just emotionally, but often spiritually, as well. They often turn to their faith for advice and comfort, for explanation of their feelings, and to seek atonement and a way to deal with their feelings of guilt.

As per Stanley Hauerwas "For no amount of ethical reflection will ever change the basic fact that tragedy is a reality of our lives. A point is reached where we must have the wisdom to cease ethical reflection and affirm that certain issues indicate a reality more profound than the ethical."

### Pro-choice & Pro-life

- Pro-choice: are proponents who support choice of child bearer and hence support the cause of abortion at will.
- Pro-life: are proponents who support life in consideration i.e. the foetus which is considered life from the women's womb itself.

### Pro-Choice:

Pregnant woman has moral rights too

- Under some circumstances these may override the foetus's right to live
- These moral rights include:
  - The right to ownership of her own body
  - The right to decide her own future
  - The right to take decisions without moral or legal intervention by others
  - The pregnant woman has the right to life - where not aborting the foetus would put the mother's life or health in danger, she has the moral right to abort the foetus

### Pro Life:

Killing people is wrong

- Killing innocent human beings is wrong
- Human life begins at conception
- Therefore, the foetus is an innocent human being
- Therefore, killing the foetus is wrong
- Therefore, abortion is always wrong

Killing potential people is wrong

- It is wrong to destroy potential human life
- From conception onwards the foetus is a potential human being



- Therefore, it is wrong to destroy the foetus
- Therefore, abortion is always wrong

Increasing tolerance of killing is wrong

- Allowing abortion is legalising killing
- Legalising killing reduces people's respect for life
- Reducing society's respect for life is a bad thing - it may lead to euthanasia, genocide and increased murder rates
- Therefore, abortion is always wrong

### Pro-choice versus Pro-life:

#### Pro Choice:

If a pregnancy puts the life of the mother at risk, then we should consider the value of the foetus compared to the value of the life of the mother.

- An unwanted child does not have a good life. If a mother has a child that she does not want, then both she and the child may be greatly harmed; forcing the mother to continue with the pregnancy might produce a child with little chance of a happy life for itself and cause the mother much suffering as:
  - Mother should have a right to control her own life, at least to the extent that in doing so she does minimal harm to herself.
  - The right to abortion is vital for gender equality. The right to abortion is vital for individual women to achieve their full potential.
  - Banning abortion puts women at risk by forcing them to use illegal methods that may be more harmful.
  - But on the other hand the right to life should always outweigh the right of an individual to equality or to control their own. It can be misused.

#### Pro Life:

- Foetus has the right to life because it is a 'potential human being'.
- The 'potential human being' argument gives the right to life to the unborn from the very earliest stage of development - the moment when the egg is fertilised.
- This argument renders irrelevant any concerns about what sort of being the foetus is at any particular stage of its development.

#### The new-born argument

- One of the strongest arguments for giving the full rights of person to the foetus because it is a potential person flows from the status of a new born baby.
- At birth a new born baby possesses so few of the characteristics required for 'moral personhood' that its right to life can't be based on it being a 'moral person'.



- Nonetheless, everyone does accept that it has a right to life - even those who follow the 'moral person' line of thought.
- This right to life seems to flow from the potential that the new-born has to become a 'moral person', and this in turn seems to support the argument that a potential 'moral person' has the right to life.

Conclusion:

Philosopher Ted Lockhart has come up with a practical solution for dealing with moral problems that can be used to decide whether or not to abort a foetus. Lockhart suggests that we should "perform actions that we are maximally confident are morally permissible". Where we have to make a moral choice we should take the course of action that we are most confident is morally correct.

The right to life underlies all other human rights - if we protect those rights we should protect the right to life as well. Abortion is a civil rights issue in that some of those who support abortion do as a way of controlling the growth of certain population groups. Abortion is sometimes forced on women by exploiting partners or families. Abortion is sometimes forced on women because society fails to supply their needs. Parents have an obligation to their unborn children - it is wrong for them to escape it. Abortion brutalises those who carry it out, or who are involved in the process.

**Probity in Governance: Concept of public service; Philosophical basis of governance and probity; Information sharing and transparency in government, Right to Information, Codes of Ethics, Codes of Conduct, Citizen's Charters, Work culture, Quality of service delivery, Utilization of public funds, challenges of corruption.**

**Privacy and RTI are often labeled as the two sides of same coin. In this context what are the practical challenges in RTI implementation? Also propose the management of conflicts that arise while upholding the both. (250 words)**

Reference: [The Hindu](#)

**Why the question:**

Recently, in a case involving activist Saket Gokhale, the Bombay high court ordered the Ministry of Information and Broadcasting to remove Mr Gokhale's contact details from its website. Thus the question context.

**Key Demand of the question:**

Discuss how Privacy and RTI are often interconnected and thus making it challenging for the RTI implementation. Also discuss the issues involved in the management of conflicts that arise while upholding the both.

**Structure of the answer:**

**Introduction:**

First discuss the link between privacy and RTI.

**Body:**

List down the issues and challenges posed by such interlinkages between privacy and RTI.

Explain in what way as RTI Act is related to our fundamental right of speech right to expression and right to life. On the other hand, Privacy is now a fundamental right. So, cooperation among these rights is the need of the hour.



*Discuss how such a conflict between the two can be resolved. One can present case studies/examples to justify the same.*

**Conclusion:**

*Conclude with way forward.*

**Introduction:**

The right to information (RTI) and the right to privacy (RTP) are two important rights upheld by the Supreme Court of India. For the most part, they are two sides of the same coin. They complement each other in giving Indian citizens the rights they value highly and holding the government accountable to the people.

Many presume that when citizens invoke the RTI, then government bodies can seek shelter under the RTP. This is a myth that was recently exposed by the Supreme Court when it ruled that even the Chief Justice of India's office will come under the Right to Information Act.

The apex court stated that **public interest should be upheld while disclosing any information under that law.**

**Body:**

**Conflict between the RTI act and privacy:**

The government stores a lot of personal information on individuals. This ranges from income tax returns and driving licence details to census data and medical information. When an application is made under the RTI Act for disclosure of some information on an identifiable individual, there is a conflict between the RTI and the RTP.

Personal information can be denied if it infringes an individual's privacy. A good example is our medical records. Such information, the disclosure of which would invade someone's privacy, is exempt from the RTI requirements.

According to section 8(1) (j) of the RTI Act, if the information is personal and would cause an unwarranted invasion of privacy and serves no public interest, then it cannot be disclosed, unless the central public information officer or the state public information officer, or any other appellate authority, is of the opinion that the disclosure of this information would serve a larger public interest.

**Challenges in implementation:**

1. Huge level of pendency of cases both in national and state levels
2. Non-imposition of penalties- data supplied by 20 commissions shows that penalty was imposed in just 2.4% of the cases disposed of.
3. More than 40 RTI activists had been killed in the process of exposing the wrong doing
4. Laxity by public authorities in public information
5. The RTI Act, did not give adequate authority to the information commissions to enforce their decisions.

It is still possible to demarcate the extent to which personal information may be disclosed in the general interest. As of now, there is no line of demarcation for disclosure and non-disclosure. This is a bridge that could resolve at least part of the RTI-RTP paradox.



### Conclusion:

Thus, together, the RTI and RTP present us a paradox. While the two rights frequently look irreconcilable, they can, as stated earlier, act in complementary ways to confer individual rights and promote greater government accountability and transparency. However, this would require the country to work on reconciliation of the two. There needs to be common definitions and internal consistency within the entire framework to limit conflict and establish a balance. Since this exercise involves specific legal provisions, it might even call for legislative efforts.

### Discuss the core principles of a Citizen's Charter. Why has Citizen's Charter not been a success in India so far? Explain, (250 words)

*Reference: Ethics, Integrity and aptitude*

#### **Why the question:**

*The question is based on the context of Citizen's charter.*

#### **Key Demand of the question:**

*Discuss the core principles of a citizen's charter and evaluate the success of it in India so far.*

#### **Directive:**

**Explain** – Clarify the topic by giving a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

#### **Structure of the answer:**

##### **Introduction:**

*Define what citizen charter is.*

##### **Body:**

*A Citizens' Charter represents the commitment of the Organisation towards standard, quality and time frame of service delivery, grievance redress mechanism, transparency and accountability. Discuss the core principles of a citizen's charter; Awareness: About citizen's entitlements; time, period and quality of service delivery, Simple to understand, Moral backing, Accountability: Individual and of organization, Transparency: Rules/ Procedures/ Schemes/Grievances, Empowerment: Citizens especially weaker sections.*

*Then account for the reasons for failure of citizen's charter.*

##### **Conclusion:**

*Suggest what needs to be done and conclude with solutions.*

##### **Introduction:**

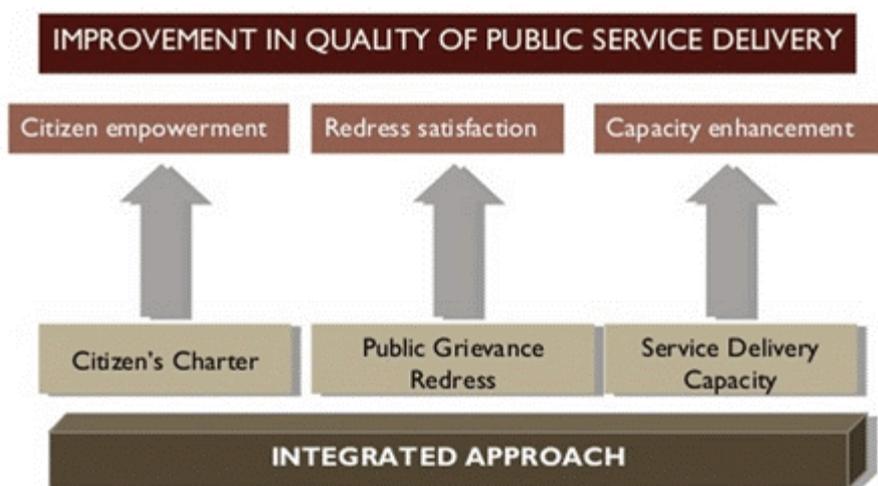
A **Citizens' Charter** represents the commitment of the Organization towards standard, quality and time frame of service delivery, grievance redress mechanism, transparency and accountability. The concept of Citizens Charter enshrines the trust between the service provider and its users.

#### **Department of Administrative Reforms and Public Grievances in Government of India**

**(DARPG)** initiated the task of coordinating, formulating and operationalizing Citizen's Charters

##### **Body:**

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



The **core principles** of a Citizen's Charter in India are:

1. Vision and Mission Statement
2. Details of business transacted by the organization
3. Details of clients
4. Details of services provided to each client group
5. Details of grievance redress mechanism and how to access it
6. Expectations from the clients.

**Challenges faced in implementation of Citizen's charter:**

1. **One size fits all:** Tendency to have a uniform CC for all offices under the parent organization. CC have still not been adopted by all Ministries/Departments. This overlooks local issues.
2. **Silo operations:** Devoid of participative mechanisms in a majority of cases, not formulated through a consultative process with cutting edge staff who will finally implement it.
3. **Non-Dynamic:** Charters are rarely updated making it a one-time exercise, frozen in time.
4. **Poor design and content:** lack of meaningful and succinct CC, absence of critical information that end-users need to hold agencies accountable.
5. **Lack of public awareness:** only a small percentage of end-users are aware of the commitments made in the CC since effective efforts of communicating and educating the public about the standards of delivery promise have not been undertaken.
6. **Stakeholders not consulted:** End-users, Civil society organizations and NGOs are not consulted when CCs are drafted. Since a CC's primary purpose is to make public service delivery more citizen-centric, consultation with stakeholders is a must.
7. **Measurable standards of delivery are rarely defined:** making it difficult to assess whether the desired level of service has been achieved or not.
8. **Poor adherence:** Little interest shown by the organizations in adhering to their CC. since there is no citizen friendly mechanism to compensate the citizen if the organization defaults.



### Way forward:

1. **Wide consultation process:** CC be formulated after extensive consultations within the organization followed by a meaningful dialogue with civil society.
2. **Participatory process:** Include Civil Society in the process: to assist in improvement in the contents of the Charter, its adherence as well as educating the citizens about the importance of this vital mechanism.
3. **Firm commitments to be made:** CC must be precise and make firm commitments of service delivery standards to the citizens/consumers in quantifiable terms wherever possible.
4. **Redressal mechanism** in case of default: clearly lay down the relief which the organization is bound to provide if it has defaulted on the promised standards of delivery.
5. **One size does not fit all:** formulation of CC should be a decentralized activity with the head office providing only broad guidelines.
6. **Periodic updation of CC:** preferably through an external agency.
7. **Fix responsibility:** Hold officers accountable for results: fix specific responsibility in cases where there is a default in adhering to the CC.

### 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.

Identify the traits of a healthy work culture for bureaucracy in a modern society; also suggest ways to inculcate the same to ensure achievement of Good governance. (250 words)

Reference: *Ethics, Integrity and Aptitude* by Lexicon Publications

#### **Why the question:**

The question is premised on the concept of work culture and its importance in bureaucracy in a modern society.

#### **Key Demand of the question:**

Discuss the traits of a healthy work culture for bureaucracy in a modern society; also suggest ways to inculcate the same to ensure achievement of Good governance.

#### **Structure of the answer:**

##### **Introduction:**

First define what you understand by work culture in general.

##### **Body:**

In the answer body first discuss common characteristics of organizational culture or a healthy work culture.

Discuss what are the characteristics of a good work culture? Explain how they apply differently to the bureaucracy of the modern society.

Give examples and suggest ways to inculcate the same to ensure achievement of Good governance.

##### **Conclusion:**

Conclude that work culture plays an important role in extracting the best out of employees and making them stick to the organization for a longer duration. The organization must offer a positive ambience to the employees for them to concentrate on their work rather than interfering in each other's work.

**Introduction:**

Workplace culture is the environment that you create for your employees. It plays a powerful role in determining their work satisfaction, relationships and progression. 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:****Traits of a healthy work culture for bureaucracy in a modern society:**

- Good Communication: one of the most important things for a healthy workplace culture.
- Opportunities for Growth: clear expectations for advancement and the tools and training needed for success
- Culture of Collaboration: boosts both performance and morale
- Reward Systems: Recognizing good work
- Strong Purpose and Core Values: Building a purpose-driven culture
- Transparent, Accountable and Responsible Leadership

**Importance of Work culture:**

- Attracts and keeps talented staff: When you spend more time per week at work than at home, it's natural to want to work in an environment you enjoy spending time in. This means that if you want the best staff for your team, you'll have to invest in creating a strong workplace culture. In a study from the Deloitte Global Human Capital Trends 2015, 'culture and engagement' was the highest priority on the corporate agenda and companies with the strongest cultures were much more able to attract and keep talent.
- Drives engagement and retention: You can successfully recruit employees but it becomes a cost to your business if they leave. A good workplace culture is proven to keep your employees engaged in their work. It'll allow your employees to better understand what is expected of them and how they can achieve their professional goals. This will then allow you to keep them onboard for longer.
- Creates an environment for healthy development: A good workplace culture provides everyone with the opportunity to initiate change and to grow on a professional and personal aspect. It also promotes openness and encourages your employees to voice their opinions and chase after the values they believe in.
- Creates satisfied employees and increases productivity: A healthy workplace culture will make your employees feel happy to come to work day-in and day-out. A happy work environment increases your employees' concentration; thus, this leads to increases in their productivity levels.
- Drives financial performance: 92% of leaders from successful companies believe that workplace culture and financial performance are closely interrelated. Workplace culture directly influences the way your employees perform, which subsequently has a direct impact on your business' financial profit.

**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, centralization, 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 centralization 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 centralization 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 organization.
- 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:**

Work culture is an intangible ecosystem that makes some places great to work and other places toxic. This is why work culture is so important in bringing out the best from your employees even in adverse circumstances. Negativity not only kills creativity and will to perform but also does not allow an employee to develop a sense of affection and ownership with the organization. Human beings are fundamentally simple and a positive work environment impacts the way they think, act and reflect.

**“Good Governance is the Technology, Citizen’s Charter is the Tool” Elucidate the Indian experience of citizen’s charter in the context of the above statement.(250 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications*

**Why the question:**

*The question is premised on the concept of Citizen’s charter and its importance and Indian experience.*

**Key Demand of the question:**

*One has to explain the statement in question and elucidate the Indian experience of citizen’s charter.*

**Directive:**

**Elucidate** – Give a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

**Structure of the answer:****Introduction:**

*Define what good governance is and citizen’s charter implies.*

**Body:**



*Citizens' Charters initiative is a response to the quest for solving the problems which a citizen encounters, day in and day out, while dealing with the organisations providing public services. Explain how it has been recognized the world over that good governance is essential for sustainable development, both economic and social. The three essential aspects emphasized in good governance are transparency, accountability and responsiveness of the administration. The "Citizen's Charters initiative" is a response to the quest for solving the problems which a citizen encounters, day in and day out, while dealing with organisations providing public services.*

*Discuss how the basic objective of the Citizen's Charter is to empower the citizen in relation to public service delivery.*

*Present the case of India.*

**Conclusion:**

*Conclude with way forward.*

**Introduction:**

A Citizen's Charter is a set of commitments made by an organisation regarding the standards of service which it delivers. It covers not only the Central Government Ministries/ Departments/ Organizations but also the Departments/ Agencies of State Governments and UT Administrations. As an instrument, it is propagated to make an organization transparent, accountable and citizen friendly.

**Body:**

• **Principles of Service Delivery**

- Quality – improving the quality of services
- Choice – for the users wherever possible
- Standards – specifying what to expect within a time frame
- Value – for the taxpayers' money
- Accountability – of the service provider (individual as well as Organization)
- Transparency – in rules, procedures, schemes and grievance redressal
- Participative- Consult and involve



## Key Principles of Citizen Charter

### Six principles of original Citizens' Charter Movement (1991)

- **Quality** - improving quality of services
- **Choice** - wherever possible
- **Standards** - specify what to expect and how to act if standards are not met
- **Value** - for the tax payers money
- **Accountability**- individuals and organizations
- **Transparency** - rules/ procedures/ schemes/ grievances

### Nine principles of 'Service First' (1998) framed by Labour govt., UK

- Set standards of service
- Be open, provide full information
- Consult and involve
- Encourage access and promotion of choice
- Treat all fairly
- Put things right when they go wrong
- Use resources effectively
- Innovate and improve
- Work with other providers

5

- **Good Governance is the Technology; Citizen's Charter is the Tool:**
  - Citizen Charter increases participation of common man in efficient working of an organization by making the citizens aware of the aims and goals of the organization.
  - It helps in reducing corruption through transparent provisions and thus, ensures accountability
  - It leads to citizen friendliness and citizen convenience and raises efficiency and effectiveness in public delivery system.
  - It reduces cost, prevents delay and red tapism and thus promote good governance.
  - Citizen Charter set standards of service, allowing high expectations from an organization, pushing them to work diligently.
  - It encourages access and promote choice and thus, treat all fairly.
- **Citizen's charter in India:**
  - In 1996, the Centre organised a Conference of Chief Secretaries of States and Union Territories on "Effective and Responsive Administration".
  - The conference inter alia recommended the adoption of citizens' charters for all public service organisations.
  - This recommendation was approved by the Centre, states and union territories in the Conference of Chief Ministers held in 1997.
  - Since 1997, when the scheme was introduced in India, the various ministries, departments, directorates and other agencies of the Central Government, state



governments and union territory administrations have formulated a number of citizens' charters.

- **Shortcomings of Citizen's Charter in India:**

- Devoid of participative mechanisms – in a majority of cases, not formulated through a consultative process with cutting edge staff who will finally implement it.
- Poor design and content: lack of meaningful and succinct CC, absence of critical information that end-users need to hold agencies accountable.
- Lack of public awareness: only a small percentage of end-users are aware of the commitments made in the CC since effective efforts of communicating and educating the public about the standards of delivery promise have not been undertaken.
- Charters are rarely updated: making it a one-time exercise, frozen in time.
- End-users, Civil society organizations and NGOs are not consulted when CCs are drafted: Since a CC's primary purpose is to make public service delivery more citizen-centric, consultation with stakeholders is a must.
- Measurable standards of delivery are rarely defined: making it difficult to assess whether the desired level of service has been achieved or not.
- Little interest shown by the organizations in adhering to their CC: since there is no citizen friendly mechanism to compensate the citizen if the organization defaults.
- Tendency to have a uniform CC for all offices under the parent organization. CC have still not been adopted by all Ministries/Departments. This overlooks local issues.

- **Reforming Citizen's Charter to make them Effective:**

- One size does not fit all: formulation of CC should be a decentralized activity with the head office providing only broad guidelines.
- Wide consultation process: CC be formulated after extensive consultations within the organization followed by a meaningful dialogue with civil society.
- Firm commitments to be made: CC must be precise and make firm commitments of service delivery standards to the citizens/consumers in quantifiable terms wherever possible.
- Redressal mechanism in case of default: clearly lay down the relief which the organization is bound to provide if it has defaulted on the promised standards of delivery.
- Periodic evaluation of CC: preferably through an external agency.
- Hold officers accountable for results: fix specific responsibility in cases where there is a default in adhering to the CC.
- Include Civil Society in the process: to assist in improvement in the contents of the Charter, its adherence as well as educating the citizens about the importance of this vital mechanism.

- **Way Forward**



- A Citizens' Charter cannot be an end in itself, it is rather a means to an end – a tool to ensure that the citizen is always at the heart of any service delivery mechanism.
- Drawing from best practice models such as the Sevottam Model (a Service Delivery Excellence Model) can help CC in becoming more citizen centric.

**Conclusion:**

The Second Administrative Reforms Commission (ARC) in its 12th Report entitled 'Citizen Centric Administration – Heart of Governance' has recommended for making the Citizens' charters more effective as a document for interacting with citizens. This recommendation has been accepted by Government of India. All Central Ministries/Departments have been requested to review their Citizens' Charters to make them more effective as a tool for interacting with the citizens. It must be implemented in the true spirit.

**Work culture not only determines efficiency but also probity. Comment. (150 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

**Introduction:**

Workplace culture is the environment that you create for your employees. It plays a powerful role in determining their work satisfaction, relationships and progression. It is the mix of your organization's leadership, values, traditions, beliefs, interactions, behaviors and attitudes that contribute to the emotional and relational environment of your workplace. These factors are generally unspoken and unwritten rules that help to form bonds between your colleagues.

**Importance of Work culture:**

- **Attracts and keeps talented staff:** When you spend more time per week at work than at home, it's natural to want to work in an environment you enjoy spending time in. This means that if you want the best staff for your team, you'll have to invest in creating a strong workplace culture. In a study from the Deloitte Global Human Capital Trends 2015, 'culture and engagement' was the highest priority on the corporate agenda and companies with the strongest cultures were much more able to attract and keep talent.
- **Drives engagement and retention:** You can successfully recruit employees but it becomes a cost to your business if they leave. A good workplace culture is proven to keep your employees engaged in their work. It'll allow your employees to better understand what is expected of them and how they can achieve their professional goals. This will then allow you to keep them on board for longer.
- **Creates an environment for healthy development:** A good workplace culture provides everyone with the opportunity to initiate change and to grow on a professional and personal aspect. It also promotes openness and encourages your employees to voice their opinions and chase after the values they believe in.
- **Creates satisfied employees and increases productivity:** A healthy workplace culture will make your employees feel happy to come to work day-in and day-out. A happy work environment increases your employees' concentration, thus, this leads to increases in their productivity levels.
- **Drives financial performance:** 92% of leaders from successful companies believe that workplace culture and financial performance are closely interrelated. Workplace culture directly influences the way your employees perform, which subsequently has a direct impact on your business' financial profit.

**Work culture not only determines efficiency but also probity:**

- Probity is the act of strict adherence to the highest principles and ideals (integrity, good character, honesty, decency) rather than avoiding corrupt or dishonest conduct. It balances service to the community against the self-interest of individuals
- Good work culture imbibes the habit of punctuality and empathy which helps the officials'/organization's members to serve their objective/duty in better way.
- Ex: The lackadaisical attitude of officials working in few government institutions hinders overall growth and image in eyes of public.
- Healthy work culture promotes competition and spirit of team in the organization which helps individuals to grow, which in turn will help the organization in the long run. It helps people work without fear.
- Work culture which respects diversity attracts better talent.
- Suppose work culture is bad showing partiality, favoritism, nepotism etc. as it was in earlier days for tender allocations at times, partiality in writing of ACRs sometimes- demotivates talented and hard-working people.
- Work culture where team works in cooperation helps people learn from each other's errors and success. Thereby bringing the best out of the team. Horizontal and vertical communication should be welcomed.

**Measures to ensure a good work place culture:**

- Clear expectations for behavior among all members of an organization is the first step towards a more ethical organizational culture.
- Organizational leaders must be mindful of their actions as others in the organization will likely follow their lead when it comes to ethical behavior and attitudes.
- Offering opportunities for recognition, awards, and social reinforcements for desirable ethical behaviors can go a long way to promote the types of ethical culture desired in any organization.
- Workshops, easy to use reference materials, ongoing and readily available consultation from peers or mentors are just some of the many ways' institutions can assist in training students and staff to best use the tools that are available to them to participate in better and more thoughtful ethical decision making.
- Ethical ambiguities can be reduced by creating and disseminating an organizational code of ethics. It should state the organization's primary values and the ethical rules that employees are expected to follow.
- Reinforcement for behavior that is desired and corrective feedback for behavior that is not desired is critical to help create and sustain a culture of ethical behavior and consideration. This corrective feedback needs to be conducted in the spirit of collaboration and education rather than in terms of punishment or chastisement.
- Provide protective mechanisms: The organization needs to provide formal mechanisms so that employees can discuss ethical dilemmas and report unethical behavior without fear of reprimand. This might include creation of ethical counsellors, ombudsmen, or ethical officers

**Conclusion:**

Work culture is an intangible ecosystem that makes some places great to work and other places toxic. This is why work culture is so important in bringing out the best from your employees even in adverse circumstances. Negativity not only kills creativity and will to perform but also does not allow an employee to develop a sense of affection and ownership with the organization. Human beings are fundamentally simple and a positive work environment impacts the way they think, act and reflect.



In a democracy, citizens are the rulers of the government and are thus, owners of all the information on public records. Debate in the light of dilution of RTI act, 2005. (150 words)

Reference: [The Hindu](#)

**Why the question:**

This question is part of your static GS-4.

**Key Demand of the question:**

Bring out the key issues regarding the balance between transparency and secrecy, the right of the public to know and touch upon the recent amendments to RTI act, 2005.

**Directive:**

**Debate –**

Weigh up to what extent something is true. Persuade the reader of your argument by citing relevant research but also remember to point out any flaws and counter-arguments as well. Conclude by stating clearly how far you agree with the original proposition.

**Structure of the answer:**

**Introduction:**

Begin the answer by right of citizen that the information and data that the government holds.

**Body:**

In the first part of the body, mention importance of transparency in public records. The right of the public to know the affairs of the government.

Weigh down the balance between transparency and need to maintain the secrecy for the functioning of the government.

Bring out the recent changes to RTI act, 2005 and debate upon Amendments adopted with haste and without much scrutiny and discussion have diluted the RTI Act and reduced transparency in public dealing. At the same time, the amended Act has hit at citizens' rights and have strengthened hands of the government of the day. Officials, now, are going to be reluctant to give information about the ruling dispensation.

**Conclusion:**

Conclude with a balanced way forward.

**Introduction:**

This year marks 15 years of the enactment of the Right to Information (RTI) law, which has empowered millions to assert their citizenship and show truth to power. A report by the Satark Nagrik Sangathan and the Centre for Equity Studies has pointed out that more than 2.2 lakh Right to information cases are pending at the Central and State Information Commissions (ICs), which are the final courts of appeal under the RTI Act, 2005. The report was released on the occasion of completion of the 15 years of Right to Information (RTI) Act.

**Body:**

**Right to Information (RTI) law:**

- It was a vibrant grassroots movement, led not just by the educated elite but the working poor across the country, that eventually resulted in the passage of the historic law in 2005.
- The right to information has been upheld by the Supreme Court as a fundamental right flowing from Article 19 of the Constitution, which guarantees every citizen the right to free speech and expression.
- Without access to relevant information, people's ability to formulate opinions and express themselves meaningfully is curtailed.
- Since its enactment, the RTI law has been used by people to seek information to actively participate in decision-making processes and hold governments accountable.

**The potential of the law: even during the COVID times also:**

- Every year nearly six million applications are filed under the RTI Act, making it the most extensively used transparency legislation in the world.
- National assessments have shown that a large proportion of these are filed by the poorest and the most marginalized who have understood the tremendous potential of the law to empower them to access their basic rights and entitlements, especially in the absence of effective grievance redress mechanisms to address service delivery failures.
- During the COVID-19 crisis too, the law has been widely used to seek information about availability of medical facilities, like ventilators and ICU beds, and to hold government departments accountable for delivery of food grains and social security benefits meant for those in distress, including migrant workers.
- The RTI Act has also been put to effective use by public-spirited citizens to shine the light on corruption and arbitrary abuse of power by the state. People have used it to question the highest offices.
- Information has been accessed about the anonymous electoral bonds through which thousands of crores have been channeled into political parties.
- The Prime Minister's Office has been queried about the expenditure of the PM CARES Fund set up to provide relief during disasters like the current pandemic.
- By giving every citizen of India the right to access government files and records, the law has potentially created 1.3 billion whistle-blowers and auditors.
- It has empowered citizens to question those who govern and hold them to account.
- Consistent attempts by governments to denigrate the law bear testimony to this tilting of the balance of power.

**Recent Amendment: Right to Information (Amendment) Act, 2019:**

- It provided that the Chief Information Commissioner and an Information Commissioner (of Centre as well as States) shall hold office for such term as prescribed by the Central Government. Before this amendment, their term was fixed for 5 years.
- It provided that the salary, allowances and other service conditions of the Chief Information Commissioner and an Information Commissioner (of Centre as well as States) shall be such as prescribed by the Central Government.
- The RTI (Amendment) Act, 2019 was criticized on grounds of diluting the law and giving more powers to the central government.

**Dilution of the RTI Act:**

- The worst blow to the RTI regime has come in the form of a persistent and concerted attack on the transparency watchdogs set up under the law.
- Information Commissions at the Centre and in the States are the final adjudicators empowered to act against violations of the legislation.
- In 2019, regressive amendments were made to the RTI Act which did away with statutory protection of fixed tenure and high status conferred on the commissioners.
- Despite stiff opposition within and outside Parliament, the government pushed the RTI (Amendment) Act which allows the Central government to determine the tenure and salaries of all Information Commissioners, signaling that directions to disclose inconvenient information could invite adverse consequences.
- The functioning of commissions has been severely impeded by governments not appointing Information Commissioners in a timely manner.



- Vacancies in Information Commissions lead to large backlogs of appeals/complaints and long delays in the disposal of cases, effectively frustrating the people's right to know.
- Since May 2014, not a single commissioner of the Central Information Commission (CIC) has been appointed without citizens having to approach courts.
- Despite Supreme Court orders to fill all vacancies, six out of 11 posts of commissioners are currently vacant in the CIC, including that of the chief.
- The CIC is headless for the fifth time in the last six years! State governments appear to have adopted a similar strategy.
- Eight State Information Commissions are functioning without a chief. Two commissions Tripura and Jharkhand are totally defunct with no commissioners.

#### **Important limitations that need urgent attention:**

- The assessment found that on average, the CIC takes 388 days (more than one year) to dispose of an appeal/complaint from the date that it was filed before the commission.
- The highest number of pending appeals, with over 59,000 cases were in Maharashtra, followed by Uttar Pradesh and the Central Information Commissions (CIC).
- The report found that the Government officials face hardly any punishment for violating the law.
- Penalties were imposed in only 2.2% of cases that were disposed of, despite previous analysis showing a rate of about 59% violations which should have triggered the process of penalty imposition.

#### **Conclusion:**

- The right to question is the hallmark of a democracy. Any attack on the RTI law, which has empowered citizens to question those in power, is an attack on the foundation of our democratic republic.
- It is a clear reflection of the lack of political will of governments to be answerable to the people of the country.
- As the RTI law completes 15 years, it is again time for those whom it empowers the citizens to assert themselves and protect their fundamental right to information, which they attained after a long struggle.

**Value-Based Code of Ethics is the need of hour in public as well as corporate organizations. How do you institutionalize compliance to the value based code of ethics? (150 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

#### **Why the question:**

*The question is part of the static syllabus of General studies paper – 4.*

#### **Key Demand of the question:**

*To stress on the importance of value based code of ethics and the way to make its compliance more acceptable.*

#### **Structure of the answer:**

##### **Introduction:**

*Start by defining value-based code of ethics and need for it.*

##### **Body:**

*Mention about the need for a value-based code of ethics addresses a core value system of the organisation. Emphasize how it may outline standards of responsible conduct as they relate to the larger public good and the environment. Value-based ethical codes may require a greater degree of self-regulation than compliance-based codes.*



*In the next part, bring out steps which can institutionalize compliance and ensure continuity to compliance. Suggest measures such as considering the needs of their employees, comprehensive compliance training program, people-centric approach and informed decision-making etc.*

**Conclusion:**

*Complete the answer by highlighting the importance of compliance to value based code of ethics.*

**Introduction:**

A value-based code of ethics addresses a company's core value system. It may outline standards of responsible conduct as they relate to the larger public good and the environment. Value-based ethical codes may require a greater degree of self-regulation than compliance-based codes.

**Body:**

• **Code of ethics:**

- Act with integrity, competence, diligence, respect and in an ethical manner with the public, clients, prospective clients, employers, employees, colleagues in the investment profession, and other participants in the global capital markets.
- Place the integrity of the investment profession and the interests of clients above their own personal interests.
- Use reasonable care and exercise independent professional judgment when conducting investment analysis, making investment recommendations, taking investment actions, and engaging in other professional activities.
- Practice and encourage others to practice in a professional and ethical manner that will reflect credit on themselves and the profession.
- Promote the integrity and viability of the global capital markets for the ultimate benefit of society.
- Maintain and improve their professional competence and strive to maintain and improve the competence of other investment professionals.

• **Value-Based Code of Ethics is the need of hour in public as well as corporate organizations**

- Workplace compliance training has a reputation for being a tedious chore.
- Any mention of the dreaded and abstract term of compliance typically induces a bout of eye-rolling, followed by a severe case of feigned interest.
- This common reaction to obeying vital laws, regulations and behavioral expectations is most prevalent in organizations that fail to consider the needs of their employees during the compliance process and tend to focus on regulatory obligations; a narrow-minded approach that often leads to the implementation of complex, uninspiring and laborious policies.
- This worrying trend applies to all aspects of a company's comprehensive compliance training program, including its all-important code of conduct, which can be defined as: a statement of business guidelines meant to inform day-to-day decision making and prevent behavior that does not fall in line with the company's mission and greater objectives.



- But the truth is that a corporate code of conduct is much more than a box-checking exercise that satisfies a legal requirement; it forms the backbone of an organization's culture, brand and identity.
  
- **Defining and developing a values-based code of ethics**
  - To embed an ethical risk-aware organization, initiatives must begin and thrive internally, with employees committed to building and owning corporate culture, before they become apparent to external stakeholders. Otherwise, codes of conduct, ethics policies, compliance measures and articulated values just become boxes to check and words on the wall without efforts to instill an ethical culture in the daily actions of the company.
  - Compliance and HR departments should strive to develop an ethical code that clarifies their organization's mission, values, and principles by linking them with standards of professional conduct that employees can buy into.
  - This forward-thinking, values-based approach to compliance engenders an environment, and ultimately a culture, in which employees' time and humanity feel respected and recognized, making them more likely to treat the company with respect and comply with rules and regulations.
  - The development and execution of an engaging code of conduct training is vital in terms of impacting employee behavior and embedding the code into the company psyche.
  - Rather than focusing on stuffy rules and legal policies, training should be linked to the company values that are lived and breathed throughout the organization and based on real-life scenarios.
  - This people-centric approach makes it more relatable, helping participants to understand how it can facilitate informed decision-making.
  - A values-based code of conduct helps to form an essential part of compliance culture, which is led from the top, reinforced by middle management, and nurtured at the foundation.
  
- **Embedding a values-based code of conduct into an organization**
  - Writing a values-based code of conduct statement and proactively promoting it from the top down are just the first steps on the path to establishing it within an organization.
  - However, without relatable training programs that empower employees to own the code, and reinforce the information conveyed through it, it will be considered another piece of useless red tape.
  - To achieve compliance, training programs should reflect the complex situations employees face every day.
  - A scenario-based approach allows participants to walk through interactive simulations of real-life scenarios evoking real emotion, which facilitates better decision-making in the future.



- When decisions are made based on feelings and experiences, employees are more likely to retain vital information.
- Organizational ethics and compliance shouldn't just rely on effective training and communication; it also requires frank conversations to address related issues.
- Learning-centric technology combined with face-to-face dialogue promote a rich discussion, more robust conversation and better perspective-taking.
- By implementing a campaign-based approach to ethics and compliance learning, an organization will be well-placed to embed corporate values and expectations of conduct into the fabric of its culture.
- The code of ethics needs to be part of the employees' workflow and must be easily accessibly dynamic and meaningful.
- This will build confidence in the organization's commitment to developing a healthy compliance culture and help employees to make ethical decisions or understand ethical dilemmas they might experience.

#### **Conclusion:**

This, in turn, will help to improve levels of compliance, increase productivity and build a lasting culture of integrity.

**The best way to maximize the utility of public of funds is by achieving total transparency and accountability in its utilization. Elaborate. (150 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

#### **Why the question:**

*The question is part of the static syllabus of General studies paper – 4.*

#### **Key Demand of the question:**

*To explain how transparency and accountability associated with utilization of public funds of the country will improve it efficacy.*

#### **Directive:**

**Elaborate** – Give a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

#### **Structure of the answer:**

##### **Introduction:**

*Discuss the importance of transparency and accountability in public funds.*

##### **Body:**

*Explain the lacunae in the country with respect to utilization of public funds such as corruption, nepotism, incomplete works, bad quality work, siphoning funds etc.*

*Discuss the significance of Transparency and efficiency as tools for monitoring and supervising distribution of public fund.*

*Explain various mechanisms through which it can be done – Public Fund Management System, Auditing agencies – CAG, Budgeting – Outcome based budgeting, zero base budgeting, Participation and transparency – Social Auditing, Financial Prudence etc.*

##### **Conclusion:**

*Summarize of this will aid in the developmental process of the country as well as reduce corrupt practices.*

##### **Introduction:**



‘Public money ought to be touched with the most scrupulous conscientiousness of honour. It is not the produce of riches only, but of the hard earnings of labour and poverty.’ – Thomas Paine

**Body:**

- **Four principles underpin trust in the public finances:**
  - Transparency – accurate records that show where money is raised and spent.
  - Assurance – figures and processes are checked by independent experts.
  - Accountability – decision makers are clearly identified and subject to strict rules and review of performance and outcomes.
  - Objectivity – policies are based on accurate information and rigorous analysis
- **The question of utilization of public funds has different aspects.**
  - The first aspect relates to accountability and efficacy
  - The second aspect concerns the manner of fund utilization.
  - The third aspect relates to the outputs and outcomes which result from the fund use.
  - The fourth aspect is the source of funds.
  - Finally, any fund utilization or expenditure has to meet the audit requirements.
- **Reasons for under-utilization and mis-utilizations of funds**
  - Corruption
    - The large sum of money earmarked for public activities are taken away by officials as well as politicians in form of bribes. This results in funds not able to contribute towards development.
    - Ex: Money allocated for construction of houses for poor is consumed by corrupt officials.
  - Political rivalry
    - Sometimes political class indulges in act of vendetta where they do not cooperate in allocation or release of funds to their opposition. They hope to reap the anger against their opponents for their political gains.
    - Ex: Government in power not allocating developmental funds to opposition MLAs.
  - Diversion
    - The funds allocated to one activity is diverted to another in order to meet strict control over finances.
    - Ex: Funds allocated to road repair is diverted to giving freebies.
  - Red Tapism



- Colonial bureaucratic attitude sometimes acts as hinderance in carrying out developmental activities. They complicate the process due to which funds are not properly utilized.

#### **Need to obey principles of transparency and accountability:**

- It is vital to uphold the 'social contract'. Citizens must be confident that they are protected by the law and that public institutions and servants will act in accordance with it.
- Public institutions with operational independence from political control are more likely to be trusted to act in the public interest.
- A well-informed population is far more likely to be confident about investing for the future. This means both providing appropriate information in ways that are accessible and easy to understand, and educating citizens as well as inviting them to participate in decision making.
- Effective public financial management requires that decision-makers, citizens and other stakeholders, are able to 'follow the money' to see how taxes were raised, why decisions to spend it were made, how the money was actually spent and what was bought.
- Where government plans and activities are measured against expected outputs and outcomes, citizens and other stakeholders will be able to judge the performance of government. This, in turn, provides the basis for feedback and continuous improvement mechanisms.
- For the public to believe that public officials will do the right thing, a range of controls to promote integrity and ethical behaviour and to tackle fraud and corruption are required.
- Most importantly, the public must believe that individuals will be held responsible for their actions, no matter who they are.
- A climate for investment is created when investors believe a state is stable, well run and that political and fiscal risks will be managed effectively.

#### **Conclusion:**

It is important for citizens to trust that the government will act in their interest, if they are to invest their own private resources and so create economic activity and employment.

**Service delivery should bring desired outcomes and make significant changes to the peoples' lives as envisaged by the public policy. Explain with examples. (150 words)**

*Reference: Ethics, Integrity and Aptitude by Lexicon Publications.*

#### **Why the question:**

*The question is part of the static syllabus of General studies paper – 4.*

#### **Key Demand of the question:**

*To explain the orientation of service delivery which impacts people's life significantly as desired by the objective of public policy.*

#### **Directive:**

**Explain** – Clarify the topic by giving a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

#### **Structure of the answer:**

##### **Introduction:**

*Start by mentioning the importance of service delivery in achieving the aspirations of people.*

##### **Body:**



*Write about the drawbacks in the present service delivery system, such as, inefficient allocation, corruption, inefficiency, amateur quality work, lack of accountability, inordinate delays which fail to make significant impact in the lives of the people.*

*With examples such as MGNREGA and CPGRAMS of Government of India, 'Rajiv Aarogyasri' of Telangana Government etc which are some standout performers in ensuring public service delivery.*

**Conclusion:**

*Conclude by emphasizing on the importance of service delivery in achieving sustainable development.*

**Introduction:**

Governance and the quality of public services delivery can impact a country's economic growth. The objective of public services is to deliver **social protection to the poor and vulnerable and to alleviate poverty**. Public services **reduce inequitable distribution of resources and correct historical inequities, such as caste based discrimination and gender inequities**.

**Body:**

**Some key Public Services are:**

- Health care, Education, Social services for the poor and marginalized.
- Infrastructure –Roads, Railways, Airports, Telecommunications, Electricity, Water.
- Environmental protection, Waste Management, Sanitation (includes Toilets).
- Law enforcement, Fire service, Public transportation, Postal Services.

**Importance of efficient and effective service delivery:**

- Service delivery is one of the most important interfaces between a modern democratic state and its citizens.
- The aim of public service delivery is to deliver cost-effective, high-quality services that the private sector is unable or unwilling to deliver.
- A wide range of civic and welfare services are covered by any comprehensive definition of service delivery.
- Social expenditure, which is the core of public service delivery, includes expenditure on health, nutrition, literacy, education, social welfare safety nets for vulnerable groups and all other areas that improve the quality of life of citizens.

In this regard, Indian Government came up with the Sevottam model of public service delivery. **Sevottam** is a "**Service Delivery Excellence Model**" which provides an assessment-improvement framework to bring about excellence in public service delivery. The term "Sevottam" is formed by joining two Hindi words "seva" and "uttam" meaning "service" and "excellence" respectively.

**Contributions of Sevottam in service delivery excellence**

- Initially, Sevottam framework was undertaken from April 2009 to June 2010 in ten Departments of the Government having large public interface. These are, Department of Post, CBEC, CDBT, Railways, Passport office, Pensions, Food Processing, Corporate Affairs, Kendriya Vidyalaya Schools and EPFO.
- Later, Sevottam has been launched as a **certification scheme** which provides for the **award** of the Sevottam symbol of excellence to **public service organizations** that implement and are able to show compliance to a set of management system requirements that have been specified in a specially created standard document.



- This standard, known as IS **15700:2005**, was developed by the Bureau of Indian Standards (BIS) based on the objectives of Sevottam.
- The standard takes into account unique conditions of service delivery by Public service organisations in India and the sectoral and regional variations in service delivery standards.
- It offers a systematic way to identify weaknesses in specific areas and rectify them through systemic changes and process reengineering.
- India is among the first countries in the world to have a Quality Standard for public service delivery.

**e-Governance** is another important tool in public service delivery to ensure equitable and inclusive access to services.

### Conclusion:

Delivery of various public goods and services is the basic responsibility of the State. The State has a very important role to play in making available the essential public goods and services that ensure certain minimum level of well-being to everyone in need of those.

**Most of the leading media companies are owned by large conglomerates that are still controlled by the founding families and that invest in a vast array of industries other than media. What are its ramifications and possible solutions to those ramifications? (150 words)**

*Why the question:*

*India is one of the biggest media markets in the world. However, the concentration of ownership of media shows that a handful of people own and control Indian media.*

*Key Demand of the question:*

*To bring out the impact of concentration of media power in the hands of few and to suggest measures to address it.*

*Structure of the answer:*

*Introduction:*

*Begin by mentioning how, the production of media content and its distribution are becoming increasingly combined and concentrated in the hands of a few which is leading to weakening of the fourth pillar of democracy.*

*Body:*

*Mention in detail the ramification of concentration of media in the hands of few major business houses such as biased news, one sided agenda, threats to pluralism, Patches of transparency and secrecy, Political leverage and politicization of news, rewarding or punishing media outlets through the allocation or non-allocation of advertising and violence against journalists etc.*

*Suggest steps to prevent such ramifications like framework law on overarching regulation on media houses, compulsory disclaimer on interests in media houses by politicians, preventing politicization of news by holding news channels accountable for their content, promoting free and fair independent journalism, protecting independent journalists from backlash from authorities or the powerful etc.*

*Conclusion:*

*Touch on the importance of free and fair media in a democracy as your conclusion.*

**Introduction:**

India is one of the biggest media markets in the world. However, the concentration of ownership of media shows that a handful of people own and control Indian media. Research captures ownership structures and reflects on media pluralism. This is an important initiative to strengthen media ownership transparency which is fundamental to media's credibility and its relationship with audiences.



Currently, India ranks an abysmal 138 out of 180 in the Press Freedom Index — the position not having changed much for over a decade. The Media Ownership Monitor indicates rather the opposite – a significant trend towards concentration and, ultimately, control of content and public opinion.

### **Body:**

It is undisputed that media has the most potent influence on public opinion. It is thus the responsibility of the media to keep the citizens informed of the state of governance. As the Code of Ethics and Broadcasting Standards of the News Broadcasters Association (NBA) also recognizes, media is meant to expose the lapses in the government and to give the public a sense of involvement in the process of governance.

But there are many issues which vitiates against this role of media.

- **Censorship Begins from Within**
  - Insecurity has become an acute ailment afflicting media professionals. Journalists have lost the courage to speak up or write about any issue that owners and managements do not want them to, including the issue of their own unstable working conditions.
- **Balancing Freedom of Trade and Freedom of Speech**
  - Freedom of speech and expression plays a pivotal role in opinion building and consequently political configurations in a representative democracy. The concentration of media ownership has been a growing concern.
- **Media Control**
  - The consequence of 'Big Corporate' and Politicians strengthening association with media network is a clear loss of heterogeneity in the dissemination of information and opinions. Media plurality in a multicultural country like India will diminish.
- **Rising Issue of Paid News**
  - According to Press Council of India (PCI), paid news is “any news or analysis appearing in any media (print & electronic) for a price in cash or kind as consideration”. It refers to propaganda in favour of a candidate masquerading as news reports or articles for a price in cash or kind as consideration. The news is much like an advertisement, but without the 'ad tag'.
- **Regulatory flaws**
  - The high level of concentration comes as a result of considerable gaps in the regulatory framework to safeguard media pluralism and prevent media concentration.

Neither specific means to measure nor thresholds to limit ownership concentration in print, television and the online sector are in place. The patches of regulation that exist do not seem to be properly implemented. Law in India does not regulate cross-media concentration either.

Consequently, regardless of seeming diversity and plurality of supply, the Indian media landscape is comprised of highly concentrated market segments.

### **Way forward:**



- Legislation: Although India has the Press Council of India and specific regulations, the country needs more detailed law regarding the media to protect not only the freedom of expression and speech but also journalists' safety.
- Strengthening justice system: Strengthening the courts, the police, and the justice system, and the rule of law is important to provide adequate protection for journalists.
- Better regulation: Efforts must be made to enable regulations that would lower the barriers to media ownership and reduce concentration of media ownership.
- Independent agencies: There is a need to establish independent press councils, media watch groups, Ombudsmen, and other media self-regulatory bodies autonomous from the government.
- Incentivise: Government must Institute awards and other forms of recognition for excellence in watchdog reporting.

### Conclusion:

India is the biggest democracy in the world and the press and media play an important role in keeping the democracy thriving. Media should be neutral in airing views, as it is a vital link between government and Indian citizens. Media is thus necessary for smooth functioning of democracy.

India is at the cusp of both economic and social change and it is vital that we, as citizens, remain informed and aware of the happenings in the country. When we consume independent media, we are broadening their circulation and giving them a platform. A platform, that is vital towards sustainable, good governance.

### Case Studies on above issues.

A judge of the Supreme Court has been part of a judgment. Now the matter has been referred to a five judge bench in which he is also a member. The judge is known for his honesty and integrity. But there is immense pressure on him to recuse himself as his presence brings potential conflict of interest. But he refuses to do so. In your view, what should be the most appropriate conduct in this situation? Give adequate reasons for the justification of your view. (250 words)

*Why the question:*

*Case study based question.*

*Key Demand of the question:*

*The case study is based on the principles of honesty and integrity. One has to reason effectively the case at hand and justify views with suitable substantiation.*

*Structure of the answer:*

*Introduction:*

*First identify the stakeholders in the case and explain the case involved.*

*Body:*

*Discuss the case of potential "Conflict of interest" involved; define what you understand by it, how such situations can be resolved.*

*Give your opinion as to what should be the position of the judge; what are the routes available to him.*

*Discuss and evaluate each option and justify your viewpoint.*

*Conclusion:*



Conclude with ethical solutions that satisfy the situation without harming or causing wrongs to the stakeholders involved.

#### **Introduction:**

Recusal is “removal of oneself as a judge or policymaker in a particular matter, especially because of a conflict of interest.” Duty to act fairly and impartially is ingrained in articles 14 and 21 of the constitution.

#### **Body:**

In the recent past, the Constitution Bench of the Supreme Court will decide whether Justice Arun Mishra should be on a bench to decide a matter on which he has given a judgment earlier.

- The case that Justice Mishra is hearing as part of a five-judge Constitution bench pertains to the land acquisition law.
- There have been demands for his recusal as Justice Mishra would be judging his own earlier judgment.
- But Justice Mishra has defended his right to rule in the matter and called such demands an attempt at “bench hunting”.

#### **The basic principle of judicial conduct:**

- In taking the ***oath of office***, judges, both of the Supreme Court and of the high courts, promise to perform their duties, to deliver justice, “***without fear or favor, affection or ill-will***”.

#### **Stakeholders involved –**

- Judge who sit in who play primary role in dispensing justice.
- The Larger bench on whose consensus final verdict is passed.
- The institution of judiciary who maintain trust of citizens as guardian of constitution.
- Petitioners and defendants.
- Public who largely affected by the judgement.

#### **Potential Conflict of Interest:**

- Professional integrity versus personal integrity.
- Personal liberty versus Institutional liberty.

#### **OPTIONS AVAILABLE:**

- **Accepting recusal and withdrawing himself from case.**

#### Merits of action –

- Protect impartiality of institution of judiciary.
- Reinforce citizen’s trust upon judiciary.

#### Demerits –

- Giving in to public pressure against his conscience.
- **Not accepting recusal and continuing with the case.**

#### Merits of action-

- True to his conscience.



Demerits:

- May adversely impact the verdict of case.
- Set wrong precedents for the juniors to prioritize their personal values

**Course of Action:**

- Understand and analyse the potential conflicts of Interest and their impact on the case.
- If the conflicts are pronounced ones- accept the recusal because that would
  - protect judicial integrity and maintain discipline
  - uphold the institutional integrity rather than personal integrity
  - Set a right judicial precedent and upholds judicial accountability.
- Else if the conflicts are not serious ones then continue to be a part of the bench and ensure impartial justice delivery upholding the values of integrity.
- In such cases “Not only **must Justice be done**; it **must** also be **seen to be done.**”

In the wake of scrapping of Article 370, two civil servants have resigned from the service as IAS. They are of the view that the building blocks of the democracy are at threat and they cannot be the part of the system. It has become difficult to work with the government. As an IAS, they were highly meritorious and had earned the government acclaim. Their resignation has resulted into a debate that should civil servants be given more autonomy especially freedom of expression? (250 words)

*Why the question:*

*The case study is in the backdrop of scrapping of article 370.*

*Key Demand of the question:*

*Present your viewpoints as to whether civil servants be given more autonomy especially freedom of expression in such backdrop.*

*Structure of the answer:*

*Introduction:*

*In the introduction discuss briefly the effect of scrapping article 370.*

*Body:*

*Firstly map the ethical issues that would possibly arise owing to the decision – Security and order, Livelihood and employment, Economic development, Business friendly environment, Scrapping of Article 370 has one objective to bring economic development, integrate people, imbibe sense of confidence etc.*

*Explain the importance of more autonomy especially freedom of expression to civil servants.*

*Conclusion:*

*Conclude with solutions that ethically satisfy the situation.*

**Introduction:**

**Owing to imposition of curbs in Jammu & Kashmir after revocation of Article 370 and bifurcation of the state in Union Territories in August last year, further** brought out simmering discontent among civil servants, Three IAS officers have resigned from the service in the last one month. Kannan Gopinathan, an AGMUT-cadre officer, Shah Faesal and Sasikanth Senthil, a Karnataka-cadre officer, resigned over ‘lack of freedom of expression’ and abrogation of Article 370.

**Body:**



Ethical Issues associated with the scrapping of the article

- Negatively affects the security and law and order of the state
- The subsequent shut down curbed the basic right to freedom
- Put at stake, the employment of common man
- Slowed down the economic development of the region

#### **Civil services and freedom of expression:**

The right to freedom of speech and expression is restricted under Service conduct rules of Bureaucracy on Free Speech (rule 5)

- Rule 5(1) stipulates that no Government servant shall be a member of, or be otherwise associated with, any political party or any organization which takes part in politics nor shall he take part in, subscribe in aid of, or such in any other manner, any political movement or activity.
- Rule 5(4) stipulates that no Government servant shall canvass or otherwise interfere with, or use influence in connection with or take part in, an election to any legislature or local authority.

However, due to suspension of some of the civil servants over their remarks or criticism of the Government on social media platforms puts a limelight on the debatable issue of freedom of speech for civil servants.

#### **Reasons for restriction:**

- In practical terms sometimes it might be possible that one decision of the government is beneficial for one group or community and discriminatory for the other one. In this time if a civil servant speaks against the government then it might disrupt the harmony in the administration and society.
- It is the constitutional duty of a Civil servant to implement the formulated policies and schemes by the government. Hence, if a civil servant goes against the policies of government then the job of implementation would be in trouble.
- Basic criticism of the government is not seen as sedition unless the Government believes that it was calculated to undermine the respect for the government in such a way so as to make people cease to obey it.
- Section 124A of the Indian Penal Code defines the offence of sedition
- In *Kedar Nath v. State of Bihar* (AIR 1962), the court upheld the constitutional validity of the Section 124A of I.P.C and also upheld the view taken in *Niharendu's* case.

However, recent judgements by Tripura High court and Kerala High court gave a different direction to this debate.

- In its judgment, the Tripura High Court has mentioned that government servants are entitled to hold and express their political beliefs, subject to the restrictions laid under Rule 5 of the Tripura Civil Services (Conduct) Rules, 1988.
- In its judgment, the Kerala High Court has mentioned One cannot be prevented from expressing his views merely because he is an employee. In a democratic society, every institution is governed by democratic norms.
- Healthy criticism is a better way to govern a public institution. e.g. The *lokdarbar's* organised by the political leaders and civil servants are one such examples.



- Restrictions applied through the service rule, that come in conflict with Article 19 (1)(a), right to free speech shall override unless the rules in question are covered under Article 19 (2), the framework that provides for reasonable restrictions.
- In a nutshell, any restriction imposed even through the conduct rules will have to qualify the requirements of Article 19(2). The conduct rules are flexible enough to accommodate certain kinds of expression which may not necessarily be political in nature.

**Sardar Patel had made the following observations** in the Constituent Assembly to support the continuance of the pre-independence civil service structure:

“It needs hardly to be emphasized that an efficient, discipline and contended civil service assured of its prospects as a result of diligent and honest work, is a sine-qua-none of sound administration under democratic regime even more than under an authoritarian rule. **The service must be above party and we should ensure that political considerations, either in its recruitment or in its discipline and control,** are reduced to the minimum if not eliminated altogether.”

#### Conclusion:

The right to Freedom of Speech and Expression plays a key role in the formation of public opinion on the political, social and economic matters. It is, therefore, quintessential for the functioning of democratic processes. Hence, a fair and constructive criticism is a welcome step even if it comes from the civil servant. But, the criticism should be in consonance with the principle enshrined in the Constitution of India.

Amit Singh is a small farmer in a northern state of India. He comes to know about recently launched PM fasal Bima Yojana. He was told by Gram Pradhan to visit his bank for further information. The bank officials completed the formalities and deducted the amount of premium from his account. After few days, heavy rain and hailstorm destroyed his wheat crop. Due to bad weather and incessant rain for three-four days he could not inform the bank officials. After four days, when he reached the bank to inform, he was told to visit insurance company office. When he finally contacted the insurance Company officials, he was told that they were unable to process his claim as he was supposed to register crop loss within 72 hrs. of the incident. Suppose you are an officer at district level responsible to hear the complaints against the insurance claims and Amit Singh files a complaint before you then how you will tackle the issue? Discuss and also identify the ethical issues and their possible remedies. (250 words)

*Why the question:*

*The question is a case study involving ethical issues concerning realization of insurance benefits to the poor and vulnerable farmers.*

*Key Demand of the question:*

*One has to suggest solutions to address the issue at hand and identify the ethical issues and their possible remedies.*

*Directive:*

*Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.*

*Structure of the answer:*

*Introduction:*



Firstly discuss the context in question.

**Body:**

Briefly discuss the objectives of the PMFBY; Providing financial support to farmers suffering crop loss/damage arising out of unforeseen events, Stabilizing the income of farmers to ensure their continuance in farming etc.

Then talk about the issues involved in the above case – with respect to insurance claims, banks and the existing grievance redressal mechanism.

Suggest solutions to these problems – Citizen friendly governance or pro-active, pro-people governance, informed decision making, social contract etc.

**Conclusion:**

Conclude that the Government has responsibility of welfare of people under Social Contract. It is responsibility of government to make scheme farmer friendly and not insurance company friendly.

**Introduction:**

In the above case study, the issue is regarding the Amit Singh's complaint before the officer at district level who is responsible to hear the complaints against the insurance claims regarding the crop loss.

**Body:**

**1. Stakeholders involved:**

1. Amit Singh: Farmer who lost his crop due to heavy rain and hailstorm
2. Officer at district level: who has the responsibility to solve the issue.

**2. PM fasal Bima Yojana:**

0. Providing financial support to farmers suffering crop loss/damage arising out of unforeseen events, Stabilizing the income of farmers to ensure their continuance in farming etc.

**3. Ethical Issues involved:**

0. If I approve the complaint and give the insurance amount to Amit Singh:
  1. Positives: Upholding the values such as compassion, empathy, sympathy and humanity
  2. Negative: Showing lack of Responsibility and accountability, breaking the rules of the scheme
    1. If I did not approve the complaint and did not give the insurance amount to Amit Singh:
      0. Positives: Upholding the rules and regulations of the scheme, dedication to work, accountability, responsibility and so on
      1. Negatives: Showing the Apathy towards the Amit Singh, not upholding the necessary values for service such as integrity, dedication to service, compassion.

**2. Possible remedies:**

3. Firstly, I will try to help with finding any provision in the scheme that can benefit the Amit Singh.



4. If it is not possible then I will try to talk with higher officials regarding the issue and try to convince them in allotting money for Amit Singh under discretionary grants.
5. If it is not possible then I will inform the NGOs in the area and take help from them by mobilizing the resources through effective credit system.
6. If it is not possible then I will involve the people of the village through community participation and help the Amit Singh through Mobilizing penny funds.
7. For the future I will try to promote the Community farming technique in the village for long term benefits of the village.

**Conclusion:**

Government has responsibility of welfare of people under Social Contract. It is responsibility of government to make scheme farmer friendly and not insurance company friendly.

You are stranded in traffic in your car. You are driving the car. A poor girl looking very frail approaches you and start begging for money. Looking at he frail appearance, out of compassion, you take out your wallet to search for a ten Rupees note. The girl who is standing very near to you snatches the wallet and starts running. A man on a motorbike who see this act, catches the girl and starts beating her in full view of public. Now the traffic is moving and your car is in the middle of the road. What will you do in such a situation? And why? (250 words)

*Why the question:*

*The question is a case study.*

*Key Demand of the question:*

*The question is an ethical situation that is based on the dilemma faced owing to certain assumptions and virtue of compassion. One has to explain the possible steps that one can take in such situation.*

*Structure of the answer:*

*Introduction:*

*Present the summary of the case in question briefly.*

*Body:*

*Explain what action should be taken:*

*Park Car- so that no disturbance to the traffic.*

*Call to destination where I was heading about the emergency so that they will not wait for me.*

*Reach the spot where the man is beating girl and immediately stop him and ask him not to beat or take law in his hand. Thank him for taking notice of the theft and taking action, but remind him that the girl is very young and could have acted out of hunger too. Remind him gently that it is a public space and such act physical violence could land him in legal trouble. This should lower his anger.*

*If girl is injured- carry out first aid from the box available in the car. Get her something to eat and drink. Try to know her history and then informing to NGO or child care centre and personally taking to there will be my choice since leaving her just like that will make her to repeat the act since it's the poverty and poor care made her to act. If these are given girl will desist from such acts.*

*Make an occasional follow up of the girl with the agency to whom she had been handed over to.*

*(Please see there are many ways in which the answer can be approached to)*

*Conclusion:*

*Conclude with way forward.*

**Introduction:**



In the above case study, I am in a situation, where I need to remove my car from the traffic or I need to safeguard the girl who stolen my wallet. It is a unique case of ethical dilemma between the compassion and civic sense.

**Body:****Stake holders involved are:**

- Poor Girl: who is in a clutch of poverty.
- Motorbike rider: who is beating the girl for stealing the wallet in public.

**Course of Action:**

- Park Car- so that no disturbance to the traffic.
- Call to destination where I was heading about the emergency so that they will not wait for me.
- Reach the spot where the man is beating girl and immediately stop him and ask him not to beat or take law in his hand. Thank him for taking notice of the theft and taking action, but remind him that the girl is very young and could have acted out of hunger too. Remind him gently that it is a public space and such act physical violence could land him in legal trouble. This should lower his anger.
- If girl is injured- carry out first aid from the box available in the car. Get her something to eat and drink. Try to know her history and then informing to NGO or child care centre and personally taking to there will be my choice since leaving her just like that will make her to repeat the act since it's the poverty and poor care made her to act. If these are given girl will desist from such acts.
- Make an occasional follow up of the girl with the agency to whom she had been handed over to.

**Conclusion:**

As Mahatma Gandhiji said, "Poverty is the worst form of violence". As India is one of the fastest-growing economies in the world, poverty is on the decline in the country, with close to 44 Indians escaping extreme poverty every minute, as per the World Poverty Clock. So it is the right time to reap the demographic dividend.



As part of your probationary training of IPS, you're posted as the SHO of a town notorious for drug menace. The drug trade is quiet widespread and has majorly affected the youth. The drug dealing happens in a lot of areas and there is shortage of police personnel to control it. The police do prevent some crimes and make some arrests but are over-burdened immensely. Not only is the drug menace gripping the city, there are often violent clashes among rival gangs which cause a lot of bloodshed. The widespread network of drug peddlers often harass common citizens and businesses alike. Many have chosen to either leave town or shut businesses. There is a lot of pressure on the administration to control the menace as it is slowly choking the town. The local MLA calls for meeting and proposes a radical plan to tackle the problem. MLA says the police to issue an "unofficial" diktat that all drug related activities to be moved an abandoned area. In this designated area, they could conduct the illicit activities and asks you to turn a blind eye as long as they do not indulge in violence. It's nothing short of legalizing drugs which allows a free pass for drug peddling in that abandoned area. When you try to reason with the MLA against this, he responds that in any case the drug trade cannot stopped but with this plan they can regulate it. This will reduce the bloodshed considerably and put a stop to harassment of common people altogether and normal businesses of town can function normally. The social workers present at the meeting says this plan may help them narrow down and identify addicts, pass information regarding safe use of syringes to prevent HIV and convince them to join rehabilitation program. This was not possible earlier as the peddling was widespread. You are still not convinced with the plan and further reason with the MLA but he sternly reminds you that he is an MLA of the ruling party and you're just a probationer yet. What will be your course of action? Justify. (250 words)

*Reference: case study*

**Why the question:**

*It is a case study pertaining to issues of drug menace and ways to tackle it. It also challenges an aspirant's fortitude in the face of undue pressure.*

**Key Demand of the question:**

*To take an ethically and legally justified path to check drug menace in your town.*

**Structure of the answer:**

**Introduction:**

*Begin by laying out the context of the case study and evil of drug menace.*

**Body:**

*Note down all the relevant stakeholders and ethical issues in the case study.*

*Mention about the possible courses of action such as starting from accepting the radical plan in its entirety to totally rejecting. Analyse the pros and cons of such actions.*

*Then mention the course of action you would take which is ethically as well as legally justified but also solves the issue of drug menace. Analyse its pros and cons. Also, mention how you will tackle any ramifications emerging out of it.*

**Conclusion:**

*Conclude by summarizing the morally justified solution and positive way forward.*

**Introduction:**



The above case study pertains to issues of drug menace and ways to tackle it. It also challenges a probationary training of IPS officer and his courage in the face of undue pressure. The case depicts the cobweb of drug mafia present in the society and the implications of the same on various stakeholders.

**Body:****Stakeholders involved:**

- Probationary training IPS officer: Ethical values Courage, accountability, responsibility, Integrity, Wisdom, patience and so on
- Drug peddlers: Ethical values Greedy, Materialistic values, vices and so on
- MLA of the ruling party: Ethical values Accountability, Responsibility, Welfare of the city and so on
- NGOs: Ethical values Social empathy, Social responsibility, Moral duty, and so on
- Society as a whole.

**Possible courses of action:**

- **Accepting the radical plan in its entirety:**
  - **Positives of the Action:** Upholding the values such as obedience, loyalty, accountability and so on
  - **Negatives of the Action:** Dedication to service is compromised, dedication to work is diluted, lack of courage, fortitude, integrity and so on
- **Rejecting the radical plan in its entirety:**
  - **Positives of the Action:** Upholding the values such as moral responsibility, moral courage, moral duty, integrity, self-accountability, societal welfare and so on
  - **Negatives of the Action:** I may face the severe opposition from the political masters, I may face the life threat, the obedience and loyalty are ignored and so on

**My course of action:**

- First, I will convince the MLA regarding drug danger on the social fabric and try to tell him that Drug peddling is a crime under the psychotropic drugs act, so necessary punishment needs to be delivered for the culprit
- If this is not possible, then I will ask my seniors opinion regarding the issue and try to sort it out
- If that is not possible then I will contact the NGOs to work regarding the rehabilitation centres for the drug addicted persons and I will enhance the security and monitoring to control the drug movement
- I will try to bring the community participation and behavioral change in the people of the city regarding drug abuse just like Parli movement in Maharashtra

**Conclusion:**

72 lakh Indians need help for cannabis-use problem according to Ministry of social justice data. So, it is the right time to control the drug abuse and provide sustainable environment for our future generations.



As the Chief Project Officer, you have been given an emergency grant for re-construction of the bridge that collapsed due to recent flash floods in the area surrounding Malgudi. Although it is a small project for you but it is vital one as it is a sole way in and out of the rural hamlet of Malgudi. After the collapse, people of Malgudi are forced to navigate the river in an un-safe means for reaching to jobs, hospitals and educational institutes etc. The instruction from the higher ups is to get the project completed at the earliest as well as ensure highest level of quality so that bridge remains strong for a long time irrespective of the weather conditions. As it is a small project, you need to assign, just one engineer to it. Most of the engineers under you are involved in other major projects and you have two engineers who are relatively less burdened – Mr Swami and Mr Rajam. Both are similar in the quality of work. Mr Swami is known for his honesty and uprightness in the department but his efficiency is low. He has missed many deadlines in the past. On the other hand, Mr Rajam, is a highly efficient worker and know for doing high quality work on time but in the past he had some allegations of corruption against him and many have complained against his nexus with the contractors. With the bridge needing to be constructed at the earliest, who will you appoint as the engineer for this project? (250 words)

*Why the question:*

*The question is part of the case studies in static syllabus of General studies paper – 4.*

*Key Demand of the question:*

*To analyse, who is better suited for this project by taking both ethical considerations and their efficiency.*

*Structure of the answer:*

*Introduction:*

*Start by giving the context of choosing between an effective but dishonest guy or an honest but ineffective individual.*

*Bring out the key stakeholders in the above case study and major ethical dilemmas present*

*Body:*

*In the body, analyse the case of Mr Rajam, who is highly productive but integrity is questionable.*

*Bring forward both the short term and long term consequences of put Mr Rajam in charge of the Malgudi bridge project.*

*Then take up the case of Mr Swami, who is known for his honesty but is not efficient and prone to missing deadlines. Bring forward both the short term and long term consequences of put Mr Swami in charge of the Malgudi bridge project.*

*Conclusion:*

*Follow this up with ethical reasoning and justify it is always better to choose a person with high standards of morality as efficiency can always be improved by training and monitoring. Integrity on the other hand, cannot be taught so easily.*

**Introduction:**

In the above case being a Chief Project Officer I need to choose between an effective but dishonest guy or an honest but ineffective individual.

**Body:**

**Stakeholders involved are:**

- Mr. Swami known for his honesty and uprightness in the department but his efficiency is low



- Mr. Rajam known for doing high quality work on time and highly efficient worker. But in the past, he had some allegations of corruption and many complained against his nexus with the contractors.
- People of Malgudi who are suffering from the inconvenience caused by bridge collapse.

If I appoint Mr. Rajam who is highly productive but integrity is questionable. The bridge may be completed in time. But, the quality of the bridge may be comprised and this may lead to a disaster and may take the lives of the people. Same as the hanging bridge on the river Tungabhadra connecting Hampi to Anegundi in Koppal collapsed on January 22, 2009, killing eight people and injuring 32. Also, the future nexus between the contractor may lead to a dent to the exchequer of the government. Appointing him may solve the short-term cause, but it may lead to long term illness in Malgudi.

So, I will appoint Mr. Swami who is known for his honesty but is not efficient and prone to missing deadlines. Because as the proverb says 'honesty is the best policy' will throw light on the importance of honesty and unrighteousness. The efficiency of the person can be improved, but unrighteousness and integrity cannot be taught so easily. Also, the idea of "Purity of means" as propounded by Mahatma Gandhi says that 'means are as important as end'. The purity of means is to achieve an end result which tells us about values and attitude. His appointment will lead to a quality malgudi bridge which will benefit the future generations of the rural hamlet of malgudi.

**Conclusion:**

It is always better to choose a person with high standards of morality as efficiency can always be improved by training and monitoring. Integrity on the other hand, cannot be imbibed so easily.



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