

**1. Should a person be concerned about the consequences if his actions are ethical? Critically comment.**

**Approach:**

The question deals with a very old question between which approach is correct – means or end.

You need to explain what an ethical action is and then analyse whether one should think about the consequences or the action.

**Body:**

There are two approaches that deal with this question.

**Utilitarian School of thought** – According to this approach result is more important than the action. Benefits should be maximized. So even if you take an unethical step but if the net result is positive, the action will be seen as good.

For example, killing your neighbour who you were finding very irritating, is an unethical action. But if that person turned out to be a foreign spy, living under disguise, the net result will be good. According to utilitarian theory your action will be justified.

**Deontological school of thought** – According to this ideology, means are more important than the result. This is generally the philosophy of most of the organized religions. Bhagwad Geeta says that your duty is important rather than the consequences.

According to Mahatma Gandhi also, wrong means cannot lead to a right end.

Now, in the answers, some of you have mentioned both the approaches and some of you have framed your answer with one approach.

**Note:** You need to understand that in GS paper IV, no approach is incorrect if you are able to back it up by good examples.

But you also need to remember, that this is an ethics paper. You cannot give ethics a back seat and straight away right is off.

**Ethical Action:**

In order to come under the ambit of ethical action, two conditions are required –

Voluntariness and Knowledge

i.e. You should take an action voluntarily. If a person is making you do something with a gun at your head, that action cannot be judged under the ambit of ethical or unethical.

Similarly, you should have knowledge of what you are doing. If you are signing a document which is being forged incorrectly by your junior, and you have no knowledge about it, your action can not be considered as unethical.

**Note: Do read best answers for good Examples**

**Best Answer: Abhishek Ranjan**

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**Best Answer2 : Chandrasekhar Das**

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**2. A person who is unethical in public life can't be honest in his private life. Do you agree? Substantiate.**

**Approach:**

- Start with a thinker, philosopher or a leader quote
- Define what is unethical in public and private life
- Substantiate your answer with suitable examples
- Conclude with a stand or argument.

**Introduction:**

“The simplest and shortest ethical precept is to be served as little as possible, and to serve others as much as possible” as Tolstoy said. A person who lacks moral principles can be called as an unethical person. In an unethical situation, individuals refuse to adhere to the proper conduct or the accepted behavioral pattern of the society. Unethical behaviors may lead the society to anarchic situations as well.

**Body:**

Both Personal Ethics and Professional ethics gives success to a man in both his personal and professional lives. A person with personal code of Ethics can inculcate good values and in turn be professionally ethical. Both are like two sides of a same coin and both are required to give value to a person.

**Ethics in PERSONAL** life include personal values and moral qualities like:

- Being Compassionate.
- Following Self-discipline and be trustworthy
- Treating the parents with respect etc.,

**Ethics in PROFESSIONAL** life are the values and principles which the person develop and adhere to while working in an organisation. These may include:

- Being honest and maintain integrity, confidentiality.
- Upholding democratic values, work ethics, and service motive.

**Relation between Personal and Professional Ethics:**

Personal ethics depend largely on a person's background and life relationships and concern, for example, what your parents, teachers and religion taught you. They are also influenced by the experiences you had growing up with dilemmas such as lying, cheating or even violence. While your personal ethics may change as you learn and experience more, they often retain much of this early influence.

Professional ethics, however, are based heavily on the requirements or principles of your profession. You may even be legally required to obey some ethical principles, such as confidentiality, in the case of doctors or lawyers.

This can be best explained through an example, if a person who believes activities like gambling or drinking are immoral, or a worker who holds strong views on religion and the role it should play in society. These views are highly personal and may need to be set aside if the person works with a diverse group of people.

A person having strong conviction on Honesty and trust in personal life, will also carry that ethical value in his Professional life and be corrupt free. Similarly, a person having compassion and empathy towards his family, will definitely see another person and their family with Compassion while executing professional duties.

**Conclusion:**

Definitely, upholding of the Personal Ethics and good conduct is necessary, because the violations would affect the professional life. Unethical person's actions usually lead to bad consequences and affect both Personal as well as private life. There are so many examples are there, who are not only ethical in public but also private life which acts as a Role Models for others like Vajpayee, APJ Abdul Kalam, R J D Tata etc. So, it's really important to be honest because then you don't worry about the consequences and are ready to face it.

#### **Connecting dots:**

Try to include real time examples and also leader's or philosophers quotes as it is important in ethics paper and be more connecting with the examples while explaining a concept or a word, please focus on key words.

#### **Best answer: Vivek**

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### **3. What are the various dimensions of ethics? If everything has been spelt out by law, why should an administrator be ethical? Explain.**

#### **Approach:**

The answer should have following parts:

- Definition of ethics.
- Various dimensions of ethics.
- Need of ethical administrators despite existence of law.
- Conclusion.

#### **Dimensions of ethics:**

- Fairness or justice approach- Ethical actions are those that ensure fairness and justice for all, be it rich or poor, rural or urban dweller.
- Utilitarian approach- It calls for actions that result into greatest good for greatest number. Example- Checking on greenhouse gases is ethical as it will save maximum people from ill-effects of climate change.
- Rights approach: what is right for oneself, is also right for others. e.g. Defending our fundamental rights, we also ought to respect others' rights as well.
- Virtues or values approach i.e. evaluating actions based upon virtues of honesty, truth, prudence, non-violence etc. e.g. Gandhiji believed in non-violence in physical as well as mental actions.

**An administrator should be ethical despite existence of laws:**

- A law may be comprehensive, but its effective implementation can only be ensured when an administrator is ethical enough to implement it in true spirit etc.
- A law no matter how comprehensive cannot cover every dimension. Example- A law may require an administrator to demolish illegally constructed slums, she must follow the rules but while doing so she should be ethical enough to do so with empathy, giving the poor enough time to move out and suggesting them possible alternatives.
- Not everything and not every situation can be written in laws. Based on different situations, laws need interpretation that can be ethically as well as legally right.
- It is said that ethics come when laws are silent. This means that where law cannot determine an action, it needs to be judged on the basis of ethical values.

**Conclusion:**

Thus, what law does is a framework and guidelines to be followed in a particular scenario, but what step is taken by the administrator within that framework will be decided by the ethical values she holds.

**Best answer: LIGO**

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**4. The life of Mahatma Gandhi is a perfect example of restraint, forgiveness and magnanimity. Comment. Why are these attributes important in today's world? Discuss.**

**Approach**

Write a line or two about Gandhi in Introduction. Then split the body into two parts, one part should contain examples of how Gandhiji implemented these three things in his life and other part is how they are important for present world situations.

**Background**

Mahatma Gandhi is universally accepted as an exemplary model of ethical and moral life, who perfectly blended his personal and public life through a single code of conduct based on truth and non-violence.

### Points to be covered

His life provides example of the following virtues:

**Restraint:** His simple living despite being a successful lawyer, accepting khadi as an attire to identify with the masses despite being able to afford all comforts.

**Forgiveness:** Voluntary restraint of vengeance through use of non-violence in mass movements and his personal life. Also, not taking undue advantage of enemy's weakness like his wish to not go for mass movement while British were troubled due to world war.

**Magnanimity:** Working for the Harijans and putting his own life in danger for the country show the magnanimity of his character.

These attributes are required in today's world to prevent:

**Restraint:**

- Financial- Money laundering, Tax avoidance, financial scams
- Desires- Rape, murder and other crimes
- Social- Materialism, objectifying women

**Forgiveness:**

- Crimes related to vengeance
- Intolerance, communalism, terrorism
- Promote peace throughout world

**Magnanimity:**

- Inequality in resource distribution
- Reducing economic and health related vulnerabilities of downtrodden

### Conclusion

If just these three are adopted in present times, it will also help in achieving sustainable development goals which results in better world to live in. Gandhiji also showed us through this

the path of how to lead a simple, harmonious and peaceful life with full of love and compassion.

### Connect the dots

- Gandhian ethics & Philosophy.
- Virtues like truth, non-violence, integrity etc.

### Best answer: SHIVANI

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**5. A good teacher can inspire hope, ignite the imagination, and instill a love of learning. Elucidate.**

### Approach

It is an open ended question so there cannot be just single approach or a model synopsis.

Here you have to explain how a teacher can inspire hope – by showing that there is a lot of potential in a student and he/she can achieve great heights. A good teacher has to set high benchmarks for students and help them strive for being better than the best.

A teacher can ignite imagination by not restricting their scope of learning. He should encourage dialogue and discussion. He should teach that no question is a wrong question and should encourage his pupils to think out of the box.

A teacher can instill a love of learning by being a role model for students. A good teacher is one who is always ready to learn new things. As a teacher grows, students grow with him. Once the student will understand the hunger for knowledge in a teacher, they would want to learn something more.

These qualities you need to explain with the help of examples.

For example, teacher of Dr. Kalam instilled hope in him that he can be great. Teacher of Aristotle, Plato ignited the imagination in him and teacher of Dr. Ambedkar instilled a love of learning.

**Note:** you can have your own example to elucidate the topic. But examples should be apt and explain how good teachers have installed the above virtues.

### Connecting the dots:

In the above question, the line of the answer was decided by the articulation of the question. You had to specifically write about the qualities which are mentioned in the statement.

You can also get an open ended answer asking for the qualities of a good teacher. You need to prepare a model answer for that. Try to write some good values and keywords. If you are preparing an answer now, you won't have to think much in the exam, as to what qualities you have to include.

### Best Answer : Uljhan

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### Best Answer 2: Shobhit

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## 6. Family is the foundation on which values of a child take shape. Comment.

### Approach:

It is a pretty straight forward question, it asks you to mention how family will help in instill values into the children. In ethics there is no **THE ANSWER**, so you can have different approaches, but mostly try to start with a quote from a famous personality and use more examples to substantiate your argument.

### Solution:



“Educate your children to self-control, to the habit of holding passion and prejudice and evil tendencies subject to an upright and reasoning will, and you have done much to abolish misery from their future and crimes from society”. - Benjamin Franklin. The value system practiced in the family becomes automatic to the young family members if they are taught moral values systematically. The family, shapes the child’s attitude towards people and society, and helps in mental growth in the child and supports his ambitions and values. Blissful and cheerful atmosphere in the family will develop the love, affection, tolerance, and generosity.

These days almost all the parents want to instill the following kinds of values to shape in their children’s attitude towards people and the society.

- Respect,
- Kindness,
- Honesty,
- Courage,
- Perseverance,
- Self-discipline,
- Compassion,
- Generosity,
- Dependability.

Doing so will protect them from potentially negative societal influences and lay the foundation for them to become good citizens. We’re not fulfilling our responsibilities as parents if we don’t try to instill solid morals in our children.

Family’s role in inculcating the values in children:

- A child learns his behaviour by modelling what he sees around him. Family plays a major role in helping a child socialize and has great influence and bearing on the progress of the child.
- Joint family system, the presence of elders in the family plays the effective role in social and moral development of the children.
- It also helps young generation of the family to imbibe human values and eradicate their negative mental tendencies when they are among elders.
- A family is a unit of parents and the children. Social standards and customs defined by a family provide the emotional and physical basis for a child.
- Values developed by a family are the foundation for how children learn, grow and function in the world. These beliefs, transmits the way of life a child lives and changes into an individual in a society.

- These values and morals guides the individual every time in his actions. Children turn out to be a good person because of the value taught and given by his family members
- Ideas passed down from generation to generation make up a family values. It answers the basic question of how one want to live the family life. Family values enhance the character and turns the children to be good human being.

**Conclusion:**

Parents and families have the most direct and lasting impact on children's learning and development of social competence. When parents are involved, students achieve more, exhibit more positive attitudes and behavior, and feel more comfortable in new settings. Early childhood providers need to reach out to families in order to build the kind of relationships that engage them as active partners early in their children's education and their value development.

**Best answer: invincible**

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**7. How does attitude influence one's behaviour? Discuss. Can right attitude be inculcated? How? Discuss.**

**Approach:**

- Start by defining Attitude
- Write correlation of attitude and behavior and how attitude influence ones behavior
- Write how right attitude can be inculcated

**Introduction:**

An attitude is "a relatively enduring organization of beliefs, feelings, and behavioral tendencies towards socially significant objects, groups, events or symbols". Psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor"

**Body:**

Structure of Attitudes

Attitudes structure can be described in terms of three components.

**Affective component:** this involves a person's feelings / emotions about the attitude object. For example: "I am scared of spiders".

**Behavioral (or cognitive) component:** the way the attitude we have influences how we act or behave. For example: "I will avoid spiders and scream if I see one".

**Cognitive component:** this involves a person's belief / knowledge about an attitude object. For example: "I believe spiders are dangerous".

### How does attitude influence one's behaviour?

One of the underlying assumptions about the link between attitudes and behavior is that of consistency. This means that we often or usually expect the behavior of a person to be consistent with the attitudes that they hold. This is called the principle of consistency.

The principle of consistency reflects the idea that people are rational and attempt to behave rationally at all times and that a person's behavior should be consistent with their attitude(s). Whilst this principle may be a sound one, it is clear that people do not always follow it, sometimes behaving in seemingly quite illogical ways; for example, smoking cigarettes and knowing that smoking causes lung cancer and heart disease.

There is evidence that the cognitive and affective components of behavior do not always match with behaviour

Attitudes effects behaviour as:

1. Determines our actions: We do what we hold dear and is an expression of our deeply held attitude.
2. Influences one's outlook - A person with an optimistic outlook has a good bearing and contribute in socially better manner.
3. influences the mode of our dealing with others - A person with positive regard to human being won't differentiate and snub interaction with other group member.

### Attitudes being a social construct can be inculcated in the following manner:

1. Classical Conditioning - By imparting frequent training and awareness sessions wherein the type of behaviour to be exhibited is linked to the nature of the situation (stimulus)
2. Reinforcement mechanism - By rewarding positive behaviour and punishing deviant behaviour; good behaviour and hence attitude can be strengthened
3. Social Learning - By modelling good behaviours, one can learn right attitudes
4. Bringing about a change in the environment. A positive environment has a strong bearing on attitudes.

**Best Answer: Ramyaa Rg**

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**8. Examine the functionality of right attitude in discharging duties by a civil servant. How does lack of requisite attitude affect performance of a civil servant? Discuss.**

### **Approach**

In introduction, define what is attitude. Then in Body, make it into two parts. First part, write about right attitude and how it helps in discharging duties. Then second part mention about lack of attitude and how it affects the performance.

Since it is Ethics question, try to stick to 150 words.

### **Background**

Attitude is a way of looking at any situation and deciding either consciously or unconsciously – how we relate it to ourselves and to others. Attitude pertains to our feelings, beliefs and behavior predispositions directed towards people, groups, ideas or objects. Attitudes are formed primarily based on underlying values and beliefs.

### **Points to be covered**

Functionality of right attitude in discharging duties by a civil servant:

1. Dedication to public service
2. Integrity
3. Impartiality and non-partisanship
4. Objectivity
5. Tolerance
6. Empathy
7. Compassion towards weaker sections

**\*Explain in two-three lines any 3-4 of the above mentioned points along with suitable examples**

Lack of requisite attitude affects performance of civil servant:

1. Lack of integrity -> Corruption
2. Lack of empathy and compassion -> Indifferent to problems of weaker sections
3. Lack of dedication to public service -> Inefficiency in performance and use of public resources for private affairs
4. Lack of objectivity -> Improper understanding of consequences of decisions and biasness in decisions
5. Lack of non-partisanship -> Political favors and thus inability to take bold decision against a particular political party
6. Lack of tolerance -> Inability to understand any situation from neutral point of view and extreme reaction

**\*Write any 3-4 points with example**

### **Conclusion**

Attitude makes a big difference in performance of a civil servant. Right attitude empowers and develops positive values whereas wrong attitude makes even great qualities of a civil servant useless.

### **Connect the dots**

- Components of Attitude
- Social Influence of attitude

**Best Answer: Learner**

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**9. What hard power can't achieve, persuasion can. Do you agree? Illustrate.**

### **Approach**

In this answer you need to compare between the two approaches.

In your introduction you need to define what 'Hard Power' is and then compare it with Persuasion.

Remember that you don't need to go extremely against 'Hard Power'.

You need to illustrate your stand with the help of some real life examples. Since Hard Power is generally used in context of IR, its better if you give an IR example.

### Body:

**Hard power** is the use of military and economic means to influence the behavior or interests of other political bodies. This form of political power is often aggressive (coercion), and is most effective when imposed by one political body upon another of lesser military and/or economic power. Hard power contrasts with soft power, which comes from diplomacy, culture and history.

**Persuasion** is an umbrella term of influence. Persuasion can attempt to influence a person's beliefs, attitudes, intentions, motivations, or behaviors.

Persuasion can also be interpreted as using one's personal or positional resources to change people's behaviors or attitudes. Systematic persuasion is the process through which attitudes or beliefs are leveraged by appeals to logic and reason.

We have covered two best answers here. In first answer, theory is nicely covered. In second best answer, amazing examples are used at different levels.

One of a brilliant example for this is engagement of US with North Korea and Iran. US is still struggling with North Korea while despite being a hostile nation, Iran's nuclear deal is considered to be a great achievement for global security.

**Note:** The above example is also used by one of the candidates in the answer today.

### Connecting the Dots:

A question can be asked on India being a soft power or how being a soft power, India can be more influential than Hard Hegemonies.

### Best Answer : Sakshi Singh

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**Best Answer : Ramyaa Invisibile**

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**10. Differentiate between the terms 'impartiality', 'non-partisanship' and 'objectivity'. Why these attributes are necessary for a civil servant.**

**Approach:**

- Introduction- Defining the three attributes.
- Necessity of each attribute. Substantiate your points with proper examples.
- Conclusion.

**Introduction:**

- Impartiality is treating everyone equal.
- Non-partisanship is not being biased towards any particular ideology or political group.
- Objectivity is decision making based on merit, facts and figures rather than personal opinion, affinities or emotions.

**The attributes are necessary for a civil servant:**

- Impartiality - With control of resources at one's dispensation, a Civil servant need to be impartial to plural group identities - religion, caste, creed, gender, social standing etc. They ought to be weighed equally much in light of "Right to Equality" enshrined in our Constitution.
- Non-partisanship - A civil servant should be apolitical as it's the bureaucracy which is the permanent executive. The government in power, irrespective of political party, must be provided the bureaucratic services in same spirit without any biasness and functioning of government stays effective.
- These values become more so important where laws or guidelines are absent or not defined clearly. It helps uphold public faith & trust.
- The huge diversity in India along with the challenges demands civil servants to have above values. Only then justice would be done during service delivery.

Example:

The civil servant should maintain- Non- partisanship and distribute flood relief materials without subscribing to any political party's banner.

He/ She has to remain impartial and treat poor and rich alike in distributing the relief materials. Further he/she has to remain objective and compensate only according to the rules of the office rather than his own wishes.

**Conclusion:**

Civil servants being the steel frame of the nation, need not just maintain law and order but carry a varied, multifaceted socio-economic development in the assigned area of responsibility. It is in discharge of her duties that values of Impartiality, non-partisanship and objectivity comes in handy.

**Best answer: akg**

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**11. Laws alone cannot secure freedom of expression; in order that every man present his views without penalty there must be spirit of tolerance in the entire population. Discuss.**

**Background:** "A country shouldn't be divided on sectarian lines and that is something I have told Prime Minister Modi in person as well as to people in America ... People see the differences between each other much too vividly and miss the commonalities," Barack Obama told an audience at a conference organized very recently. Similar Reports, articles and views are being shared nationally and at International level.

**Approach:**

- You can start by defining Law, Tolerance or writing on Freedom of Expression
- Write why laws cannot secure freedom of expression
- Write examples
- Write why spirit of tolerance is indispensable for entire population

**Introduction:**



Tolerance is the ability of being able to recognise and respect others' opinions, beliefs and practices, even if we don't like it. It is accepting other's right to free speech, freedom of expression etc.

Freedom of Speech is accumulation of essential rights ranging from academic, social, psychological learning's peaceful representation to other forms of expression; it is coded under Article 19 of Indian constitution. Though it is not sacrosanct and can be liable to some restrictions but essential to very functioning of democracy as enshrine in "Preamble" of Constitution".

### **Body:**

Freedom of Speech can't be ensured by law alone rather it need "Social Learning" and "Cognitive Acceptance" both in context and content, A Law can only enforce the mechanism but to follow it, depends on "Sole power of nation" that is "People" or "Citizens".

Tolerance on the other hand is "eternal acceptance" of "cognitive and logical comparison" of something's, and someone in terms of thoughts, idea, belief, caste, creed, race etc. It is vital for social and adaptive learning.

Limitations of laws in guaranteeing free expression are -

1. Laws enforce inclusiveness of expression by restricting majoritarian stronghold. It has very little role to do with propagation of expression.
2. Expression basically has three stages - creation of opinion, expression of dialogue and moderation of opinion. All three should be equally emphasised
3. Modes of expression are very subjective and hence cannot be strictly confined to the existing codes of conduct. What is a taboo for today can be an acceptable norm for tomorrow.
4. Negative reinforcement cannot mend the existing differences. Besides, such approach demands robust enforcement which can create further barriers.

In the recent controversy of Screening of film "Padmavati", "Right to creativity" was overridden by Customary rights or Pride, and undocumented History and also in other case i.e. deaths of Gauri Lankesh, Murder of RTI activist in Maharashtra and cow-vigilantism, People show "missing" of tolerance which was one of characteristic feature of guiding tenets of "Panchsheel" and "Sarva jan Hitay, Sarva jan Sukhay" that is peaceful co-existence.

***"I disapprove of what you say, but will defend to death your right to say it." -Voltaire***

As Swami Dayanand advocated for "Return to Vedas", that was not back to conservatism, rather it was return to reformative and adaptive positive change. We need same return towards tolerance for

1. Social cohesiveness and healthy spirits of brotherhood
2. Foster a new wave of holistic and sustainable development of nation and better recognition on international forums
3. Better target welfarism, curbing the corruption and effective implementation of policies and
4. Gender sensitization

An opinionated society doesn't necessarily mean a conscious society. What definitely means is liberation of thought and expression, supported with open channels of communication.

### **Conclusion:**

Hence, regulation becomes necessary but it can't be said to be essential

1. In this regard instilling a sense of moral obligations on citizens is necessary. Awareness generation programs and Internet campaigns can create responsibilities towards fundamental duties
2. An inclusive approach of growth should be adopted so as to not create social tensions due to economic disparity.

Recently Nobel laureate Amartya Sen While lecturing at the Presidency University said "Tolerance is a very great virtue and right now in India we need it badly."

### **Best Answer: Shivani**

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**12. It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head—it is the unique intersection of both. Elucidate.**

### **Approach:**

In Introduction, define what Emotional Intelligence is. Then in body, give examples of how both emotional intelligence and intelligence intersect and go hand in hand for successful outcomes. 150 should be word limit as this is ethics question.

**Introduction:** Emotional intelligence is the ability to identify and manage your own emotions and the emotions of others. It is generally said to include three skills: emotional awareness; the ability to harness emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions, which includes regulating your own emotions and cheering up or calming down other people.

**Body:**

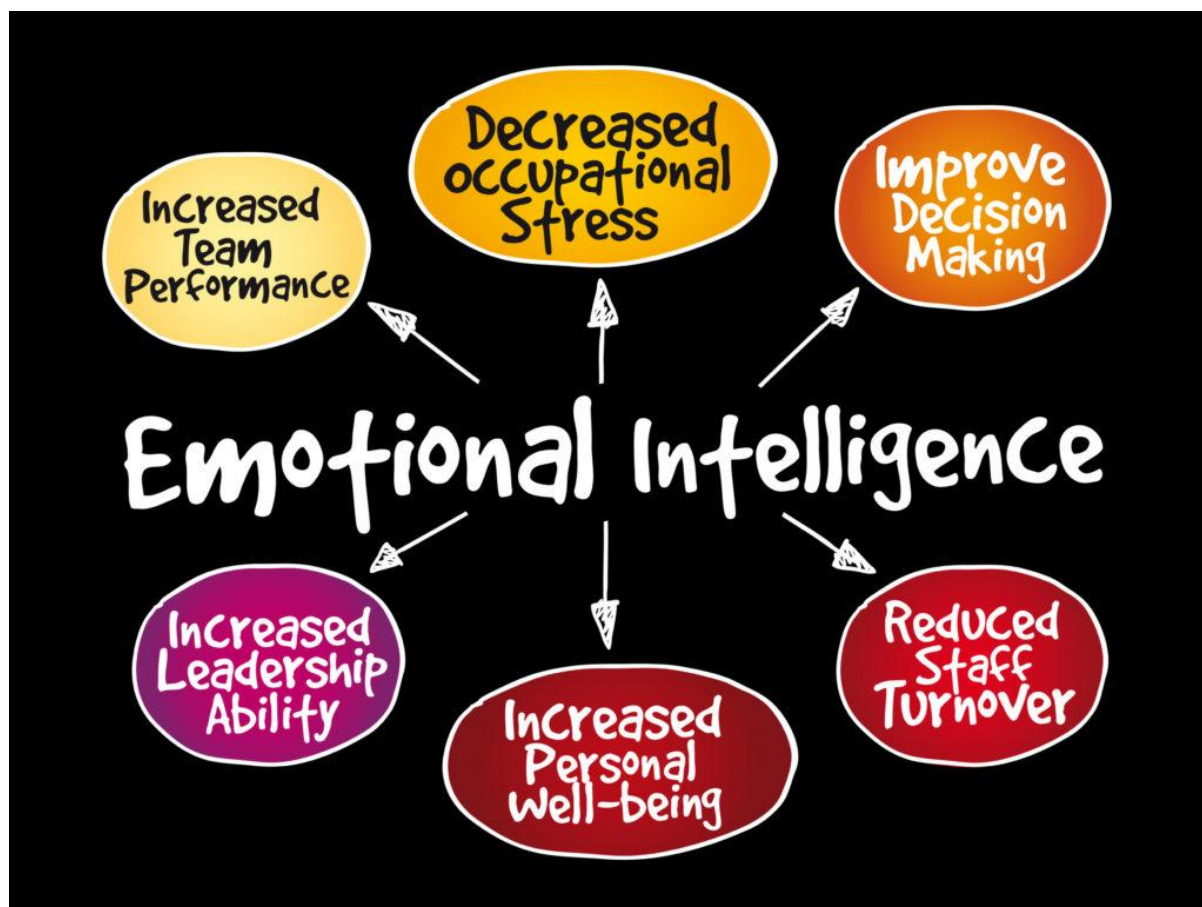
**Points to be covered:**

Below are two examples of situations where both intersect and results are favourable to both parties involved.

Example 1: As a District SP, you are sent to control violent and unruly mob. U can fire or use tear gas to control crowd and arrest OR talk to leader of mob, make them understand as per law there grievances will be heard and resolved. And send them back.

Example 2: As DC, you are to arrange relief materials for cyclone affected region. All are equally hurt but you provide first aid to vulnerable people first like Elders, Women, Children and then able bodied men who are also hurt but can withstand pain than the former.

Note: Minimum of 3-4 examples are need. Two examples are given above for your refer and idea of what type of examples can be used. Avoid bringing religious examples and other sensitive issues to take balanced and neutral approach. Try to include examples related to public services.

**Conclusion:**

It is generally said Head and heart goes opposite to each other but in reality both can be synchronized and made to go hand in hand which results in successful outcomes as expected. In above examples you can see how both can be used at same time for win-win situation and for satisfaction of all involved.

**Connecting the dots:**

- Emotional Intelligence.
- Inter-personal skills.

**Best Answer: Disha.**

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**13. What is crucial in dealing with loss is not to lose the lesson. That makes you a winner in the most profound sense.**

**Approach:**

In ethics paper, you have to use more quotes and examples from great visionary leaders, scientists, politicians, sportsmen's and any other field, and also you can use from life time examples for better understanding. Mostly there is no right or wrong approach is there, so it is just presenting your point of view with an ethical and humanistic approach.

**Introduction:**

"What is crucial in dealing with loss is not to lose the lesson. That makes you a winner in the most profound sense". Is given by Dayananda Saraswati. For instance, in sports, in every athletic contest there is always a winner and a loser, a winning squad or a losing one. As expected, the winner may experience a broad range of emotions in varying degrees of intensity. Similarly, the loser experiences his own wide array of emotions. This is crucial how a person deals with the failure or success and that makes a person a winner in the most profound sense.

**What is fear of failure? And how to overcome it:**

When people speak of a "fear of failure," they are really describing a hazy free-floating malaise and feeling of worry or discontent which induces lethargy and explains lack of effort. This malaise protects us from the anxiety that comes with freedom and taking risks. We tranquilize our lives by limiting the amount of anxiety that we experience by not trying anything new or different that might fail.

Whenever we attempt to do something and fail, we end up doing something else or producing something else. You have not failed; you have produced some other result. The two most important questions to ask are: "What have I learned?" and "What have I done?"

**Some of the famous failures:**

Abraham Lincoln: While today he is remembered as one of the greatest leaders of our nation, Lincoln's life wasn't so easy. In his youth he went to war a captain and returned a private (if you're not familiar with military ranks, just know that private is as low as it goes.) Lincoln didn't

stop failing there, however. He started numerous failed businesses, went bankrupt twice and was defeated in 26 campaigns he made for public office.

Another famous personality, Thomas Edison: In his early years, teachers told Edison he was "too stupid to learn anything." Work was no better, as he was fired from his first two jobs for not being productive enough. Even as an inventor, Edison made 1,000 unsuccessful attempts at inventing the light bulb. One day, an assistant asked him why he didn't give up. After all, he failed over a thousand times. Edison replied that he had not failed once. He had discovered over 1000 things that don't work.

### **Conclusion:**

Failure is only a word that human beings use to judge a given situation. Instead of fearing failure, we should learn that failures, mistakes and errors are the way we learn and the way we grow. Many of the world's greatest successes have learned how to fail their way to success.

**Best Answer: No Best Answer will be given from now on.**

## **14. Truth can be stated in a thousand different ways, yet each one can be true.**

### **Approach:**

- Introduction- Mention that the saying is of Swami Vivekananda.
- Explain how truth can be stated in different ways by quoting apt examples.
- Importance of the saying.
- Conclusion.

### **Introduction:**

There is one absolute truth, is hard to say and fathom. Swami Vivekananda emphasised that truth can have different perspectives.

### **Truth can be stated in different ways:**

Truth is multi-faceted. Truth, remains true from the point of view of the observer but may be seemingly false from other's point of view. There has been a perpetual fight of perspectives and will always be as long as truth is concerned. There is no black or white but shades of grey.

### **Examples-**

- Each religion teaches its followers to be truthful and non-violent. However, the ways of saying same is different.

- Difference in thought process- A person may express his love for the nation by keeping public places clean, another may do so by standing while national anthem is being sung.
- Difference in context- chemical may be a poison or a medicine at the same time.
- For an impoverished person the world would be the worst place to live in, for another prosperous person it would be best place to live in.

**Importance:**

- Leaders can't lead without followers, some of the most passionate ideas die an early death because the leader is ineffective. To be able to take people along, inspire them with your vision, you need to know that there are a thousand sides to the same story.
- If you can't respect the diversity in your teams, you cannot establish a culture of tolerance and respect.
- What other person is saying may seem us to be false but when seen from his/her perspective can be true. Understanding this would help us solve issues in amicable ways. It helps us not be prejudiced against others' opinions.
- Understanding the other side of the story and other faces of a situation/practice/thought is required before reaching to any conclusion.

**Conclusion:**

Thus, we need not quarrel over each and every difference of opinion in life. Different opinions must co-exist for the sake of a free world. There is no one absolute truth, it depends on the perspective of the perceiver/viewer. A truth remains truth no matter how it is said and presented.

**15. You are not only responsible for what you say, but also for what you do not say.****Approach:**

- This being an open ended question, same can be asked in essay as well.
- Write how one is responsible for what he say in common parlance
- Write second aspect how one also bear responsibility on not saying anything as well
- Write suitable examples, Example should be at multiple levels

**Introduction:**

***You are not only responsible for what you say, but also for what you do not say. – Martin Luther***

Most of us are pretty clear on the idea that we are responsible for our own words, and that what we say, we own. The classic example is yelling FIRE in a theater. If there is one, you say it and are responsible for helping people out. But the second half is not as commonly considered. What if there was a fire in that theater, and you chose to remain silent? You are also responsible for your silence, for what you failed to say.

Not speaking when wrong is being done is not that much different than helping those doing wrong in the first place. If you can't convince them to stop doing wrong, you then should at least warn others, that they may prepare to stop them.

### **Why is what you say important?**

Words can be powerful. For those who let them, a word of encouragement or support can make a huge difference in their lives. The same can be said of a person who says an unkind word. But what of a person who chooses silence instead of encouragement, or silence instead of constructive criticism?

In their silence, they have become complicit in the problem at hand, whatever that might be. Whether it is for good not done, or bad not called out or prevented, their silence has weakened the community, the society, and humanity as a whole. Yes, it is that important.

### **How we are responsible for what we do not say?**

1. Accountability- of any state, government, individual, or institution is established only when we ask questions, raise voice and hold accountable of culprit for his wrongdoings. E.g If we do not raise voice against rape incidents, it will encourage rapist and lead to more and more Nirbhaya like incidents.
2. Transparency- can be only achieved if we demand for information. RTI was enacted after successful voice against secrecy and for access to information. If we would have remained silent, secrecy would have continued and many corruption incidents could not have been unearthed.
3. Rule of law- Without raising voice against monarch and anarchy, a rule of law cannot be established. It was various voices in form of revolutions that led to modern concepts of democracy, constitution, fundamental rights, universal franchise etc.
4. Social stability and justice- can only be achieved by a constructive criticism and voice against injustice, otherwise majoritarianism, patriarchy, castism, etc. would prevail and destabilize our social structure through internal conflicts.

From dangerous drug abuse to less-than-voluntary sex work, there are plenty of truly evil things happening in our world. But we turn a blind eye, and do not speak. And in our silence, others suffer. Will our speaking end all suffering? No, of course not. But we can, through acting, help alleviate some suffering.



**Conclusion:**

We are responsible for what we say. And we have an obligation to say things, however unpleasant it may seem at the time. What will you say today or this week that you might not have said before considering the meaning of this quote? It is up to you to make that decision, and live with the consequences of what you say, or fail to say.

**16. Can accountability ensure ethical governance? Substantiate with the help of suitable examples.**

**Approach**

- First define what ethical governance is?
- Then, briefly give the definition of accountability and how it ensures ethical governance.
- Since the keyword is 'substantiate', examples are a must.

**Body**

Governance means the process of policy making, implementation and its continuous monitoring. It further includes resource mobilization, inclusive planning and budgetary allocation. Ethical governance is when the outcomes of governance are acceptable to all the stakeholders in an ethically correct manner.

Accountability is one of the most vital enabler of ethical governance by ensuring:

1. Answerability – by the public officer for his actions. For e.g. the Railway Minister resigned in light of frequent rail accidents
2. Responsibility – towards the demands of the public. E.g. government opening new AIIMS colleges in tier II towns to improve the public health infrastructure
3. Enforcement – of rules, policies, laws etc to ensure social justice. E.g. banning of fire crackers in Delhi to prevent air pollution

Accountability, further makes governance more inclusive and participative. For e.g. with the introduction of mandatory social audits, corruption and leakages in MGNREGA have reduced considerably. Continuous monitoring of the PDS system by civil society in Chhattisgarh have improved its performance manifolds.

Accountability through instruments like RTI exposes government inefficiency and forces lawmakers to make better policies.

**Conclusion**

However, only external accountability cannot ensure ethical governance. It should be combined with internal accountability (individual morality and integrity). As Plato said, “good men don’t need laws to act ethically”.

**Extra:** [IASbaba Mindmap](#)

**Best Answer: JD95**

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**17. In public life, conscience and not laws, rules or regulations inspire ethical behaviour. Do you agree? Critically examine.**

**Introduction:**

Conscience can be defined as something within each of us that tells us what is right and what is wrong. In Latin: Con= with and Science= knowledge. Therefore we should surely use our conscience when we are making decisions as we should be being told what is the right thing to do and what is wrong.

**Conscience and its influence:**

Deep within his conscience man discovers a law which he has not laid upon himself but which he must obey. Its voice, ever calling him to love and to do what is good and to avoid evil, sounds in his heart at the right moment. Conscience is a judgment of reason whereby the human person recognizes the moral quality of a concrete act. In all that he says and does, man is obliged to follow faithfully what he knows to be just and right.

**Conscience role in ethical behavior in public life:**

- The most important moral development occurs through social interactions.
- From on the other hand had two approaches and didn’t think there was stages in moral development but saw that all humans are influenced by external authorities like parents, teachers and church leaders.
- He thought that a guilty conscience is a result of displeasing these authorities.
- The example of the Nazi government in Germany in the 1930’s was very successful about manipulating the consciences of its people to encourage them not to help the Jews.

- But that was his authoritarian approach and he had a humanistic approach. This was that our conscience is our real self and leads us to realise our full potential using our experiences not slavish obedience.
- It appears the conscience should take a large role in how we make moral decisions.
- However for both Secular and Religious views on the conscience we have seen that mistakes can be made.
- These mistakes are the products of wrong principles or bad nurturing as a child growing up or manipulations and bad influences.
- Our conscience will continuously change in different circumstances not making it a reliable source to make a decision on.

Therefore conscience should take a big role in making moral decisions in public life, but one should also consider the fact that they may be wrong and should compare the choice they want to make to another to see if one is greater.

**18. Code of ethics can play only a limited role in ensuring ethical and moral values in governance. Discuss.**

**Approach:**

- Introduction- What is code of ethics?
- How code of ethics plays a limited role.
- Relevance of code of ethics- Limited yet relevant.
- Way forward
- Conclusion

**Introduction:**

A code of ethics document may outline the mission and values of the business or organization, how professionals are supposed to approach problems, the ethical principles based on the organization's core values and the standards to which the professional is held.

**Limited role of code of ethics:**

- The one who has to ensure that the code isn't violated, may be corrupt or unethical.
- A code of ethics may be defined exhaustively but its implementation may not be that effective.
- Loopholes- Not everything can be defined by a code.
- Code of ethics may not be updated as per the needs of the present society.
- A code of ethics can tackle corrupt mind but not corrupt heart.

- It is not binding. This reduces its effectiveness.

**Relevance of code of ethics:**

Despite its limited effectiveness, the code of ethics is very relevant.

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

**Way forward:**

- Right ethical training
- Value based education at school level.
- Inducting righteous people in the system

**Conclusion:**

Overall, it can be said that code of ethics is desired, it acts a guiding beacon. But given its limited effectiveness we need to ensure that the one's who are meant to use the code are themselves righteous because any code can only discipline someone but not transform him/her into an ethical person.

**Best answer: Maximus**

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**19. "Citizen's Charter doesn't give people any legal powers, just higher expectations and power to whinge." Critically comment.**

**Approach:**

- Define citizens charter
- Write about legal status and issues involved
- Utility of Citizens charter and suggested reforms
- Conclusion

**Introduction:**

Citizen's Charter is a document which represents a systematic effort to focus on the commitment of the Organisation towards its Citizens in respects of Standard of Services, Information, Choice and Consultation, Non-discrimination and Accessibility, Grievance Redress, Courtesy and Value for Money. This also includes expectations of the Organisation from the Citizen for fulfilling the commitment of the Organisation. Citizen's Charter initiative not only covers the Central Government Ministries/ Departments/ Organisations but also the Departments/ Agencies of State Governments and UT Administrations.

**Main Body:**

The Citizen's Charter is not legally enforceable and, therefore, is non-justiciable. However, it is a tool for facilitating the delivery of services to citizens with specified standards, quality and time frame etc. with commitments from the Organisation and its clients.

1. Citizen charter in itself cannot ensure a responsive and effective administration. Employees need to be trained, sensitized and deviant behaviour punished.
2. Business process re-structured with provision of mechanism for complaint redressal provided
3. They are nothing but pious statements of intention which do not contain any objective goals. Further they are drafted unilaterally by the organisation without involvement of stakeholders which is defeating the purpose of citizen charters.
4. It remains unreachd to public due to the lack of awareness, budgetary support to departments is poor and updating citizen's charter often takes a back seat.

However Its importance in public administration can be highlighted through the following points,

1. It ushers in a regime of transparency and openness.
2. It promotes good governance.
3. It incentivizes accountability in administration.
4. It is citizen-centric in nature, keeping in mind the needs of citizens.
5. Most importantly, it ensures better service quality, and grievance redressal.

The Department of Administrative Reforms and Public Grievances has been supporting in improving the citizen's charter of various government departments. Many states, for

instance Odisha - (Odisha Right to Public Service Act- 2002) is in tandem with citizen's charter which involves penal provisions as well. RTI Act adds a big strength to the basic intention behind citizen's charter.

### **Way forward:**

The ARC recommends the following in respect of the citizen's charter for making it more effective:

1. Involving the citizens in the making of the charter.
2. Reward schemes to incentivise citizens' initiative.
3. Be made more effective by stipulating the service level and also the remedy in case the service is not provided.

### **Conclusion:**

Effective implementation would require a consultative process between those entrusted with framing and implementing the charter, education drive to create awareness would go a long way in making Citizen Charter a tool for better governance.

### **Best Answer: Maximus**

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## **20. Who are the main actors in the delivery of public services? Discuss their role and interrelationships.**

### **Approach**

- Introduction: Define what public service delivery is.
- Body: Make body into two parts, one identifying the main actors and another for pointing out the inter-relationship between the main actors.
- Conclusion: 2-3 line conclusion.

## Introduction

Public services are a type of services provided by government or an official institution in order to benefit all people under its jurisdiction. It includes both paid and free services. Public services includes road, health, education, Transport, waste disposal etc.

## Body

Main actors and their roles in delivery of public services:

- a. Legislature.
- b. Executive and institutions: This includes permanent executive like bureaucrats and local government employees and Political executives of the day.
- c. Judiciary: All hierarchical levels.

Inter-relationships:

- a. Take provision of affordable food to citizen as example:
  - First the legislature as to bring in bills to make provision for the same.
  - Then executive arm should implement them with help of institutions like PDS, Ratio shops and government employees who make sure it reaches the needy and intended person.
  - Any issues with them or if state fails to fulfill their role then judiciary will intervene and pass orders to carry forward the work or take up a necessary work. Sometimes they themselves will initiate the task and pass orders where other two actors should continue the work and vice-versa.

**Note:** In Ethics examples are very important. So u can take an example and explain the content as per the demands of question. Above just for easy understanding one example is taken. You can take any example to show how there is inter-relationship between them.

## Conclusion

Other than the above mentioned actors, there are other actors who don't delivery any functions but play a vital role as mediators or supervisors to make sure everything is in order like civil organizations, NGO's, Media, participatory citizens groups etc.

## Connect the dots

- Probity in public services.

- Role of corporates in public service delivery.

**Best Answer: Lapis Lazuli**

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## **21. Differentiate clientelism, favouritism, nepotism, rent seeing and graft.**

### **Approach**

- Describe each term along with examples

#### **Clientelism**

It refers to a client – patron relationship. In the context of public service and administration it describes the relationship where people have to rely on their social, political and economic connections in order to access public services such as education, healthcare, subsidies etc.

Clientelism is prominent in developing countries like India because of weak state capacity and rampant corruption. Politicians find it difficult to fulfil policy commitments, hence they resort to vote-buying through clientistic strategies. This undermines the credibility of bureaucracy to deliver public goods and services in an impartial, accountable and efficient manner.

#### **Favoritism**

It is the idea of giving unfair preference to some individual, group or a company (such as in awarding contracts) by people in authority. The basis for favoring someone can be social, political or economic. For e.g. a politician favoring people from his caste or government making policies which favour rich businessmen.

#### **Nepotism**

It refers to favoritism directed towards friends and relatives. For e.g. during job recruitments, family and relatives are preferred.



### **Rent Seeking**

When a firm uses its resources to procure an unwarranted monetary gain from external elements, be it directly or indirectly, without giving anything in return to them or the society, it is termed as rent-seeking. A common example for rent-seeking is political lobbying by companies. These are primarily done by companies in order to make economic gains through government action.

This might be done by a company to get subsidy from the government for the product which it produces or increasing tariff rates by the government for its services, etc. Such a practice neither leads to creation of new wealth, nor does it benefit the society.

### **Graft**

Graft is a form of politico-administrative corruption where the public officer such as a politician, civil servant uses his/her authority for personal gain. Graft occurs when funds intended for public projects are intentionally misdirected in order to maximize the benefits to private interests. For example, the CWG Scam, 2G Scam etc are examples of graft.

### **Best Answer: SST**

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**22. Commitments of the Citizen Charter cannot be expected to be delivered by a workforce that is unaware of the spirit and content of the Charter. Comment.**

### **Approach:**

- Introduction
- Issue of unawareness
- Way out
- Conclusion

### **Introduction:**

The concept of Citizens' Charter enshrines the trust between the service provider and its users. It is a document setting out standards of service for public and private sector bodies.

The Charters are expected to incorporate- Vision and Mission Statement; of the organisation, details of business transacted by the organisation, details of clients and services provided to each client group, details of grievance redress mechanism and how to access it and expectations from the clients.

### **The issue of unawareness:**

By and large service providers are not familiar with the philosophy, goals and main features of the Charter. This is because of following reasons-

- Adequate publicity to the Charters had not been given in most of the government departments.
- No funds have been specifically earmarked for awareness generation of Citizens' Charter or for orientation of staff on various components of the Charter.
- Lack of adequately training and sensitization.
- Ambiguity in citizen charter.

### **Way out:**

- An effective awareness campaign amongst all the stakeholders at the initial stage is essential to overcome this skepticism. These awareness campaigns should be designed and delivered innovatively and effectively.
- Capacity building workshops, training programme.
- The process of making of citizen charter for any organization should be such that all the officials, irrespective of their position, are involved for sharing their ideas regard to the charter.
- Involving and consulting them at all the levels of formulation and implementation of Citizens' Charter will go a long way in overcoming this resistance and will make them an equal partner.
- Making citizen charter binding, and punishing those not following it in true spirit.
- Regular, untiring and persistent efforts are required to bring about the attitudinal changes.
- The charter initiative should have an built-in mechanism for monitoring, evaluating and reviewing the working of the Charters, preferably through an outside agency.

### **Conclusion:**

The implementation of Citizens' Charter is an on-going exercise because it has to reflect the extensive and continual changes taking place in the domain of public services. For its effective implementation it is necessary that the service providers are made aware of its intent.

**Best answer: Warrior 16**

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**23. What is the role of transparency in good governance? Do you think a less transparent system is more prone to corruption? Examine.**

**Approach**

- Introduction: Define what Transparency is.
- Body: In body, the answer should contain three parts. First the role of transparency in good governance, then your opinion about less transparency in this make it into two parts for yes and no.
- Conclusion: 2-3 line conclusion.

**Introduction**

There are many definitions for transparency, you can write in your own words.

*Transparency* can be defined as a principle that allows those affected by administrative decisions, business transactions or charitable work to know not only the basic facts and figures but also the mechanisms and processes.

**Body**

Transparency helps in following ways for good governance:

- *Ward off Corruption.*
- Efficiency
- Spirit of public service and responsibility.

- Confidence and trust.
- Support

Example: For instance, government decides to buy some spare parts for official vehicles, it takes online bidding process. This ensures all the above mention criteria which in turn results in good governance.

Some times less transparent system results in corruption:

- Defence: Bofors scam, VVIP choppergate.
- Civil recruitment: State civil service board recruitment scams across country.

Sometimes less transparency is necessary and might not result in corruption:

- Judiciary: To maintain independence.
- Defence: National security and sovereignty.
- International Relations: To maintain relations with neighbors and super powers.

**Note: In ethics be cautious about word limit. Examples are must along with explanations.**

### Conclusion

There is one pre-determined rule for governance. As per changing situations and demands, one should adapt and also there can be two different approaches at the same time. So government should uphold and restrict transparency wherever necessary.

**Best Answer: Maximus**

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**24. Accountability measures and institutions in the government impede decision making and lead to inaction and delays. Do you agree? Critically examine.**

### Approach

- Introduction: Define what accountability is.
- Body: In body, the answer should contain two parts, one showing how it impede decision making and lead to inaction and other showing how it helps government.
- Conclusion: 2-3 line conclusion.

### **Introduction**

Accountability in government workplace refers to acknowledgement and owning up the responsibility for actions taken, decision made, policies formulated along with result obtained due to these.

### **Body**

Accountability measures and institutions in government impede decision making and lead to inaction and delay:

- Engineer in NHAI: He will delay awarding contract to new companies even when it is cost advantageous government because of his responsibility in case of any delay's or issues.
- Bank Manager: Will not sanction loan to poor or marginal farmers for worry about recovery and blame game in case of default.
- Police: Even when rioters cause havoc, they will be hesitant to use force to prevent damages to public property because of Human rights worries in case any casualties occur during force usage.

But citing these things accountability cannot be rules off entirely as it helps in many ways:

- Bringing order to the society.
- Transparency
- Public trust towards government.
- Efficient service delivery and Responsibility.
- Checking misuse of power, abuse of power in form of nepotism, favoritism, partiality etc.

**Note: Above points and examples are for better understanding, you can use your own examples. Explanations are required.**

### **Conclusion**

It is true that accountability measures are sometime used as harassment by public or for taking revenge on public officials especially after RTI came into force. But that should not be the reason to restrict them instead innovative methods should be formulated to address them.

**Best Answer: Rinki**

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**25. You are posted as the District Magistrate in a hill district of a North Indian state. The locals have an age-old tradition of sacrificing animals during the month of harvest. They celebrate the sacrificial ceremony with great zeal and vigor. However, the Supreme Court has just banned the practice of animal sacrifice after a PIL was filed against the practice by an international NGO. Yet the locals are adamant at following their revered tradition and are even ready to get arrested and face legal consequences. In fact, a group of young people from the locality has threatened to commit mass suicide if the administration attempts to interfere in their tradition. The situation appears to be out of control and journalists from all over the country have gathered in your district to witness the unfolding of events there.**

**What would be your response in this situation? Examine all the alternatives that you have at your disposal. Also, discuss their pros and cons. Which alternative will you choose finally? Why?**

### **Approach**

- Here 3 'broad' options are there – go hard, don't do anything or take the middle path (explained in the answer)
- You can use a tabular format to a pros and cons analysis
- Finally, elaborate on your decision taken and the reason behind it

### **Body**

The Indian Constitution under Article 29 provides for the protection of local culture and rituals. However, such rituals cannot be practiced against the rule of law – which in this case puts a ban on animal slaughter. As a District Magistrate the task at hand is to strike a delicate balance

between respecting and upholding the Supreme Court ruling and respecting the ritual sentiments of the local population.

In the given situation, these are following course of action I can take:

No. Option	Pros	Cons
1. Go hard and implement the SC ruling without any regard for the local grievances	<ul style="list-style-type: none"> <li>• Rule of law is upheld</li> <li>• Animal slaughter is prevented</li> </ul>	<ul style="list-style-type: none"> <li>• One sided resolution</li> <li>• Local grievances are not tended to</li> <li>• Law and order problem may arise due to the threat of mass suicide</li> <li>• Administration may be perceived as anti-people</li> </ul>
2. Give in to local pressure and not do anything	<ul style="list-style-type: none"> <li>• Status quo – maintenance of peace</li> <li>• Local tradition is allowed</li> </ul>	<ul style="list-style-type: none"> <li>• Disrespect to Supreme Court ruling</li> <li>• Seen as inaction on part of the administration</li> <li>• Surrendering to such threats may bolster them for future as well</li> <li>• Reputation of the government is tarnished in front of the media</li> </ul>
3. The Middle Path: Implement the Supreme Court decision, but at the same time hear out the concerns of the locals and try to mediate a plausible solution	<ul style="list-style-type: none"> <li>• Rule of law upheld</li> <li>• Example of good administration which is responsive yet sensitive to the concerns of citizens</li> </ul>	<ul style="list-style-type: none"> <li>• May be time consuming</li> <li>• Difficult to implement</li> </ul>

**Decision:**

As a DM, I will go with the third option as it is the most balanced and inclusive of the three. As an immediate precaution I will ask for force to be deployed to prevent any wrong action on part of the public and maintain law and order. At the same time, contact the gram panchayat and request a meeting at the earliest. In front the gram sabha, the people can be explained the rationale behind the ruling such that is not against only their tradition and it is a pan – India decision taken to protect animal rights. In such sensitive matters, it is important to assuage the fears of the local community and assure them of government support wherever needed.

If people can understand the scientific rationale behind the ruling, they will be in a better position to cooperate with the administration.

**26. You have authored a fictional book in which the characters and events belong to the 17th century. Even though your book is a work of fiction, by coincidence one of its characters bear resemblance to a 17th century king. The king is deeply respected or rather worshipped by the people of a dominant upper caste. In your book, the king has been shown in poor light and his followers are deeply offended and demand that the book be withdrawn from the market. You issued clarifications regarding the fictionality of the book but the protestors are not listening to any of your arguments. In some places, the protestors have started to vandalize the bookstores selling the copies of you book.**

**Deep within, you feel sad that even in a democratic country promising freedom of speech and expression, your creativity is being sacrificed on the altar of intolerance and irrationality. However, you decide to withdraw the book and pulp it in front of the protestors to stop the violence abated by the protestors.**

**Now answer the following questions:**

**Note: In case studies you can take any stand and it should be backed by the reasons and constitutional provisions, along with that you have to be pragmatic and doable solutions.**

**Was your decision to withdraw the book justified?**

In this kind of questions you can take either of the stand:

Case 1:



Faced with instances of vandalism and possible threat to personal security, I decided to withdraw the book. However, the step wasn't justified as:

- It amounts to surrender of my freedom and fundamental rights as a citizen (Art 19).
- It emboldens such act of hooliganism by inadvertently helping them achieve their goal.
- It reduces the space for literary creativity and dissent, and stifles free speech for future writers, artists, etc.
- I had done what I could by issuing a clarification with regarding the book. It is then up to the authorities to enforce law and order.
- This will make them more intolerant on future books as well as it will give them over pride on their acts and they will get confidence in doing so.
- It might set wrong precedence to these groups.

Case 2:

Faced with instances of vandalism and possible threat to personal security, I decided to withdraw the book. However, the step was justified as:

- It will prevail peace and it will stop vandalizing the shops and violence
- To respect sentiments of the people and I will look back at the work which I have done
- To maintain law and order in the society and it will stop fringe elements to take further extreme steps.
- Doing nothing is not a viable option since situations like this only fester and become more problematic.

**Won't your decision embolden such fringe elements?**

Yes it will, but we need to buy the time for these fringe elements to maintain law and order and peace need to be restored at any cost, sometimes it is important to do such acts, and we need to act pragmatically. However, they have

- They succeeded in using illegal tactics to achieve their aims.
- By forcing their withdrawal, they seek to make history and enforce their own dominant narrative of it.
- Such surrender undermines legal authority, and erodes public trust in the administration.

**What other steps could have been taken by you?**

The steps that I should have taken are:

- File an FIR against such acts of public violence, and seeks police protection where it is required.
- Issue a second clarification emphasizing the fictitious nature of the book with greater dissemination.
- Seek protection in case of escalation in threats from administration or the related departments.
- Approach the court as it has impinged my right to freedom of expression.
- Form a jury involving all stake holders, and I will let them decide what can be done.
- If requires I try to change the character name as it is just a fictional, it might deescalate the situation.

**Best Answer: gurupreet singh**

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**27. You are an advisor to the Minister of External Affairs on issues pertaining to bilateral relations. The minister is scheduled to visit a powerful country holding immense strategic and economic opportunities for India. If India can enter into a strategic partnership with the host country, it would help India in tackling challenges related to internal security, defense, energy, food, S&T etc. However, the host country has a poor track record in terms of its treatment of its neighbors. In fact in the United Nations, many resolutions have been passed against it for violation of human rights in its neighboring countries over territorial disputes. The neighboring countries of the host nation are important for India's energy security as they have huge petroleum reserves which get exported to India as well. Moreover, the minority community in your country considers these countries sacred for their historical and religious value. They are protesting the visit of the minister and demanding that he must condemn the atrocities made by the host country and also pay a visit to its neighbors. Doing so, however, will send negative signals to the host nation and whatever goodwill India has earned will be lost. In a situation like this, what are the options available to the minister? Analyze. What would be your advice to the minister and why? Substantiate.**

**Dilemmas in the question as an advisor:**

- **Countries interest vs peoples sentiment at the home**
- Host countries internal matters vs international resolutions against the host country on human rights violations

**Body:**

As an advisor of Minister of External Affairs on issues pertaining to bilateral relations India has to choose to resolve issues and interests separately with each party. This allows India to maintain the image of its historical, moral support for hosts neighboring country, and at the same it would help India in tackling challenges related to internal security, defense, energy, food, S&T etc. at the end of the day diplomacy is an art of maintaining relations with foreign powers to strengthen our interest in economic, strategic, defense & security and trade in world, as an Ministry of External Affairs and as an advisor, this is our duty to maintain the diplomatic lines at any cost for the development of our country.

**Host countries internal matters vs international resolutions against the host country on human rights violations:**

India should vote in favor of a UN General Assembly resolution when it comes to human rights violation, and we should show the solidarity wherever requires, that declared against the host country, at the same time we cannot alone do much on the international platform, we have to stick to the UNGA resolutions, as always we did till now as in the case of Russia as well in the past.

- It has territorial disputes with its neighbors and accusations of Human Rights violation, closer ties with such a country can harm India's image disproportionately as India is internationally seen as a major benign power, with non-expansionistic and multipolarity a key part of its foreign policy. Such ties may undermine our credibility and lead to fears of similar big brother attitude among India's neighbors.
- All of this support is surely valued by the host country neighbor as well as the minorities religious sentiments of our country, along with that back in India we need to make our people to understand the need of the technology from the host country for the development of our own people and we shouldn't involve in the internal matters of other countries as it won't serve the purpose of our interests.
- It is evident that the target country is vital to India's multi-dimensional interests and however, there are a few issues with enhancing bilateral ties.
- India is major energy importer and we have to make sure that positive ties with host countries neighbor, if not it may threaten our energy security.

- Closer ties may alienate the minorities within India, undermining national cohesion, with possible internal security implications, so we have to consider carefully while taking diplomatic steps, as our countries internal security is equally important to us.

**Options available to the minister:**

- GO ahead with bilateral visit as per schedule: this can anger the hosts neighbor, with whom India has had long standing relations, it can put India's energy supply at risk or can increase our cost. And it might also escalate minority religious sentiments in our country, as the government move might hurt them emotionally.
- Cancel the visit: this might satisfy both minorities and the host neighbor country, but this might hurt our own interests, as it is clearly mentioned If India can enter into a strategic partnership with the host country, it would help India in tackling challenges related to internal security, defense, energy, food, S&T etc. this is like short term gain for long-term pain.
- Visiting both countries at the same time: Or else MEA minister can visit both the countries and let them understand that our country's interests are more important than anything else, and we have to make it clear that we are not against any country, as a diplomat and as an external minister, this is our job to make things happen at any cost, as our countries soft-power image is always there, we have to carry that image at any cost. This will be my advice as it is more pragmatic as well as it will solve both problems of our requirement and also satisfy our countrymen.
- And as an aspiring and rising power India must negotiate and host both countries for peaceful resolution, if they request for that as it will not only help India maintain its image as a soft power, but also it will enhance and promote the multi-polarity in the present world.

**Best Answer:**

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**28. A junior member of staff has just returned to work after taking special leave to care for her elderly mother. For financial reasons she needs to work full-time. She has been having**

difficulties with her mother's home care arrangements, causing her to miss a number of team meetings (which usually take place at the beginning of each day) and to leave work early. She is very competent in her work but her absences are putting pressure on her and her overworked colleagues. You are her manager, and you are aware that the flow of work through the practice is coming under pressure. One of her male colleagues is beginning to make comments such as "a woman's place is in the home", and is undermining her at every opportunity, putting her under even greater stress.

### Introduction

As a manager, I have to keep my team motivated and encourage them to give their best performance and as per my job demands I also have to provide efficient output for my company.

#### 1. How would you deal with this situation?

### Body

So certain steps have to be taken. As manager I would take these steps:

- Reschedule meeting: As per convenience of all stakeholders.
- Minutes of meeting: In case the meeting is important which cannot be rescheduled and involved that day's working. And pass on the minutes to the missed member.
- Loans: Check with management if some loans can be arranged so that she can hire helper/nurse at home.
- Work from home facility.
- Transfer: If possible to other department which won't require her physical presence in office
- Flexible working hours.
- Team hurdles: To motivate team and make them understand the contribution of all members.
- Empathy: Also encourage voluntary help for work sharing to possible extent because everybody has humanitarian side and they know it can happen to anybody in future.
- Pull up: Male member for making such sexist comments and ask him to apologies if it has hurt female employee and making sure gender based discrimination has no place in office.

**Note:** Empathy can be shown in your points but do not take emotional stand like allocation of work load to team, motivating team to contribute finance etc. It is a work setup and everyone works for monetary benefits, emotions have least space especially in competitive world.

**29. Do you think the mentality of the male colleague is not surprising keeping in mind the current social structure? Critically examine.**

**Body:**

The comment made by the male member is not surprising because:

- Social structure: Presently it is patriarchal society and we are told girl's place belong in kitchen.
- Upbringing: Since childhood, observing house situations, family, relatives and friends circle.
- Inequality: Treating girl and boy kids differently. Right from bringing toys to clothes.
- Home work: Traditionally it has been told kitchen work and other home works like child caring, old age people caring etc. are primarily responsibility of women.

The social structure is under change since last decade and it cannot be considered only because of the same:

- Competition: In this corporate world, rising to top by pushing others down is common and even if he has women members of his family circle working he will make to discourage her and gain advantage.
- Nepotism: To bring in someone he might favor to her place by making her quit or move out from her present role.

We have seen that how women are breaking gender barrier and excelling in predominantly male areas like Indra Nooyi, Kalpana Chawla, Arundhati bhattacharya, Durga Shakti Nagpal etc.

**Conclusion**

Meeting can be arranged in the team to show them about importance of every last and weakest link for the chain to hold together. Of course in office setup emotions have no place but humanitarian side can be shown. In terms of male member comment, it should be sorted then and there so that rest females feel their contribution is equally important that as men.

**Best Answer: None**

30. You are one of three partners in a firm of accountants. Five years ago the firm was appointed as external accountants to a young, successful and fast-growing company, engaged to prepare year end accounts and tax returns. The business had started trading with a handful of employees but now has a workforce of 200, while still remaining below the size of company requiring a statutory audit.

Due to your close relationship with the directors of the company (who are its owners) and several of its staff, you become aware that staff purchases of goods manufactured by the company are authorized by production managers, and then processed outside the accounting system. The proceeds from these sales are used to fund the firm's Christmas party.

Do you think there is a compromise on professional ethics in this case? Examine. What is the best course of action in this case? Examine its pros and cons.

#### Approach

- This case study deals with crisis of professional ethics and ethical dilemma
- You first discuss how your action or inaction will compromise your professional ethics (try to use ethical terms here)
- Lastly, discuss the course of action (see below)

#### Body

As an external auditor, I am professionally bound to ensure that the accounts of my client are kept and reported in order and honestly. Failing to do so, puts not just my personal integrity at risk, but can also damage the reputation of my firm.

In the given case study, since I am aware of certain improper conduct related to accounting at my client's company, I'll be compromising my professional ethics if I do not raise the issue with concerned parties – i.e. my client and my partners. I will duly inform my partners of the said ethical dilemma as it puts our firm in legal and moral jeopardy.

I will need to find out how the non-reporting of income from above mentioned sales affects the tax returns. I will also have to ensure that any financial information produced by me or my firm

is proper and in accordance with the laws. I will insist my client to rectify the same on their end, failing which I'll consult my partners in taking an appropriate legal action.

Lastly, as I share a close relation with the client in personal capacity, I will temporarily step aside from auditing his/her firms while they rectify their income records.

### **Possible Course of Action**

Having brought the issue to the attention of my partners, and obtained the relevant details of the client's system for accounting for staff sales, I can raise your concerns with the directors of the client company. I will also have to determine whether the financial statements of previous years are likely to be misleading and, if so, consider my responsibility (or that of your client) to inform the relevant authorities (including the tax authority).

I should strongly advise the directors that a staff sales policy should be introduced to ensure that these sales are fully recorded in the company's accounting system in the future. I will explain to the directors the implications of their actions. If the directors are co-operative, I will advise them of the recommended changes to the accounting system and how they might disclose the past undisclosed income to the tax authority.

If the directors appear unwilling to change the system in respect of staff sales, I am obliged to disassociate myself from any involvement with the company's financial statements, and this will require my firm to resign as the company's accountant. I may also seek advice from our professional body for auditing. Lastly, if the client's conduct is negative, I will consider my whistleblowing obligations and will report the matter to one or more relevant tax authorities.

**Best Answer: None**

**31. You are working in a big media house. The channels owned by the house have wide reach across the country. The new CEO of the media house is showing signs of allegiance towards the ruling party of a particular state. You are able to gauge his inclinations by the fact that there is hardly any news item being shown which criticize the action or inaction of the government. You are perturbed by this as you feel that free, independent and unbiased media is the lifeline of a vibrant democracy. Yet you are silent on this issue as your bread and butter is dependent on this job. You can't offend your boss after all.**



However, one day the limit is breached when the CEO calls you and directs you to stage a false sting operation against the opposition party's leader. You are also given monetary inducements to follow his directions. When you oppose, he tells you to either do the job or quit the company.

**What would you do in this situation and why?**

**Body:**

**Dilemmas in this question:**

- Professional ethics Vs. personal ethics
- Integrity Vs. partisanship
- Freedom of information Vs. corrupt nexus of political and media
- Independence of journalism Vs. partisan boss

**Options I have as a journalist:**

**Option one:** As per the direction from the CEO, will do the false sting operation against opposition party's leader and take monetary inducements as per the offer. If I follow this option these are following pros and cons are there:

**Pros:**

- I will get the monetary benefit and it is good for government and our company.
- I will save my job as I am completely depend on it for my bread and butter.
- I will satisfy my boss and this will help me in promoting my position as well as I will get more monetary benefits if I continue to follow my boss orders.
- I will be getting any future political favors, if needed.

**Cons:**

- This is completely against my personal ethics and it is against the journalism ethics as well, this will lead to dishonesty to my job, and I will be part of that media and political nexus.
- It will definitely hamper my conscience along with that I may save my job, but every day I will go through mental trauma for doing the things which are against my principles.

- These kinds of acts are like slippery slope once if we get used to it, we will lose our conscience and after some time, it feels like we are not doing wrong at all, which I am aware of, so I don't want to lose my character just for meagre material benefits.
- This is more about short term gain VS long term pain, by opting for this option, I will be doing negative ethics of my profession and this act is against the freedom of information.

**Option two:** As the question clearly stated that the CEO has ordered to follow the orders or else I have to quit my job, and it is the question of bread and butter. If I opt for this option there are following pros and cons are there:

**Pros:**

- I might leave my job to uphold personal ethics, and will be satisfied with the act I have done as I strongly feel that doing unethical things is the worst form of corruption.
- It will satisfy the ego of the CEO as well, and he will get his work done with other person smoothly as he understood that I am not the right person to do this job.

**Cons:**

- If I quit the job, that doesn't mean that the false sting operation won't happen, I have saved myself from doing wrong, however, now someone else will do that job which is against the freedom of information as it will promote the corrupt nexus between politics and media.
- This will lead to curb in the independence of journalism and also the CEO who has this biasedness, will dominate the field which is dangerous for the democratic values as well as accountability in the society.
- But the crisis will remain in the media and especially in my company, which I have first-hand experienced.
- Boss might think that he can pressurize anyone who doesn't listen to him, I will set the wrong precedence in the company itself.

**Option three:** If I have experienced that biasedness, there must be other people who must have felt the same and as I am working in that media house before the CEO, I must have good knowledge about the people who will stand for the democracy and freedom of information and without any biasedness.

I will reach them and will try to escalate the issue to the board members and also will try to resolve through internal mechanism as there must be some mechanism to solve the crisis like

these. I can be a whistle blower from the institute, and I can register a complaint to press clubs, board of directors regarding the CEO, etc., if I opt for this option, there will be following pros and cons:

**Pros:**

- This will restore the peoples' faith in the media as these days, most of the people lost their faith in the media, due to lots of scams as well as news itself shows that biasedness.
- This will not cost my job, as it will also raise the consciousness of the media, if something is going wrong in other companies, they might introspect and some people who are under pressure due to the bosses and their hierarchical heads can now come out and raise the issues going on within their companies.
- This way my integrity and also my personal ethics will be upheld, which also means personal and professional satisfaction for staying for the truth and honesty.
- By opting this option I can curb the nexus between media corporates and politicians.
- This will help our company to remain neutral and also this will improve our companies image in the public

**Cons:**

- Unnecessary rivalries in the company and also people who are supporting the CEO of that company.
- He might target me again and again for no reason, if board of directors and some of the staff have already known and they are getting some favors and monetary benefits.

**In this situation my options will be:**

- I will opt for the third option as it is my duty to restore the public faith in the media and also by doing this, sometimes it might cost my job.
- But that won't be a big issue, as I have already worked and I have the experience to get into another job role or other company, as these days most of the companies are looking for persons who are ethical as well as professional.
- The Public trust in media to hold government accountable is the most important function as a journalist.
- My efforts is to preserve that trust and adhere to the ethical norms of the media profession, which I might be able to do it.

**Best Answer: jyothi singh**

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**32. What do you understand by the term 'probity'? Examine its significance in civil services.**

**Approach:**

- Introduction: Mention what you mean by probity.
- Body: Mention the significance of Probity in civil service. Include examples atleast two is needed without examples Ethics answer will not be complete.
- Conclusion: 2-3 line conclusion.

**Introduction:**

Probity in real sense refer to having the quality of strong moral principles, honest and decency. Probity also means strict adherence to code of ethics in public life. In civil services it is very much needed since you are the face of government to the general public.

**Body:**

Significance of Probity in Civil services:

- Transparency and accountability.
- Integrity & righteousness.
- Honesty
- Leadership
- Public welfare before self.
- Objectivity

**Note: A line or two explanation is needed for each point.**

Examples:

- Durga Shakti Nagpal: When she was SDM of Noida, she successfully carried out her duties without giving up to the threats of local mafia in bringing down encroachments.
- Satyendra Dubey: At the cost of his life he brought out corruption and mafia links in Golden quadrilateral project.
- Ashok Khemka: He stood for his honesty and integrity and never got sold out even after frequent transfers which is causing disturbance in his professional and personal life.

- Chandrakala: Known for her efforts to bring out corruption in local contracts.
- Vinod Rai: Who brought out various Scams like Coal gate, 2G spectrum.
- Narender Kumar: IPS officer who gave up his life to stop mining mafia in MP.

**Note: Examples are very important in ethics, you also club examples with each significance point.**

**150 words is the limit in Ethics so choose significance and examples accordingly.**

#### **Conclusion:**

Probity in governance is basic requirement for successful operation of governance and for socio-economic growth and development of country. So, ensuring it is a part of every civil servant's duty and he should strive to inculcate them at every step of his professional and personal life only then he can be successful.

#### **Connecting the dots:**

- Probity in corporate sector and Public sector companies.

**Best Answer: maximus.**

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**33. Explain detail, the concept of public service in the Indian context. Has there been a decline in the spirit of 'service'? Examine.**

#### **Body**

Public service is service provided by the government to people within its jurisdiction either directly or via supporting private agencies. These can be education. Public health, transportation, infrastructure, law and order etc.

#### **Public Service: Context of India**

In India, the principle of public service can be traced from the Vedas which said "Seva Parmo Dharma". During the reigns of Asoka to Guptas, special officers were appointed tasked with duty

to serve the needy. In modern times, Swami Vivekananda emphasized on “service to humanity as service to God”. For Mahatma Gandhi, public service meant “Sarvodaya” – development for all.

The Indian Constitution enshrined these principles right from the Preamble itself. Through the instrument of fundamental rights and DPSP, it provides for a welfare state responsible for providing public services which are equitable, affordable and accessible to all.

### **Reasons for Declining Spirit of Service**

Majority of the population heavily dependent on public services such as health and education are the poor, illiterate and marginalized. Therefore, the public servants are expected to carry out their duties with empathy and compassion in addition to honesty and integrity. However, the 2<sup>nd</sup> ARC finds that the spirit of service has been on the decline in India. Its possible reasons are as follows:

- Colonial legacy combined with an over-centralized bureaucratic structure that allocates great powers in the hands of public servants
- Immunity to civil servants leading to poor performance on the job and an attitude of indifference towards public service
- Low salary of public servants compared to private sector resulting in propensity to indulge in corruption while controlling public purse
- Criminalization of politics and its increasing interference in the day-to-day functioning of public administration
- Lack of transparency and accountability in public service delivery due to a complex multi-layered bureaucratic structure

### **Conclusion**

As a result, poor standards of public service have become a ‘way of life’ for the citizenry. In this regard, the 2<sup>nd</sup> ARC recommends measures like mandatory ethical training of public servants, inducting a code of ethics, use of transparency instruments like RTI and social auditing to improve the standards of public service in India.

**Best Answer: Ali**

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### **34. EXAMINE THE PHILOSOPHICAL BASIS OF GOVERNANCE ENSHRINED IN KAUTILYA'S ARTHASHASTRA.**

#### **Introduction:**

Kautilya, also known as Chanakya, is India's most illustrious political economist of all time. He regarded economic activity as the driving force behind the functioning of any political dispensation. In fact, he went to the extent of saying that revenue should take priority over the army because sustaining the army was possible out of a well-managed revenue system, which is key for good governance.

#### **Kautilya's philosophical basis of governance:**

Good governance in Kautilya's literature ARTHASASTRA is aimed at fulfilling the welfare of the people. "In the happiness of the King's subjects lies his happiness, in their welfare, his welfare. Whatever pleases him personally, he shall not consider as good, but whatever makes his subjects happy, he shall consider good."

The jargon related to Human Resource Management was not prevalent then, but its essence was widely practised in Kautilya's times. "The King should look to the bodily comforts of his servants by providing such emoluments as can infuse in them the spirit of enthusiasm to work. He should not violate the course of righteousness and wealth. Thus, he shall not only maintain his servants, but also increase their subsistence and wages in consideration of their learning and work."

Kautilya said that good governance and stability go hand in hand. According to him, there is stability if rulers are responsive, responsible, accountable, removable, and recallable, otherwise there would be instability.

#### **Principles of Economic Administration:**

The cardinal principle of economic administration was laid down in Kautilya's Arthshastra in the following words – "The root of wealth is economic activity and lack of it brings material distress. In the absence of fruitful economic activity, both current prosperity and future growth are in danger of destruction. The King shall populate the countryside by creating new villages on virgin lands or reviving abandoned village sites."

**Conceptualising Good Governance:**

The Arthashastra equates political governance with economic governance. The end is economic governance while political governance is the means. But as economic objectives are not realised in the absence of political ones, then political governance becomes an end and economic governance the means. 'The end justifies the means', this is supposed to be the basis of Kautilyan and Machiavellian philosophy. Political power and material wealth according to Kautilya are the means and ends of governance. And good governance – political or economic – depends upon justifying the ends and means as the socio, economic and political conditions.

The three constituents of power are: intellectual power, military might, and enthusiasm and morale.

**Conclusion:**

Kautilya was a true statesman who bridged the gap between experience and vision. For Kautilya, good governance was paramount. He suggested built-in checks and balances in systems and procedures for the containment of malpractices. Many postulates of Kautilya's philosophy of political economy are applicable to contemporary times.

**Best Answer: Abhishek Naik**

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