

## UPPSC/UPPCS MAINS 2018

### GS PAPER - 4

#### Section - A

1. *What are the values? Throw light over their central elements.*

#### Approach

1. *Introduce by defining what is value*
2. *Highlight the significance of the value*
3. *Give an overview about the central elements of the value*
4. *Conclusion*

#### Hints:

**Values** can be defined as those things that are **valued** by someone. In other words, values are what is considered '**important**' by an individual or an organization. Examples include courage, honesty, freedom, innovation etc.

#### Significance of values

- **Value = Degree of Importance of Something**
- It denotes the degree of importance of something (or even an action).
- Values help in determining what actions are best to do.
- Values are 'beliefs' about 'what is important'
- Values are the beliefs of an individual or a social group about what is held important. That motivates people to act one way or another. "Equal rights for all", "Merit above all else", "Dignity of labour" etc are representatives of values.
- Values have a major influence on a person's behaviour and attitude.

#### Central Element of values

- **Unconditional Love and Kindness:**
  - In most cases, if you love someone, he or she will love you back in return. This, however, is not the real meaning of love. Love should be unconditional. With more love in the world, kindness will follow and replace cruelty.
- **Honesty:**
  - One must be taught that dishonesty and cheating are wrong, and will get you nowhere in the future. As a student, one can only hurt himself or herself by cheating, because this action will eventually catch up to you in the end with bad consequences.

- **Hard Work:**
  - When I was young, I learned that success was one percent inspiration and 99 percent perspiration. Nowadays, so many students want to cheat and cut corners in their studies because they are lazy and don't place any value on hard work. This thinking must definitely change.
- **Respect For Others:**
  - Unfortunately, in our highly competitive dog eat dog society; many people will tread on others to get ahead in life. Respect for others should include respecting different religions, races, sexes, ideas, and lifestyles.
- **Co-operation:**
  - To achieve a common goal, it is necessary for all people to work together. If this is not done, a few people may profit, but the end result for everyone will be a failure. I still believe in the motto, "united we stand and divided we fall."
- **Compassion:**
  - Compassion is defined as being sensitive to the needs of people. If there were more compassion in the world, there would be less homeless, hunger, wars, and unhappiness.
- **Forgiveness:**
  - Religion teaches us to forgive our enemies or people who hurt us. Anger in most cases is caused by unwillingness to forgive. There would be less violence and fighting in school if students could learn this moral virtue.

## Conclusion

So, whether values are sacred, have intrinsic worth, or are a means to an end, values vary among individuals and across cultures and time. Both intrinsic and extrinsic values are needed to guide individuals and a society. However, values are universally recognized as a driving force in ethical decision-making.

## 2. Define the ethical concerns in Government and Private Institutions.

### Approach

1. *Introduce by defining ethical concern in government*
2. *Briefly explain how ethical concern leads to ethical dilemmas*
3. *Explain in brief about ethical concern in private institution*
4. *conclusion*

### Hints:

#### Ethical concerns in Government institutions

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 arises which ultimately leads to dilemmas. Whistle blowers face this problem because their disclosure may institute a crime when the on-going misbehaviour is severe.

Ethical standards are not organized, so there are always chances that ethical concern arises and discrepancies always occur about appropriate behaviour.

It can be shown in other studies that an ethical dilemma arises in a situation when the choices or behaviour is undesirable and presents harmful ethical consequences in which Right or wrong is not clearly recognizable.

## **Mainly, Ethical Dilemmas Faced by Public Servants are as follows:**

1. Administrative discretion
2. Corruption
3. Nepotism
4. Administrative secrecy
5. Information leaks
6. Public accountability
7. Policy dilemmas

## **Ethical concerns in private institutions**

In private companies, moral principles like ethics regimes, ethics reforms, codes of conduct, codes of ethics, and ethics rules were not initially developed. With the process of globalization, many states have lost some level of control over their compliance with ethics standards, and, often, the ability to assess and even sanction violations of labour codes and environmental standards.

- As people have become more knowledgeable, customer concern has become gradually focused on the ethical, environmental, and labour standards of companies that become global by writing and calling companies to complain about human rights defilements, demonstrating against the companies, supporting company anti-sweatshop organizations, filing shareholder resolutions, and in some cases, boycotting products and companies that are allegedly not respecting basic ethical.
- These ethical violations involve but are not restricted to issues concerning child labour, employee harassment and abuse, and solutions consisting of non-discrimination laws, freedom of association, collective bargaining agreements, health and safety standards, and adequate wages and hours of work.
- Growing moral concern of customers has rapidly and completely redesigned the business environment in which companies operate. Reputation has now become more important which not only commands the economic victory of a company, but its existence. It is well recognized that companies in last decades have made mindful efforts to protect their reputation and assure their customers of their adherence to a certain level of moral principles.
- Private sector ethics standards are shaped to respond to that consumer requirement. In order to make it effective.
- The private sector develops a list of obligations to adhere to human rights standards, and the beginning of what would become the Corporate Responsibility or Corporate Social Responsibility (CSR) movement.
- Corporate social responsibility is the commitment of businesses to behave morally and to contribute to sustainable economic development by working with all relevant stakeholders to enhance their lives in ways that are favourable for business, the sustainable development agenda, and society as a whole.
- However the ethical dilemmas faced by certain companies may be specific to their industry or company, other types of ethical issues are common to all types of companies. To deal with ethical decisions with wisdom is especially important for small businesses. Because these issues, if not resolved correctly, may lead to the potentially devastating effects.

## **Conclusion**

In dealing with ethical issues, officials are often faced with dilemmas that challenge a simple choice between right and wrong. Assessing the ethical concern of both government and private organization, it can be understood that the challenges posed by ethical dilemma sometimes make a person to be at a lost with no solution in sight. This becomes more pronounced if one is to make a choice between personal values and public values as in the case of public officials involved to provide public services.

### 3. What is the philosophical basis of probity in the governance? Discuss critically.

#### Approach

1. Introduce by defining what you mean by probity in Governance.
2. Discuss in detail the philosophical basis of Probity in Governance.
3. Conclusion

#### Hints:

Probity is the evidence of ethical behaviour in a particular process. The term probity means integrity, uprightness and honesty. However Probity in governance is an essential and vital requirement for an efficient and effective system of governance and for socio-economic development.

#### Important requisite for ensuring probity in governance

- Absence of corruption.
- Effective laws, rules and regulations governing every aspect of public life
- An effective and fair implementation of laws, etc.

#### Philosophical Basis of Probity in Governance

The Philosophical basis is guided by the ethical principles derived from great thinkers and books like

- Indian philosophy: Ramayana, Mahabharata, Bhagvad Gita, Arthashastra, Rajtarangani.
- Chinese philosophers La Tse, Confucius and Mencius.
- Western philosophers and thinkers, virtue, deontological, and utilitarian ethics.

Some of the important philosophical basics are discussed as follows

#### 1. Social Contract

- Individuals have **consented**, either explicitly or tacitly, **to surrender** some of the freedoms to the legal authority **in exchange of** protection of the remaining rights.
- These rights and responsibilities are **neither natural nor fixed**. These could be altered if a society so desires by the virtue of **law or constitution**.
- However, exercising additional rights will always entail bearing additional responsibilities.

#### Social contract has two features;

- (a) **The value of liberty:** will, and not the force, is the basis of government, and
- (b) **The value of justice:** Right, and not the might, is the basis of all political society.

#### 2. In the Western philosophy, there are three eminent schools of ethics.

- The first, inspired by Aristotle, holds that virtues (such as justice, charity and generosity) are dispositions to act in ways that benefit the possessor of these virtues and the society of which he is a part.
  - o The second, subscribed to mainly by Immanuel Kant, makes the concept of duty central to morality: human beings are bound, from knowledge of their duty as rational beings, to obey the categorical imperative to respect other rational beings with whom they interact.
  - o The third is the utilitarian viewpoint that asserts that the guiding principle of conduct should be the greatest happiness (or benefit) of the greatest number (Hobson, 2002).

- o The Western thought is full of ethical guidelines to rulers, whether in a monarch or a democracy. These concerns are found in the writings of Plato, Aristotle, Thomas Jefferson, Alexander Hamilton, Thomas Penn, John Stuart Mill, Edmund Burke, and others.
3. The gist of wisdom on administrative ethics is that the public administrators are the “guardians” of the Administrative state. Hence, they are expected to honour public trust and not violate it. The administrators need to be guarded against their tendency to misconceive public interest, promote self-interest, indulge in corruption and cause subversion of national interest. And they need to be guarded by the external institutions such as the judiciary, legislature, political executive, media and civil society, organisations. These various modes of control become instruments of accountability.
  4. The current discipline of public administration accords primacy to the ‘values’ of equity, justice, humanism, human rights, gender equality and compassion. The movement of Good Governance, initiated by the World Bank in 1992, rays stress, inter alia, on the ethical and moral conduct of administrators. While the New Public Management movement is more concerned with administrative effectiveness, the New Public Administration focuses on administrative ethics in its broader manifestation. Both the movements are complementary to each other.
  5. John Kennedy, during his Presidency (1961-1963) had averred: “No responsibility of government is more fundamental than the responsibility of maintaining the higher standards of ethical behaviour.
  6. The ideal-type construction of bureaucracy, propounded by Max Weber also highlighted an ethical imperative of bureaucratic behaviour. Weber (1947) observed: In the rational type, it is a matter of principle that the members of the administrative staff should be completely separated from ownership of the means of production and administration. Officials, employees and workers attached to the administrative staff do not themselves own the non-human means of production and administration.

## Conclusion

To summarise, there are numerous philosophers that grounded their moral approaches. In western philosophical thoughts, utilitarian views are defined by many philosophers and postulated dominant theories of morality that signified good governance. Aristotle developed moral values based on social skills. Other eminent ethical philosophers who contributed in developing moral guidelines are Thomas Jefferson, Alexander Hamilton, Thomas Penn, John Stuart Mill, and Edmund Burke.

## 4. Examine the ethical and social ideas of Gandhi.

### Approach

1. Briefly introduce by providing an overview of Gandhi ideology
2. Discuss ethical & social ideas of Gandhi in detail
3. Highlight the ideology in today's context
4. Conclusion

### Hints:

- Gandhian ideology is the set of religious and social ideas adopted and developed by Mahatma Gandhi, first during his period in South Africa from 1893 to 1914, and later in India.
- Gandhian philosophy is not only simultaneously political, moral and religious; it is also traditional and modern, simple and complex. It embodies numerous Western influences to which Gandhiji was exposed, but is rooted in ancient Indian culture harnessing universal moral & religious principles.

## Ethical and social ideology of Gandhi

Gandhi is considered as one of the greatest moral philosopher of India. He is well known for "Practicing what he had preached". The major principle that he enunciated are

1. Ends and Means: Gandhi always emphasized on pure means and ends. Improper means cannot be adopted to achieve proper ends. As a wrong path cannot take you to right destination.
2. Satyagraha: It is the continuous realization for truth. It mainly includes self sacrifice, peace and non violence. Only a person with will and determination can follow Satyagraha.
3. Trusteeship: Wealthy people should acts Trustees of trust that looked after the welfare of the people.
4. Concept of seven sins: Wealth without work, Pleasure without conscience, Knowledge without character, Commerce without morality, Science without Humanity, Religion without Sacrifice, Politics without Principle.
5. Sarvodaya: also called Gandhian Socialism which means Universal Upliftment of all.
6. Dignity of Labour: Gandhi tried to established equality among all by making bread labour compulsory to all.

## Gandhi Ideology in today's context

1. Gandhi's ideology is relevant in today's world because it is positive, constructive and practical- for example, sarvodaya- the rise and well-being of all. While it is the duty and responsibility of society to plan for the fullest development of the best in the individual, it is equally necessary that the individual render back unto society what he is, in fact, owes to society. Thus, there has to be a balancing of rights and obligations between the individuals and the society which they compose.
2. More than ever before, Mahatma Gandhi's teachings are valid today, when people are trying to find solutions to the rampant greed, widespread violence, and runaway consumptive style of living.
3. The relevance of Satyagraha, both as a way of life and as a weapon, for evolutionary social change, need not now is in doubt when it is being used successfully by people all over the world. His principles and technique of Satyagraha are highly efficacious instruments of peaceful, economic, social and political change whenever and wherever it is required.
4. The Gandhian technique of mobilising people has been successfully employed by many oppressed societies around the world under the leadership of people like **Martin Luther King in the United States, Nelson Mandela in South Africa, and Aung San Suu Kyi in Myanmar**, which is an eloquent testimony to the continuing relevance of Mahatma Gandhi.

## Conclusion

- Gandhian ideologies shaped the creation of institutions and practices where the voice and perspective of everyone can be articulated, tested and transformed.
  - o According to him, democracy provided the weak with the same chance as the strong.
- Functioning on the basis of voluntary cooperation and dignified & peaceful co-existence was replicated in several other modern democracies. Also, his emphasis on political tolerance and religious pluralism holds relevance in contemporary Indian politics.
  - o Truth, nonviolence, Sarvodaya and Satyagraha and their significance constitute Gandhian philosophy and are the four pillars of Gandhian thought.

**5. Evaluate the relevance of the following in the context of civil service:**

**(a) Conscience**

**(b) Spirit of service**

**(c) Discipline.**

**Approach**

- 1. Define and explain the concept of conscience**
- 2. Introduction by giving a brief overview about spirit of service**
- 3. Discuss the term in context of Civil Services with suitable example**

**Hints:**

**Conscience**

- Conscience is that consciousness which help us in times of moral dilemmas. Conscience is inner voice, the voice that is not bound by logic, facts, and arguments. **Swami Vivekananda** said "**A conflict between the heart and the brain, follow your heart**", hence conscience is the voice of heart and it is often right which helps us to **sail through ocean of dilemmas and help us to find the direction.**
- A civil servant is a public authority. He is the point of contact between the government and the common people. He has to take thousand of decision which is not bound by a common code of conduct instead based on his experience and rationality. However, it is bound to happen that at one point of time, he may be in the middle of crisis and engulfed by the dilemmas regarding some decisions which has to be taken. Conscience here comes into play. He can listen to his inner voice which always inherently is right and based on this and with some probity and his integrity, he can take better decision and take himself out of moral dilemmas. For ex. **he can use his conscience while for better implementation of the policies and modifying them according to area specific and the purpose it serves for the maximum benefits for the people.**
- Therefore, conscience is an inner being in the form of a **true friend** which never let a civil servant go wrong in the ethical and moral perspective.

**Spirit of service**

- Spirit of service refers to the commitment towards public service without any expectations of praise or rewards. In India civil servants have to maintain high standards of professionalism and morals at par with their corporate counterparts.
- However they are paid almost less than half of the latter. This sometimes stir a debate of increasing civil servants pay to encourage them to work hard. Some civil servants even cite lack of recognition for their inefficiency.

**Spirit of public service thus becomes important because:**

1. It would help civil servants to work even in the most adverse situation.
2. It would help civil servants to indulge in their duties with keen interest and not seem boring or monotonous.
3. It would help to maintain high standards of professionalism and integrity.
4. It would act as a driving force to work selflessly, neutrally and anonymously in public interest.
5. Would help him to connect with people at the ground level and have empathy for their issues.

However in recent time civil servants are constantly engaging into populist measures like publicizing their work, making fan pages on social media. This practice often creates conflict between permanent and political executive.

### Discipline

- Discipline in any organization ensures productivity and efficiency. It encourages harmony and co-operation among employees and also acts as a morale booster for the employees. Discipline is very essential for a healthy work atmosphere and for the achievement of organizational goals. However, the management of workplace discipline remains a key problem in employee relations, and is one of the most discernible sources of conflict at work.

6. ***"Public service is recognized on the basis of tolerance and compassion towards the weaker section of the society". Explain the values of tolerance and compassion in this context***

### Approach

1. ***Briefly introduce the term compassion and tolerance***
2. ***Discuss in detail various attribute of being compassionate and tolerant***
3. ***Explain with the help of example***
4. ***Conclusion***

### Hints:

Compassion is understanding or empathy for the suffering of others. Tolerance is respect, acceptance and appreciation for those whose opinions, practices, race religion, nationality etc. are different from one's own. These two qualities are very important for a civil servant in multicultural country like ours.

#### **The attribute of being compassionate is of immense value:**

- Understand needs of marginalized and vulnerable sections of society.
- Undertake faster approach and measures to address the issues of society.
- Unbiased approach in service delivery and distribution of government facilities.
- Respecting the affirmative action towards the disadvantaged and implementing them with positive attitude.
- Making oneself accessible to all citizens and seeking their feedback.
- Understanding the needs and expectation of people.

#### **The attribute of being tolerant is very important:**

- Freedom from Bigotry, Phobias like Xenophobia, Homophobia, Theo phobia etc.
- It helps in developing qualities like respect towards others, knowledge, openness, communication between diverse sections in society.
- Upholding natural rights i.e. Human rights, Democracy, Multiculturalism, Pluralism etc.
- More importantly protecting the constitutional principles of Fundamental Rights which forms basic structure of constitution.
- Prevent tendency of intimidation, coercion, oppression etc.

Tolerance and compassion make a civil servant to lead with not only head but also heart. They are the fundamental components of character and positive relationship which will be helpful to deliver the services and requirements fulfilling the needs of weaker sections.



For example, a grievance redressal meeting was held exclusively for the differently abled in a Collectorate. Despite being held only for the differently abled, the meeting was convened at the first floor of the Collectorate which had no ramp and was not disabled-friendly in any manner. It led to agitation of the petitioners who started protesting immediately at the venue.

It is clear from the above example that empathy and in-depth understanding for the weaker sections be it differently abled or any senior citizen is mandatory for a civil servant at every stage. Deprivation of that essential quality leads to collapse in public administration and efficient service delivery.

### **Conclusion**

India is a multicultural society with high numbers of vulnerable, Disadvantaged and weaker sections. So efficient delivery of services and addressing their concerns is very important. So it is these two traits which will be of immense value for a civil servant in his day to day public service.

### **7. Discuss the function of the attitude.**

#### **Approach**

- 1. Introduce by defining attitude**
- 2. Discuss in detail various function of attitude**
- 3. Conclusion**

#### **Hints:**

Attitudes are views, beliefs, or evaluations of people about something (the attitude object). The attitude object can be a person, place, thing, ideology, or an event. Attitudes can be positive or negative.

**Example** I hate people with long hair

In the above example, the person is having a negative attitude towards men who grow long hair.

#### **Function of attitude**

Attitude can serve function for the individual and it is outlined as follows

- 1. Knowledge:** Attitudes provide meaning (knowledge) for life. The knowledge function denotes to individual need for a world which is consistent and relatively stable. This permits people to predict what is likely to happen, and so gives sense of control. Attitudes can benefit people organize and structure their experience. Knowing a person's attitude helps to predict their behaviour.
- 2. Self / Ego-expressive:** The attitudes expressed by people help communicate who they are and may make them feel good because they have asserted their identity. Self-expression of attitudes can be non-verbal also. Therefore, attitudes are part of identify of an individual, and help to be aware through the expression of feelings, beliefs and values.
- 3. Adaptive:** If a person holds exhibits socially acceptable attitudes, other people will reward them with approval and social acceptance. Attitudes are to do with being a part of a social group and the adaptive functions helps us fit in with a social group. People seek out others who share their attitudes, and develop similar attitudes to those they like.
- 4. The ego-defensive function** is described as holding attitudes that protect self-esteem of an individual or that justify actions that make them feel guilty. Positive attitudes towards ourselves have a protective function in helping us reserve our self-image.

### **Conclusion**

The basic notion behind the functional approach is that attitudes help a person to mediate between their own inner needs (expression, defence) and the outside world (adaptive and knowledge).

**8. Differentiate between the following:**

**(a) Attitude and value.**

**(b) Attitude and opinion.**

**Approach**

1. Provide suitable difference between attitude and value
2. Give detailed differences between attitude and opinion

**Hints:**

Values	Attitudes
Values help to guide our behaviour.	Attitudes are the response that is a result of our values.
Values decide what we think as for right, wrong, good, or unjust.	Attitudes are our likes and dislike towards things, people, and objects.
Values are more or less permanent in nature.	Attitudes are changeable with favourable experiences.
They represent single belief that, guides object or situation. situations.	They represent several beliefs focused on a specific actions and judgment across objects and
They derived from social and cultural mores.	These are personal experiences
Attitude	Opinion
Attitudes are the response that is a result of our values.	A view, judgment, or appraisal formed in the mind about a particular matter is termed as opinion.
Attitudes are our likes and dislike towards or a thing.	Opinions are our sense of belief towards a people things, people, and objects.
Attitudes are changeable with favourable as compare to attitude.	Opinions are also changeable but take more time experiences.
They represent several beliefs focused on a specific object or situation.	An opinion is a belief or attitude about something that isn't necessarily based on facts.
These are personal experiences	Opinions are based on personal as well as public experiences.

**9. "Effective administration requires dedication towards Public Service". Explain.**

**Approach**

1. Introduce by defining the term dedication.
2. Discuss in detail role of dedication towards public for effective administration.
3. Conclusion

**Hints:**

Dedication means quality of involving oneself completely or applying one's attention, time to a particular activity, cause or a person.

Dedication in public service is required as civil servants in India, a developing country need to perform the regular administrative and also play an important role in socio-economic development of the nation.

- In carrying out these activities he may be faced with several obstructions like social opposition against any programme which is against their deep rooted belief, lack of support from political executive.
- Schemes for promoting family planning are generally opposed in rural as they consider contraceptives as taboos here dedication is required to fulfil the goal of healthy society.
- One's employees and superiors may be involved in corruption. These obstacles can only be overcome when one has perseverance and dedication.

### Conclusion

Public service is not a goal but journey which may be non-exciting and unwanted at times, only a dedicated civil servant can remain motivated in such situations. Dedication would make sense of duty an end in itself, which will be independent of assignment.

**10. Recently you have taken charge as the head of a government organization. On the very first day in your office, you observe that the organization is crippled with many irregularities such as:**

- (i) The staff is not punctual.*
- (ii) The staff waste their time in unnecessary talks.*
- (iii) Speedy action is not taken on public grievances.*
- (iv) There is rampant corruption at every level in the organization.*
- (v) The quality of the services provided by the organization is very poor.*

**How would you inspire your staff so that the above deficiencies of the organization get removed? Discuss.**

### Approach

- 1. Start with providing a proper introduction for instance 'Quste'**
- 2. Discuss in detail various irregularities of the organization along with the suggestive measures.**
- 3. Conclusion**

### Hints:

As it is well said "Great power comes with Great responsibility" being the head of a government organization it will be my duty to inspire the whole staff in order to remove the certain deficiencies and irregularities of an organization and at the same time increasing the efficiency of an organization.

**Some of the irregularities and suggestive measures are discussed below**

#### 1. The staff is not punctual

As a head of the organization, you expect staff members to be late every now and then, their train may be delayed, their car may have broken down, they might have had a personal emergency, whatever the cause for the lateness is. However, one cannot accept a situation where an employee is continually late for work, simply because this acceptance will only make the situation worse.

#### Suggestive measures

- (a) Document the rules: a lateness policy in its own right might be considered excessive, but a section on lateness could be incorporated into existing policies and procedures covering Absence Management or Time and Attendance for example. The policy should include:

- The standard expected of employees – details of working hours, highlighting that employees should be ready and prepared to start work as soon as their shift is scheduled to start.
- The consequences of frequently arriving late for work.
- The procedure for reporting lateness – if employees know they are going to be late, who should they report this to?
- Details of how working time will be tracked and recorded – do you use timesheets or do employees need to physically clock in when on-site?
- If applicable, provide details on how employees can make up the time they have lost from arriving late.
- A comment on the potential disciplinary action which could be taken for persistent lateness.
- A comment that lateness should be avoided as it is disruptive for everyone.

I will make sure the procedure is communicated to all employees and implemented fairly throughout the entire company and also will run a brief workshops for employees to attend in order to highlight the impact of lateness, going through the procedures with them and provide an opportunity for questions.

- (b) Maintaining records: keep track of employee lateness and it will serve as a mean which I can use them as evidence when I will be speaking to the employee in question, showing them facts rather than voicing my opinion about their tardiness.
- (c) Proactively dealing with the persistently late employee: Speaking to the late employee by Schedule a meeting with the employee in question and in the interim, collate all the information I have regarding their working times, instances of lateness and reasons etc.

## **2 The staff wastes their time in unnecessary talks.**

In order to maintain the efficacy of the organization one has to inspire their staff and members so that maximum productivity can be achieved. As we know that conversation is a very important tool for us in this world to understand each other and convey our points to others and understand their points also. A good conversation will be always useful for improving our knowledge. But issue arises when staff wastes their time in unnecessary talks which sometime turn into a chaotic situation therefore being the head of the organization some necessary measures are required to taken such as

- Devising a workplace policy dealing with the issue. Employees need to know what is acceptable and what is not within the workplace.
- Setting and enforcing clear boundaries. Human nature revolves around boundaries and the majority of employees will feel more comfortable once they know what is expected of them and what the consequences will be if they cross that line.
- Identify the troublemakers. Quite often it is a single person within the office who is keeping everyone else from doing their work. Find out which employees are more apt to waste time talking and not doing their jobs. Keep track of employee conversations and observe their behaviour.
- Meeting with overly talkative employees privately. If you have determined that one or a handful of people are overly talkative, take them aside privately and discuss your expectations and your organization policy.
- Set a good example for your employees.

## **3 There is rampant corruption at every level in the organization.**

Corruption is an issue which adversely affects India's economy of central, state and local government agencies Not only has it held the economy back from reaching new heights, but

rampant corruption has stunted the country's development. In order to ensure my organization to remain corruption free certain steps would be needed such as

- Proper checks and balances should be done at all the levels.
- Employee's accountability must be taken care of by making them accountable for their actions in the organization.
- Giving better salary to the employees and raising it periodically on the basis of the performance.
- Effective law enforcement is essential to ensure the corrupt are punished and break the cycle of impunity, or freedom from punishment or loss.
- Monitoring and measuring the impact of anti-corruption policies to identify what's working and what still needs work.

#### 4 Speedy actions are not taken on public grievances.

Organizations define their own process flows for grievance redressal. Delay or harassment and unhelpful attitude of government departments and agencies create a bad image of government organization. At the same time, it has to be accepted that government has to undertake many functions in the interest of the public. Therefore following instruments can be used for the speedy action.

- Establishment of grievance redressal machinery under citizens' charter.
- Fixing time frames for grievance redressal.
- Establishment of an Institution of Ombudsman at the organizational level to oversee redressal of grievances.
- Monitoring of grievance redressal at the Head of the Department.
- Establishment of Call Centre and development of a web-enabled grievances disposal monitoring system of the organization.

Above instruments will definitely bring a change and inspire the staffs of the organization for effective redressal of the grievances.

#### 5. The quality of the services provided by the organization is very poor.

Being the head of the organization it is very much important to maintain the quality of the services provided by the organization therefore following would be the course of action to inspire the staff of the organization such as

- Implementation of the sevottam model to **assess and improve the quality of service delivery to citizens.**
- Defining the services and identification of the clients.
- Setting of standards and norms for each service.
- Development of capability to meet the set standards.
- Motivating the staffs to Perform in order to achieve the standards.
- Monitor performance against the set standards.
- Evaluation of impact through an independent mechanism.
- Continuous improvement of the services based on monitoring and evaluation.

#### Conclusion

Thus effective implementation of the above corrective measures in order to address the several deficiencies of the organization will in turn inspire the staff to enhance their productivity thereby boosting the efficient working of the organization.

## Section - B

### 11. Differentiate between ethics and morality and explain the determinants of ethical actions.

#### Approach

1. Briefly introduce by differentiating ethics and morality.
2. Explain in detail the determinants of ethical action.
3. Conclusion

#### Hints:

Morality	Ethics
<ul style="list-style-type: none"> <li>• Morals deal with what is 'right or wrong'.</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics deals with what is good or evil.</li> </ul>
<ul style="list-style-type: none"> <li>• Morals are general guidelines framed by the society E.g. we should speak truth.</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics are a response to a particular situation, E.g. Is it ethical to state the truth in a particular situation?</li> </ul>
<ul style="list-style-type: none"> <li>• The term moral is derived from a Greek word 'mos' which refers to custom and the customs are determined by group of individuals or some authority.</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics is originated from Greek word 'ethikos' which refers to character and character is an attribute.</li> </ul>
<ul style="list-style-type: none"> <li>• Morals are dictated by society, culture or religion.</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics are chosen by the person himself who governs his life.</li> </ul>
<ul style="list-style-type: none"> <li>• As morals are framed and designed by the group, there is no option to think and choose; the individual can either accept or reject.</li> </ul>	<ul style="list-style-type: none"> <li>• The people are free to think and choose the principles of his life in ethics.</li> </ul>
<ul style="list-style-type: none"> <li>• Morals may vary from society to society and culture to culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics remains same regardless of any culture, religion or society.</li> </ul>
<ul style="list-style-type: none"> <li>• Morals do not have any applicability to business.</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics is widely applicable in the business known as business ethics.</li> </ul>

Determinants as the word suggests, means the factors which decide whether the action being judged is ethical or not. Ethics in human action is determined by the following:

- **Legal Interpretations:** The need to control, legislate and regulate, the ethical conduct at the government, individual, and corporate levels has its roots back to the ancient world. For example, one of the earliest law codes developed, the Code of Hammurabi, made Bribery a crime in Babylon during the 18<sup>th</sup>
- **Culture/Country:** The culture and the country, in which an individual is based, influence one's ethical decisions or behaviour. All cultures differ in values and morals. In western culture, one may look into the person's eyes when one is conversing or talking to them. But in certain Asian cultures such as Korea, it is very rude to converse with a person that is "higher" status (age, work etc.) while looking into the eyes of others.
- **Personal values and morals:** An individual's values and morals will also influence his or her ethical standards. A key variable which affects the ethical behaviour is "locus of control". An individual with an internal locus of control believes that he/she can control the events in his/her life.
- **Family influences:** Individuals start to form ethical standards as children in response to their perception of their parent's behaviour and are likely to adopt high ethical standards if they see that their family members adhere to high ethical standard.

- Peer influences: Peers are colleagues who are always around us in conducting our daily work. The behaviours and attitudes of peers influence an individual's decisions in their life. They play an important role in ethical decision making.
- Life experiences: Individual's life experiences analyze key ethical concepts such as "right", "wrong," and "permissible." It lets us explore possible such as God, human reason, or the desire to be happy. It seeks to establish principles of right behaviour that may serve as action guides for individuals and groups
- Thus, individual factor and cultural environment determines the ethics in human action.

## Conclusion

Thus, there are many determinants and they in turn lead to different consequences in ethics of human behaviour.

## 12. "Kant's ethics is formalist and rigorist". Critically examine this view and evaluate the importance of Kantian ethical principles in moral life.

### Approach

1. Provide an introduction by describing about Kant's ethical theory
2. Explain in detail why Kant ethics is called as formalist and rigorist
3. Discuss in detail importance of Kantian ethical principles in moral life
4. Conclusion

### Hints:

Kant's ethics is called formalism because it focuses on the form or structure of a moral judgment. The fundamental aim of Kant's ethical theory is to determine how a command can be a moral command with a particularly obligating character.

The formalist criticism states that Kant's principle of morality is too abstract and general, due to which Kant's moral philosophy cannot properly provide us with taxonomy of particular ethical duties, as well as when presented with a concrete scenario Kant's ethics cannot sufficiently guide and direct an individual's action.

Kant's moral philosophy suffers from "rigorism" is to say that the moral obligations that Kant proposes are too strict and inflexible to capture the actual everyday intuitions we have concerning how someone ought to behave.

### Importance of Kantian ethical principles in Moral Life

Kant's ethical principles has its own importance in moral life as Kant believed that people's actions should to be guided by moral laws, and that these moral laws were universal. According to Kant a good person is someone who always does their duty because it is their duty. It is fine if they enjoy doing it, but it must be the case that they would do it even if they did not enjoy it. The overall theme is that to be a good person you must be good for goodness sake.

**Kant believed that certain types of actions (including murder, theft, and lying) were absolutely prohibited**, even in cases where the action would bring about more happiness than the alternative. Kant's theory is an example of a **deontological moral theory**—according to these theories, the rightness or wrongness of actions does not depend on their consequences but on whether they fulfil our duty.

Kant believed that there was a supreme principle of morality, and he referred to it as The Categorical Imperative. The CI determines what our moral duties are.

Kant argues, the moral value of the action can only reside in a formal principle or "maxim," the general commitment to act in this way because it is one's duty. So he concludes that "Duty is the necessity to act out of reverence for the law." According to Kant, then, the ultimate principle of morality must be a moral law conceived so abstractly that it is capable of guiding us to the right action in application to every possible set of circumstances.

## Conclusion

Kant's moral philosophy is still largely relevant in the present modern world and The key to Kant's belief regarding what makes humans moral beings is the fact that we are free and rational creatures.

**13. Explain the ethical dilemmas faced by the public servants. Will conscience be helpful in their solution? Discuss.**

### Approach

- 1) Briefly introduce by defining the term ethical dilemmas
- 2) Discuss in detail various form of ethical dilemmas faced by the public servant.
- 3) With the help of suitable example explain i detail role of conscience in finding solution to ethical dilemmas.
- 4) Conclusion

### Hints:

Ethical dilemmas, also known as moral dilemmas, are situations in which there is a choice to be made between two options, neither of which resolves the situation in an ethically acceptable fashion. In such cases, societal and personal ethical guidelines can provide no satisfactory outcome for the chooser.

Ethical dilemmas assume that the chooser will abide by societal norms, such as codes of law or religious teachings, in order to make the choice ethically impossible.

Public Servants are the glue between the State and the people. They have a wide array of responsibilities from formulation, implementation of various rules, policies to service delivery to citizens. They are granted with sufficient powers to carry on their work in an unhindered manner.

The vast scope of operations can give rise to situations where they are faced with various ethical dilemmas as given below.

- **Dilemmas Involving Fairness:**
  - o The matters that potentially influence the ability to work in the public interest and represent all constituents equally and fairly.
  - o Example: Granting licenses for coalmining or allocation of public resource. One of the bidders is your spouse's company.
  - o How to avoid dilemma: Transparency and competitive measures like use of ICT, maximum benefit to the state and public.
- **Dilemmas Involving Conflicts between Personal Interests and the Public's Interest:**
  - o The cases in which personal interests that conflict with your duty of loyalty to the public you have been elected/appointed to serve.
  - o Example: When a civil servant is heading a recruitment agency and his relatives are applying for the job under the same agency.
  - o How to avoid dilemma: Be Neutral, Separation of Personal and Private Affairs, Recusal from the position, giving an undertaking to Government.
- **Dilemmas Involving the Faithful Execution of your Official Duties:**
  - o Matters in which there is a need to competently fulfil the responsibilities of your office.
  - o Example: Minister issues orders on firing against a violent mob. You are the chief heading the force.
  - o How to avoid dilemma: Accept orders in writing as per Supreme Court directive.



- **Dilemmas Involving Acting with Integrity:**
  - o Conduct oneself honestly and with the integrity expected from public officials.
  - o Example: A particular department is known for its corruption and bribery. You are newly appointed as head of the department and being forced to join the gang.
  - o How to avoid dilemma: Be honest, uphold integrity, use legal measures.
- **Dilemmas Involving Accountability & Transparency:**
  - o To maintain the public trust, there is a need to act in a manner that is transparent and is accountable to your constituent. With RTI Act, Transparency and Accountability have a higher pedestal and makes governance more participatory.
  - o Example: Rafael Deal - to disclose the prices and details or to keep it confidential.
  - o How to avoid dilemma: Clear classification of information, Effective Grievance Redressal Mechanisms like CIC, SIC.
- **Dilemmas Involving Law and Conscience:**
  - o There are instances where law and conscience overlap, conflict and lack of clarity.
  - o Example: Abortion of foetus beyond the stipulated time period as against the mother's life at risk
  - o How to avoid dilemma: Application of Wisdom.

#### **Role of Conscience in finding solution to ethical dilemmas**

Conscience is inner moral sense of a person which guides him/her to regulate his behaviour. It is a cognitive process that elicits emotion and rational associations based on an individual's moral philosophy or value system. Often Conscience is related to religious text and supreme command to be followed by one's inner self. Conscience comes to play when a person is in moral dilemma and need deep assessment of scenario and his behaviour

For example in some society or for some person, Principle say, Stealing is bad, whatever the situation. But in some situation, society/culture says that, if nobody is caring for you and you need it urgently then stealing for basic need is ok. It shows that Principles are tangible and set of expectations from someone.

Conscience here depends on person to person, whether he wants to steal or not, how he feels once he stole, is he feeling comfortable or inner distress because of guilt ? Such questions rose to Conscience.

Hence, role of Conscience is very important in making ethical decision because Value system, principles are made by society and culture but conscience is self feeling about regulating his behaviour. If a person feels that after showing particular behaviour he will not feel good about himself even if Principles and morality says to do so, then he will not do it. He will listen to his conscience. Hence, Conscience provides an option to a person to act as per what he deeply feels right irrespective of what societal norms and his behaviour ask him to do.

#### **Conclusion:**

A public servant is bound to be faced by many dilemmas. Adhering to the ethical values like integrity, objectivity, transparency and application of wisdom can help in overcoming the dilemmas.

**14. What are the challenges of corruption? What steps should be taken according to you to prevent them from the society? Explain.**

#### **Approach**

- 1) Briefly introduce by explaining the term corruption.
- 2) Discuss in detail various challenges of corruption

**3) Highlight the corrective measures to tackle corruption**

**4) conclusion**

**Hints:**

Corruption is an abuse of public resources or position in public life for private gain. It is said that Corruption breeds in system of opaqueness and secrecy Second Administrative Reform commission considered Transparency as key to good governance which ensures probity, openness and accountability in public service.

**Challenges of Corruption**

The various challenges faced by the society due to corruption are summarized below

- **Hindrance for development**
  - o Corruption leads to loss of wealth and prosperity which is a great loss for the future of India.
  - o Many developmental projects are taking unnecessary delay for their completion due to corruption. This leads to backwards in every field like sports, technology, medicine, research, economy, defence, and infrastructure.
- **Obstacles for Business**
  - o Corruption in public services sector carries high risks for conducting good businesses. Companies are likely to unwanted red tapes, petty corruption, bribes for finalizing any procedures or deals.
- **Backwardness and poverty**
  - o Due to corruption, the Indian government is unable or lacked the will to eradicate poverty. While the rich are becoming richer, the poor are becoming poorer.
- **Brain drain and loss of talent**
  - o Corrupt government employee and mediators offer jobs to unskilled and incapable candidates by taking bribe leaving the management with poor decision making.
  - o This is a tremendous loss for the country as a developing nation without the contribution of talented and creative people can never grow.
- **Loss of faith in judicial system**
  - o There is a high risk of corruption while dealing with India's judiciary, particularly in lower court levels put the common man in great stress. With bribes often exchanged in return for favourable court decisions leads to people to lose faith in judiciary.
- **Loss of natural resources**
  - o India is abundant in natural resources, but corruption leads to loss the precious resources. Widespread problems in the illegal mining of sand, results loss revenue also severely disturbing water resources in the country.

**Suggestive measures to tackle corruption**

Is it possible to contain corruption in our society? Corruption is a cancer, which every Indian must strive to cure. Many new leaders when come into power declare their determination to eradicate corruption but soon they themselves become corrupt and start amassing huge wealth.

There are many myths about corruption, which have to be exploded if we really want to combat it. Some of these myths are: Corruption is a way of life and nothing can be done about it. Only people from underdeveloped or developing countries are prone to corruption. We will have to guard against all these crude fallacies while planning measures to fight corruption.

- Fool proof laws should be made so that there is no room for discretion for politicians and bureaucrats. The role of the politician should be minimized. Application of the evolved policies should be left in the hands of independent commission or authority in each area of public interest. Decision of the commission or authority should be challengeable only in the courts.
- Cooperation of the people has to be obtained for successfully containing corruption. People should have a right to recall the elected representatives if they see them becoming indifferent to the electorate.
- Funding of elections is at the core of political corruption. Electoral reforms are crucial in this regard. Several reforms like: State funding of election expenses for candidates; strict enforcement of statutory requirements like holding in-party elections, making political parties get their accounts audited regularly and filing income-tax returns; denying persons with criminal records a chance to contest elections, should be brought in.
- Responsiveness, accountability and transparency are a must for a clean system. Bureaucracy, the backbone of good governance, should be made more citizens friendly, accountable, ethical and transparent.
- More and more courts should be opened for speedy & inexpensive justice so that cases don't lie in courts for years and justice is delivered on time.
- Local bodies, Independent of the government, like Lokpals, Lok adalats, CVCs and Vigilance Commissions should be formed to provide speedy justice with low expenses.
- A new Fundamental Right viz. Right to Information should be introduced, which will empower the citizens to ask for the information they want. Barring some confidential information, which concerns national and international security, other information should be made available to general public as and when required. Stringent actions against corrupt officials will certainly have a deterrent impact.

## Conclusion

Corruption is an intractable problem. It is like diabetes, can only be controlled, but not totally eliminated. It may not be possible to root out corruption completely at all levels but it is possible to contain it within tolerable limits. Honest and dedicated persons in public life, control over electoral expenses could be the most important prescriptions to combat corruption. Corruption has a corrosive impact on our economy. It worsens our image in international market and leads to loss of overseas opportunities. Corruption is a global problem that all countries of the world have to confront, solutions, however, can only be home grown. We have tolerated corruption for so long. The time has now come to root it out from its roots.

**15. Nishant is a socially sensitive, socialist, intellectual and professor. Through his articles, speeches and media, he raises the voices of labourers, minorities downtroddens, women and tribals. A party keeps him in its think tank. In this sequence once he calls the members of civil society, intellectuals, politicians and officers to get their children admitted in the government schools. In the season of admissions, the elite schools are highly criticized for their criteria and its impact on education and Nishant also joins in these criticism; meanwhile it comes out that Nishant himself is trying to get his child admitted in an elite school. People condemn this attitude of Nishant and say that his 'action and words are mismatched'.**

**Question therefore is:**

- 1) **Should Nishant get his child admitted in the government school?**
- 2) **Should Nishant leave his intellectual discourses?**
- 3) **Should he call his party followers in his favour?**
- 4) **Or should he try to get the admission of his child in the elite school? Discuss.**

## Approach

- 1) *Introduce by defining the term attitude.*
- 2) *Explain in detail with suitable solution to the questions.*
- 3) *Conclusion*

### Hints:

Attitudes are often the result of social influence, experience or upbringing. Attitudes have a powerful influence over behaviour. While attitudes are enduring, they can change, resulting in a change in behaviour as well.

In this scenario Nishant being a socially sensitive, socialist, intellectual professor getting criticised by the people due to his dual attitude of criticising the elite schools for their criteria and its impact on education and at the same time trying to get his child admitted in an elite school.

According to the situation following question arises and suitable answers are provided as given below

Q) Should Nishant get his child admitted in the government school?

Ans) as per the above scenario Nishant should get his child admitted in the government school as he himself being a socialist calls the members of civil society, intellectuals, politicians and officers to get their children admitted in the government schools in order to increase the enrolment of students in government school as well as making Indian government school great again.

Q) Should Nishant leave his intellectual discourses?

Ans) Leaving his intellectual discourses will not address the concern of the people however with due course of time Attitude change occurs anytime and also attitude get modified. Thus, change occurs when a person goes from being positive to negative, from slightly positive to very positive, or from having no attitude to having one. Therefore change of attitude would be a better solution rather than leaving his intellectual discourse as Nishant is a socially sensitive, socialist, intellectual human being and these qualities denotes his identity in a society.

Q) Should he call his party followers in his favour?

Ans) Calling his party follower in his favour will again not serve the purpose as it will portray a wrong image in front of the society depicting his and his party dual attitude towards the issue.

Q) Or should he try to get the admission of his child in the elite school?

Ans) Criticizing the elite schools for their criteria of admission and its impact on education on one side and at the same time trying to get his child admitted in an elite school shows the dual characteristics of Nishant which will definitely hamper his image of socialist and intellectual in front of the people.

### Conclusion

As per his past activities he needs to take a stand here by not admitting his child in the elite school thereby sending a clear message to the people about his change of decision and attitude as well as showing a clear match between his words and action.

**16. Explain the importance of persuasive communication to change the attitudes of the masses.**

## Approach

- 1) *Give proper introduction about persuasive communication.*
- 2) *Discuss in detail importance of importance of persuasive communication to change the attitudes of the masses.*

- 3) *Highlight the principles of persuasion.*
- 4) *conclusion*

### **Hints:**

In attitudes and attitude change, psychologists have identified the role of communication in persuading others. Persuasion is the process of changing or reinforcing attitudes, beliefs or behaviour of a person. People respond to persuasive messages in two ways: **thoughtfully and mindlessly**. When people are in thoughtful mode, the persuasiveness of the message is determined by merits of the message. When people respond to messages mindlessly, their brains are locked on automatic. Persuasion is mainly dependent upon the attractiveness of the speakers and reaction of the listeners. Persuasion is exclusively related with **communication, learning, awareness and thought**.

### **The 6 principles of persuasion are:**

- **Reciprocity:** Simply put, people are obliged to give back to others the form of a behaviour, gift, or service that they have received first.
- **Scarcity:** Simply put, people want more of those things they can have less of. E.g.: When British Airways announced in 2003 that they would no longer be operating the twice daily London – New York Concorde flight because it had become uneconomical to run, sales the very next day took off.
- **Authority:** This is the idea that people follow the lead of credible, knowledgeable experts. E.g.: Persuading colleagues for a better working culture such as no to corruption, respecting women etc; Bring in expert like Cancer Specialist to share views – given that experts have higher persuasive ability.
- **Consistency:** People like to be consistent with the things they have previously said or done. Consistency is activated by looking for, and asking for, small initial commitments that can be made. In one famous set of studies, researchers found rather unsurprisingly that very few people would be willing to erect an unsightly wooden board on their front lawn to support a Drive Safely campaign in their neighbourhood.
- **Liking:** People prefer to say yes to those that they like. Persuasion science tells us that there are three important factors. We like people who are similar to us, we like people who pay us compliments, and we like people who cooperate with us towards mutual goals.
- **Consensus:** Especially when they are uncertain, people will look to the actions and behaviours of others to determine their own. You may have noticed that hotels often place a small card in bathrooms that attempt to persuade guests to reuse their towels and linens. Most do this by drawing a guest's attention to the benefits that reuse can have on environmental protection.

### **Conclusion:**

Persuasion is an effective technique to influence a person's principles, attitudes, intentions, motivations, or behaviours. Systematic persuasion is the process through which attitudes or beliefs are changed by appeals to logic and reason. Public servants will be benefited by Persuasion to drive across the message to the people easily leading to better governance and effective service delivery.

**17. "In essence emotional intelligence is not a theoretical concept but a multidimensional social skill". Explain the concept and dimensions of emotional intelligence in the context of the statement.**

### **Approach**

- 1) *Briefly introduce by defining the term emotional intelligence.*
- 2) *Explain in detail the concept of emotional intelligence.*

### 3) Discuss the dimensions of emotional intelligence.

### 4) Conclusion

#### Hints:

Emotional Intelligence is the summative of abilities, competencies and skills that signify a collection of knowledge in order to cope with life effectively. Therefore, it is closely related to the personal and professional growth of the individuals who have to take decisions under stressful and difficult situations.

#### Concept of Emotional intelligence

Emotional intelligence has prominence in organizational effectiveness. It is defined by psychological theorists as the ability to learn or understand or to deal with new or trying situations. The cognitive abilities of an individual to learn from experience, to reason well, and to cope up effectively with the demands of daily living.

#### Other theorists stated that Emotional intelligence involves the

- “capabilities to perceive, appraise, and express emotion;
- to access and/or generate feelings when they facilitate thought;
- to understand emotion and emotional knowledge;
- And to regulate emotions to promote emotional and intellectual growth”.

#### Dimension of Emotional intelligence

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

- **Self-awareness:-**
  - o The ability to recognize and understand personal moods and emotions and drives, as well as their effect on others.
  - o Hallmarks of self-awareness include self-confidence, realistic self-assessment, and a self-deprecating sense of humour.
  - o Emotional awareness: This deals with knowledge of one’s emotions and their effects. People having this competency are more aware of their feelings and performance.
  - o Accurate self-assessment: This involves being aware of one’s strengths and weaknesses. One is open to feedbacks, new viewpoints, etc.
  - o Self-confidence: This relates to complete affirmation of one’s worth and abilities. They are usually more confident and are able to make sound decisions despite any uncertainties or pressures
- **Self-regulation:-**
  - o Ability to control or redirect disruptive impulses and moods, and the propensity to suspend judgment and to think before acting. Hallmarks include trustworthiness and integrity; comfort with ambiguity; and openness to change.
  - o Adaptability: This involves flexible attitude towards change. People with this competency find it easy to handle changing routines, multiple roles and even shifting priorities.
  - o Innovativeness: This involves getting easy with and open to new information and ideas. People who possess this are able to gather new ideas from multiple sources, set challenging roles and are able to take calculated risks. They evolve original solutions to various problems.

- **Motivation:-**
  - A passion to work for internal reasons that go beyond money and status -which are external rewards, – such as an inner vision of what is important in life, a joy in doing something, curiosity in learning, a flow that comes with being immersed in an activity
- **Empathy:-**
  - The ability to understand the emotional makeup of other people. A skill in treating people according to their emotional reactions.
  - Empathy does not necessarily imply compassion. Empathy can be ‘used’ for compassionate or cruel behaviour. Serial killers who marry and kill many partners in a row tend to have great emphatic skills.
- **Social skills:-**
  - Proficiency in managing relationships and building networks, and an ability to find common ground and build rapport. Hallmarks of social skills include effectiveness in leading change, persuasiveness, and expertise building and leading teams.

### Conclusion

Emotional intelligence is the ability to identify and understand emotions and their impact on behaviour and attitudes. Those who have a high degree of emotional intelligence are in tune with both their own emotions and the emotions of other people with whom they come in contact. Recently, focus on understanding emotions in organizations has resulted in increased attention to the role of Emotional Intelligence.

### **18. Discuss and evaluate the relevance of the following in the context of the civil service:**

**(A) Integrity**

**(B) Impartiality**

**(C) Objectivity**

**(D) Non-partisanship**

### **Approach**

1. **Define and explain the term Integrity**
2. **In context of Civil Services discuss the relevance of Impartiality**
3. **In context of Civil Services provide detail information about the term Objectivity**
4. **Explain the term Non-partisanship in context of Civil Services**

### **Hints:**

The Civil Service is an essential part of the government. It supports the government of the day in developing and implementing its policies, and in delivering public services. Civil servants are accountable to ministers, who in turn are accountable to Parliament. As a civil servant, candidates are selected on merit, on the basis of fair and open competition and are expected to carry out your role with dedication and a commitment to the Civil Service and its core values: integrity, honesty, objectivity and impartiality.

#### **a) Integrity**

Integrity is the fundamental moral concept in civil services. It is an important basis of ethical behaviour and ethical competency. It is associated with the value of being honest and maintains strong moral principles. Integrity includes financial integrity, professional integrity and intellectual integrity. Ethics and integrity are closely related.

## b) Impartiality

Impartiality is a norm of justice holding that decisions should be based on objective standards, instead of on the basis of bias, prejudice, or preferring the advantage to one person over another for unsuitable reasons. Impartiality means that civil bureaucrats in carrying out their official work, including functions like procurement, recruitment, delivery of services etc., should take decisions based on merit alone. In Impartiality, candidates must: Perform his responsibilities in a way that is fair, just and equitable and reflects the Civil Service commitment to equality and diversity they must not act in a way that unjustifiably favours or discriminates against particular individuals or interests.

## c) Objectivity

Objectivity is founding advice and decisions on rigorous analysis of the evidence. It entails that a truth remains true universally, independently of human thought or approaches.

To maintain objectivity in public services, candidates must:

- Provide information and advice, including advice to ministers, on the basis of the evidence, and accurately present the options and facts.
- Take decisions on the merits of the case.
- Take due account of expert and professional advice.

## d) Non-Partisanship

Non-partisanship is not being precisely owned or allied with any group, party or cause. Non-partisanship can be called political neutrality. Non-partisanship infers that the officer is to do his task without any fear of, or favour to any political party. The values of the administrator will flow from the constitution not from the philosophy of any political party. Non-partisanship is the process of not involving any political party even if the person has strong faith in any political thought.

**19. "Attitudes are the result of our experiences". Explain and evaluate the factors responsible for attitude formation in the context of this statement.**

### Approach

- 1) *Introduce by describing the method of attitude formation.*
- 2) *Highlight the factors influencing attitude*
- 3) *Explain and evaluate the influence of personal experience in attitude formation*
- 4) *Conclusion*

### Hints:

The term attitude formation refers to the movement we make from having no attitude toward an object to having some positive or negative attitude towards that object. However, the essential aspect, of the attitude is found in the fact that some characteristic feeling or emotion is experienced and, as we would accordingly expect, some definite tendency to action is associated.

Subjectively, then, the important factor is the feeling or emotion.

**These are the factors influencing attitude;**

- Social Factors.
- Direct Instruction.
- Family.
- Prejudices.
- Personal Experience.



- Media.
- Educational and Religious Institutions.
- Physical Factors.
- Economic Status and Occupations.

### Personal Experience

- In order to be the basis of attitudes, personal experiences have left a strong impression.
- Therefore, the attitude will be more easily formed when personal experience involves emotional factors.
- In situations involving emotions, appreciation will be more in-depth experience and longer trace.
- It has the power to create and change attitudes. They are likely to affect behaviour strongly. Information to support such attitudes is also more likely to occur. Direct experience continues to form and shape our attitudes throughout life.

### Conclusion

To summarize, theoretical models have shown that attitudes are overall evaluations of stimuli that are derived from the favourability of an individual's affects, cognitions, and past behaviours.

**20. A Public Information Officer has received an application under 'Right To Information (RTI) Act'. After gathering the required information, he finds that the informations pertain to some of the decisions taken by him, which were not totally correct. Some other employees were also a party to these decisions. Disclosure of the informations may lead towards disciplinary action against him and his other colleagues including probable punishment. Non-disclosure of information or partial disclosure of information may result to less or no punishment.**

**The Public Information Officer is an honest and conscientious person but the particular decision regarding which an application under the RTI Act was lodged was a wrong decision.**

**The officer comes to you for your advice under the above conditions what will be your advice to the officer? Explain logically.**

### Approach

1. Introduce by providing detailed overview of the scenario
2. Discuss in detail suitable options to tackle the situations
3. Conclude by providing the balance approach to the scenario

### Hints:

This can be a little complex scenario. On the one hand, the person has committed some mistake for which he might face trouble; but, on the other hand, the person is honest and conscientious. Thus, taking a very strict action might not be practical as mistakes can happen by anyone. At the same time, it would be inappropriate to manipulate the information.

The following can be the suggested options in order to tackle the situation such as:

- The PIO could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior but there is a possibility that the superior might advice some unethical path, which would

be unethical on the part of the PIO. Thus, it would be inappropriate to follow the advice of the superior by word. PIO might take his advice but should judge the value of the same and act by his will.

- PIO could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO as the PIO has a vested interest in the matter, and the constitution provides for the declaration of such vested interests, and transfer of the case, to ensure impartiality and effectiveness of justice. Thus, the PIO might declare his vested interest in the matter and ask for the transfer of the case of another PIO.
- The PIO could weigh the consequences of disclosing the information truthfully including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information would be unethical on the part of the PIO. As a public functionary, his duty is to communicate the facts objectively thus by manipulating the facts, in order to save himself, the PIO would commit an unethical and unprofessional act.
- The PIO could consult his other colleagues who are party to the decision and take action as per their advice but it can be contentious, as the colleagues might advice him to take an unethical path. Since the PIO is an honest and conscientious person, he shall rely on his principles to take an appropriate action.

The above problem occurred due to lack of understanding on what is right and what is wrong. So my advice will be to think calmly and do the duties as enshrined to officer as PIO i.e. giving honest response to the RTI. One should follow the path of Nishkama Karma; Humans are bound to make wrong decisions because of bounded rationality but one should take responsibility and try to learn from it.

### **Conclusion**

Thus, it would be advisable for the PIO to declare his involvement in the matter to his superiors in written, and follow the appropriate directions which will not only set high standards for others but also for the colleagues who were part of the earlier decision.

