

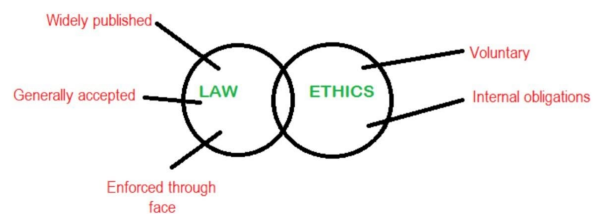
1. Can law alone ensure ethical conduct? Critically examine.

Introduction

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

Body

- Ethical conduct in human society is considered paramount as it is based on critical thinking and reason. Socrates is known as the father of Ethics, who influenced generations of thinkers after him like Plato, Aristotle, etc.
- In this regard, there multiple sources of ethical conduct like religion, law, society, individual, knowledge, time and other sources. Here, law is defined as a rule that has been legally made to apply to everyone in a civilization. In a democratic system, a law is phrase that has been passed by a legislature.
- Based on society's beliefs, laws are created and enforced by governments to mediate in our relationships with each other.
- Laws must be followed by all, including private citizens, groups and companies as well as public figures, organizations and institutions. Laws set out standards, procedures and principles that must be followed.
- While laws carry with them a punishment for violations, ethics does not. In ethics everything depends on the person's conscience and self-worth. For example, driving carefully and within the speed limit because a person not wanting to hurt someone is ethical, but if one drives slowly because he/she see's a police car behind, this suggests fear of breaking the law and being punished for it.
- Ethics comes from within a person's moral sense and desire to preserve his self-respect. It is not as strict as laws. Laws are codifications of certain ethical values meant to help regulate society, and punishments for breaking them can be harsh and sometimes even break ethical standards.
- For example, take the case of the death penalty. Everyone knows that killing someone is wrong, yet the law punishes people who break the law with death.
- Furthermore, laws play role as a punitive tool towards ensuring ethical conduct in humans in a civilized society. Child labor acts in statute books around the world are a case in point where ethical behavior of not employing child labors is ensured through legislations for the same.



- At the same time, it is important to remember that following law doesn't always ensure ethical conduct for humans. An illegal act may be deemed more ethical than when following law to the book. For example, the act of whistleblowing to bring out information important for the society can be seen as illegal but many consider it an ethical conduct. The case of Edward Snowden and Julian Assange clearly demonstrates this phenomenon.
- Rigid implementation of laws also cannot serve the purpose of ethical conduct as is evident from the recent Supreme Court judgment with respect to Forest Rights Act for tribal in India. Here, many tribals have been ordered to vacate their traditional dwelling places owing to SC's interpretation of archaic laws.
- In a rules based society, laws serve the important function of regulating society towards a harmonious existence without which there would be chaos and anarchy, 'matsyanyaya' as has been termed in ancient Indian texts.

Conclusion

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

2. Do religious beliefs interfere with ethics in public life? Critically examine. (Hint: Is it ethical to burst firecrackers near hospitals or offering prayers on loudspeakers near a school?)

Introduction

A person's religious beliefs are an integral part of his/her identity which influences all aspects of his/her life including interactions in public sphere. Ethics in this public life of an individual is based on multiple sources, of which religion is an important source. This interaction has historically seen great variations with religious and secular ethics contesting for space in public ethics.

Body

- Religious belief refers to attitudes towards mythological, supernatural, or spiritual aspects of a religion. Religious beliefs are usually codified have been a stable and wide-reaching force in human culture.
- All religious traditions believe that their faith represents a path to enlightenment and salvation. By contrast, ethics are universal decision-making tools that may be used by a person of any religious persuasion, including atheists.

- While religion makes claims about cosmology, social behavior, and the “proper” treatment of others, etc. Ethics are based on logic and reason rather than tradition or injunction.
- Ethics in public relationship are governed by power. They comprise contradictory values and influence ethical decisions in public relationships. Seven principles of public life are selfless, integrity, objectivity, accountability, openness, honesty and leadership.
- Ethics in private relations helps in humanizing public relations and play an important role in forming the base for moral values of a person.

In this regard, religious beliefs play the following role in ethics involved in public life:

1. Religion helps in establishing ethical conduct in individuals which is reflected in public life of individuals as summation of individuals is public. For example, Buddhist religious ethics has helped in harmonizing public life in Bhutan where happiness of everyone is emphasized over material possession.(Gross National Happiness)
2. Religious belief is at the root of charity efforts which is present even in capitalist countries. Such efforts help alleviate sufferings of people on a larger societal scale. For example, efforts of Warren Buffet and Bill Gates.
3. Struggles for justice and downtrodden in public life are generally inspired from religious beliefs of individuals. For example, Mahatma Gandhi's efforts during India's struggle for independence have religious basis like Ahimsa (Non-Violence), Satya (Truth), etc.
4. Religious beliefs can be great motivators for bringing in social changes in the country. For example, Sant Gadge Baba in Maharashtra inspired many towards cleanliness drives at local level using religious symbolism.

Though religious beliefs play many a positive role in ethics in public life, there is other side of the coin too. Certain religious beliefs have an adverse bearing on ethics in public life which can be seen as below:

1. Burning of fire crackers during Diwali has grave impact on health of citizens as well as environment. This religious belief has a bearing on others in public life where vulnerable sections like disabled, patients are more affected. It hampers ethical conduct of an individual in society where individual religious beliefs overpower public responsibility.
2. Uncontrolled use of loudspeakers during both festivals and prayers calls have an impact on the wellbeing of individuals in the society. It is aggravated in sensitive zones like hospitals and schools where normal functioning is hampered. Here, religious belief and practice out of it overpowers societal responsibility.
3. Demands arising out of religious beliefs affecting regular functioning of society and impacting individual choices. For example, demands for ban on non-veg food during Jain festival of paryushan and demands of halal food by Muslims.
4. Various religious processions affecting normal traffic flow and leading to obstructions where religious belief is overpowering civic duty in public life.

5. Grants for certain religious functions by government affecting the secular nature of government functioning where religious doctrine dominates secular values.

Conclusion

Religion is a means towards attaining individual spiritual enlightenment where percepts within it for public functioning should be understood in the context of the development of the religion at the same time, the secular ethics developed through human history should be prioritized over religious beliefs in public life.

3. Lal Bahadur Shastri is a shining example of value driven public life. Do you agree? What are some of the instances from his life that stand as the epitome of selfless and ethical public conduct? Discuss.

Introduction

Lal Bahadur Shastri was the Indian freedom fighter who later on went on to become the second Prime Minister of Independent India after Jawaharlal Nehru and is remembered as a man of integrity and high ideals.

Body

- Lal Bahadur Shastri was born on October 2, 1904 in Uttar Pradesh and had a humble beginning with drive towards contributing for the nation.
- He is surely a shining example of value driven public life which is evident from his childhood where he gave up studies to participate in the Non-cooperation movement led by Gandhiji at the age of 16. It clearly showcased his dedication towards the nation over personal interests at such a young age.
- Further, he was captivated by Mahatma Gandhi, who himself was an epitome of good conduct and values in public life. He was greatly impressed by Mahatma Gandhi's denunciation of Indian Princes for their support of British rule in India. Lal Bahadur Shastri was only eleven at the time, but the process that started that day ended up to catapult him to the national stage had already begun in his mind.
- Lal Bahadur Shastri threw himself into the struggle for freedom with feverish energy. He led many defiant campaigns and spent a total of seven years in British jails. It was in the fire of this struggle that his steel was tempered and he grew into maturity.
- Post-independence, he was called upon to play a constructive role in the governance of the country. It is here that India came to know about highly value driven public life, especially in executive functioning. He resigned his post as Minister for Railways because he felt responsible for a railway accident in which many lives were lost. The unprecedented gesture was greatly appreciated by Parliament and the country. The then Prime Minister,

Pt. Nehru, speaking in Parliament on the incident, extolled Lal Bahadur Shastri's integrity and high ideals.

- He said he was accepting the resignation because it would set an example in constitutional propriety and not because Lal Bahadur Shastri was in any way responsible for what had happened. This was the most shining example of selflessness and ethical public conduct that independent India had seen.

Furthermore, life of Lal Bahadur Shastri provides multiple examples of selflessness and ethical public conduct as can be seen below:

1. In 1927, when he got married to his wife, Lalita Devi, who came from Mirzapur, near his home town, he took just a spinning wheel and a few yards of handspun cloth as dowry. This was revolutionary in those days and showcased Shastri's ethical conduct.
2. Lal Bahadur Shastri joined the Kashi Vidya Peeth in Varanasi, one of the many national institutions set up in defiance of the British rule. This step showcased his dedication to the cause of Indian independence.
3. Shastri's prime ministership saw India ensuring respect for the farmer and the soldier through his iconic slogan, 'Jai Jawan, Jai Kisan.'
4. Shastri had said at the time of signing the Tashkent Agreement that it would be a negation of the values that the Mahatma stood for if he did not work for an environment to foster peace and non-violence.
5. India was facing the challenge of food crisis. To tackle it, he went on to urge the people to give up one meal so that there would be more to distribute. The response was an overwhelming one and it must be noted that he implemented this at his home first.
6. During his stint as Minister, he followed professional integrity where official resources like cars were not used by him or his family for personal matters.

Conclusion

Over a period of more than 30 years of service, Lal Bahadur Shastri came to be known as a man of great integrity and competence. Humble, tolerant, with great inner strength and resoluteness, he was a man of the people who understood their language. With his value orientation and ethical conduct, in the direct tradition of Mahatma Gandhi, Lal Bahadur Shastri represented the best in Indian culture.

4. With the help of suitable examples, examine the ways in which social influence alters one's moral compass.

Introduction:

Social influence is described as the change in the person's behavior, feelings, thoughts, attitude that results from the influence of another individual in the society. It can be intentionally or unintentionally, direct or indirect with the help of mere communication or without.

Body:

- There are some principles which play important role in social influence like reciprocity, consistency, social proof, liking, authority and scarcity.
- Social influence reflected in normative influence or informational influence. Normative influence is based on the process of socialization and imbibed values, norms in order to express group solidarity. It helps to build the attitude and moral compass of a person. Whereas informational influence nudges person to take decisions based acquired knowledge.
- Social influence is key to bring behavioral changes to solve the huge crisis faced by humanity like climate change, Solid waste management. Use of various campaigns for changing human behavior with the help of popular personalities like UN messenger of peace for climate change Leonardo Decaprio, Emma Watson for gender equality. In India, Amitabh Bachchan was made ambassador for various social schemes.
- It utilizes the popular liking of these personalities in bringing desired change in the behavior, belief of masses, to drive public opinion against various social taboo and social issues like caste consciousness, racism. Even news of any celebrity quitting smoking can bring social change.
- Authority is another principle which brings social influence; personal participation from Prime Minister in Swatch Bharat Mission nudged common masses to participate in health and sanitation mission. People responded with reciprocity in surrendering the gas subsidy. These are few examples of social influence altering the moral compass of individuals.
- Various stories of people showing exemplary actions in difficult times like floods, war, earthquakes create moral strength in masses acts as social proof.

Conclusion:

Social influence is the way in which external factors produce change in an individual. It guides the way person form his/her thoughts and organize overt behavior and actions. Along with persuasion it can bring drastic results in altering the moral compass of individuals.

5. What are your views on homosexuality? Is it immoral?**Introduction**

Homosexuality refer's to both attraction or sexual behavior between people of the same sex, or to a sexual orientation. Homosexuality is contrasted with heterosexuality, bisexuality and asexuality. Most scientists today agree that sexual orientation is most likely the result of a complex interaction of environmental, cognitive and biological factors.

Body

- The term 'homosexuality' was coined in the late 19th century by a German psychologist, Karoly Maria Benkert. Although the term is new, discussions about sexuality in general, and same-sex attraction in particular, have occurred since ancient times to contemporary period. Conventional wisdom in the west has held homosexuality as immoral behaviour and in India, the influence of Victorian morality led to immorality being attached to homosexuality.
- Broader currents in society have influenced the ways in which scholars and activists have approached sexuality and same-sex attraction. During early 20th century, people seeking to vindicate same-sex relations in societies that disparaged and criminalized it, put forward lists of famous historical figures attracted to persons of the same sex.
- At the same time, society in modern times has tried to suppress non-heterosexuality as a threat towards established social order. This led to stigma being associated with homosexuality in the form of it being considered a mental illness. Such a scenario necessitates better understanding of homosexuality in the society.
- Sexual orientation is distinct from other components of sex and gender, including biological sex (the anatomical, physiological and genetic characteristics associated with being male or female), gender identity (the psychological sense of being male or female) and social gender role (the cultural norms that define feminine and masculine behavior).
- There is no consensus among scientists about the exact reasons that an individual develops a heterosexual, bisexual, gay or lesbian orientation. Many think that nature and nurture both play complex roles; most people experience little or no sense of choice about their sexual orientation.
- Moreover, although homosexuality does not appear to be adaptive from an evolutionary standpoint, because homosexual sex does not produce children, there is evidence of its existence through human history.
- Furthermore, irrespective of one's sexual preference, every human has a natural right towards a dignified life in society free from prejudice and discrimination.
- The contestations with regards to homosexuality have led to questions about its morality. Morality is a set of beliefs and practices concerned with what is understood as good and evil by an individual.

Following factors can be considered while attaching morality to homosexuality-

- Scientific evidence shows that, in many cases, people don't choose their sexual orientations—it is in their natures to prefer sexual relations with members of the same sex, members of the opposite sex, or both. It is morally right for people to act in accordance with their natures, whether heterosexual, homosexual, or anything in-between.
- Recently, homosexuality has been decriminalized in India. Thus, constitutional morality holds that homosexuality is moral.

- Homosexuality is normal because it is as natural as heterosexuality and bisexuality and thus are just modes of healthy sexuality.
- Immorality of homosexuality is attached by some due to its deviation from natural order of procreation.
- Further, homosexuality is also seen against established order of society where man-woman relation forms basis of family system.

Conclusion

In complex interface of human relations, sexual orientation per se is neither moral nor immoral where the relevant issue is whether, given a person's orientation, he approaches his choice in a rational, self-interested, rights-respecting manner rather than under the pressure of external forces.

6. In India's public policy discourse, examine the rationale behind putting more emphasis on behavioral nudging.

Introduction

The Economic Survey has advocated the use of the behavioral economics concept of 'nudge' to encourage desirable social and economic change in the country. The Survey recommends that the proposal to set up a behavioral economics unit in the NITI Aayog must be immediately activated.

Body

- Nudges are an outgrowth of the important field of behavioral economics, for which Richard Thaler won the 2017 Nobel Prize. Behavioral economists emphasize that humans beings are not computers, and most humans can use a little help. Sometimes people lack information. Sometimes people's emotions get the better of them. Good nudges can give people the help they need.
- The present world is seeing new ways to address serious social problems, ranging from public health to sex equality to tax compliance. Here nudges, which are relatively modest interventions that preserve freedom of choice but that steer people in particular directions, are seen to be increasing in importance. When the government provides people with health-related information, it nudges. A warning is a nudge. A reminder is a nudge. So is an emphasis on longstanding or emerging social norms.
- Behavioral Insights Teams, sometimes called Nudge Units, can now be found in many nations. Every day, their work is saving lives, reducing poverty, improving public health, reducing sex discrimination, and helping to clean up the environment.
- The appeal of nudge units lies in the fact that these interventions are cost-effective and do not require additional resources, but instead draw their power from a fundamental paradigm shift in the way policymakers view

human behavior. In India, where state intervention is vital, and the resource-starved state machinery faces numerous challenges in addressing the needs of the population, nudge units could help optimize the impact of public policies if used effectively.

- The economic survey rightly emphasizes that nudging and uses of behavioral economics are already playing a prominent and constructive role in India. For example, the Swachh Bharat Mission (SBM) has emphasized behavior change in addition to the construction of toilets. It has succeeded in part because it has provided information, made the use of toilets more attractive, appealed to people's emotions, emphasized new social norms, publicly celebrated Swachhata champions, and prominently connected the reform project to some of Gandhi's teachings about cleanliness.
- Another example is the Beti Bachao, Beti Padhao initiative, designed to address the decline in the child sex ratio and promote the empowerment of girls and women. A central goal has been to promote a social norm in favor of celebrating girls, rather than viewing them as a burden.
- For India, one of the most important areas for the use of behavioral economics involves public health, which could greatly benefit from a sustained focus on potential nudges. A great deal could be done to promote flu shot appointments and other vaccinations.
- Furthermore, the economic survey stressed the importance of understanding the social and cultural norms governing India. In a diverse country like India, an agile and adaptable network of nudge units across ministries and levels of government would be better placed to suggest nudges than a centralized body.
- An underlying assumption in nudge theory is that the citizen does not understand what is best for them and hence the government has the power to restrict individual freedoms to serve the greater common good. Public support can be mobilized for proposed changes through public consultation. This can prevent the implementation of nudge theory seeming like coercive state action.
- Nudge units place great importance in the power of out-thinking the irrationality presented by everyday human behaviors. However, it would be dangerous to assume that all negative actions can be accounted for and reduced by the power of a nudge; nudge theory can never be a panacea for everything that is wrong with society. Moreover, it cannot be a replacement for shoddily-designed public policies and can only be used to augment the impact of well thought out policies.
- Good nudges if they come from a doctor or a government can counter our biases. One thing the government can do is to give everyone clarity on what they should be eating if they want to avoid certain health risks. And if people want to eat differently from the nudge, they are free to do that. But the clear information overcomes the biases that lead them unwittingly to eat in an unhealthy way.

Conclusion

Behavioral economics is, however, not a panacea to policy making; its potential needs to be understood and put in perspective. Nudge policies cannot and should not supplant every incentive-based and mandate-based policy. However, the majority of public policy issues are amenable to incorporating nudges. Through a combination of an understanding of the Indian people and human behavior, nudge units could be a potent enabler of change.

7. Do you think aptitude for technology assimilation is a much needed attribute for a civil servant? Substantiate your views.

Introduction

For transforming the civil service, it is imperative to move to a strategic technological assimilation system, which would look at the individual as a vital resource to be valued, motivated, developed and enabled to achieve the government's mission and objectives. Within this transformational process, it is essential to match civil servants' aptitude with the job they have to do and bridge competency gaps for current and future roles.

Body

- The world is on the brink of a new, all-encompassing revolution moving at exponential speed. We are witnessing the emergence of innovative technological trends with applications as diverse as the technologies themselves. But the impact of the technological revolution on economies and society is not preordained and can be shaped by policies at the local, national and global levels.
- In this regard, technological assimilation aspect of civil servants becomes important due to their important role as executive in modern democracies and also due to the fact that technological evolution exists in a social context and not just as a business case.
- In the evolving technological context, artificial intelligence (AI) can be used effectively to reduce poverty, improve the lives of farmers and make the lives of the differently abled simpler. Civil servants aptitude towards AI assimilation in executive structures can help in greater efficiency of work.
- Similarly, block chain has potential applications to a wide range of issues – from cross-border data flows to the future provision of government services and natural resource management. This can help civil servants reduce property and other disputes, increase transparency and fight corruption, among other things.
- Further, technological outreach can help the civil servant in implementing structural reforms and promoting an entrepreneurial ecosystem through initiatives such as Startup India and the Atal Innovation Mission.
- Technology is a vehicle and not an end in itself which helps in providing a fast route to getting civil servants jobs done fast and cost-effectively. Fewer hours

are lost on menial tasks or prolonged duties. Civil servants can save time and work more productively and cohesively, even across cities, countries, and continents.

- At the same time, it is important to get the right complementary technological systems to align with one's needs. In this regard, the introduction of cloud computing is arguably the most beneficial technological addition to the civil service. It gives employees the ability to work from anywhere. This means there is more flexibility in civil servants' lives which goes a long way towards increasing job satisfaction.
- Technology assimilation can further be of use like helping to reduce the gender wage gap. Women can have children without sacrificing their career, allowing them to progress further in their lives both professionally and personally. In fact, both men and women can spend time with their families while working.
- Technology has also been a significant player in improving communication within the civil service. Training in the use of technology is essential in enforcing many small improvements that have substantial impacts.
- With increased training in technology, outdated practices are fading into the background. This allows civil servants to make the most of communication tools like email, video conferencing, instant messaging, and the sharing of information via the cloud. There's also an element of waste reduction with technology. It streamlines many processes that would have previously needed the excessive use of paper and ink.
- By improving the technology in the civil service, it becomes more appealing to younger workers. Graduates are expecting a technologically-advanced workplace. They have grown up in the digital age, often being completely unfamiliar with the way things used to be. This means they do their best work when given the technology they are proficient at using.

Conclusion

The Civil Service of the future will need people with a broader set of skills so that we can navigate this complex environment more effectively as we serve modern India. In line with the vision of 'New India'— we must seek to embrace technological change, grasping the opportunities it presents and fulfill the goals of civil services in India where technological assimilation would form an important component.

8. The supreme quality for leadership is unquestionably integrity. Do you agree? Substantiate your views.

Introduction

The above quote of Dwight Eisenhower hold true as integrity is one of the top attributes of a great leader. It is a concept of consistency of actions, values, methods, measures, principles, expectations and outcomes. It connotes a deep commitment to do the right thing for the right reason, regardless of the circumstances.

Body

- Leadership is a key coordination process that enables people to work together as a high-performing team to obtain the intended results. Integrity is a core ingredient of job performance in any area of competence, according to science. Leadership is no exception.
- Choosing the right, regardless of the consequence, is the hallmark of integrity. People who live with integrity are incorruptible and incapable of breaking the trust of those who have confided in them.
- Abraham Lincoln and Mahatma Gandhi were exemplary leaders who were famous for their integrity where both in times of crisis stuck to their values with Lincoln sticking to abolition of slavery and Gandhi towards non-violence.
- A leader who has integrity lives his or her values in relationships with coworkers, followers and stakeholders. Honesty and trust are central to integrity. Acting with honor and truthfulness are also basic tenets of a leader with integrity.
- Satyendra Dubey was an Indian Engineering Service (IES) officer who had to pay with his life for exposing the corruption involved in the Golden Quadrilateral highway construction project. He discovered blatant inconsistencies in the building of National Highway. This integrity towards the cause of corruption free administration by a civil servant immortalised his memory.
- Leaders who demonstrate integrity draw others to them because they are trustworthy and dependable. They are principled and you can count on them to behave in honorable ways even when no one is watching.
- Lal Bahadur Shastri is the best evidence of integrity being supreme quality of leadership. As railway minister, he took responsibility for a railway accident and resigned from his position as minister in Jawaharlal Nehru government.
- Integrity in day to day life by leaders helps in streamlining the work life and making it ethical and transparent.
 - For example, if the CEO of a company keeps employees up-to-date on the struggles the business was experiencing with clear and frequent communication at team meetings then the employees also start feeling confident in the turnaround plan they are following as they helped develop it and they trusted their CEO.
- Leaders need to highlight integrity and emphasize it at every turn. Leaders need to model and then actively, visibly, reinforce integrity for everyone in the organization – and this is true for top level leaders and leaders at every level of the organization.
- Leaders can develop and display integrity by being honest and treating people well. Also not exaggerating successes, and being quick to praise others' contributions helps further in making ethical environment.

Conclusion

Leadership starts it all because it is the leader who sets the tone of building integrity into the culture. Nothing creates cynicism among people faster than a leader who either violates or allows others to violate that trust. When integrity is lacking in leadership, organizations become political and slow-moving. With integrity as the cornerstone, a leader can achieve unimaginable victories thus cementing the supreme importance of Integrity.

9. Empathy is seeing with the eyes of another, listening with the ears of another and feeling with the heart of another. Elucidate.

Introduction

Empathy is the ability to be aware of, understand, and appreciate the feelings and thoughts of others. It is “tuning in” (being sensitive) to what, how, and why people feel and think the way they do. Being empathic means being able to “emotionally read” other people. The ability to empathize is directly dependent on one’s ability to feel one’s own feelings and identify them.

Body

- Empathy involves essentially putting yourself in someone else's position and feeling what they must be feeling. When you see another person suffering, you might be able to instantly envision yourself in the other person's place and feel sympathy for what they are going through.
- Empathetic people care about others and show interest in and concern for them. It is the ability to non-judgmentally put into words your understanding of the other person's perspective on the world, even if you do not agree with it, or even if you find that perspective ridiculous.
- Empathy facilitates prosocial or helping behaviors that come from within, rather than being forced, so that people behave in a more compassionate manner.
- Empathy stands in contrast to sympathy which is the ability to cognitively understand a person's point of view or experience, without the emotional overlay. It should also be distinguished from compassion, even though the terms are often used interchangeably. Compassion is an empathic understanding of a person's feelings plus a desire to act on that person's behalf.
- There are individual differences in empathy between individuals, and there are certain conditions in which empathy is blunted or altogether absent. Psychopaths are capable of empathic accuracy, or correctly inferring thoughts and feelings, but they have no experiential referent: a true psychopath does not feel empathy.
- There are also different types of empathy that a person may experience:
 - a) **Affective empathy** involves the ability to understand another person's emotions and respond appropriately. Such emotional understanding may

lead to someone feeling concerned for another person's well-being, or it may lead to feelings of personal distress.

- b) **Somatic empathy** involves having a sort of physical reaction in response to what someone else is experiencing. People sometimes physically experience what another person is feeling. When you see someone else feeling embarrassed, for example, you might start to blush or have an upset stomach.
- c) **Cognitive empathy** involves being able to understand another person's mental state and what they might be thinking in response to the situation.

There are a number of benefits of being able to experience empathy. Some of these include:

- Empathy allows people to build social connections with others. By understanding what people are thinking and feeling, people are able to respond appropriately in social situations.
- Empathizing with others helps you learn to regulate your own emotions. Emotional regulation is important in that it allows you to manage what you are feeling, even in times of great stress, without becoming overwhelmed.
- Empathy promotes helping behaviors. Not only are you more likely to engage in helpful behaviors when you feel empathy for other people; other people are also more likely to help you when they experience empathy.

Despite claims that empathy comes naturally, it takes arduous mental effort to get into another person's mind and then to respond with compassion rather than indifference. A few reasons why people sometimes lack empathy:

1. They fall victim to cognitive biases.
2. People tend to dehumanize victims.
3. People tend to blame victims.

Conclusion

While empathy might fail sometimes, most people are able to empathize with others in a variety of situations. This ability to see things from another person's perspective and sympathize with another's emotions plays an important role in our social lives. Empathy allows us to understand others and, quite often, compels us to take action to relieve another person's suffering.

10. Emotional Intelligence is the difference that makes the difference. Comment.

Introduction

Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also. The term was coined by two researchers – Peter Salovey and John Mayer in 1990 but got popular in 1996 from Dan Goleman's book

Body

- Emotional intelligence is an intangible force that influences our ability to navigate our behaviours and social complexities through communication and decision-making. Emotionally intelligent people are highly persuasive and articulate with their use of words.

"The emotional brain responds to an event more quickly than the thinking brain" - Daniel Goleman

Emotional intelligence consists of four attributes:

1. Self-awareness – Recognizing one's own emotions and how they affect our thoughts and behavior, knowing our strengths and weaknesses, and having self-confidence.
2. Self-management – Being able to control impulsive feelings and behaviors, manage our emotions in healthy ways, taking initiative, following through on commitments, and adapt to changing circumstances. Life-work balance is important
3. Social awareness – One can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.
4. Relationship management – Knowing how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

Furthermore, emotional intelligence is made up of above four core skill areas, with two primary competencies: personal competence and social competence.

- A. Personal competence consists of self-awareness and self-management of our emotions.
- B. Social competence concerns relationship management and social awareness for human communication and interactions with others.

- In the context of leadership, emotional intelligence could be the difference between good and great leadership. Leaders with high emotional intelligence have a strong self-awareness of their emotions to better communicate, influence and motivate others to take action.
- 90% of the top performers are high in emotional intelligence, with a higher average income per year and 20% of low performers were high in emotional intelligence. Emotional intelligence also accounted for up to 60% of the job performance for supervisors through CEO's.
- Importance of Emotional Intelligence in Civil Services-
 - a) **For Targeting Policies better:** Bureaucrats need to know emotions, moods and drives of persons at whom public policy is targeted for better acquaintance with the nature of problems in society and their possible solutions.

- b) **For motivating subordinates:** EI helps a person in comprehending emotions of others, thus an emotionally intelligent civil servant can motivate his/her subordinates towards a particular goal.
- c) **For Decision making:** EI helps in recognizing such emotions that are unrelated to any specific problem and not allowing them to be influential to the final result.
- d) **Better Communication:** An Emotionally Intelligent civil servant will be able to communicate policies better. Also, the person will be able to foster a healthy relationship with subordinates.

Conclusion

When it comes to happiness and success in life and work, emotional intelligence matters just as much as intellectual ability. Emotional intelligence helps people build stronger relationships, succeed at work, and achieve their career and personal goals, which makes it different from other aspects.

11. What is the meaning of Karma? From where does the Karma philosophy originate? Discuss.

Introduction

Karma is an important element of Indian philosophical tradition. It believes in the actions of women/men and tries to establish relations between actions and their results. According to it, a person reaps what she/he sows and thus asks people to act just. Destiny of a person is decided more by her/his actions than others.

Body

- Philosophically, Karma is the universal causal law by which good or bad actions determine the future modes of an individual's existence. Karma represents the ethical dimension of the process of rebirth (samsara), belief in which is generally shared among the religious traditions of India.
- The doctrine of karma thus directs adherents of Indian religions toward their common goal: release (moksha) from the cycle of birth and death. Karma thus serves two main functions within Indian moral philosophy: it provides the major motivation to live a moral life, and it serves as the primary explanation of the existence of evil.
- In life, the main aim of discharging our duty properly leads to peace of mind, harmony and ability to enjoy what we have, independent of all other objects of so-called pleasure which we do not have. Subordinate aims are wealth, position, rank, name and fame.
- For instance in a game of sports, the main benefit we get is that of getting physical fitness and the subordinate benefit can be winning. Even if we lose, the main benefit is not going waste. Both winner and loser get physical fitness.

- Karma simply means action. Every action has consequences. Conscious choice-making is the most effective way of creating future consequences of karma. Karma creates the future, but it is also an echo from the past.
- As per the infallible theory of karma, one will definitely have good results for good work done. But the moment one tries to be selfish and work only for money or position, it can lead to trouble. So the Bhagavad Gita's message is: '**Do your best always, do not be utterly selfish and have no ego**'. That indeed is the art of karma yoga.
- The idea of Karma first appears in the oldest Hindu text the Rigveda (before c. 1500 BCE) with a limited meaning of ritual action which it continues to hold in the early ritual dominant scriptures until its philosophical scope is extended in the later Upanishads (c.800 BCE – 300 BCE). The term gains a more philosophical weight when the consequences of actions are attached to it. Thus karma gains a moral or ethical dimension.
- In Hinduism, the theory of karma is more dominant in the Vedānta School. For some schools like Mīmāṃsā, the role of karma is almost negligible. Most traditions agree on three types of karma: prārabdha, saṃcita, and kriyamāṇa which mean karma to be experienced in this lifetime, latent karma which we have not yet reaped, and karma that will result in our future lives, respectively.
- In later Hindu traditions which are primarily theistic, the grace of God plays an important role in overriding the karmic implications or completely relieving one and thus leading to mokṣa.
- In Buddhism, essentially there is no soul. The unresolved karma manifest into a new form composed of five skandhas (constituent elements of a being) in one of the six realms of saṃsāra. The eventual nirvāṇa (salvation) comes through the annihilation of residual karma which means the ceasing of the alleged existence of being.
- The actions with intention (cetanā) carried out by the mind, body and speech and which are driven by ignorance, desire and hatred lead to implications that tie one down in saṃsāra. Following the eightfold path - the set of eight righteous ways of thinking and acting suggested by Buddha - one can attain nirvāṇa.
- In Jainism, karma is conceived as a subtle matter pervading the entire Universe in the form of particles. These extremely subtle particles cling to the soul obscuring its intrinsic pristine form. It is sometimes described as the contamination that infiltrates the soul and taints it with various colours.

Conclusion

Though the ordinary meaning of Karma is action, at a more comprehensive level it also connotes the motivation behind the action and the objective set of consequences following from it. Thus, the concept of Karma represents one of the prime themes in Indian philosophical speculations and social life where it definitely indicates the prevalence of the belief in a universal harmonious pattern.

12. The ultimate loyalty of public officials must be to the public interests of their country as expressed through democratic institutions of government. Elucidate.

Introduction

The Civil service was envisioned by Ambedkar and Sardar Patel in India as a permanent civil service entrusted with the responsibility of keeping the unity, integrity and Constitutional values intact where governance was considered as all about maintaining a balance between different interests and maximizing opportunities for public interest in the country.

Body

- According to Weber, a bureaucratic official is appointed to his or her position on the basis of merit and conduct, he exercises the authority delegated to him in accordance with impersonal rules, and his or her loyalty is enlisted on behalf of the faithful execution of his official duties.
- A public service whose members are appointed and promoted based on merit will be far less susceptible to corruption than one based predominantly on political and personal connections.
- In a meritocracy, staff advances on the basis of their performance and they owe their positions, at least in part, to the public they serve. Where positions have been obtained through powerful connections, the loyalty is to the connection, not to the institution to which the person has been appointed.
- An official must exercise his judgment and his skills, but his duty is to place these at the service of a higher authority, and therefore he is responsible only for the impartial execution of assigned tasks. Furthermore, he must sacrifice his or her personal judgment if it runs counter to his or her official duties.
- The public official has the duty to serve loyally the lawfully constituted national, local or regional authority, and he/she is expected to be honest, impartial and efficient and to perform his or her duties to the best of his or her ability with skill, fairness and understanding, having regard only for the public interest.
- The loyalty of the public service to its political masters is grounded on the obligation of the ministers in parliamentary democracies to be answerable and responsible to the legislature (ministerial responsibility to parliament). It is only by this means that the ministers, being representatives of the people of the nation, may hold the public service too accountable to the will of the people and public interest.
- It is then the fundamental ethical duty of the civil servants, in pluralistic parliamentary democracies, to subordinate themselves to political authority, to carry out all 'orders' from the 'top', as long as they are in **conformity with the law of the land**.
- It also needs to be emphasized that this does not amount to and cannot be taken to mean politicization of public services and, more specifically, does not give 'license' to the political masters to pass 'orders' contrary to law / rules / public interest, and expect the public servant to carry them out

blindly; because that would undermine the instrumental value of the executive branch of the government and administration.

- In fact, in the early years of India's independence, there were several IAS officers across the country who felt that the IAS was not a career in the usual sense but an instrument to bring in social transformation of the country.
- For example, in 1978, when the then Chief Minister of Andhra Pradesh, Shri Chenna Reddy, directed Shri S. R Sankaran, the Secretary of the Social Welfare Department, to not implement the Bonded Labor Abolition Act of 1976, the Secretary indicated his inability as he was duty bound to implement an Act passed by the Parliament. It is such adherence to the values, principles and laws that enabled the civil service to provide stability and bring in social reform even in very turbulent times like the Emergency.
- When Sardar Patel argued that there is no substitute to the civil servants in terms of loyalty and hard work, he did not at all imply loyalty to the political party but loyalty to the Constitution from where the civil service derives its powers and relevance.
- In the same vein, the public servants would have to show a spirit of 'neutrality' in their official capacity and dealings, as members of the administrative infrastructure of the State *vis-à-vis* partisan politics, and keep at bay their own personal preferences in the performance of their duties and responsibilities.
- The ultimate responsibility for the nature and shape of policy is that of the Minister and the political executive. They can overrule, amend, modify or approve the proposals. Public officials can at best reiterate the implications of 'bad policy', advise and try to convince, but cannot question the final decision. They have to carry out the policy to the best of their ability. This is due to the fact that the architecture of governance in India is based on a political executive that is elected by the people of the country and a permanent civil service that is expected to serve the duly elected government.

Conclusion

In rapidly changing society, there is a need of good public administration with the public servants who would help in assuring in ideals of 'New India' where public officials would empower common citizens through work emphasizing public interests in all their endeavors.

13. What are some of the most ethical concerns in government institutions? Explain with the help of suitable examples.

Introduction

Ethics are the rules that define moral conduct according to the ideology of a specific group. Moreover, ethics in public administration are important for good conduct based on the needs of a specific area, region or state. Ethics provide accountability

between the public and the administration. Adhering to a code of ethics ensures that the public receives what it needs in a fair manner while tackling the ethical concerns raised in the process. It also gives the administration guidelines for integrity in their operations.

Body

- For a public officials who try to function as a professional, the demands of law, his duty, impartiality, due process, provides a productive ground in which ethical concerns arise. Whistle blowers face this problem because their disclosure may institute a crime when the on-going misbehavior is severe.
- Ethical standards are not organized, so there are always chances that concerns arise and discrepancies always occur about appropriate behavior. It can be shown that an ethical concern arises in a situation when the choices or behavior is undesirable and presents harmful ethical consequences. Right or wrong is not clearly recognizable.
- Public bureaucrats are not just facilitators of public policy. They make decisions relating to the lives of citizens, for example, about taxes, survival and the dismissal of people. In doing so they exercise discretion. In other words, the promotion of general welfare depends on the use or exploitation of administrative discretion.
- When faced with alternatives the choice of the public official poses an ethical problem, the choice may be acceptable to only a small section of society. The problem is that the selection of one path of action from among several alternatives is often made on the basis of personal preference, political or other associations, or even personal embellishment, thus ignoring identified facts and thus the possibility of rational decision making. It could well be that all the prescribed rules, regulations and procedures are adhered to but that the discretionary choice may be regarded as unprincipled or even fraudulent.
- In government offices, another major ethical concern is the secret conduct of public business. This is especially so because confidentiality can provide an opportunity to cover up unethical behavior. Secrecy is an ally of corruption and corruption is always practiced in secret way. It is generally recognized that in a democracy, the people have a right to discern the working of the government and it would be in the interest of the public for the administration of public affairs to be conducted openly.
- It has been seen that government officials are so careless that there are cases of information leak. Official information is often a sensitive nature such a pending tax increases, rezoning land, cost-cutting of staff that disclosure of the information can lead to turmoil, corrupt practices or, for some individuals, improper financial gains. Leaking official information at a date prior to the public announcement thereof is a defilement of procedural prescriptions and can result in an ethical concern.
- Public officials have great responsibility to implement key public policies. They ought to be accountable for their official actions to their superiors, the courts and the public. It is however, possible for them to hide behind

prescribed procedures, the cloak of competence and even political office-bearers.

- Policy makers in government bodies are often challenged by conflicting responsibilities. They have definite loyalties to their bosses, but also to society. They have liberty to act on behalf and in the interest of others, but they must be answerable to others, their superiors and society for their actions. The official's obligation to respect the political process may conflict with his view on how the objects of policy making are treated. It can be understood that the dilemma of the public official is the clash between his opinion of the public interest and the requirements of law.

In this regard, the following measures can be considered to tackle ethical concerns in the government:

1. **Anticipating specific threats to ethics standards and integrity in the public sector** - attention needs to be paid to systemic threats that could weaken adherence to core public sector ethics values, and commitment to good governance, and to preparing the necessary political and management responses.
2. **Strengthening the ethical competence of civil servants, and strengthening mechanisms to support "professional ethics"** - new techniques need to be undertaken to institutionalize ethically competent decision making, disinterested advice to Government, and, ultimately, an 'ethical culture' which supports professional responsibility, self-discipline, and support for the rule of law.
3. **Developing administrative practices and processes which promote ethical values and integrity** - new and proposed proethics laws require effective implementation through, for example, effective performance management techniques which support the entrenchment of the ethical values set out in Civil Service Codes of Ethics.

Conclusion

Successful ethics management generally requires a balanced package that combines elements of compliance as well as integrity-based approaches and their adaptation to the cultural, political and administrative traditions of the particular region. Adopting new laws including code of conduct by itself does not go very far without implementing the spirit and the word as well as political will which overall help in tackling ethical concerns in the government institutions.

14. With the help of suitable examples illustrate the manner in which laws, rules and regulations act as sources of ethical guidance.

Introduction

The individual in society achieves his quantum and standards of morality and ethics from two sources—from within himself and from without. While that which arises

from within may be the more valid, yet from its nature it is weaker and less influential in each individual case than the standards and the influence and knowledge thereof that he receives from external sources.

Body

“The law is an ordinance of reason for the common good, promulgated by him who has care for society.”

- St. Thomas Aquinas

- Law is considered as a set of declared principles intended to secure justice for the individual and to promote peace and provide for the general welfare of the community. Laws are written in specific code so that they can be interpreted as required.
- Rules are made by firms and individuals. Rules are codes of conduct that are designed for specific situations, similar to customs but have immense importance because there is usually a punishment related with them.
- A regulation is a legal standard that has intention to shape conduct that is a by-product of imperfection. A regulation may be used to recommend or ban conduct, to standardize incentives or to change preferences.
- The laws and rules ensure that each individual must follow a set of guidelines and if/she ends up breaking any of those rules they must accept the consequences no matter their social standing or position. The laws and rules used to retain smooth and efficient functioning of the society.
- Regulation are of various types such as legal restrictions promulgated by a government authority, contractual obligations that bind many parties. Regulations are generally set by the executive for smooth functioning of the laws.
- Rules are also enforced by the person that is making the rule. For example, rules created in a household are enforced by the parent that created the rules.
- Similarly, rules established in a classroom are enforced by the teacher or the school administration. Rules enacted inside the household differ from the rules enacted inside the classroom. This is because rules are more detailed guidelines and must be changed depending on the situation.
- These measures help shape the individual and societal morality and consequently ethics towards such a scenario. For example, Japan and most of the East Asian nations have laws and regulations towards respecting traditional aspects in society which makes the persons and society having such an ethical outlook.
- Many people often believe that rules that are established in childhood helps a person to understand laws that are created by the government and also makes him follow the laws strictly.
- The constitution of any country becomes an essential source of ethical guidance for its citizens as it shapes the general ethical outlook expected of its citizens. Indian constitution is such an ethical guide for treating people equally without discrimination.

- For people who work in government and nonprofit organizations, duty has a special importance. They must serve the public, fulfill the expectations of public office, and be trustees of public resources. These are the actions required by their occupation or role independent of but reinforced by other ethical considerations. The ethics of public administrators begins with and is grounded in duty.
- Corporate Social Responsibility (CSR) is one of the laws which plays a positive role in developing a philanthropic ethic in people where the corporate world is defined by the pursuit of money.

Laws can also affect ethics in people's opposition to it. If proper conditions are absent, citizens need not obey a particular civil law. This is the argument favoring civil disobedience, which was propounded by Mahatma Gandhi in India during India's struggle for independence. Such a movement shaped the larger ethics of society during that period.

Conclusion

Neither the external nor internal sources can alone provide a perfect solution for ethical conduct in a society where a combination of multiple factors become the sources of ethical guidance which should be further studied and focused upon.

15. With the help of suitable examples, discuss the various components of ethical Governance.

Introduction

Ethics is grounded in the notion of responsibility and accountability. In democracy, every holder of public office is accountable ultimately to the people. Ethics provides the basis for the creation of such laws and rules. Our legal system emanates from a shared vision of what is good and just which forms the basis of ethical governance in India.

Body

- Ethical governance denotes administrative measures, procedures and policies that fulfill criteria required for the ethically good or acceptable handling of public affairs, such as in public administration, public health care, education, and social security.
- In the context of public administration, ethically good or acceptable behavior is often defined in terms of justice, fairness, equality, and integrity. Thus, ethical governance is a normative expression and not a purely descriptive one.
- The minimalist concept of ethical governance states absolute prohibitions that public authorities and civil servants are forbidden to violate in all circumstances. They include prohibitions of all forms of corruption (e.g.,

bribery, graft, and nepotism), extortion and coercion, deception, theft, and discrimination.

- The maximal concept of ethical governance additionally invokes positive commands, such as 'Be fair and impartial', 'Safeguard the well-being of citizens', and 'Take good care of the administrative tasks entrusted to you'.
- The trusteeship relationship between the public and the officials requires that the authority entrusted to the officials be exercised in the best interest of the people or in 'public interest'.

Some of the components of ethical governance are:

1. **Accountability** - Decision-makers in government, the private sector and civil society organizations should be accountable to the public as well as to institutional stakeholders. This accountability differs depending on the organization and whether the decision is internal or external to an organization. For example, Citizen Charter is one of the ways through which ethical governance can be upheld.
2. **Transparency** - Transparency in governance basically means people should be able to access public information when they want it. They should be able to know what public officials are doing and how the policies are being implemented. Citizens demand greater transparency from governments and require information on who, why and how of decision making. For example, Right to Information is the foremost tool to maintain transparency.
3. **Rule of Law** - The rule of law primarily means that everything must be done according to law. Applied to the powers of government, this requires that every government authority which does some act which would otherwise be a wrong or which infringes on a man's liberty, must be able to justify its action as authorized by Law and in nearly every case this will mean authorized directly or indirectly by legal provisions. For example, following the letter and spirit of law during riot situations.
4. **Citizen's Participation** - Citizen's Participation in governance is fundamental to democracy as the ultimate power vests with the people. Interaction is one important aspect in governance. There are complex ways in which public, private and social organizations interact and learn from one another. It is also the manner in which citizens contribute to the ethical governance system, directly and indirectly through their collective participation in civil, public and corporate institution. For example, Social audit is one of the prime examples of Citizens participation.

The role of civil society institutions in ethical infrastructure of public life is very often compared with the position of the watchdogs on the behavior of public officials. Their effectiveness is determined by the level of public criticism of government tolerated in the particular society and the position of free and independent media as an important factor of exposing corruption and other unethical actions.

Conclusion

Ethical governance is a continuing focus, starting with the administration and extending to all citizens. With transparency and unwavering ethics, people will seek to earn the trust of those they partner with, forge lasting service relationships and strengthen business over the long term.

16. Recently, Iran shot down a Ukrainian plane accidentally. Who would you hold Accountable for this terrible catastrophe and why? Substantiate.

Introduction

Just a few hours after Iran launched an attack against US bases in Iraq in **retaliation** for the US killing of Qassem Soleimani, a Boeing passenger jet bound for Ukraine crashed shortly after it took off from Tehran. All 176 people on board were killed. Iran originally claimed the crash was not caused by any military action. However, later, Iranian officials admitted the plane was shot down which has raised the **global calls for accountability** for this terrible loss of life.

Body

- Iranian officials called the act the **result of human error**, and President Hassan Rouhani apologized in a statement on social media. The **military apologised for downing the plane**, saying it would upgrade its systems to prevent such "mistakes" in the future. It added that those responsible would be held accountable and prosecuted.
- While the **resignation of officials** are seen as a "weakness" in Iran, such a measure would demonstrate "**accountability**" at a time when public trust has been badly shaken due to the attempts to mislead Iranians and the international community.
- **Earlier**, after the plane was shot down, despite the statements by the US and Canada as well as the media's release of the video — **Iran continued to deny that a missile felled the plane**. States have been historically reluctant to take responsibility for attacks on civilian planes.
- An act of such dishonesty has led to **many calls for prosecution of Iranian officials** especially the revolutionary guards, who are responsible for this attack. People of different nationalities have been killed in this disaster which brings in the question of international diplomacy and ethics involved in it.
- As a rule, **all modern states tend to be secretive**. Classifying even the most mundane information as "secret" is second nature to the bureaucratic state. States lie and cheat and justify all in the name of a higher purpose: *raison d'état* (national interest).
- But **democratic systems have produced a measure of transparency** that curbs lying and corruption. The constitution of the Islamic Republic of Iran does the opposite. It is a unique blend of theocracy and democracy - and it is uniquely bad when it comes to transparency. This makes a mockery of the separation of powers that is in the letter of the Iranian Constitution. Article 77 of the Iranian Constitution also forbids secret diplomacy.

- Further, analysts have questioned the **decision not to close Tehran's airspace** in the days after the escalation with USA over killing of an Iranian general. Closing airspace entails serious financial losses, fines and forfeits, therefore a cynical approach prevailed in Iran. This certainly should be acted upon in the measures towards pinning accountability for the accident.
- Just hours before the incident, Iran had launched long-range ballistic missiles into Iraq toward bases hosting U.S. personnel. In such a situation, usually Iranian **air defense systems would be on high alert**. Shortly after the crash, images began circulating on social media purporting to show remnants from a missile fired by a Russian-manufactured SA-15 air defense system near the site of the crash. Iran's air defense is equipped with the SA-15 system
- The **international nature of that tangle of weapons systems and security interests**—a Russian air defense system, a Ukrainian airliner, tensions with the United States—complicates the efforts at investigating the crash. Under international aviation rules, authorities in the country where the crash took place have the authority to lead a crash investigation. Countries representing the owner of a crashed aircraft, its manufacturer, and the victims may also participate in the investigation.
- The US did not retaliate the night of the ballistic missile strikes on Iraqi bases housing US troops. However, that has not stopped Iranian officials who sought to try to **blame "US adventurism"** for Iran shooting down the airplane.
- The more recent shutdown of **Malaysia Airlines Flight 17** shows that **international law is still ill equipped** to handle states that refuse to take responsibility for their own actions.
- After the Dutch investigation in this regard, the International Civil Aviation Organization adopted new rules for how civil aircraft operate in or near conflict zones. Those **new rules hold the state responsible for safety in airspace it controls**, which includes ensuring that lines of communication between aircraft and local military assets is functional and communicating risks to airlines and airports.

Conclusion

Thus, it can be seen that **Iran stands responsible** for the gruesome attack on civilian aircraft **as per the established international rules** and regulations which entails collective efforts of countries involved to **bring the victims to justice** while also considering the nature of 'human error' involved as well as broader accountability of people involved.

17. Corporate governance is driven by motives. Do you agree? Can ethics fit into corporate governance? Examine.

Introduction

Corporate governance is the **system of rules, practices, and processes by which a firm is directed and controlled**. Corporate governance essentially involves balancing the interests of a company's many stakeholders, such as shareholders, senior management executives, customers, suppliers, financiers, the government, and the community.

Body

- Corporate governance is concerned with holding the **balance between economic and social goals** and between individual and communal goals. The governance framework is there to encourage the efficient use of resources and equally to require accountability for the stewardship of those resources. The aim is to align as nearly as possible the interests of individuals, corporations and society.
- Most companies strive to have a high level of corporate governance. For many shareholders, it is not enough for a company to merely be profitable; it also needs to demonstrate good corporate citizenship through environmental awareness, ethical behavior, and sound corporate governance practices. Good corporate governance creates a transparent set of rules and controls in which shareholders, directors, and officers have aligned incentives.
- **Bad corporate governance** can cast doubt on a company's reliability, integrity or obligation to shareholders—all of which can have implications on the firm's financial health. Tolerance or support of illegal activities can create scandals like the one that rocked Volkswagen AG starting in September 2015.
- The development of the details of "**Dieseldgate**" (as the affair came to be known) revealed that for years, the automaker had deliberately and systematically rigged engine emission equipment in its cars in order to manipulate pollution test results, in America and Europe. Volkswagen saw its stock shed nearly half its value in the days following the start of the scandal, and its global sales in the first full month following the news fell 4.5%.
- While the drive for good corporate governance is generally associated with publicly listed companies, the governance benefits to non-listed companies are less often talked about – in many countries, national codes of corporate governance set out practices and standards that are desirable but not mandatory for non-listed companies.
- Revolution in information technology facilitated companies to adopt new changes in the field of communication for improving corporate performance. Growth is another driving force for corporate governance.

Corporate governance is out-and-out a **matter of ethics**. It is about who is responsible to whom, and for what, and under what conditions. The **balance** of pursuing market opportunities while **maintaining accountability** and **ethical integrity** has proved a defining challenge for business enterprise since the arrival of the joint-stock company in the early years of industrialism.

- Business ethics is the application of general ethical principles to business dilemmas and encompasses a broader range of issues and concerns than laws do, as everything that is legal is not ethical. Ethics involves learning what is right or wrong, and then doing the right thing -- but "the right thing" is not nearly as straightforward.
- Although the **law can guide ethical behaviour**, ethicists are quick to point out that the law should be thought of as the bare minimum of an ethical framework. Complying with the law and behaving ethically are not necessarily synonymous.
- The overall objective should be pluralist in the sense that companies should be run in a way which maximizes overall competitiveness and wealth and welfare for all. But the means which company law deploys for achieving this objective must be to take account of the realities and dynamics which operate in practice in the running of a commercial enterprise.
- It should not be done at the expense of turning company directors from business decision-makers into moral, political or economic arbiters, but by harnessing focused, comprehensive, competitive decision-making within robust, objective professional standards and flexible, but pertinent accountability.
- Moral liability occurs when corporations violate stakeholder expectations of ethical behaviour in ways that put business value at risk thus endangering the entire corporate structure towards malpractices.

Conclusion

The effectiveness of the Corporate Governance has become a **global concern**. Mainly after many corporate collapse (e.g. Enron, Boeing etc.), fraud cases (e.g. Lehman Brothers), shareholder suits or questionable strategic decisions are drawing attention to the top level decision-making body of the corporation and the board of directors, necessitating the need for ethical considerations where in Indian context, **Uday Kotak committee** recommendations can form guidelines for better ethical corporate governance.

18. Do you think the salaries of civil servants should be increased to reduce corruption? Critically comment.

Introduction

"Administration, of which civil servants are a part of, is meant to achieve something and not to exist in some kind of an ivory tower following certain rules of procedure and Narcissus-like looking on itself with complete satisfaction. The test after all, is a human being and their welfare."

– PANDIT JAWAHARLAL NEHRU

Body

- In 2014, former director of the Global Indicators Group at the **World Bank**, posited **six strategies to combat corruption** in administration where **increasing the pay of civil servants was the first strategy**. Others included creating transparency and openness in government spending, cut red tape, etc.
- Salary increases can be used by governments to **compensate for hardship jobs or increased workloads**. The extent to which salary increases can be used as an anti-corruption strategy must be seen in the context of how salaries can reduce or increase incentives for corruption.
- There is a **broad consensus** that low salaries for civil servants in developing countries can create incentives for corruption. Scholars point to the **negative relationship** between the level of civil service salaries and incidences of corruption, contending that poorly paid civil servants are more vulnerable to illicit rent seeking.
- The perception of failure to receive adequate remuneration may also reduce the **moral costs of corruption**. In other words, public officials might find it less unacceptable – thus more tolerable – to accept bribes if they are poorly paid. Similarly, it has been argued that there is greater public tolerance for corrupt practices when civil servants are underpaid.
- Due to **perceptions of unfair payment**, lower compensation level in the public sector as compared to that of the private one is reckoned as a **key factor in the spread of corruption**. There is also the risk that higher pay in the private sector may lead to a brain drain in the public sector as staff are drawn towards better-paying positions.
- It has also been argued that low salaries in the public service attract only incompetent or even dishonest applicants, which results in an inefficient and nontransparent corrupt administration
- Other than alleviating the ‘need’ for corruption, a main argument in favour of raising salaries to reduce corruption is the so-called “efficiency wage” argument, which maintains that higher salaries raise the stakes of engaging in corruption. In other words, higher salaries make it more costly to engage in corruption due to the fear of losing a well-paid job. Similarly, the “fair wage model” contends that officials engage in corruption only when they see themselves as not receiving a “fair” income, a perception that could be eliminated through higher salaries

But recently, there has been an emerging consensus that increasing salary may not be sufficient for reducing corruption, in the absence of effective controls and management of staff and resources. Here, higher wages alone are unlikely to lead to a reduction in corruption. It is assumed that other factors than underpayment are either more important or necessary for underpaid officials to resort to corruption.

- Moreover, most studies agree that increasing salaries without establishing effective control and monitoring systems as well as enforcement of appropriate sanctions is unlikely to have an effect on corruption.
- Impact of salary raises on corruption is contingent on other necessary conditions in human resource management, on both the micro-level and the macro level.

- This includes integrity enhancement in personnel recruitment, training, appraisal and promotion, as well as strengthening accountability, transparency and equal opportunities in public personnel management.
- In the above World Bank report, the author himself argues that “an approach that focuses solely on changing the rules and the incentives, accompanied by appropriately harsh punishment for violation of the rules, is likely to be far more effective if it is also supported by efforts to buttress the moral and ethical foundation of human behaviour.”
- In fact, there is considerable evidence to suggest that corruption or corrupt behaviour is more a state of mind than anything else. A 2010 study in Ghana is a case in point where in a bid to reduce endemic corruption on its highways, decided to double the wages of its traffic policemen which was later seen as ineffective.
- In the Indian context, it would be wrong to conclude that better pay would reduce corruption. Instead of knee-jerk responses like pointing to pay disparities or ownership, the government needs to urgently tighten scrutiny and oversight mechanisms in administration to prevent future corruption scandals.
- Recent instances prove that the canker of corruption has blighted the higher echelons of the civil service. While punitive action and speedier sanctions to investigating agencies will increase deterrence, bureaucrats must learn to stand up to unethical pressure from political masters.
- The Prevention of Corruption Act (PCA), 1988 and its subsequent amendments have had only a marginal impact.

Conclusion

The fight against corruption in public service is extremely problem-ridden, because the canker has spread to the higher echelons of the civil service. Political will combined with greater courage on the part of senior officials to stand up to unethical pressure from above can do a lot to stem the rot. Public vigilance coupled with media support will also help greatly.

19. How does lack of probity affect the public services? Illustrate with the help of suitable examples.

Introduction

Probity in governance is an essential and vital requirement for an efficient and effective system of governance and for socio-economic development. An important requisite for ensuring probity in governance is the absence of corruption. The other requirements are effective laws, rules and regulations governing every aspect of public life and, more important, an effective and fair implementation of those laws, etc.

Body

- The dictionary meaning of probity is integrity and honesty and hence by extension, an adherence to integrity and honesty should be the key to ending corruption. Probity in public life entails more than simply avoiding corrupt practices but also actively promoting certain values in public service such as accountability, impartiality, transparency and the rule of law.
- To bring about probity in public life one would have to ensure adherence to not only certain ethical norms but also pay due attention to proper conduct and also streamline processes. There are several objectives of probity of governance that are mentioned below:
 - To ensure accountability in governance;
 - To maintain integrity in public services;
 - To ensure compliance with processes;
 - To preserve public confidence in Government processes;
 - To avoid the potential for misconduct, fraud and corruption.
- There is no dispute that the twin principles of integrity and probity in public life are the bare minimum that society expects from those in positions of public office, yet these have to be based on well thought out processes and practices. The absence of probity in public life increases the gap between the 'haves' and the 'have nots' and also promote counter violence by disadvantaged groups.
- Unfortunately, there is mounting documented evidence by credible organizations such as Transparency International that those in power often tend to misuse their power for narrow partisan reasons and thereby inflict immense and at times, irreparable, damage to society and their systems. This trend necessitates the recourse to legislative and legal routes to prevent and punish such kind of dangerous trends.
- Corruption is an abuse of public resources or position in public life for private gain. Political corruption which is sometimes inseparable from bureaucratic corruption tends to be more widespread in authoritarian regimes where the public opinion and the Press are unable to denounce corruption. The paradox of India, however, is that in spite of a vigilant press and public opinion, the level of corruption is exceptionally high.
- India is rated at 78 out of 180 countries in the corruption perception index prepared by a non-governmental organisation, Transparency International. Corruption today poses a danger not only to the quality of governance but is threatening the very foundations of our society and the State. For example, Corruption in defence purchases, in other purchases and contracts tend to undermine the very security of the State.
- Further, lack of probity in the Public Distribution System (PDS) and the welfare schemes for the poor including Scheduled Castes (SCs) and Scheduled Tribes (STs) affects the public service delivery. It is well-known that a substantial portion of grain, sugar and kerosene oil meant for PDS goes into black-market and that hardly 16% of the funds meant for STs and SCs reach them. This leads to growth of disenchantment with the system.
- Public procurement or government procurement is an important activity for all countries. In India, estimates of public procurement vary between 20% of

GDP2 to 30% of GDP. While the existence of a strong legislation is a necessary means to ensure probity in public procurement, legislation alone cannot address the deviations that occur at a practical and grassroots level.

Conclusion

India is a country that has Satyam Eva Jayate or 'Truth Always Triumphs' as its national motto where probity becomes the vital feature of governance which facilitates government to act ethically and perform its duty. Therefore it is imperative for government to follow rules and adopt policies of impartiality, transparency to gain confidence of the populace.

20. The currency of leadership is transparency. Do you agree? Substantiate.

Introduction

On today's global stage, transparency, accountability and sustainability are becoming the **most important factors in leadership** where transparency has been termed as currency of leadership with **present digital age** further increasing the need to be transparent in one's professional field. Nolan Committee's seven principles of public life also includes openness as one of the principles.

Body

- The leadership fundamentals of trust and transparency are probably the most important fundamentals of leadership that stands between ordinary results and extraordinary results. **Transparency starts with opening up the lines of communication and sharing.** Offering and receiving information leads to increased mutual trust.
- Transparent leaders allow their direct reports to give them feedback and respond soon by making adjustments where needed according to the feedback. In fact, they'll make sure the people know and thank them for their feedback. For example, Rahul Dravid's captaincy of Indian cricket team is remembered for its transparent functioning which continued in the future.
- Transparent leaders show **respect for everyone**, always. Being personable, approachable, and respectful promotes the reciprocation of the same and establishes a trust connection. For example, in administration in traditional society like India, a younger senior official respecting a subordinate, who is elder, goes a long way ensuring transparency.
- The digital age has allowed people to learn more about their leaders. As such, **social media** has suddenly given people the permission to enter a leader's personal space; a place they were previously prohibited from entering. The digital age has changed the levels of transparency that we expect from people too.
- Employees want to work for leaders who are **authentic and transparent** -- who openly seek new solutions and ideas. However, many leaders struggle

with consistency in this area. Trust takes commitment. Embracing transparency requires leaders to openly share both good and bad news. For example, Gandhiji led India's struggle for Independence in a transparent manner sharing both good and bad news while being a leader.

- Also, it isn't enough to just be consistently truthful. Transparent leaders also **communicate well** and often. They are often visible throughout the organization, and are approachable and personable. For example, the present Prime Minister of India, Shri Narendra Modi, is seen as displaying this quality of leadership where he is visible and approachable through programs like Mann ki Baat, etc.
- The need for transparency in present society is at an all-time high. People want access to leader's facial expressions, eye contact and body language to gauge their intentions. **People want to evaluate** whether someone is acting or being genuine. People want leaders who can deliver balance between knowledge (the head) and wisdom (the heart).
- In the modern world, the **scientist has sway**, not because of the white lab coat and letters after his (or her) name, but **by virtue of the inbuilt transparency of science**; the scientist presents his/her theory, produces evidence to that effect and references studies to support his/her findings, so manifesting his/her authority through transparency, and the same could be said of effective leadership.
- Conversely, **a lack of transparency will produce distrust and insecurity within people** and will, over time, negatively affect how attractive one's leadership qualities are.
- In this era of transparency, despite being subject to increased scrutiny and regulation, leaders can effect change that would otherwise prove difficult. It's no longer possible for leadership just to bury a problem, as the experienced leader knows, issues must be dealt with head on in a straightforward way.

Conclusion

The importance of transparency can be seen from Thomas Jefferson's quote, where he remarked that he'd rather have a free press without a government than a government without a free press. In a rapidly changing world, transparency matters. During times of turmoil, people want to know what is happening and how they are going to be impacted. So they want and need honest, candid, clear and detailed information from the people they look up to.

21. How does lack of accountability affect the public services? Illustrate with the help of suitable examples.

Introduction

It is widely recognized that governance in India today faces a **serious crisis of accountability**. The very fact that despite significant economic growth, and substantial increases in social sector expenditures, India continues to perform far

worse than countries much poorer than her on key development parameters is an indicator of just how deep the problem of accountability is. **Accountability failures** have meant that absenteeism, incompetence, inefficiency and corruption characterize every core service that the state is obliged to deliver to its citizens.

Body

- Accountability can broadly be defined as the **obligation of those holding power to take responsibility and be held answerable** for their behavior and actions. This obligation might stem out of a **moral-ethical need** to account for one's behavior, or out of a legal requirement.
- In India, mechanisms for **ensuring external accountability** of policy makers are extremely **limited**. Emanating in part as a consequence of its colonial legacy which necessitated an opaque administration that was distanced from its people - administrative or civil service accountability in India has always been internal.
- External accountability is conceptualized in the narrow framework of elections and demanded specifically of elected representatives. In this framework, **civil service accountability** to the people is at best 'indirect' through accountability to the political class. This notion has two problems worth highlighting -
 - First, it erodes accountability of the civil services for policy related decisions and relevant outcomes.
 - Moreover, the hierarchical nature of the bureaucracy which privileges a top down approach to policy making.
- The failure of Parliament to enforce governmental compliance with audit findings has led to ineffectiveness. Parliamentary procedure requires that all audit reports be tabled in parliament. The **Public Accounts Committee (PAC)** scrutinizes these reports and recommends action to be taken. In practice, the PAC has failed to ensure enforcement. The figures show that more than 1/3rd are yet to be responded to.
- Further, with regard to the **public health care system**, the central feature of the current public health care system is a network of primary health care centers (PHC) and sub centers where vacancies, absenteeism, incompetence and corruption show the failure to monitor performance and enforce sanctions. All doctors appointed to PHCs are hired, paid, monitored and therefore accountable only to state governments.
- The **rising impunity** by those in public service who are expected to safeguard our resources and provide services with utmost humility, accountability and integrity has eroded public confidence. The growing anxiety is fueled by pervasive mega corruption and apparent indifference by those elected to rule over people. Corruption exists in every society but in varying degrees. For example, the Adarsh housing scam in India.
- The **electoral process** is an exercise in vertical accountability that citizens can exercise when their elected leaders failed the accountability test. Public servants are accountable to those elected to represent the citizens. Where

both the public servants and elected representatives are not accountable, the result is impunity. Failure of effectiveness of electoral process leads to this.

- While **strong accountability** is not a panacea for solving the numerous challenges that government faces in a complex environment, it **can improve government**. It generates incentives for responsible individuals to act in the interests of the public. Sometimes this means that 'heads must roll' following a major failure; but a healthy system of accountability also promotes improvements in how government works. This should include:
 - proportionate rewards for good performance
 - proportionate sanctions for failure
 - a greater degree of learning than the current system contains
 - Support for responsible individuals to develop, so that they are able to innovate and take appropriate risks.

Conclusion

There is little doubt the civil service accountability to the people is both desirable and necessary. Ensuring this accountability is arguably one of the greatest challenges that confront India's civil services. For accountability to take root, **incentives need to be built in to the system**. To be sure, greater transparency and resultant public scrutiny do create incentives for better performance.

22. Examine the significance of gender pay parity in the work ethic of an organization.

Introduction

Concern about the gender gap in employee compensation is an important social and business issue. Effective corporate social responsibility requires fair treatment of all employees, regardless of gender. The gender wage gap is real—and hurts women across the board by suppressing their earnings and making it harder to balance work and family.

Body

- Gender inequality is when men and women are treated differently because of their gender. In the workplace, this generally means men earn more money, have more career opportunities, and retain higher job titles than women. However, gender inequality can also refer to employers passing over men in favor of women.
- The gender pay gap is driven at least in part by the cumulative impact of many instances over the course of women's lives when they are treated differently than their male peers. At a time when parental influence is key, parents are often more likely to expect their sons rather than their daughters, to work in science, technology, engineering, or mathematics

(STEM) fields, even when their daughters perform at the same level in mathematics (OECD 2015).

- Further, the long hours required by the highest-paid occupations can make it difficult for women to succeed, since women tend to shoulder the majority of family caretaking duties. Many professions dominated by women are low paid, and professions that have become female-dominated have become lower paid.
- According to a recent study, if 30% of a company's leaders are women, its net margin will be six percentage points higher than a firm with no women in their executive ranks.
- The equal pay provisions aim to address situations where women are being paid less than men, even though they are carrying out equal work. Paying women less than men is not only unfair, it also has far-reaching implications for society by contributing to the gender pay gap, women's lower pension contributions and their higher incidence of relative poverty in later life.
- Pay systems that are transparent and reward the entire workforce fairly send a positive message about an organization's values and ways of working. Pay is one of the key factors affecting motivation and relationships at work. So it's important to develop pay arrangements that are not only right for organisation, but reward all employees fairly by providing equal pay for equal work.
- Fair and non-discriminatory pay systems are a legal requirement and good management practice. By tackling unequal pay one can increase efficiency and productivity, as it will help to attract the best employees, reduce staff turnover, increase commitment and reduce absenteeism.
- Equal pay is also a key part of an organisation's corporate social responsibility. This is increasingly important for many stakeholders, including shareholders, the people one does business with and customers.
- Gender pay can also be ensured through measures like offering more paternity leave, year-round schooling, flexible scheduling, etc.

Conclusion

It's important for everyone in an organization to play a role in gender aspects, because gender parity can't be achieved overnight. It won't work if one just focuses on women at the top. It needs to be ensured that all women have access to the training, experiences and opportunities so that they advance at every stage of their career.

23. How does work culture in a political democracy differ from that of an authoritarian regime. Examine.

Introduction

Work culture (aka corporate culture or company culture) consists of the values, norms, and behavior of the people working within an organization and the meaning

they attach to their actions and beliefs. Desirable work culture includes shared institutional values, priorities, rewards and other practices fostering inclusion, which are also influenced by the political system of the country.

Body

- Work culture plays an important role in extracting the best out of employees and making them stick to the organization for a longer duration. The organization must offer a positive ambience to the employees for them to concentrate on their work rather than interfering in each other's work.
- It is the work culture which decides the way employees interact with each other and how an organization functions. In layman's language work culture refers to the mentality of the employees which further decides the ambience of the organization.
- **Each employee should be treated as one** - Partiality leads to demotivated employees and eventually an unhealthy work culture. Employees should be judged only by their work and nothing else. This is possible in a democracy but highly unlikely in an authoritarian regime.
- **Organization must have employee friendly policies and practical guidelines** - Rules and regulations should be made to benefit the employees. Employees must maintain the decorum of the organization. Discipline is important at the workplace. Such a phenomenon is forcefully accomplished in an authoritarian regime while democratic system would focus on employee welfare.
 - For example, China has had a work culture of long hours, often referred to as 996 — slogging from 9 am to 9 pm, six days a week.
- **Encourage discussions at the workplace** - Employees discuss issues among themselves to reach better conclusions. Each one should have the liberty to express his views. Transparency is essential at all levels for better relationships among employees and a healthy work culture. Here again, a democratic system would enable such an environment but authoritarian regime would curb individual freedom.
- Mechanisms of control, the number and potency of supervisory elements that regulate an administrative action are way more in an authoritarian regime while democratic polity enables a minimal regulatory oversight.
- Recognition of merit, the extent to which merit would be rewarded or nonperformance would be tolerated. This factor is more probable to be encouraged in democratic systems where merit and open competition are fostered while an authoritarian regime would ensure progress of elements which are favorable to its survival.
- At the same time, an authoritarian regime would ensure its service motive and social ethos which helps in creating a socially just society, which also depends upon the ideology of the regime. Social justice, at times, tends to take a backseat in case of democratic systems, in terms of their work culture.
- Also, in an increasingly competitive world economy, work cultures even in democratic systems are seen to be exploitative of workers in guise of efficiency. For example, Gaming industry in United States of America. While

an authoritarian regime with communist leanings may at least ensure non exploitation of workers.

Conclusion

A happy worker is a vital asset to an organization. He/she not only works efficiently he/she also motivates and therefore get the best of his/her colleagues. Further, both political system and the organization's work culture have a direct correlation. Both influence the ethical framework of people and are relevant to the social fabric of any society.

24. Do you think customer satisfaction is hardly a priority for public sector organisations like banks, electricity boards, airlines etc? If so, why? Do you think financial bailouts of public sector organisations should be stopped? Critically comment.

Introduction

The **liberalization of the Indian economy** in 1991 set off a chain of paradigmatic changes in most sectors where **growth of private participation** was seen along with the presence of public organisations. In this environment, every metric saw competition for outperforming the other, including customer satisfaction, which in the **digital age** becomes all the more important.

Body

- In the private sector, customer experience has become a core metric of performance in the past decade while public sector organisations around the world are waking up to the implications.
- Some government agencies have caught the wave—reimagining their services end to end from the standpoint of their customers—and employing next-generation levers from the private sector, such as digitization and design thinking, advanced analytics, and automation, to upend traditional ways of working. For example, Rural electrification corporation (REC).
- However, these examples remain the exception, not the rule. Given competing priorities and structural barriers to change, many agencies bet small—making changes piecemeal and spreading investment thinly across services and channels. Such efforts may lead to incremental improvements but fall short of delivering the impact public sector organizations (and citizen customers) expect. For example, Air India airlines.
- The factors for such low performance, with regards to customer experience, can be seen below -
 - A **monopolistic mind-set** is a pervasive obstacle. When customers don't have a choice, it dramatically removes a major incentive for governments to innovate and improve service. It also hampers agencies' ability to set priorities.

- In public sector undertakings there are **no clear objectives**. In case the undertaking takes social welfare into consideration, then it will neglect other aspects like customer service and these are bound to be a burden on the exchequer.
- In public sector undertakings there are **many conflicting interests**. On the one hand are workers and labourers who organize themselves into trade unions and wish to bargain with the management. Then are the interests of the technical staff, secretariat staff, who all organise themselves into trade union. Customer interest tends to get neglected in such a scenario.
- In public sector undertakings usually there is **red tapism and routine**. In fact the whole system becomes so much burdened with red tapism and routines that it becomes almost impossible to come out of the rut. The result is that the things get delayed and the undertaking always suffers for want of policies, decisions and quick disposal of the issues, which eventually affects customer experience.

Many of these public sector entities, such as the national carrier Air India and telecom players BSNL and MTNL, are loss-making, and in the case of BSNL, so cash-strapped that they are unable even to pay their employees' salaries on time. Public sector banks, on the other hand, are carrying the burden of non-performing assets (NPAs) and after a series of mergers and consolidation efforts, they find themselves overstaffed. All this has heightened public apprehensions with regards to bailouts to such public sector organisations.

- True capitalism should accept business failure as a normal hazard, not a point of social shame. But bailout is an act of giving financial assistance to a failing business or economy to save it from collapse.
- A fiscally constrained government can ill-afford to throw good money after bad in the fruitless enterprise of keeping sick units on life support. An honest consideration of the reasons why some of these public sector units are in such a pitiable plight must acknowledge the role of successive governments in gaming the system in favor of new entrants, particularly in the private sector.
 - For example, BSNL and MTNL were actively denied critical technology interventions that would have enabled them to make a quantum leap in the quality of services they provided.
- Similarly, in the case of public sector banks, it is the unwillingness on the part of successive governments to give effective functional autonomy to the banks' chairman – and, worse, to use PSBs to underwrite political projects, including farm loan waivers - that contributed substantially to the overall rotting of the financial system.
- In such a scenario, bailout by governments becomes necessary to overcome the deficiencies due to its past actions. But frequent bailouts affect the productivity and efficiency as well as producing a lax work culture. In this regard, disinvestment and privatisation measures can be helpful.
- Recently, the Government's announcement of a full sell-out of BPCL is historic. To put a perennial profit-maker like BPCL on the block shows

genuine intent for privatisation. It breaks a taboo that profit-making PSUs can't be sold. Such a move will also bring down the need for bailouts by governments.

Conclusion

The state of our sick public sector needs surgical intervention, for sure. But bailouts should be based on standard guidelines and sell out should be preferred if the organisations isn't improving. In addition to the obvious benefits of creating liquidity for the government and driving productivity, a successful privatisation strategy will not only attract foreign participants across a range of sectors, but also underpin the innovation and entrepreneurship India needs to achieve its growth ambition to a US\$5tn economy and beyond.

25. Examine the significance of robust grievance redressal mechanism for creating a trustworthy ecosystem of public services.

Introduction

Public Grievance Redressal is said to be the cornerstone of any well governed democracy. No administration can claim to be accountable, responsive and user-friendly unless it has established an efficient and effective grievance redress mechanism. In fact, the grievance redress mechanism of an organization is the gauge to measure its efficiency and effectiveness as it provides important feedback on the working of the administration.

Body

- The government shares the concern for ensuring responsive, accountable, transparent, decentralized and people friendly administration at all levels. Good Governance is the key to a Nation's progress and an important step to make the entire system transparent and faster.
- Public Grievances are a significant indicator of the state of governance in any system. In a democracy, the legitimacy of the government depends primarily on public trust and support, which is often contingent upon its capacity to deliver quality governance.
- Efficient and Effective public institutions provide the foundation on which the story of public trust can be developed, building on public satisfaction and with administration and service delivery. The public grievance redressal mechanism serves as an indicator to gauge the efficiency and effectiveness of administrative processes.
- Citizen-Centric online services are one of the most important aspects of an efficient and effective public administration system. It leads to transparency and accountability in governance and also fosters equitable growth. Technology is the empowering tool for citizens and a measure of accountability for the government.

- Public grievance redressal is very important component of a responsive administration and it is an instrument to measure efficiency and effectiveness as it provides important feedback on the working of an organisation. Public Grievance Redressal mechanism was also central to the Sevottam model.
- For effective public grievance redressal, an important tool is regular analysis of public grievance received in order to help the identification of the problem areas. A Grievance Analysis Study was conducted through Quality Council on India for identifying grievance prone areas, undertake root cause analysis and to recommend systematic analysis and to recommend systematic reform.
- While public grievances reflect the problem areas and challenges that confront the institutions involved in service delivery and administration, these also offer the opportunity to address these problems before they explode in the form of public discontent.
- The awareness of grievances is the first condition for effectively addressing them. Expression rather than repression of voice, therefore, should be encouraged if the objective is to win public trust or improve the state of governance.
- Timely capture and appropriate analysis of public grievances offers an opportunity to public institutions to address the performance appropriately. It is important to realise that participatory approach is necessary, where suggestions to improve the functioning of institutions or policy are invited from public and considered with an open mind.
- Redressal of complaints and grievances is an important part of health service delivery and quality of service standards. With the recent high profile cases of some private hospitals in Delhi and Gurgaon as well as public health care hospitals in various parts of the country, it is clear that there is an urgent need to devise and implement a clear and practical swift grievances and complaint redressal mechanism that is patient and public friendly and improves access, availability and quality.

Conclusion

Grievance Redress Mechanism is part and parcel of the machinery of any administration. There is, however, considerable frustration and dissatisfaction amongst the people, especially the weaker section of society, with regards to the government's grievance redressal abilities. Thus, effective and timely redressal of public grievances becomes an important hallmark of responsive and responsible governance.

26. Abhishek, an IAS officer, is heading the IT Committee constituted for improving the services being provided by the State Transportation Department by leveraging information technology solutions. In the deliberations of the committee, it was concluded that a special purpose vehicle headed by an independent CEO, preferably from the private sector having experience in IT projects would best suit the needs of upgrading the services offered by the

department. However, hitherto the department was headed and manned only by civil servants. The very idea of a CEO coming from the private sector and heading the most important division of the department is meeting stiff resistance from within the department.

How can Abhishek deal with this problem? Is this a typical problem with all the government departments? Critically analyse.

Introduction

Resistance to change is a natural reaction, especially when dealing with government employees. Change is uncomfortable and requires new ways of thinking and doing. People don't fear change, though, they fear the unknown. The present case showcases the transportation department employees resistance to change and accept the much needed alternative of involving private sector participation which has been suggested by IT committee headed by IAS officer Abhishek.

Body

I. Abhishek can deal with the given problem in the following manner:

1. Disseminating information about the reasons and process for intended changes can tend to reduce fear and increase positive feelings. Here, the new person bringing in enthusiasm and energy can be highlighted.
2. Further, receiving both effective communication, plus being actively involved in the change efforts, can have significant effects on reducing people's resistance. In fact, employee participation is the greatest factor in reducing tensions due to new recommendations.
3. Convincing the staff of no major changes in the work culture of the department and ensuring that their job security is maintained even after the new CEO's arrival.
4. Circulating the committee recommendations within the department and conveying the urgent need to implement the said recommendations for overall improvement of the department as the department needs to keep pace with the changing needs of the times.
5. Highlighting the lack of available expertise of the domain within the existing officer cadre and the need to bring in private participation for the same as India has a developed IT industry which would provide much needed expertise for the government department's functioning. Also, in-service training can be provided to suitable staff from existing strength if available.
6. Finally, the technological assimilation and modern work culture in the department would be difficult to achieve if the same attitude and practices are continued without due appraisal and study on their effectiveness.

Implementing the committee's recommendation after the above due deliberations would help in smooth transitioning towards the required goal of attaining a public services department serving the public effectively.

II. Is this problem typical to all government departments?

- Such a phenomenon is considered a problem typical to all government departments as such an entry undermines the career progression avenues of existing civil servants and also hampers the employment opportunities of young aspirants looking to enter the famed civil services for a fulfilling career thus leading to resistance against it.
- Also, the exposure and sensitivity to the country's complex socio-political milieu and to the needs of the common man, which widespread field experience provides to government servants, may not be available in the private sector since the private sector does not have the same width and depth of exposure to this type of field experience.
- Existing government servants also fear the issue of conflict of interest when it comes to entrants from the private sector which could jeopardise the functioning of the government.
- At the same time, the experience of domain level experts in Planning Commission and NITI Aayog as well as former Governors of RBI (Bimal Jalan and Raguram Rajan), Sam Pitroda (Head of many technology missions), etc shows that many government departments can be receptive to this change.
- Further, there is growing realisation that the administrative problems at the implementation level (district, tehsil, panchayat) require intervention of specialists with domain expertise and not generalist who head the department in the capacity of Secretary.
- The private sector can help catalyze the career civil servants to specialise in their chosen field. This will infuse much needed competition at the senior levels of management in the bureaucracy which is non-existent at present.
- Many other aspects of the issue also need to be considered too where the reservation aspect becomes important as neglect on this aspect may raise multiple questions which are of legal, political and social nature.

Conclusion

Private entry into government services is not a new idea but it has not been followed as an institutionalized practice earlier. Although there are some shortcomings with this approach, that need to be addressed, there are many benefits associated with such a move which should, hopefully, catalyze the rule bound bureaucracy to become the agents of change; a role which the founding fathers, like Sardar Patel and Jawaharlal Nehru, had envisaged for the civil services. This should be the ideal for Abhishek while dealing with the present scenario i.e to fulfill the ideals of founding fathers.

27. Kanishk, an IAS officer, is posted as the SDM in a remote district of West Bengal. The district has a substantial minority population and has had a sensitive past marked with instances of communal discord and tensions. This year, there is another challenge that needs to be tackled by Kanishk. A prominent festival of the majority community is clashing with the annual religious rally of the minorities. The majority community wants the district administration to cancel or postpone the rally of the minorities. The minority

community, on the other hand, is not ready to cancel or postpone their event. Keeping in mind the history of his district, Kanishk is fearful of the consequences that might occur in the event of a clash between the two communities. Meanwhile, the issue has gained political colour also. The local MP who belongs to the minority community is pressuring you to make special arrangements for the rally. On the other hand, the state leadership is asking you to make sure that the majority community is able to celebrate their festival without any disturbance.

The situation is aggravated by the fact that the streets in the city aren't large enough to accommodate large crowds. Moreover, there are many miscreants who are notorious for taking advantage of the tensions and might flare up the communal discord.

How can Kanishk deal with this problem? What are the alternatives available to him? Which one should he choose and why? Examine.

Introduction

In a country like India characterised by a number of religious, ethnic, language and caste divisions, the administration is regularly confronted with large-scale protests, riots and incidents of mass civil disorder. The present situation clearly demonstrates such a potential scenario where Kanishk needs to deal with it effectively while showing neutrality and commitment to law and order of the area in an impartial manner at the same time successfully fulfilling both the communities legitimate needs.

Body

- Being an SDM of the area, it is important for Kanishk to work in a team with all the other departments of the government, for example- police department, for successfully fulfilling his duty. While ensuring peaceful conduct of involved parties, Kanishk also needs to manage the pressure from political sides to ensure cooperation of all and impartiality of conduct.

In this regard, Kanishk has the following alternatives:

- i. Succumb to the state leadership pressure and allow the majority community to celebrate their festival while cancelling the minority community rally to avoid clashes and communal flare up.
- ii. Follow the local MP's pressure to provide special arrangements for the rally while curbing the majority community celebrations which will help in maintaining peace and law and order of the region.
- iii. Make strict arrangements for security of the area while allowing both communities to celebrate their festivals but ensuring different timings for both to avoid clashes and involving community leaders of both the communities.

From the above alternatives, Kanishk should follow the III alternative as it is the most viable, unbiased, neutral and effective measure in controlling the given situation.

- The area having a history of communal discord is an important aspect which should be considered by Kanishk. In this regard, requesting extra forces in the area to avoid any toward incident can be the first step to the selected step.
- Further, convening a meeting of the community leaders and stressing them the need to maintain communal harmony in times of celebration to avoid further discord should be done in collaboration with the police department.
- Requesting the police for preventive custody of the miscreants in the area to avoid untoward incidents in the narrow lanes can be helpful.
- Along with these measures, Kanishk can ensure widespread awareness campaigns throughout the area with the help of schools and NGOs to further create buffer against violence. Kanishk can lead from the front in these efforts.

These measures would ensure incident free conduit of the celebrations of both communities without any acrimony between the two communities. Also, it would also mean fulfilling the constitutional duties and Kanishk's duties as citizen as well as an officer.

Conclusion

The false notions of communal honour and pride are so deep rooted that people even forget the social bonds of love and emotions with their own fellow citizens. Thus, the attitudinal change programmes must target the revival of social bonds and realizing them about the need to give respect to human lives and compassion which every religion aspires towards and the role of Kanishk will be crucial in this regard.

28. You have joined as the Director of Operations in a government department. After joining the office, you start getting signals from your colleagues and subordinates that your's is a plum posting. Your predecessors have made fortunes out of this post and you are lucky to have got this position without actually even having bribed the superiors. They also start sharing ideas on how to extract quick fortunes by misusing your powers. Being an honest officer, you squarely refuse the ideas and tell them you have no such intentions. Within a week, you are called by your reporting officer who ridicules you for being naive and stupid for having refused to earn good money. He tells you that he is fine with your honesty though and that you are free to choose your saintly path. However, you must keep your mouth shut and don't interfere with the processes already defined and established by your predecessors. He also threatens that you shall be shunted to a remote location if you don't copy with his directions.

How would you respond to this situation? Don't you think being honest doesn't only mean non-participation in corrupt activities but also standing firmly against them? But if the entire system is against you and forcing you to toe the line, What are the options available to you? Which one would you choose and why?

Substantiate.**Introduction**

Corruption refers to the act of misuse and abuse of power especially by those in the government for personal gains either pecuniary or a favor. The menace of corruption is pervasive in India, where it is not only limited to government authorities but can be seen within the private sector as well. In the present case, corruption in the governmental agencies is highlighted with the involvement of all where the values of integrity and honesty are at stake.

Body

- As the Director of operations in the department, I would try and uphold the values of integrity, honesty, professionalism and maintaining clean and transparent government structures in my conduct while responding to the present situation.
- Following upon this line of thought, I certainly think being honest doesn't only mean non-participation in corrupt activities but also standing firmly against such practices in day to day functioning.
- In this regard, Mahatma Gandhi's teachings and ideals would be helpful in dealing with such situations where his quote " Even if you are a minority of one, the truth is the truth." would stand clearly.
- This line of thought would necessitate standing for truth even if the whole world is against you. For example, IAS officer Ashok Khemka demonstrates this quality of fearlessness in face of adversity and his courage of conviction has led to his frequent transfers.
- Further, many officers like qualities expected from officers require officers to stand their ground in face of odds and adverse situations on the side of right. Here, not participating in the corrupt dealings as well as not being a mute spectator to the practices would be the correct thing to do.

In the present situation, following are the options available to me:

- I. Accept the suggestion of reporting officer and others by being mute to the happenings in the surrounding and maintaining honesty individually.

Merits- Would help in maintaining personal integrity, wouldn't antagonize other co workers and help in career progression.

Demerits- Would be against principle of probity and professionalism, future prosecution by anti-corruption agencies possible, ethically and morally against every tenet.

- II. Considering the suggestions of juniors and example of predecessors, involve in some practices to gain materially as well as improve career prospects.

Merits- Would help in material enrichment taking care of all needs, would help in better acclimatization to the present work environment.

Demerits- Would be completely illegal act, risk of future prosecution by anti-corruption agencies, immoral and unethical practice.

III. Approach seniors with regard to wrong doings in the department by suggesting enquiry in the departmental workings while also reprimanding the juniors at department to avoid corrupt practices.

Merits- Would be the most appropriate measure, will help bring in clean administration, morally and ethically the most sound measure.

Demerits- Can jeopardise future career prospects due to transfer to remote place, will defame the department in public.

In the given scenario, I, as director of operations, would go with option III for the future course of action. This would be the most correct step to go forward and will help in maintaining my high ethical and moral ground as well as will be a professionally competent step.

Constitutional obligations and personal ideals would demand not succumbing to the temptations of corruption, so this step would be helpful in maintaining my peace of mind and maintaining a clear conscience.

Further, as the post was offered to me without any bribes, it would indicate that seniors expect me to correct things in the department and I would do justice to their expectations which would be in line with my moral understanding. I would also be ready to face the unintended consequences of the action, if any.

Conclusion

India being signatory to the UN convention against corruption(UNCAC), it becomes important to conduct in line with its ideals and make sure India adheres to its international obligations while at the same time, fight against corruption is also important from social justice point of view, which I, as officer will uphold.

29. A global epidemic has broken out and the only solution in sight is a drug developed by a group of doctors and scientists. The problem, however, is that the drug is not yet tested. If the standard testing protocol is adhered to, it would take at least a month to get the final approval for human consumption. By that time, the epidemic would have taken millions of lives already. The only possible the way to expedite trials is to test the drug directly on human beings. It effectively means replacing animals with humans for trial. Moreover, there would hardly be any volunteer for such trials. Meanwhile, there is an idea floating in the market. Why not choose the convicts of murders and rapes serving life imprisonment for the trials? Even if they die during the trials, it would hardly be a loss to the society and if they survive, their lives would be of some worth for the society after-all.

What do you think? Should prisoners be forced to undergo the trial? Examine the pros and cons of this decision? If you were to make this decision, what Would that be? Substantiate your choice.

Introduction

The given case study clearly encapsulates the ethical dilemma where lives of humans are weighed against the larger good of society. Means versus ends is one of the most debated topics in ethics especially where issues of human beings survival is concerned. Treating human beings as a means may justify Utilitarianism but leads to violation of human rights and duties.

Body

In the above situation following Ethical Values arise –

- a. Violation of Human Rights
- b. Beneficence of Scientist.
- c. Efficiency, Compassion, Conscience, Emotional Intelligence of Decision Makers.
- d. Means vs ends
- e. Maximum good of maximum population

This is a classic situation of ethical dilemma where,

- On one hand many people can die if decision is not being made quickly and
- On other hand if people irrespective of their background they are-forced into danger then it puts doubt on our conscience.
- Critical situations may demand extreme measures and in the following case an epidemic broke out which is threatening the lives of people. The only option is to test it on humans but it may violate rights of humans and may amount to torture. However, if they volunteer then it can be tested.

Should prisoners be forced to undergo the trial?

No, prisoners should not be forced to undergo the trial because as human being they also have basic human rights regardless of their past actions. As well as if we force them to do knowing the consequences then there will be no difference in them and us. Testing without their will may lead to violation of Human Rights. They should not be forced to undergo trial as it may amount to torture.

The decision is examined in the following part:

Pros-

- Convicts are on the death sentence; hence they might have last chance to do good for society as a penance for their crimes.
- There would be no real damage to life since the convicts are already on death row.
- Precious lives of brave-heart volunteers for trials can be saved.
- Lives of innocent animals can be saved

Cons-

- It would set wrong precedence in future because there is difference in punishment and torture.

- It would be against the principle of basic human rights declared in Universal Human Rights Declaration.
- This is an irreversible decision where a human life would be forced into danger for the sake of greater good.
- It is treating human beings as a means and thus sacrificing human ethical principles.

If I have to make decision, then I would have made decision of not forcing convicts to do drug trials. This is because of the following reasons.

- As Gandhi said, “An eye for an eye makes the whole world blind”. What would be the saved world like after forced drug trials made on convicts. Would humanity be the same? No, it wouldn’t because we would have sacrificed humanity for sake of saving human lives.
- Can we justify our decision in the number of lives saved? No, we can’t. Because if all policy decisions are based on greater good then it would mean we have done lesser evil. And there is nothing like lesser evil. An evil act is an evil act so there can’t be less or more evil acts.

Hence, I would have first asked the infected people to volunteer for the drug trials and if that not possible then I would have asked all the non-infected people including the prisoners and convicts, if they want to volunteer. Ultimately the faith in humanity that will show us the way to save it and not its sacrifice.

Conclusion

If we force others in danger for our own survival then what is the difference in them and us. Human history is the evidence that whenever such situation aroused in past the collective compassion and Beneficence of researchers that prevailed and curbed the epidemic and not forced violent measures.

30 You are posted as the DCP of an urban district. There is a huge protest going on against a legislation passed by the Government. It has been a month since the protesters have jammed an important road connecting the main city with a neighbouring satellite city. Commuters have been complaining about the roadblock. However, since the protest is sensitive, no one is willing do do anything about it. One morning, you receive a disturbing news from the spot of protest. Your immediate subordinate gave orders to the stationed police personnel to disperse the crowd by lathi charging and tear gas. While the road was cleared within minutes, many protesters got injured. The media has assembled at the protest spot and demanding the resignation of top police officials for this brutality. Upon further enquiry, a lot more details are revealed.

There was an ambulance carrying two severely injured people who had already lost of blood in a bike accident. The ambulance was trying to find a way to reach the hospital but the protesting crowd was not relenting. Your subordinate repeatedly requested the crowd to give way but no one moved. Finally, as a

matter of last resort, he ordered lathi charge to disperse the crowd so that the ambulance finds a way. In doing so, he violated the protocol of taking orders from you first and then directing his juniors for any further action. This constitutes a disciplinary action. Moreover, his action is supposed to malign the police department even more.

How do you read this situation? Was the officer right? Critically examine. Will it be prudent to take disciplinary action against the officer for saving the lives of injured people? Are his actions justified by the ends he wanted to achieve? Critically analyse.

Introduction

In any democratic society based on rule of law, peaceful protests are the lifeline of the system to address the multiple grievances of the people but these should be under the ambit of law to maintain healthy discourse in society. The given case study deals with such a scenario where multiple aspects are involved to be dealt by the DCP.

Body

Assessment of the situation:

- The subordinate in order to save the lives of those in an ambulance and perform his innate duty to protect people, directed lathi charge to disperse off the protestors, who have blocked the major artery of communication
- In doing so, however, he violated the set protocols by acting on his discretion and also resulted in injury to many protestors who were just using their fundamental right to expression.
- His actions have given rise to ethical dilemmas like
 - Legality v/s morality of action
 - Priority to duty or the life of injured
 - Proportionality of punishment

The conduct of the officer and action against him can be evaluated from the following scenarios:

1. The officer was right-
 - a. His actions were aimed at saving the lives of those in an ambulance.
 - b. He did request and warned them, but the protestors were adamant.
 - c. He was performing his duty diligently.
2. The officer was wrong-
 - a. He used violence on a peaceful crowd.
 - a. He violated the protocol of taking orders from me.

It can be seen as prudent to take disciplinary action as-

1. Protocols and rules are the foundation of keeping systems functional in a democracy and thus, these must be followed and any violation should involve a disciplinary action.

2. Without any action, it might set a precedent that the rules can be bypassed, protocols can be violated and officers can act based on their discretion, which might prove harmful for the institution and society in the long run.

At the same time, It can be seen as not prudent to take disciplinary action-

1. Since the officer wanted to save the life of the injured people, and was in a compulsion to disperse the crowd to take him to the hospital as early as possible, his action might have been circumstantial and he did not usually defy the rules.
2. His intention to ensure social justice is prior to implementation of law. Saving the life of an innocent person is above the law. Also, the intent of the Motor Vehicle Act is to save lives.
3. Taking action against him will deter police in future to behave morally in lieu of performing duty, which can not only create chaos in society but also tarnish their image.

On the other hand, his actions can be evaluated in the following manner:

1. His actions justify the end-
 - The principle of utilitarianism can be applied to say that his actions were justified in this case. Since he exhausted most options and the injured people were in their golden hour, he could not wait to follow the protocol.
2. His actions do not justify the end-
 - According to deontological reasoning, consequences do not play any role in determining the moral worth of an action. Disobeying and use of force without any imminent threat are always immoral acts no matter what the consequences may be. Similarly, according to this reasoning (propounded by Kant) his actions will always be immoral since he valued the lives of two people over the lives of the huge crowd.

Conclusion

In times of distress, action taken needs to be evaluated in an all round manner to avoid partisan judgments of the various events unfolding. Further, in times of hyper-connectivity through multiple technological mediums, it becomes imperative for the administration to not only be proactive but also be seen as unbiased and neutral as possible.