

Civil Services (Mains)

Examination 2016

Solutions

**GS PAPER IV Ethics, Integrity and
Aptitude**

By

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Section A

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

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

At individual level

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

At social level:

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

b) Why should impartiality and non-partisanship be considered as foundational values in public services, especially in the present day socio-political context? Illustrate your answer with examples. (150 words, 10 marks)

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

Implications of public impartiality:

- It brings credibility and trustworthiness in the relation between public and government organisations.
- It enables a civil servant to ask appropriate questions, however grand the person or organisation with which he is dealing. For instance, an enquiry into the financial standing of a multinational can often be less rigorous than a similar enquiry of a small firm. But a civil servant can never take anything for granted.
- It is a defence against the senior or public figure who might otherwise expect a civil servant to give them priority or special treatment. For example, a local businessman having close association with the ruling party may ask you for the favour (giving him police protection).

- It helps the civil servant to maintain the queue i.e. treating people on first come, first serve basis. For example, all people are treated alike during present demonetisation drive. It prevents injustice to those who belong to the lower rung of the society.

Implications of political non-partisanship:

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

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

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

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

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

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

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

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

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

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

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

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

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

Q.3) a) Analyse John Rawls's concept of social justice in the Indian Context.(150 words, 10 marks)

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

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

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

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

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

Implications in Indian context:

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

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

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

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

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

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

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

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

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

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

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

Present context

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

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

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

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

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

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

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

- Prime minister himself took the broom and cleaned the street. This led to idealised inspiration and contributed to the success of scheme.
- Involving celebrities to impact emotions - People try to replicate the celebrity activities eg: VidyaBalan campaign.
- Showing videos of fly's coming from contaminated areas to food and subsequent health problem caused can help people in understanding and drawing conclusion. Awareness led to the change in the cognitive component of attitude.
- Advertisements in which children spread the message of cleanliness and remind the elders of their duties
- Conservation and recycling can be enforced as a value using in our society using emotional intelligence and persuasion. Last noble prize in biology was given for autophagy in which our body recycles the dead cells and uses it again in formation of new cells. This message can be spread and used to persuade people to keep environment clean by utilizing wastes and converting them to energy.
- Construction of household and community toilets to help people showcase their changed behaviour.

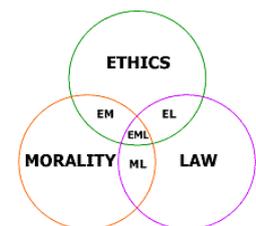
Q.5) Law and ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilized social existence.

- a) Discuss how they achieve this objective.
- b) Giving examples show how the two differ in their approaches. (150 words)

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

a) They achieve this objective as:

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



b) **Difference in their approach**

1. Laws are rules developed by governments in order to provide balance in society and protection to its citizens. Ethics are standards developed by society or organisations to judge what is right and what is wrong. Like sitting on metro seats reserved for women is both unethical as well as illegal.

2. Ethics are enforced through people's awareness of what is right and wrong. Laws are enforced by governments to its people.
3. Ethics does not carry any direct and codified punishment to anyone who violates it. However, the law will punish anyone who happens to violate it.
4. Ethics are subjective, whereas laws are relatively objective.
5. Laws indicate what people must do while ethics indicate what they should do.

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

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

- a) Discuss such undesirable values prevalent in Today's educated Indians.
- b) How can such undesirable attitudes be changed and socio-ethical values considered necessary in public services be cultivated in the aspiring and serving civil servants?

(150 words, 10 marks)

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

a) Undesirable values

- i. Caste system – is deeply rooted in our society, even among educated Indians. Parents showing discrimination towards certain caste can have considerable influence over children especially during their early years of life when most learning take place unconsciously.
- ii. Considering women as weaker sex. Eg. Patriarchal society giving more importance to male child.
- iii. Dowry: society showing high regard for fat Indian weddings.
- iv. Apathy in political affair
- v. Circumvention of laws – tax evasion and avoidance; financial crimes are done by educated people. jumping red lights etc.
- vi. Lack of value of conservation – wastage of food in weddings, parties etc; lack of recycling of waste; excessive use of water and electricity etc
- vii. Lack of Compassion – for animals, tribals, weak and vulnerable etc
- viii. Lack of scientific temper – superstition etc

b) Ways to bring change in attitude and values:

- i. Targeting the cognitive component of attitude - family and other social institutions must inculcate good values through democratic child rearing practices. Children must be encouraged to ask questions.
- ii. Developing emotional intelligence - to understand the suffering of others to develop empathy and compassion for poor, tribals, Dalits and even animals. This will also help in not doing corruption as it hurts the poor most.
- iii. Spending time with common people – like recently all secretaries were asked to visit and spend time in the district of their first appointment. Similarly program like “Bharat Darshan” helps new civil servants in developing connect with the masses.

- i. Even aspiring civil servants should study the problem and diversity of our nation. This can motivate them to appreciate the diversity and strive to solve the problems.
- iv. Role modelling – leaders like Gandhiji, Subhash Bose, Lal Bahadur Shastri who dedicated their life for the nation and must be propagated among youths to keep them motivated.
- v. Physical exercise and Yoga – to help bear the mental and emotional stress and maintain moral conviction and fortitude.

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Q.7) Anger is a harmful negative emotion. It is injurious to both personal life and work life.

- a) Discuss how it leads to negative emotions and undesirable behaviours.
- b) How can it be managed and controlled?

(150 words, 10 marks)

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

a) Anger is not harmful for society but also for self. Duryodhana

- Anger destroys the objectivity, the power of rational thinking and does not allow emotional intelligence to function.
- It kills the values of forgiveness and magnanimity.
- It aggravates the virtual sense of deprivation and feeling of revenge. Then suffering of self is used to justify undesirable behaviour.
- Vulnerable or weak like subordinates, wife, children etc become the victim.

b) Managing, controlling and channelizing anger needs emotional intelligence on part of individual.

- Understanding your emotions and taking responsibility for them.
- Directing anger towards problems and not people.
- Identifying what makes one angry and pre-empting such situation. For instance if getting late makes one angry then task must be completed on time to avoid last minute rush.
- Doing physical exercises or yoga to endure mental and emotional stress.
- Developing emotional intelligence to understand others view attitude and behaviour. This will help in understanding the situation and avoid frustration.
- At early stage, family and other social institutions must inculcate value of forgiveness, compassion, sacrifice, magnanimity etc
- Practical methods like fasting can be adopted to control on one's anger.
- When anger rises, one must think of the consequences.

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

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

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

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

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

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

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

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

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

Section B

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

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

Answer. Issues and values involved in the case:

- i. River water as the common good of society.
- ii. Right to health of Villagers.
- iii. Work culture and Organisational value of chemical industry.

- iv. Value of courage of Engineering graduate.
- v. Ethical dilemma of choosing between justice to villagers and rights of her family.
- vi. Ethical dilemma of choosing between integrity and social well being.
- vii. Environmental ethics
- viii. Professionalism and responsibility of chemical industry towards society at large.

a) I will put forward following arguments to convince her that keeping quiet is not morally right:

- Under such situations, a person can either adapt to the work culture or take the responsibility to change it. Acting against wrong is in itself morally uplifting.
- By keeping quiet she is failing to deliver justice to villagers which she can. Benefits are taken by the industry whereas burden will fall upon the villagers.
- She is also putting the future of her company in jeopardy. In short term, profits will be gained by the company. But in long term the news may get leaked to the concerned government authorities, leading to huge negative repercussions for all stakeholders.
- She is also not setting right example for other colleagues at work place. Doing wrong and accepting the wrong are equally punishable.
- She can show some courage and make her family proud. It will also increase her respect at work place.
- She will be guilty in her own court of conscience and this will create inner dissonance and guilt. For her own emotional and mental well-being, she should not remain silent.
- Being a fresh graduate there is no dearth of opportunity for her. Also integrity is non-negotiable and non-selective. Jobs will come and go but integrity once lost is difficult to regain.

b) I will advise her following course of action:

- Do some ground research and come up with concrete report about number of people getting affected and the potential harm caused to health. This will increase her persuasion power and she will be taken seriously.
- Take the report to her immediate boss and invoke his/her conscience. If he doesn't listen then take it to senior management.
- Remind the company of corporate social responsibility and responsibility towards society.
- Trust and faith of people is required for the long term interest of the company. Once it is lost then sale of company will be plummeted.
- Present a case study where companies lost business due to loss of confidence of people.
- Present the pertinent environmental laws and punishment for violation to instil fear as deterrent.
- If still the company doesn't agree to treat the waste then she must leave the job, complaint to the concerned authority and create awareness among people.

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

Q.10) Land needed for mining, dams and other large-scale projects is acquired mostly from Adivasis, hill dwellers and rural communities. The displaced persons are paid monetary compensation as per the legal provisions. However, the payment is often tardy. In any case, it cannot sustain the displaced families for long. These people do not possess marketable skills to engage in some other occupation. They end up as low paid migrant labourers. Moreover, their development goes to industries, industrialists and urban communities whereas the costs are passed on to these poor helpless people. This unjust distribution of costs and benefits is unethical.

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

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

- i. Virtues of empathy and compassion for marginalised and those who suffer displacement.
- ii. Proper rehabilitation and resettlement.
- iii. Social justice – the benefit and burden must be shared equally in society.
- iv. Inclusive development
- v. Social capital as a common good
- vi. Right to dignified life for those who suffer for national development.

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

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

Main element of the policy

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

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

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

- a) Can you think of a rational way to resolve this dilemma?
- b) Give your reasons for it.

(250 words, 20 marks)

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

- i. Objectivity in public service
- ii. Rule of law and work culture
- iii. Virtues of empathy and compassion for poor and destitute.
- iv. Right of genuine beneficiaries to avail social service schemes.
- v. Effectiveness and inclusiveness of government schemes.
- vi. Organisational and personal value conflict.

a) The dilemma is to maintain rule of law and organisational value and work culture without compromising on the personal value of empathy and compassion for the poor and destitute. To resolve the dilemma I will follow the rule for the scheme. As per the rule old lady is not eligible for the scheme. Rules are made with proper reasoning and for greater good of society. It provides legitimacy and credibility of government bodies. Understanding this will help me resolve my dilemma.

However on personal level I will also try to preserve my own values to avoid any crisis of conscience and inner dissonance. I will help the old lady with some money for temporary respite and take adequate step to bring her under the fold of beneficiary of the scheme.

This will ensure consonance between organisational and personal values.

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

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

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

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

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

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

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

- a) **Just ignore thinking about it because it is their personal matter.**
- b) **Repost the case to the appropriate authority.**
- c) **Your own innovative approach towards the situation.**

(250 words, 20 marks)

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

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

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

Ignoring the matter will avoid putting my boss in an embarrassing situation in front of me and others. It will also not affect my relation with him and not create any hurdle for me at work place. It will help maintain the prevailing good work culture at office.

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

b) Report the case to appropriate authority

This may act as deterrent and may change my Boss behaviour at home. This will preserve my value of courage, empathy and compassion. I may also be able to safeguard the rights of my boss's wife.

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

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

c) Your own innovative approach towards the situation.

Lasting effect can come when change from within is brought in my boss while maintaining his dignity. This will ensure healthy and sustainable relation between him and his wife. I will try following innovation approach:

- i. I will narrate him some moral stories, informally, at work place, to bring attitudinal change in him.
- ii. I will invite him for some movie with persuasion power towards respecting women and changing attitude towards them.
- iii. I will invite him at my own home with his wife and show how well I treat my wife. This may move his conscience as he is a good person at work place.
- iv. I will try to find some strength and qualities in his wife which will make my boss more appreciative of him.

- v. I will present some data of domestic violence in our country and how it is holding back socio-economic development of our country. My boss is person with good aptitude, hopefully he will understand.

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

a) Identify the issues involved in the case

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

(300 words, 25 marks)

Answer. a) Issues involved in the case -

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

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

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

- Success stories of development of backward region due to coming of industries have to be narrated to people in the way that is easy to understand and draw conclusion.
- Since the project is supported by government, bureaucrats and local M.P's, MLA's and Panchayat leaders can use emotional intelligence to understand the concern of people and take steps to resolve them.
- Media can be effectively used to propagate the positive message and importance of the project.

2. The company must use CSR fund and begin the social developmental work and develop some social capital.

3. The company can help in execution of various skill development projects run by government there by developing capacity among locals for them to be less fearful of outsiders or changing socio-economic dynamics.

4. Government must appoint special officer to listen to the grievances of people. This will avoid the project getting delayed due to litigation and the region being denied the opportunity for development.

5. A more participative and transparent approach on part of company is required. A group of local residents chosen by people themselves can be given a position in company. They can have the power to be part of decision making and voting on local issues.

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

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

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

(300 words, 25 marks)

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

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

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

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

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

Orient IAS