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Q1

The Citizen's Charter aims at providing a comprehensive list of all functions carried out by a public institution elaborating on time frame for functions, vision of organization & sometimes even expectations from citizens.

Thus, by formally exhibiting aims, methods & criteria for accountability citizen charters perform the dual role of employee & institute evaluation & citizen information.

Major drawback :-

- (a) Often the aims & vision are very broad giving scope for varied interpretation.
- (b) If made too specific with strict deadlines, ~~so~~ it leaves no leeway or scope for handling various situations.

- (c) Citizen charters which do not lay down redressal mechanism or scope for improvement are sterile in use.
- (d) Awareness of citizen charters & its function among consumers is low leaving them ineffective as accountability tools.

Addressing issues of citizen charters:-

Swattam model is based on an efficient consumer oriented service system with the aim of ~~pro~~ delivering on quality.

- (i) Making the charter consumer oriented allows the vision of the institute to have a clear focus.
- (ii) Timelines & implementation methodology decides needs to be optimized to maximise citizen benefit & organizations capability.

(ii) It strikes a balance between citizen and employee welfare.

(iv) By a reward - punishment system, there is an incentive system in place for efficient service delivery.

Citizen charters perform a key function to institutional efficiency if formulated properly & implemented effectively.

Q 2. Right to Information has been a landmark legislation in facilitating a participative governance model. In the near decade of its implementation, capacity building for it has been found essential.

Need for Capacity Building of Public Authorities

- (a) The RTI workload of authorities has increased exponentially.
- (b) ICT & e-governance platforms has not been properly leveraged. While a large number of governance related documents are being put online, clunky & cumbersome website design & non-intuitive content placement has made it difficult for an average citizen to access it.
- (c) Non responsiveness of citizen-interface officials has led to citizens resorting to use of RTI for even basic information.

- (d) low penetration of internet in rural India.
- (e) Ineffectiveness in displaying information

Capacity enhancement of Public Authorities

- (a) Instead of viewing RTIs as a nuisance, all non-personal RTI queries can be put up systematically so as to avoid duplication of responses.
- (b) Greater consumer oriented focus of public authorities to provide information to citizen information easily.
- (c) Leveraging ICT effectively
- (d) consumer complaint & Redressal portals

Need for capacity building in citizens

- (a) Citizens have started viewing RTI as low pain method of getting information
- (b) little awareness of ^{how} ~~at~~ government related documents can be accessed.

Capacity Building among citizens:-

- (a) Greater awareness through schools, colleges, Gram Sabhas etc
- (b) Increase technology literacy

Q 3.

Code of conduct provides a basic framework of ethical & behavioural guidelines provided to employees for a conducive work place behaviour.

Is it a "coercive, quick-fix strategy"?

- (a) To promote ~~and~~ ethical behaviour, the code of conduct lists penalties for wrong-doing. Thus, the aim of employees to behave ethically is to prevent punishment.
- (b) Such a code, does not focus on changing the moral basis of wrongdoing. It aims at treating a deep-seated wound by only bandaging the superficial cuts.
- (c) The code fails at ~~at~~ addressing the need for attitudinal change that could be effected through workshops, conferences & employee motivation.

Reduction of Ethics to legalism

- a) legalism implies ~~use~~ use of rules & laws to bring about required behaviour.
- b) Ethics implies behaviour as guided by morals & societal norms. Code of conduct based on penalties ~~parts~~ based on legalism thus fails to address the basis of behaviour.

Critical comment

Thought attitude & behaviour modification cannot be brought about by legalism, a strict code which also ~~emphasise~~ highlights the ethical/moral basis of action is ~~not~~ necessary to ~~setup~~ create proper employee code.

Q 4.

Work culture implies the ethical & behavioural aspects of a workplace that influences or individual ~~school~~ actions, colleague interactions, employee hierarchy, customer orientation, pace of work, quality of output & overall atmosphere of the work place.

Indian public sector work culture: Issues

- (a) little consumer orientation.
- (b) ~~low~~ low work ethic.
- (c) Acceptance of ~~shoddy~~ shoddy work product.
- (d) Acceptance of delays & ~~of~~ inefficiencies.
- (e) Over-dependence on Jugaad.

How can an efficient work-culture be developed?

- (a) ~~Give~~ Motivating employees to accept ownership of their work product.
- (b) Developing camaraderie among employees.

- (c) Developing citizen / consumer orientation
- (d) encouraging employee participation in planning & strategizing
- (e) Delegation
- (f) Dedication to set time-lines.
- (g) System of incentives & penalties to inspire efficient work.
- (h) Developing pride in work place & work done.
- (i) Reducing dependence on jaggad.

Q 5.

Open government is a participatory model of governance where citizens can contribute to schemes for ideas & implementation methodologies & also aid service delivery and provide citizen feedback.

Open government is not just transparency.

- (a) Transparency & Freedom of information implies that all government activities including budgeting, areas of operation, degree of ~~is~~ implementation etc are made publically accessible.
- b) Thus, transparency means public is aware of government activities but ~~not~~ does not allow citizen participation or take feedback from citizens about government work.

Examples of open government in India

- (a) Panchayati Raj & local bodies are aimed at open governance as citizens can be true participants in govt. funded activities.
- (b) Citizen consultation in formulation of legislation & by standing committees aims at fostering open governance.

Issues with implementing open governance

- (a) large & diverse population - This could result in some communities being dominant & more effective participants distorting equal growth.
- (b) low levels of literacy & awareness.
- (c) The government is already overworked & ensuring a fair platform for open govt is labour intensive.

Usage of ICT can however foster an environment for open governance.

Q 6.

Corruption is a world-wide phenomenon. However, its widespread prevalence does not make it an ~~entirely~~ ethically or morally acceptable practice. Corruption is a cancer on society as it substantially advantages the rich and the powerful & is distinctly exploitative of the poor.

While corruption in rich nations might not directly affect progress it remains an issue. For developing countries like ours it is doubly even more exploitative because :-

- a) enhances inequality.
- b) Propogates black money.
- c) Reduces govt spending.
- d) Affects effectiveness of schemes.
- e) Exploits the backward & suppressed communities.

- f) erodes continued cultural & moral values of society.
- g) Propagates intolerance
- h) creates disharmony
- i) Propagates an environment of crime & violence.

Thus, every nation rich & poor must ensure removal of corruption.

7. Nationalism has resorted to non-violent means to fight inequality & exploitation of people of national affected areas. However, use of violence ^{to combat} ~~is~~ nationalism may not be effective.

Relevance of Gandhi's statement

- (i) Courage is not the ability to kill but to be able to endure wrong-doings & still take the just & non-violent path to fight injustice.
- (ii) Killing & violent means only propagates the feeling of retribution. Thus, violent suppression of nationalism would only solve the issue for the short term.

(iii) Use of non-violence can generate goodwill among nations & help identify the root cause of their problems which can then be rectified.

Q 8 a)

Though attitude plays a significant determinant of behaviour. Attitude in itself cannot be known through behaviours alone.

Examples:-

- (i) An ethical bureaucrat may have an attitude against ~~populists~~ populist schemes. However, in performance of his job, he might still be highly effective in implementation of such ~~at~~ schemes.
- (ii) One may have an attitude which condemns stealing. However, in great economic adversity one may resort to stealing food to satisfy hunger.

Q85) Fear generates ill feelings that one hopes to avoid. This fear of reprimand or expected bad can affect one's attitude. However, this change in attitude may not guide behaviour.

For example -

A criminal might 'fear' punishment ^{because of} which one might have an attitude that condemns illegal activity.

But driven by circumstance, one might still commit a crime.

or.

~~one~~ Fear of dark may lead to an attitude of avoiding dark places which might translate into similar behaviour

Q 9.

Empathy implies being able to gauge the feelings and attitudes of others and being able to reflect the same through one's actions.

Empathy as an ingredient of EI

~~Persons with high EI usually have higher abilities~~ Emotional Intelligence requires the ability to gauge one's own feelings & that of others to modulate one's behaviour in a particular circumstance.

Empathy is essential for ^{your} interpersonal interaction & thus an ingredient of EI.

Empathy as an indicator of EI

Individuals ^{with} high EI also have higher abilities to empathize. Only one who is able to correctly judge other's emotional disposition is capable of identifying one's own & behaving accordingly.

Thus, Empathy is an indicator.

Q 10 a) IQ - Intelligence Quotient helps one get selected as selection is merit based & is done on basis of factual, objectively measurable parameters.

Promotion depends on performance not just of the job but also on interpersonal interaction, ability to lead & to be a team player. This requires EQ.

b) People ~~not~~ follow orders which are ethically wrong because:-

- a) They consider it their duty to do as told.
- b) They think it is wrong to challenge authority.
- c) They consider it to be the path of least resistance.
- d) They are themselves unethical.

Q 13.

Changing a friend's attitude:-

- a) Talk to him/her about the harm done by junk food.
- b) Decide to help him/her eat right by also participating in his diet.
- c) Avoid junk food myself.
- d) Create tasty & healthy meals that both can enjoy.

Q 14.

① Drug - deaddiction is an essential requirement ~~not~~ that not only benefits ~~the~~ an individual and his family but ~~the~~ also the society as a whole.

a) Shutting Down Private re-hab clinics
Positive impact

(i) These clinics being driven by profit motivation are not providing adequate treatment to ensure ~~recovery~~ & have a steady clientele.

Thus, they are being ineffective as ~~rehab~~. Thus, they benefit drug addicts as their families would be forced to go to ~~other~~ clinics rather than wasting their money of these exploitative centres.

(ii) It provides space for govt rehab centres to come up.

Negative effect

(i) On society

~~the~~ Drug addicts generally harm the moral fabric of society. They are often disruptive & allow for growth of unhealthy elements that resort to crime.

Shutting down of re-hab clinics will bring drug addicts back into society without effective treatment

(ii) On ~~parents~~ families

They would be left to look after addicts without any professional help.

(iii) Individual drug addict

Though the treatment was not as effective, there was some scope for improvements that would now be removed

(iv) Law & Order Mechanism

They would be over-burdened to ensure safety of society.

(b) Petitioning for funds

Positives

(i) Govt centres would provide low cost treatment to addicts.

~~As~~ Not being driven by profit motivation they would aim to ensure non-relapse.

(ii) They would compete with private bodies who might improve performance & effectiveness to ensure clientele

Negative

High burden on ~~govt~~ government health finances.

~~Q2~~

c) Medical Team to delve into matter

Positives

- a) Allows input opinions to come forward.
- b) Inspection by medical team might motivate private centres to improve practices.

Negatives

- a) Delays in decision taking making
- b) NO interim measure is put in place.

d) letting centre function in same manner

Positives

- (a) Addicts get some form of treatment
- (b) Law & order in society

Negatives

- (a) High cost to families.
- (b) Does not shut down drug trade in district as addicts are expected to relapse.

Q 15

The above case highlights ~~some~~ how rules & standard procedure of conduct in the case of differentially abled might lead to ethical dilemmas.

1) Refer matter to manager

Merits

- a) According to the ideals of deontological basis of ethics, Rinkhi has performed her duty till this moment effectively.
- b) However as the issue at hand is of special circumstances, referring to her manager implies that she is realizing that the matter is beyond her scope of work.

Demerits

- (a) Waiting for the manager prevents the child from enjoying.
- (b) The manager himself might be unable to convince the woman

2) Make the woman move out

Merits

on the basis of utilitarian ethics, this action serves to protect majority children & the company interests.

Demerits

It is discriminatory against the child who has done no wrong.

3) Sunbhi makes an exception

Merits

supported by virtue based ethics, the decision accepts that the child might require assistance & thus, his mother being with him is acceptable.

Demerits

- In the case of an accident, the company cannot claim insurance.
- safety of other children is also compromised.

My course of action

- (a) Ask the woman to leave on the condition that Surbhi would take it upon herself to attend to the child.
- (b) Surbhi suggest that the mother wait outside the play area and can inform surbhi on the course of action if her son gets into trouble.

Merits

- (a) No play-around rules or insurance rules are broken.
- (b) By taking over some of the responsibility, Surbhi has performed her job effectively.
- (c) By ensuring that her mother keep an eye on her child from outside also allows Surbhi to consult her in case of a difficulty.

Q 16.

The above case is a classic dilemma for an employee as any course of action would either harm her chances of job growth or saddle one with guilt for accepting prevalent wrong-doing in the organization.

Options available to Sandhya

a) Report her findings to the branch manager despite being told not to do so by the asst. manager.

- If the branch manager like other employees is also part of the immoral operation then Sandhya could be fined.

- Though it would ease her guilt she would face severe personal repercussions.

- If the bank manager takes action on her complaint against the employees, she could face isolation at work.

- (b) Accept the work culture as fact .
- Sandhya inadvertently becomes an accomplice in the wrong doing .
 - This personal ~~diff~~ dilemma might affect her work & her learning .

Course of action Sandhya should take:-

- a) Public sector banks ^{usually} have a system of making complaints .
- b) Sandhya should gather adequate evidence of rule-breaking & make a report of these infractions against corresponding rules & make a report .
- (c) She should submit such a report formally to ~~both~~ her bank manager and to higher authority .
- (d) Being based on hard evidence supported by company rules, she cannot be fired from her job . and by reporting to higher authorities at the same time she can avoid disciplinary ~~frustr~~

(d) While Sandhya might face employee backlash for being a whistleblower she would still be learning at her job. Moreover, from the experience that she gains she can decide on change of job in the future.

Q 17.

The above case essentially highlights issues of conflicts of interests & ~~puts~~ propriety of appearance in dealing with public sector projects.

The aim for choosing the new ~~best~~ technology was better efficiency & safety. By taking the designer into confidence & ensuring that the design was being implemented only after expert evaluation and not just personal opinion, ensures objectivity.

However, as there ~~was~~ is only one manufacturer ensuring that the decision taken is not construed as being unethical also needs to be ensured.

The main issue at hand is whether to attend the party.

Option I - Attend party

As there is no impropriety done i.e. no favours granted, no direct involvement in purchase, no direct negotiation, no display of favouritism etc attending the party is not wrong.

Option II - Do not attend party

This prevents any criticism on favouritism or unethical conduct.

It also motivates employees to embrace the new technology as something innovative rather than something that has benefited the boss.

It ensures that there is no future conflict of interest in dealing with the company during implementation.

My course of action

The party would have served the purpose of cementing ties with the company officials. Thus, the ~~po~~ party would serve the function of networking & relationship building essential to any organization.

However, as attending the party ~~would~~ ^{could} have led to conflicts of interest, I would refuse the tickets. However, I would have requested Jayesh to book appointments with a few officials of the company during work hours to thank them personally & ensuring easier facilitation of project completion & operation.

Q 18. The issue at hand is personal ethics vs friendship vs reporting of wrong doings. If the friend does well due to cheating, one could personally be harmed due to relative grading.

Options Available.

A] Doing nothing

As I have prepared adequately, my chances are not ~~going~~ going to be hampered by my friend cheating.

Moreover, it is the job of the examiner to ~~catch~~ catch wrong doings.

B] Reporting the notes to examiners

Merits - You have exposed wrong doing
- Ensured that nobody is unfairly advantaged.

Demerits - You ~~o~~ have landed your friend into trouble and caused inter-personal tension.

My course of Action.

- a) Ask your friend not to use the cheat notes as it is unethical.
- b) Do not tell the examiner, as it is not your responsibility to catch wrong doing.

Consequences of Action

By asking your friend not to cheat you have followed the principles of virtue based ethics.

By not informing the examiner, you have ensured that your friendship is not affected. Moreover, it is not your job to do so.

Lastly, one can only control one's own actions & not of others. There may be other students who you don't know might be cheating. Thus, you cannot disadvantage your colleague. You take responsibility for your own personal performance strictly on your own abilities & hard work.

Q 19.

The above case highlights how loopholes in rules can create an ethical dilemma.

options for Kathi:-

(a) Inform supervisor about conversation.

Merits

- You perform your duty by exposing telling him about the conversation overheard.
- You have essentially answered a direct question.

Demerit

- You disadvantage Ankit, who is not doing anything illegal but just utilizing loopholes.

(b) Deny the Rumours

this would protect Ankit though it would disadvantage the company.

Possible Response for Kathi

- a) She accepts that she has heard similar rumours without giving up her sense.
- b) Inform her boss that there could be loopholes in the benefits program though she may not be aware of all of them.
- (c) Suggest that the boss solves these issues through participative discussion with employees taking their opinion on the matter so that a more comprehensive policy optimizing employee benefit with company performance.

Reasons

- (i) Kothi effectively performs her duty without disadvantaging a colleague who is not doing anything illegal.
- (ii) By suggesting participatory policy review she balances company & employee ~~benefits~~ benefits.
- (iii) Such a model can lead to a ~~test~~ creation of a policy which maximizes benefits.

20.

The above case is a classic journalistic dilemma where reporting the news has adverse consequences on government and ~~also~~ economy.

However, reporting this news is essential as it is the basic duty of a journalist.

It also follows virtue based ethics, as the virtue of a journalist is to provide unbiased news.

Moreover, ~~it is said~~ as the fourth pillar of democracy journalists keep an essential check on government wrong doings essential for proper functioning of democracy.

Finally, reporting this news may have adverse short term consequences but would benefit the country in the long