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PREFACE

Dear Aspirants,

Ethics and Integrity accounts for 250 marks in the Mains exam. If prepared in a scientific and objective manner, this paper can be very rewarding for civil service aspirants.

The Ethics paper comes in two parts. The first part deals with theoretical understanding of ethical issues and analysis of thinkers who have helped developed thinking and ideas about ethics over centuries. The second part of the paper, deals with real life case studies with which a civil servant or public minded individuals may have to deal with in real life.

We have developed this book to tackle both sections of the papers. The first part deals comprehensively with theoretical foundations of ethics, attitude and thinkers. We have also compiled a list of examples which students will find handy in writing answers.

The second part of the book deals with practice model case studies with model solutions. These will help students to develop a framework to deal with case studies in the real UPSC civil services exam.

This book will become a perfect partner for your GS Paper IV preparations. If you wish to add more value then, you should include Mains QIP program of RAU's IAS along with Mains Test Series. This learning ecosystem will give you good understanding of topics and will fine tune your reflection in this paper as per the requirement of UPSC.

All the best!!

Rau's IAS Study Circle

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 - Concept of public service
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 - Information Sharing and transparency in government, Right to Information
 - Codes of Ethics, Codes of Conduct
 - Citizen's Charters
 - Work culture
 - Quality of service delivery
 - Utilization of public funds
 - Challenges of corruption.
- **Case Studies on above issues.**

Previous Year Questions and Theme Map

THEME-1: ETHICS AND HUMAN INTERFACE		
YEAR	UPSC MAINS QUESTIONS	SUB THEME
2020	Discuss the role of ethics and values in enhancing the following three major components of Comprehensive National Power (CNP) viz. human capital, soft power (culture and policies) and social harmony.	Human Values
2020	“Education is not an injunction; it is an effective and pervasive tool for all round development of an individual and social transformation”. Examine the New Education Policy, 2020 (NEP, 2020) in light of the above statement.	Role of educational institutions in inculcating values
2020	“Hatred is destructive of a person’s wisdom and conscience that can poison a nation’s spirit.’ Do you agree with this view? Justify your answer.	Human Values
2020	What teachings of Buddha are most relevant today and why? Discuss.	Lessons from the lives and teachings of great leaders, reformers and administrators
2020	What are the main factors responsible for gender inequality in India? Discuss the contribution of Savitribai Phule in this regard.	Lessons from the lives and teachings of great leaders, reformers and administrators
2002	“The current internet expansion has instilled a different set of cultural values which are often in conflict with traditional values.’ Discuss.	Value conflict
2017	The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss.	Human Values
2017	The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss.	Human Values
2017	“Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them.” – Napoleon Bonaparte. Stating examples mention the rulers (i) who have harmed society and country, (ii) who worked for the development of society and country.	Lessons from the lives and teachings of great leaders, reformers and administrators
2017	“If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. they are father, the mother and the teacher.” – A. P. J. Abdul Kalam. Analyse.	Role of family, society and educational institutions in inculcating values
2016	Our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and social surroundings in which we grow up. Some of these unconsciously acquired attitudes and values are often undesirable in the citizens of modern democratic and egalitarian society. (a) Discuss such undesirable values prevalent in today’s educated Indians. (b) How can such undesirable attitudes be changed,	Role of family, society and educational institutions in inculcating values

PREVIOUS YEARS QUESTIONS & THEME MAP

	and socio-ethical values be cultivated in the aspiring and serving civil servants?	
2014	We are witnessing increasing instances of sexual violence against women in the country. Despite existing legal provisions against it, the number of such incidences is on the rise. Suggest some innovative measures to tackle this menace.	Role of family, society and educational institutions in inculcating values
2017	Without commonly shared and widely entrenched moral values and obligations, neither the law, nor democratic government, nor even the market economy will function properly. What do you understand by this statement? Explain with illustration in the contemporary times.	Consequences of Ethics in human actions.
2017	Explain how ethics contributes to social and human well-being.	Consequences of Ethics in human actions.
2016	Law and ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilized social existence. (a) Discuss how they achieve this objective. (b) Giving examples, show how the two differ in their approaches.	Essence of ethics
2019	"A man is but a product of his thoughts. What he thinks he becomes."	Essence of ethics
2014	Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the gist of his/her teachings giving specific examples, describe how you have been able to apply these teachings for your own ethical development	Lessons from the lives and teachings of great leaders, reformers and administrators
2015	"The weak can never forgive; forgiveness is the attribute of the strong."	Human Values Lessons from the lives and teachings of great leaders, reformers and administrators
2019	"Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world" – A.P.J. Abdul Kalam	Human Values Lessons from the lives and teachings of great leaders, reformers and administrators
2017	"Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them." – Napoleon Bonaparte. Stating examples mention the rulers (i) who have harmed society and country, (ii) who worked for the development of society and country.	Lessons from the lives and teachings of great leaders, reformers and administrators
2015	We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light.	Determinants of Ethics in human actions
2015	What is meant by 'environmental ethics'? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics.	Dimensions of ethics – Environmental Ethics
2019	What is meant by the term 'constitutional morality'? How does one uphold constitutional morality?	Dimensions of ethics – Constitutional ethics
2015	Social values are more important than economic values. Discuss the above statement with examples in the context of inclusive growth of a nation.	Essence of ethics
2015	Differentiate between the following (200 words); a) Law and Ethics; b) Ethical management and Management of ethics; c) Discrimination and Preferential treatment; d) Personal ethics and Professional ethics	Essence of ethics + Dimensions of ethics

PREVIOUS YEARS QUESTIONS & THEME MAP

2014	The current society is plagued with widespread trust-deficit. What are the consequences of this situation for personal well-being and for societal well-being? What can you do at the personal level to make yourself trustworthy?	Ethics in private and public relationships
2019	What are the basic principles of public life? Illustrate any three of these with suitable examples.	Ethics in private and public relationships
2014	Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the gist of his/her teachings giving specific examples, describe how you have been able to apply these teachings for your own ethical development.	Lessons from the lives and teachings of great leaders, reformers and administrators
2014	All human beings aspire for happiness. Do you agree? What does happiness mean to you? Explain with examples.	Essence, determinants and consequences of ethics in human actions.
2014	What does ethics seek to promote in human life? Why is it all the more important in public administration?	Essence, determinants and consequences of ethics in human actions.
2013	What do you understand by 'values' and 'ethics? In what way is it important to be ethical along with being professionally competent?	Essence of ethics
2013	Some people feel that values keep changing with time and situation, while others strongly believe that there are certain universal and eternal human values. Give your perception in this regard with due justification.	Determinants of Ethics
2021	Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later. - Swami Vivekananda	Human Values
2013	There is enough on this earth for every one's need but for no one's greed. Mahatma Gandhi.	Human Values
2013	Nearly all men can withstand adversity, but if you want to test a man's character, give him power. —Abraham Lincoln.	Human Values

THEME-2: ATTITUDE

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2021	Attitude is an important component that goes as input in the development of human being. How to build a suitable attitude needed for a public servant?	Attitude formation
2020	A positive attitude is considered to be an essential characteristic of a civil servant who is often required to function under extreme stress. What contributes to a positive attitude in a person?	Attitude: o Content, structure, function o Its influence and relation with thought and behaviour.
2017	Young people with ethical conduct are not willing to come forward to join active politics. Suggest steps to motivate them to come forward.	Attitude formation
2014	What factors affect the formation of a person's attitude towards social problems? In our society, contrasting attitudes are prevalent about many social problems. What contrasting attitudes do you notice about the caste system in our society? How do you explain the existence of these contrasting attitudes?	Attitude formation

PREVIOUS YEARS QUESTIONS & THEME MAP

2014	In the context of defense services, 'patriotism' demands readiness to even lay down one's life in protecting the nation. According to you, what does patriotism imply in everyday civil life? Explain with illustrations and justify your answer.	Moral and political attitudes
2013	It is often said that 'politics' and 'ethics' do not go together. What is your opinion in this regard? Justify your answer with illustrations.	Moral and political attitudes
2015	Two different kinds of attitudes exhibited by public servants towards their work have been identified as the bureaucratic attitude and the democratic attitude. A) Distinguish between these two terms and write their merits and demerits. B) Is it possible to balance the two to create a better administration for the faster development of our country?	Content, structure, function of Attitude
2016	How could social influence and persuasion contribute to the success of Swatchh Bharat Abhiyan?	Social influence and persuasion

THEME-3: APTITUDE AND FOUNDATIONAL VALUES FOR CIVIL SERVICE

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2021	Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix.	Aptitude and foundational values for Civil Service
2021	Identify ten essential values that are needed to be an effective public servant. Describe the /ways and means to prevent non-ethical behaviour in the public servants.	Aptitude and foundational values for Civil Service
2021	"Integrity is a value that empowers the human being." Justify with suitable illustration.	Integrity, impartiality and non-partisanship, objectivity
2021	Should impartial and being non-partisan be considered as indispensable qualities to make a successful civil servant? Discuss with illustrations.	Integrity, impartiality and non-partisanship, objectivity
2021	Impact of digital technology as reliable source of input for rational decision making is debatable issue. Critically evaluate with suitable example.	Integrity, impartiality and non-partisanship, objectivity
2021	Life doesn't make any sense without interdependence. We need each other, and the sooner we learn that, it is better for us all.	Empathy, tolerance and compassion towards the weaker sections.
2018	"In looking for people to hire, you look for three qualities: integrity, intelligence and energy. And if they do not have the first, the other two will kill you." – Warren Buffett. What do you understand by this statement in the present-day scenario? Explain.	Integrity, impartiality and non-partisanship, objectivity
2018	State the three basic values, universal in nature, in the context of civil services and bring out their importance.	Integrity, impartiality and non-partisanship, objectivity
2018	What is mean by public interest? What are the principles and procedures to be followed by the civil servants in public interest?	Dedication to public service
2017	Examine the relevance of the following in the context of civil service: (a) Transparency (b) Accountability (c) Fairness and justice (d) Courage of conviction (e) Spirit of service.	Dedication to public service
2017	One of the tests of integrity is complete refusal to be compromised. Explain with reference to a real-life example.	Integrity, impartiality and non-partisanship, objectivity
2016	Why should impartiality and non-partisanship be considered as	Integrity, impartiality and non-

PREVIOUS YEARS QUESTIONS & THEME MAP

	foundational values in public services, especially in the present-day socio-political context? Illustrate your answer with examples.	partisanship, objectivity
2015	How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples.	Dedication to public service
2015	A mere compliance with law is not enough, the public servant also has to have a well-developed sensibility to ethical issues for effective discharge of duties." Do you agree? Explain with the help of two examples, where (i) an act is ethically right, but not legally and (ii) an act is legally right, but not ethically.	Empathy, tolerance and compassion towards the weaker sections.
2014	Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful. What do you understand by this statement? Explain your stand with illustrations from the modern context.	Integrity, impartiality and non-partisanship, objectivity
2014	There is a heavy ethical responsibility on the public servants because they occupy positions of power, handle huge amounts of public funds, and their decisions have wide-ranging impact on society and environment. What steps have you taken to improve your ethical competence to handle such responsibility?	Integrity, impartiality and non-partisanship, objectivity
2014	What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants?	Integrity, impartiality and non-partisanship, objectivity
2014	What do you understand by the following terms in the context of public service? (5 terms x 3 marks each: a) Integrity b) Perseverance c) Spirit of service d) Commitment e) Courage of conviction f) Personal opinion	Dedication to public service
2013	Indicate two more attributes which you consider important for public service. Justify your answer. (10 marks 100 words)	Dedication to public service

THEME-4: EMOTIONAL INTELLIGENCE

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2021	In case of crisis of conscience does emotional intelligence help to overcome the same without compromising the ethical or moral stand that you are likely to follow?	Concepts, and their utilities
2021	"We can never obtain peace in the outer world until and unless we obtain peace within ourselves."	Concepts, and their utilities
2020	What are the main components of emotional intelligence (EI)? Can they be learned? Discuss.	Concepts, and their utilities
2019	"Emotional Intelligence is the ability to make your emotions work for you instead of against you". Do you agree with this view? Discuss.	Concepts, and their utilities
2018	What does these quotations mean to you in the present context: "Anger and intolerance are the enemies of correct understanding"? Mahatma Gandhi.	Concepts, and their utilities
2017	How will you apply emotional intelligence in administrative practices?	Application in administration and governance.
2016	Anger is a harmful negative emotion. It is injurious to both personal life and work life. (a) Discuss how it leads to negative emotions and undesirable behaviours. (b) How can it be managed and controlled?	Concepts, and their utilities
2015	"The weak can never forgive; forgiveness is the attribute of the strong."	Concepts, and their utilities

2015	We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light.	Concepts, and their utilities
2013	What is 'emotional intelligence' and how can it be developed in people? How does it help an individual in taking ethical decisions?	Concepts, and their utilities
2013	There is enough on this earth for every one's need but for no one's greed. Mahatma Gandhi.	Concepts, and their utilities
2013	What do you understand by the term 'voice of conscience'? How do you prepare yourself to heed to the voice of conscience?	Concepts, and their utilities
2013	What is meant by 'crisis of conscience'? Narrate one incident in your life when you were faced with such a crisis and how you resolved the same.	Concepts, and their utilities
2013	I count him braver who overcomes his desires than him who overcomes his enemies —Aristotle	Concepts, and their utilities

THEME-5: THINKERS & PHILOSOPHERS

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2020	"Condemn none: if you can stretch out a helping hand, do so. If not, fold your hands, bless your brothers, and let them go their own way." - Swami Vivekanand	Moral thinkers and philosophers from India
2020	"The best way to find yourself is to lose yourself in the service of others."	Moral thinkers and philosophers from India
2020	"A system of morality which is based on relative emotional values is a mere illusion, a thoroughly vulgar conception which has nothing sound in it and nothing true." - Socrates	Teachings of Socrates
2019	"An unexamined life is not worth living". - Socrates	Teachings of Socrates
2016	Discuss Mahatma Gandhi's concept of seven sins.	Mahatma Gandhi - 7 sins
2013	The good of an individual is contained in the good of all. What do you understand by this statement? How can this principle be implemented in public life?	Mahatma Gandhi - Sarvodaya
2016	Analyse John Rawls's concept of social justice in the Indian context.	Theory of Justice
2014	Human beings should always be treated as 'ends' in themselves and never as merely 'means'. Explain the meaning and significance of this statement, giving its implications in the modern techno-economic society.	Kant's categorical Imperative
2018	What does this quotation mean to you in the present context: "Falsehood takes the place of truth when it results in unblemished common good."- Tirukkural.	Moral absolutism Vs Moral Relativism
2018	What does these quotations mean to you in the present context: "The true rule, in determining to embrace, or reject anything, is not whether it has any evil in it; but whether it has more evil than good. There are few things wholly evil or wholly good. Almost everything, especially of governmental policy, is an inseparable compound of the two; so that our best judgement of the preponderance between them is continually demanded." Abraham Lincoln.	Moral absolutism Vs Moral Relativism
2018	With regard to the morality of actions, one view is that means is of paramount importance and the other view is that the ends justify the means. Which view do you think is more appropriate? Justify your answer. (150 words)	Means Vs end

THEME-6: PUBLIC/CIVIL SERVICE VALUES AND ETHICS IN PUBLIC ADMINISTRATION		
YEAR	UPSC MAINS QUESTIONS	SUB THEME
2021	Refugees should not be turned back to the country where they would face persecution or human right violation." Examine the statement with reference to ethical dimension being violated by the nation claiming to be democratic with open society.	Ethical issues in international relations and funding
2021	Besides domain knowledge, a public official needs innovativeness and creativity of a high order as well, while resolving ethical dilemmas. Discuss with suitable example.	Ethical concerns and dilemmas in government and private institutions
2021	An independent and empowered social audit mechanism is an absolute must in every sphere of public service, including judiciary, to ensure performance, accountability and ethical conduct. Elaborate.	Accountability and ethical governance
2020	"The will to power exists, but it can be tamed and be guided by rationality and principles of moral duty.' Examine this statement in the context of international relations.	Ethical issues in international relations and funding
2020	Distinguish between laws and rules. Discuss the role of ethics in formulating them	Laws, rules, regulations and conscience as sources of ethical guidance
2019	What is meant by 'crisis of conscience'? How does it manifest itself in the public domain?	Laws, rules, regulations and conscience as sources of ethical guidance
2018	Explain the process of resolving ethical dilemmas in Public Administration.	Laws, rules, regulations and conscience as sources of ethical guidance
2018	Suppose the Government of India is thinking of constructing a dam in a mountain valley bond by forests and inhabited by ethnic communities. What rational policy should it resort to in dealing with unforeseen contingencies.	Ethical concerns and dilemmas in government and private institutions
2018	"In doing a good thing, everything is permitted which is not prohibited expressly or by clear implication". Examine the statement with suitable examples in the context of a public servant discharging his/her duties.	Ethical concerns and dilemmas in government and private institutions Strengthening of ethical and moral values in governance.
2018	What does this quotations mean to you in the present context: "The true rule, in determining to embrace, or reject anything, is not whether it has any evil in it; but whether it has more evil than good. There are few things wholly evil or wholly good. Almost everything, especially of governmental policy, is an inseparable compound of the two; so that our best judgement of the preponderance between them is continually demanded." Abraham Lincoln. (150 words)	Strengthening of ethical and moral values in governance.
2017	Increased national wealth did not result in equitable distribution of its benefits. It has created only some "enclaves of modernity and prosperity for a small minority at the cost of the majority." Justify.	Ethical concerns and dilemmas in government and private institutions
2017	Corporate social responsibility makes companies more profitable and sustainable. Analyse.	Corporate governance
2017	Strength, peace and security are considered to be the pillars of international relations. Elucidate.	Ethical issues in international relations and funding
2017	At the international level, the bilateral relations between most nations are governed on the policy of promoting one's own national interest	Ethical issues in international relations and funding

PREVIOUS YEARS QUESTIONS & THEME MAP

	without any regard for the interest of other nations. This leads to conflicts and tensions between the nations. How can ethical consideration help resolve such tensions? Discuss with specific examples.	
2016	What do you understand by the terms 'governance', 'good governance' and 'ethical governance'?	Accountability and ethical governance
2016	Max Weber said that it is not wise to apply to public administration the sort of moral and ethical norms we apply to matters of personal conscience. It is important to realise that the State bureaucracy might possess its own independent bureaucratic morality. Critically analyse this statement.	Ethical concerns and dilemmas in government and private institutions
2015	Some recent developments such as introduction of RTI Act, media and judicial activism, etc., are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to take prompt decisions. Analyze this situation in detail and suggest how this dichotomy can be resolved. Suggest how these negative impacts can be minimized.	Ethical concerns and dilemmas in government and private institutions
2015	How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples.	Strengthening of ethical and moral values in governance.
2015	A mere compliance with law is not enough, the public servant also has to have a well-developed sensibility to ethical issues for effective discharge of duties." Do you agree? Explain with the help of two examples, where (i) an act is ethically right, but not legally and (ii) an act is legally right, but not ethically.	Strengthening of ethical and moral values in governance.
2014	There is a heavy ethical responsibility on the public servants because they occupy positions of power, handle huge amounts of public funds, and their decisions have wide-ranging impact on society and environment. What steps have you taken to improve your ethical competence to handle such responsibility?	Strengthening of ethical and moral values in governance.
2013	Indicate two more attributes which you consider important for public service. Justify your answer. (10 marks 100 words)	Strengthening of ethical and moral values in governance.

THEME-7: PROBITY IN GOVERNANCE

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2019	What do you understand by the term 'public servant'? Reflect on the expected role of public servant.	Concept of public service
2019	What do you understand by probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government.	Philosophical basis of governance and probity
2019	There is a view that the Official Secrets Act is an obstacle to the implementation of Right to Information Act. Do you agree with the view? Discuss.	Information Sharing and transparency in government, Right to Information
2019	Effective utilization of public funds is crucial to meet development goals. Critically examine the reasons for under-utilization and mis-utilization of public funds and their implications.	Challenges of corruption
2019	Explain the basic principles of citizens charter movement and bring out	Citizen's Charters

PREVIOUS YEARS QUESTIONS & THEME MAP

	its importance.	
2019	"Non-performance of duty by a public servant is a form of corruption". Do you agree with this view? Justify your answer.	Challenges of corruption
2018	Distinguish between "Code of ethics" and "Code of conduct" with suitable examples.	Codes of Ethics, Codes of Conduct
2018	What is meant by conflict of interest? Illustrate with examples, the difference between the actual and potential conflicts of interest.	Challenges of corruption
2018	"The Right to Information Act is not all about citizens' empowerment alone, it essentially redefines the concept of accountability. Discuss.	Information Sharing and transparency in government, Right to Information
2017	Conflict of interest in the public sector arises when (a) official duties, (b) public interest, and (c) personal interest are taking priority one above the other. How can this conflict in administration be resolved? Describe with an example.	Challenges of corruption
2017	Discipline generally implies following the order and subordination. However, it may be counter-productive for the organisation. Discuss.	Work culture
2017	Corporate social responsibility makes companies more profitable and sustainable. Analyse.	Citizen's Charters
2016	Discuss the Public Services Code as recommended by the 2nd Administrative Reforms Commission.	Codes of Ethics, Codes of Conduct
2015	Some recent developments such as introduction of RTI Act, media and judicial activism, etc., are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to take prompt decisions. Analyze this situation in detail and suggest how this dichotomy can be resolved. Suggest how these negative impacts can be minimized.	Information Sharing and transparency in government, Right to Information
2015	Today we find that in spite of various measures like prescribing codes of conduct, setting up vigilance cells/commissions, RTI, active media and strengthening of legal mechanisms, corrupt practices are not coming under control. A) Evaluate the effectiveness of these measures with justifications. B) Suggest more effective strategies to tackle this menace.	Information Sharing and transparency in government, Right to Information
2015	Public servants are likely to confront with the issues of 'Conflict of Interest'. What do you understand by the term 'Conflict of Interest' and how does it manifest in the decision making by public servants? If faced with the conflict-of-interest situation, how would you resolve it? Explain with the help of examples.	Challenges of corruption
2014	What do you understand by 'probity' in public life? What are the difficulties in practicing it in the present times? How can these difficulties be overcome?	Philosophical basis of governance and probity
2014	It is often said that poverty leads to corruption. However, there is no dearth of instances where affluent and powerful people indulge in corruption in a big way. What are the basic causes of corruption among people? Support your answer with examples.	Challenges of corruption

SECTION-1

ETHICS AND HUMAN INTERFACE

Previous Year Questions

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2020	Discuss the role of ethics and values in enhancing the following three major components of Comprehensive National Power (CNP) viz. human capital, soft power (culture and policies) and social harmony.	Human Values
2020	"Education is not an injunction; it is an effective and pervasive tool for all round development of an individual and social transformation". Examine the New Education Policy, 2020 (NEP, 2020) in light of the above statement.	Role of educational institutions in inculcating values
2020	"Hatred is destructive of a person's wisdom and conscience that can poison a nation's spirit.' Do you agree with this view? Justify your answer.	Human Values
2020	What teachings of Buddha are most relevant today and why? Discuss.	Lessons from the lives and teachings of great leaders, reformers and administrators
2020	What are the main factors responsible for gender inequality in India? Discuss the contribution of Savitribai Phule in this regard.	Lessons from the lives and teachings of great leaders, reformers and administrators
2002	"The current internet expansion has instilled a different set of cultural values which are often in conflict with traditional values.' Discuss.	Value conflict
2017	The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss.	Human Values
2017	The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss.	Human Values
2017	"Great ambition is the passion of a great character. Those endowed with	Lessons from the lives and

	it may perform very good or very bad acts. All depends on the principles which direct them.” – Napoleon Bonaparte. Stating examples mention the rulers (i) who have harmed society and country, (ii) who worked for the development of society and country.	teachings of great leaders, reformers and administrators
2017	“If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. they are father, the mother and the teacher.” – A. P. J. Abdul Kalam. Analyse.	Role of family, society and educational institutions in inculcating values
2016	Our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and social surroundings in which we grow up. Some of these unconsciously acquired attitudes and values are often undesirable in the citizens of modern democratic and egalitarian society. (a) Discuss such undesirable values prevalent in today's educated Indians. (b) How can such undesirable attitudes be changed, and socio-ethical values be cultivated in the aspiring and serving civil servants?	Role of family, society and educational institutions in inculcating values
2014	We are witnessing increasing instances of sexual violence against women in the country. Despite existing legal provisions against it, the number of such incidences is on the rise. Suggest some innovative measures to tackle this menace.	Role of family, society and educational institutions in inculcating values
2017	Without commonly shared and widely entrenched moral values and obligations, neither the law, nor democratic government, nor even the market economy will function properly. What do you understand by this statement? Explain with illustration in the contemporary times.	Consequences of Ethics in human actions.
2017	Explain how ethics contributes to social and human well-being.	Consequences of Ethics in human actions.
2016	Law and ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilized social existence. (a) Discuss how they achieve this objective. (b) Giving examples, show how the two differ in their approaches.	Essence of ethics
2019	“A man is but a product of his thoughts. What he thinks he becomes.”	Essence of ethics
2014	Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the gist of his/her teachings giving specific examples, describe how you have been able to apply these teachings for your own ethical development	Lessons from the lives and teachings of great leaders, reformers and administrators
2015	“The weak can never forgive; forgiveness is the attribute of the strong.”	Human Values Lessons from the lives and teachings of great leaders, reformers and administrators
2019	“Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world” – A.P.J. Abdul Kalam	Human Values Lessons from the lives and teachings of great leaders, reformers and administrators
2017	“Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them.” – Napoleon Bonaparte. Stating examples mention the rulers (i) who have harmed society and country, (ii) who worked for	Lessons from the lives and teachings of great leaders, reformers and administrators

	the development of society and country.	
2015	We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light.	Determinants of Ethics in human actions
2015	What is meant by 'environmental ethics'? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics.	Dimensions of ethics - Environmental Ethics
2019	What is meant by the term 'constitutional morality'? How does one uphold constitutional morality?	Dimensions of ethics - Constitutional ethics
2015	Social values are more important than economic values. Discuss the above statement with examples in the context of inclusive growth of a nation.	Essence of ethics
2015	Differentiate between the following (200 words); a) Law and Ethics; b) Ethical management and Management of ethics; c) Discrimination and Preferential treatment; d) Personal ethics and Professional ethics	Essence of ethics + Dimensions of ethics
2014	The current society is plagued with widespread trust-deficit. What are the consequences of this situation for personal well-being and for societal well-being? What can you do at the personal level to make yourself trustworthy?	Ethics in private and public relationships
2019	What are the basic principles of public life? Illustrate any three of these with suitable examples.	Ethics in private and public relationships
2014	Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the gist of his/her teachings giving specific examples, describe how you have been able to apply these teachings for your own ethical development.	Lessons from the lives and teachings of great leaders, reformers and administrators
2014	All human beings aspire for happiness. Do you agree? What does happiness mean to you? Explain with examples.	Essence, determinants and consequences of ethics in human actions.
2014	What does ethics seek to promote in human life? Why is it all the more important in public administration?	Essence, determinants and consequences of ethics in human actions.
2013	What do you understand by 'values' and 'ethics'? In what way is it important to be ethical along with being professionally competent?	Essence of ethics
2013	Some people feel that values keep changing with time and situation, while others strongly believe that there are certain universal and eternal human values. Give your perception in this regard with due justification.	Determinants of Ethics
2021	Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later. - Swami Vivekananda	Human Values
2013	There is enough on this earth for every one's need but for no one's greed. Mahatma Gandhi.	Human Values
2013	Nearly all men can withstand adversity, but if you want to test a man's character, give him power. —Abraham Lincoln.	Human Values

► PREPARE ETHICS FROM GENERAL STUDIES SYLLABUS

We already have great knowledge from our general studies and prelims. **General** studies syllabus of the

UPSC paper 1, 2 & 3 covers most knowledge a person with normal intelligence should know about.

1. Our ethics knowledge from history syllabus

History is a great source of learning and anecdotes for ethics, morality and their examples. For ex.

Raja Ram Mohan Roy – famous for abolition of sati. He witnessed the sati of his own sister-in-law. He then arose and fought until sati was abolished?

Values of Raja Ram Mohan Roy is depicted by this:

- **Empathy:** empathy is looking at things from others perspective. Reading the brain of others. He was able to feel the pain that his sister-in-law went through.
- **Courage of conviction:** Prominent people openly supported sati despite that Ram Mohun Roy stood against it.
- Raja Rama Mohan Roy also supported Anglicists in Orientalist - Anglicist debate despite opposition by many. Which quality is reflected here?

Integrity – You do what you think despite any opposition or pressure.

Gandhi ji set extraordinary example of integrity. He always stressed on means over end. The means for freedom struggle adopted by Gandhiji were truth and non-violence. Gandhi ji called off non-cooperation movement, after the violence in Chauri-Chaura incident saying that the nation is still not ready for independence. The movement was at peak, British for the first time seemed weak, hope of independence was high, many leaders were not in favour of calling off the movement and Gandhi ji was aware of discontentment that would prevail, still he called off the movement. Gandhi ji did not compromise with the basic principle of non-violence.

This was done even when his most loyal follower, Pt. Nehru was not in the favour of his decision and the masses were criticizing him for inaction.

Still Gandhiji suspended the movement because 'mean value' of truth and non-violence was violated. Gandhiji maintained his integrity. Because of his integrity, millions trusted Gandhi; millions learned from him and counted themselves as his followers. Collectively, they became a force strong enough to gain political independence for India.

Improvement of position of women in society –

Gandhiji brought women in the forefront of leadership. Gandhiji said "Woman, I hold, is the personification of self-sacrifice". Gandhiji identified important values of women like self-sacrifice, empathy, compassion, patience, hard work etc. He then created suitable opportunity like shop picketing, marches etc.

Leadership quality - Gandhiji led mass movements incorporating women, farmers, advocates, foreigners, all communities and classes. This shows his leadership skill.

PERSUASION

Gandhiji used to clean his own toilet. He also used to clean the toilets of office of congress working committee. The purpose was to persuade others, teach people that there is no loss of dignity in cleaning the toilets. It also served the overarching purpose of liberating Harijan from the evil of untouchability because of the assigned job to clean toilets.

Shop picketing during Swadeshi and boycott movement was based on persuasion.

TECHNIQUE OF PERSUASION

Case of Young Bengal movement and Raja Ram Mohan Roy – Both wanted change, but the technique was different. One was critical and wanted to bring revolutionary change from outside and the other believed in goodness of many practices and wanted reform in many from within.

Political tolerance of Pt. Nehru

PM Nehru gave place in his cabinet to most critical opponent Dr B. R. Ambedkar. Talents must be utilized in administration for efficiency and socio-economic development.

2. Our ethics Knowledge from Polity

Constitution is a set of values.

Preamble

Preamble is also called as the code of ethics of the constitution.

Values in preamble – Justice, Liberty, Equality, fraternity.

WE, THE PEOPLE OF INDIA, having solemnly resolved to constitute India into a SOVEREIGN SOCIALIST SECULAR

DEMOCRATIC REPUBLIC and to secure to all its citizens:

JUSTICE, social, economic and political; **LIBERTY** of thought, expression, belief, faith and worship.

EQUALITY of status and of opportunity; and to promote among them all

FRATERNITY assuring the dignity of the individual and the unity and integrity of the Nation.

IN OUR CONSTITUENT ASSEMBLY this twenty-sixth day of November 1949, DO HEREBY ADOPT, ENACT AND GIVE TO OURSELVES THIS CONSTITUTION

Preamble begins with the value of justice then liberty and equality follow and then comes fraternity. The fundamental importance of justice is duly recognised. Aristotle has said, '*It is in justice that the ordering of the society is centred*'.

Fundamental rights

FRs are the laws because they are binding on the government. DPSP - Conscience of the constitution.

Promotion of international peace and security. The State shall endeavour to:

- (a) Promote international peace and security.
- (b) Maintain just and honourable relations between nations.
- (c) Foster respect for international law and treaty obligations in the dealings of organised peoples with one another; and encourage settlement of international disputes by arbitration. **Fundamental duties**

It shall be the duty of every citizen of India –

- a) To abide by the Constitution and respect its ideals and institutions, the National Flag and the National Anthem.
- b) To cherish and follow the noble ideals which inspired our national struggle for freedom.
- c) To uphold and protect the sovereignty, unity and integrity of India.
- d) To defend the country and render national service when called upon to do so.
- e) To promote harmony and the spirit of common brotherhood amongst all the people of India transcending religious, linguistic and regional or sectional diversities; to renounce practices derogatory to the dignity of women.
- f) To value and preserve the rich heritage of our composite culture.
- g) To protect and improve the natural environment including forests, lakes, rivers and wildlife, and to have compassion for living creatures.
- h) To develop the scientific temper, humanism and the spirit of inquiry and reform.
- i) To safeguard public property and to abjure violence.
- j) To strive towards excellence in all spheres of individual and collective activity so that the nation constantly rises to higher levels of endeavour and achievement.
- k) To provide opportunities for education by the parent the guardian, to his child, or a ward between the age of 6-14 years.

2nd ARC report has said that a comprehensive ethical code contains – Code of ethics, conscience and laws.

3. Current Affairs

- Pakistan violates cease fire, does unprovoked firing.

- U.S pulling out of Paris Agreement and UNESCO.
- India decreasing supply of essential good to Maldives in wake of Maldives tilt towards China. Is tit-for-tat ethical? Confucius has said, “do to others what you expect others to do to you”.
- Advertisements – Method of persuasion; persuasion and manipulation; ethical advertisement etc.
- Seat reserved for women in public transport.
- Movies also are an agent for Attitude change and reflect the changing attitudes in society. For ex.
 - Dangal – idea about how to change attitude towards girl child.
 - Pink – stereotypes and prejudice which are present in our society against women.
- **Persuasion**
 - Give up campaign – LGP
 - Odd even – Red roses were given by police instead of fine on the first day.
 - Income declaration scheme - incentive to declare black money.
 - Sign boards in metro to offer seats to the needy.
 - Star rating in electrical appliances.
 - Colour coding in National Air Quality Index.
 - Enlarged picture depicting lungs cancer on tobacco product.
 - Adarsh gram Yojana – to make a model village for others to follow.
 - Government's effort to bring social change
 - Giving up of railways subsidy.
 - Beti Bachao Beti Padhao Yojana
 - Swatch Bharat Abhiyan
 - Reservation of seats for women in public transportation, constitutional institutions etc.
 - Giving leadership opportunity to women – women/girl as head of family under National Food Security Mission,
 - National Housing schemes, Bharatiya Mahila Bank etc. More investment in women intensive industry like textile etc.

4. Quotes/poetry/Anecdote etc

- “The New Colossus” by Emma Lazarus (1849-1887)
*“Keep, ancient lands, your storied pomp!” cries she
 With silent lips. “Give me your tired, your poor,
 Your huddled masses yearning to breathe free,
 The wretched refuse of your teeming shore.*

Send these, the homeless, tempest-tossed to me,
I lift my lamp beside the golden door!"

- **The Harlem** by Langston Hughes
What happens to the dream deferred?
Does it dry up, like a resin in the sun?
Or fester like a sore,
and then run.
Does it stink, like a rotten meat?
Or crust and sugar over, like a syrupy sweet.
Maybe it just sags,
Like a heavy load.
Or, does it explode?

- **Invictus**
Out of the night that covers me,
Black as the pit from pole to pole,
I thank whatever gods may be
For my **unconquerable soul**.

In the fell clutch of circumstance
I have not winced nor cried aloud.
Under the bludgeonings of chance
My head is bloody, but unbowed.

Beyond this place of wrath and tears
Looms but the Horror of the shade,
And yet the menace of the years
Finds and shall find me unafraid.

It matters not how strait the gate,
How charged with punishments the scroll,

I am the master of my fate.

I am the captain of my soul

- **Tell all the Truth but tell it slant –**
Success in Circuit lies
Too bright for our infirm Delight
The Truth's superb surprise
As Lightning to the Children eased
With explanation kind
The Truth must dazzle gradually
Or every man be blind –

– Emily Dickinson

- And I will show you something different from either

Your shadow at morning striding behind you
Or your shadow at evening rising to meet you;

- What is this life if, full of care,
We have no time to stand and stare.
- Some say the world will end in fire, some say in ice.
From what I've tasted of desire
I hold with those who favor fire. But if it had to perish twice,
I think I know enough of hate to say that for destruction
ice is also great
And would suffice.
- "Jadi tor daak sune keu naa aashe, tabe ekla chalo re..."
"If they answer not to your call walk alone
- Where the mind is without fear and the head is held high
Where knowledge is free
Where the world has not been broken up into fragments
By narrow domestic walls
Where words come out from the depth of truth
Where tireless striving stretches its arms towards
perfection
Where the clear stream of reason has not lost its way
Into the dreary desert sand of dead habit Where the
mind is led forward by thee into ever-widening thought
and action into that heaven of freedom, my Father, let
my country awake.
- If you can talk with crowds and keep your virtue,
Or walk with Kings - nor lose the common touch,
If neither foes nor loving friends can hurt you,
If all men count with you, but none too much:
If you can fill the unforgiving minute
With sixty seconds' worth of distance run, yours is the
Earth and everything that's in it,
And - which is more - you'll be a Man, my son!
Two roads diverged in a wood, and I— I took the one less
travelled by,
And that has made all the difference.

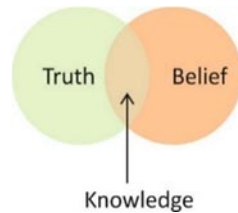
► BASIC CONCEPTS

- Values
- Attitude
- Morals
- Ethics

All these things are abstract and subjective and hence, we need to understand the contextual aspect in which these concepts are applied.

BELIEF

Before understanding the values, we first need to understand the concept of belief. Belief is an internal feeling that something is true even if it is unproven or irrational; things that we hold to be true. Belief is the simplest form of mental representation and therefore the building block of our thought process. Eg -



- Belief that a particular number is lucky for us.
- Hanging lemons and chilies in vehicles is lucky.
- Gandhiji believed that swaraj can be attained within one year of launching non-cooperation movement.
- Alcohol addiction is passed on from parents to children.

Belief is also referred as **cognition**.

Belief can be peripheral (weak) and core (strong). Beliefs which are formed by direct interaction are strong.

Examples of core belief -

- Indians must have the right to rule themselves.
- Rapid industrialization is causing climate change.
- Unity in diversity can help in socio-economic development of our country.

VALUES

Something that has worth, is important to us. It helps us to decide what is desirable and undesirable. Values are the standards which helps to evaluate something or make judgement about how desirable or undesirable that thing is to us whether a person, place or event. Different people may have different set of values. Eg -

- Tribal culture values conservation of environment more than others.
- Compassion for pets is valued more in European countries.
- Service class values stability, job security, gradual change etc.
- Business class value risk taking behavior, adventure, creativity etc.
- Communist class value equality, justice etc.
- Capitalist class values competition, profitability etc.

DISTINCT FEATURES OF VALUE

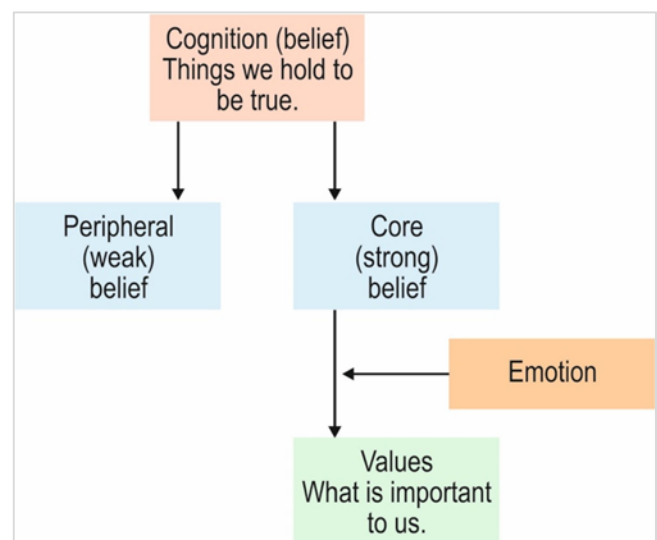
- Values are standards that direct our conduct in variety of ways. They also provide standards of morality.
- Values are most central to the core of human personality.
- Values are above specific object, situations, or persons. (Attitude is towards a particular object, situation, or person). Eg: Value of justice is for everything (while attitude of justice would be with respect to gender, caste etc)
- Values are expressed less in our day- today life in comparison to the expression of attitude.
- Values are relatively stable and enduring. However, intense incident in life can change value system. Eg: Value change of Ashoka after war of Kalinga, Ungalimal, Valmiki etc.

Mean-value & end-value

Mean-value are attached to the process and end-value are attached to the result. Our constitution usually contains the end values like socialism, egalitarian society, Gandhian society, uniform civil code etc. End values are values contained in the code of conduct like honesty, integrity, dedication.

However, mean-value can also become end-value. Education can be mean value and reducing poverty can be end-value. However, in another scenario reducing poverty can be mean-value and national development can be end-value.

Core belief + Emotion = Value



Eg: - If a boy child is taught from beginning that women are equal to men, he will develop this belief. If he observes father treating his mother with respect and dignity, mother is confident and participates in decision

making, sisters are competing well in school then gender equality will become his core belief and value.

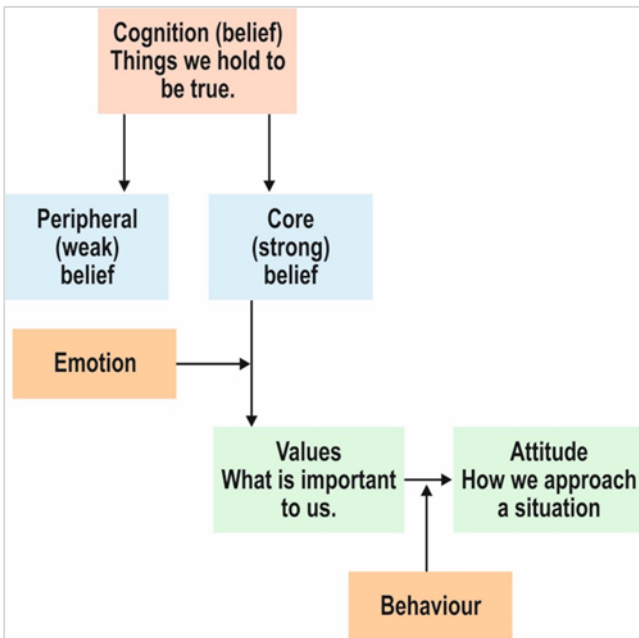
Suppose a child is taught love for his nation through stories of our freedom struggle. Father takes the child for republic day parade. The child will develop the belief that those who serve the country are respected and it is good to serve the country. If child is taken to the parade every year, then his belief will become more and more strong. There will also be positive emotion of oneness on seeing the parade. This will gradually develop value of patriotism.

If a person believes that all human beings are equal, then he/she will develop that value of equality.

We are more likely to make choices that will support our value system than those that does not. Values are fundamental belief. All values are belief, but all beliefs are not values.

ATTITUDE

How we approach a situation; our likes and dislikes towards different things and ideas; It could be positive, negative or neutral. An attitude is an expression of favour or disfavor towards a person, place, thing or event.



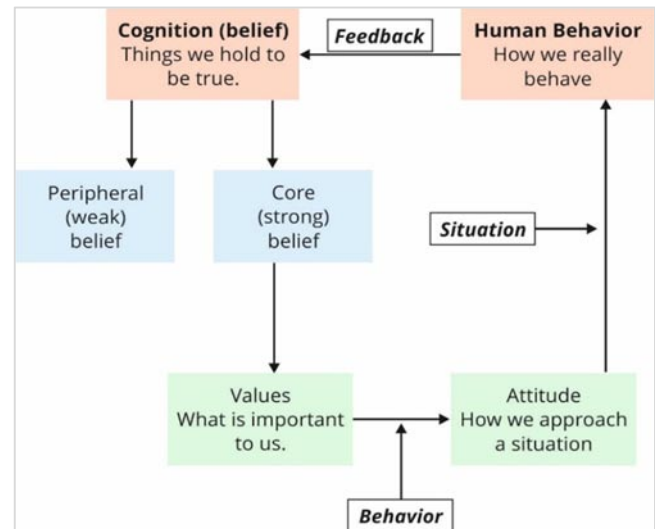
Attitude is the manifestation of our value system. If we know the value system of a person, we can predict his attitude towards a thing or idea. Attitude can be shaped by a person’s past and present environment.

If you are HR manager of a company and senior manager asks you to hire only male candidate. Then if there is core belief and value of gender equality then there will be negative attitude towards the order.

If one has value of patriotism and government asked to participate in Swatch Bharat Abhiyan, Give It Up Campaign, Beti Bacho Beti Padhao Yojana, then there will be positive attitude towards such appeal.

HUMAN BEHAVIOUR

It deals with how we really act. Human behavior refers to a range of behavior exhibited by humans, and which are influenced by culture, attitude, emotions, morality, values, ethics, authority, persuasion, coercion and genetics. Belief and values happen to be building blocks of human behavior.



Situation is also a determinant of Human behavior apart from belief, values and attitude – Examples of acting against attitude -

- **Value conflict:** you have compassion for poor. But you don’t give money to beggar at public places to discourage organised beggary, following your objectivity.
- **External control:** If there is lack of accountability and transparency, there would be more corruption.
- **Lack of authority:** if you don’t raise voice against corruption when it’s happening with the connivance of higher ups.
- **Financial constraint:** Socialist form of government has values of compassion towards weak and poor. But loan waiver may not be financial prudent step.
- **Rules and regulations:** you are lethargic but still forced to come to office on time.

BEHAVIOR AFFECTING ATTITUDE

- Children in school are taught to be punctual. Later punctuality becomes their attitude.
- Women in villages think they are inferior because they are made to behave like one.

- Rugby team of New Zealand wears black dress to develop aggression.
- Certain religion encouraged to keep the trouser above the ankle. This brings humility in attitude.
- Officers who are made to stop corrupt practices through strict law enforcement develop negative attitude towards corruption.

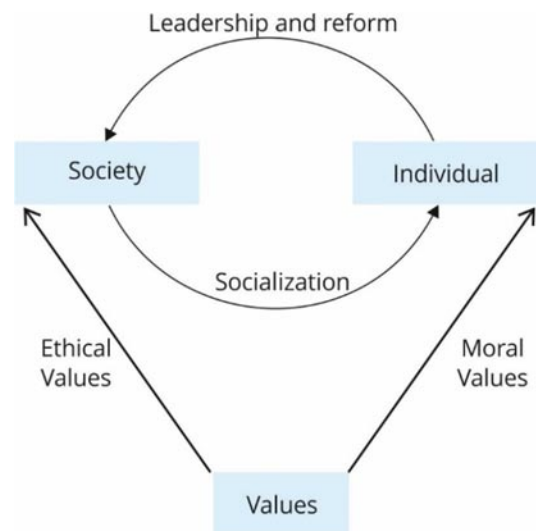
To change the behavior of people we must target belief, value and attitude. Areas that need behavioral change

- Open defecation
- Contraceptive
- Antibiotic usage – self prescription
- Casting one’s vote
- Payment of income tax
- Keeping the premise clean – segregation and disposal of waste.
- Helping accident victim
- Protecting whistle blowers
- Abjuring drugs
- Treating women with dignity and respect
- **Spirit of Atithi devo bhava:** Compassion for foreigners, Africans especially.
- Girl child education
- Not misusing RTI act; Voluntary disclosure of information
- Energy Conservation

- a) **Constitutional:** Justice, equality, fraternity, socialism, secularism etc.
- b) **Political:** democracy, monarchy, equality etc
- c) **Social:** inclusiveness, gender equality, tolerance, harmony etc
- d) **Economic:** efficiency, profitability, competition etc
- e) **Professional:** honesty, integrity, punctuality, merit etc
- f) **International:** universal brotherhood, peace, harmony etc.
- g) **Scientific:** Objectivity, rationality etc.
- h) **Aesthetics:** Indian music, melody etc.

ALL ETHICS ARE VALUES. ALL VALUES ARE NOT ETHICS

- Bravery. It’s a value but not ethics. People who are not brave cannot be considered as unethical.
- Conservation is a value but not ethics in our society.
- Punctuality is a value but also ethics in some countries like Japan.
- Hard work is a value but not ethics.



► ETHICS AND MORALITY

Both are standards of right and wrong.

- **Morality** is standards of individuals for right and wrong. Derived from Latin word ‘Moralitus’ which means character.
- **Ethics** is standards of society for right and wrong. Derived from Greek word ‘ethos’ which means custom.
- If a person does not offer seat to women in public transportation, reserved for them, then it’s both unethical and illegal. But if a person does not offer his seat to needier traveller, then it’s immoral.
- If a person goes against his own morality he will have inner dissonance, unrest, crisis of conscience etc. If he goes against the ethics of society then there will be social sanction.

RELATION OF ETHICS WITH VALUES

All ethics and morals are values. All values are not ethics. Values can be of many types –

Ethics in practice are the standards based on which one can decide what is wrong or right. They prescribe what is or not considered appropriate behavior in living one’s life. Ethics as a branch of philosophy is also defined as the study of what we understand to be good and right behaviour and how people make these judgements. It is the discipline that examines moral standards of individuals and society.

Ethical values are a subset of various values held by a person. Concepts such as material success, individualism, courage, hard work, prudence, compromise, competition and punctuality are value standards but are probably not seen as ethical or moral standards of right or wrong. However, standards like honesty, truthfulness, justice

are used in making ethical judgements of rightness and wrongness in human behavior.

Usually there is congruence between morality and ethics because they are formed within the context of each other in same setup. However, there could be difference. Eg:

- **Transgender issue:** There is societal discrimination against transgender but for many people such action is immoral.
- **Dowry:** an educated person may consider it immoral but is accepted by society.
- **Defending a terrorist:** Its immoral to support any terrorist but as per the professional ethics of a lawyer "to defend your client in best possible manner".
- **Whistle blowers:** professional ethics says to be loyal to the organisation and morality says to be truthful.
- Similarly, Jallikattu, Triple Talaq, Social drinking are some other cases.

Ethics refers to the series of standards provided to an individual by an external source like profession, society or religion. Individuals recognise and follow ethics because society says it is the right thing to do. Not following ethics may lead to social disapproval and sanctions.

Moral are standards of right or wrong which defines how things should work according to individual's ideals and principles. If one doesn't follow these principles, one may feel uncomfortable, remorse, depression, anxiety or dissonance. In most cases, there is congruence between ethics and morals as morality of an individual is developed with the environment of ethics prevailing in society.

► ESSENCE OF ETHICS

1. Ethics cannot be shaped and sustained in isolation. A person's environment interacts with his/her genotype to influence behavioral outcome. Both nature and nurture impact ethics of a person.

Socialization: It is a deliberate process through which culture is passed from one generation to another generation. In a society like India where collectivism and group conformity are high, process of socialization is strong.

It is a lifelong process through which norms, customs, values and ideologies of the society are passed on from one generation to next generation so that one can become responsible and participative

member of their society. Socialization is thus, means by which social and cultural continuity is attained.

2. A man is not only the product but also the producer of his culture. A person not only learns from his culture but may also lead to change in ethical system of his society.

Eg- Raja Ram Mohan Roy fought against Sati, Mahatma Gandhi fought for India's freedom, Martin Luther King fought against racial discrimination, Nelson Mandela fought against Apartheid.

3. Ethics depends upon the context in which they are operating. They vary in the meaning & intensity according to time place and person (determinants of ethics).
4. Ethics operates at different level like individual, organisation, socio-cultural, political and international. Ethics at each level affect each other.
5. Ethics are abstract and subjective in nature i.e.; they are affected by individual's emotion and perception.
6. Ethics are interrelated to each other. Eg - honesty, truthfulness, integrity; values of equality and justice cannot exist without tolerance etc.
7. Ethics originate from the sense of justice prevailing in a particular society.
8. Ethical behavior also comes into play when human interacts with non-human world.
9. Ethics are maintained and sustained by sense of responsibility at individual level and not mere accountability to some external agency.
10. Ethical standards may transcend the narrow stipulations of law and code of regulations.

► ETHICS IN PRIVATE AND PUBLIC RELATIONS

HUMAN RELATIONS

Human beings are social animals. So, we interact with each other and when we interact with each other we establish some relations. Gandhi said, "for achieving non-violent and truthful society, it is important to have good relationship". Relationships are based of four principles:

- **Respect**
- **Understanding**
- **Acceptance**
- **Appreciation**

Private relation involves relations with family and friends. These are informal in nature as no formal procedure is there to regulate such relations. These are one to one relation, based on emotional bond and in most cases expression of individual personality is there. Internal control is there on the ethical behaviour rather than external control in the form of laws, rules and regulations.

Ethics in private relations can differ widely from person to person and are often influenced by the morality, emotional state and personal interest of the person involved in such relationships. Duties in these relations are self-imposed, informal in nature and voluntary.

Ethics shown in private relation often forms a major part of individual ethics or morality. In any society morality forms the basis of ethical behaviour in public relation. Personal relations have limited reach.

Ex. Love, care, respect, trust, responsibility, solidarity, peacefulness, good communication, security, self-sacrifice etc.

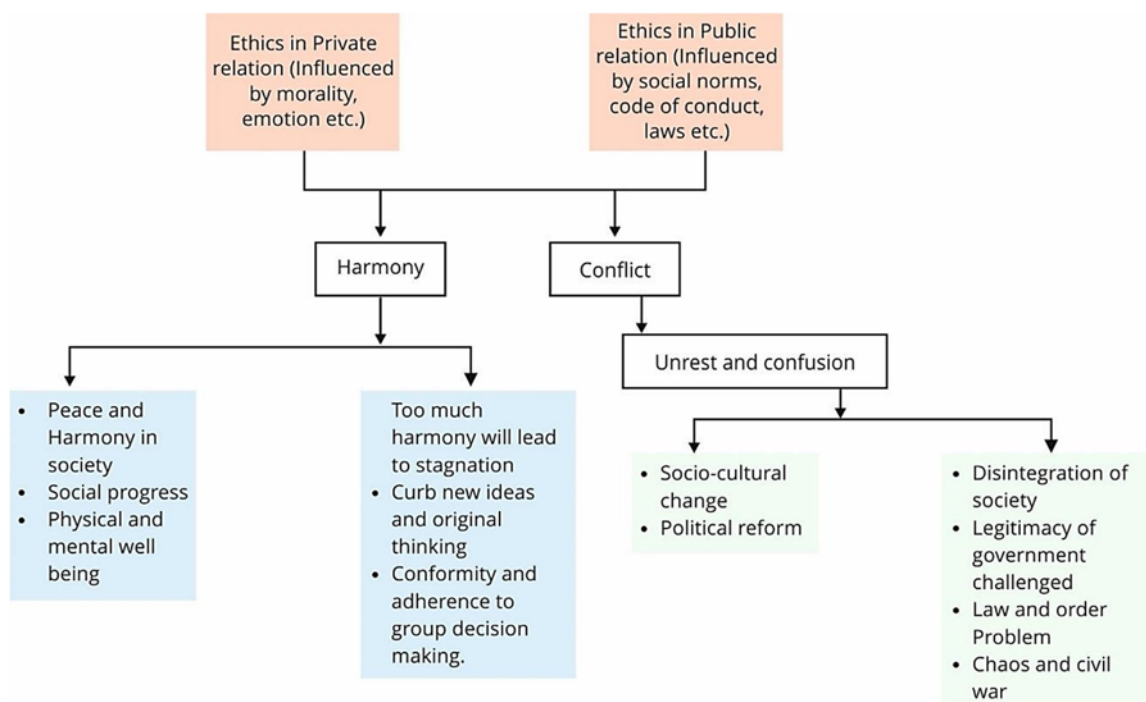
Honesty, understanding, respect, truthfulness, equality, trust etc are important values in public relations.

ETHICS IN PUBLIC RELATIONSHIP

- **Public relation:** Formal in nature
- Relationship between three organs of government
- Relationship of a civil servant with citizens
- Panchsheel at organisational level
- Social contract theory
- Social capital

Public relations involve relation between individual in public sphere where individual perceives themselves as part of the context and not as separate entities. These relations re predictable and formal in nature. Legal and social obligations are there. Often the nature of duty in a public relationship is obligatory in nature, externally imposed, formal and sanctioned. Ethics shown in public relation are often influenced by norms, values and behaviour prevailing in a particular society. The reach of our public relations is much wider and can impact society at large.

Ex. Honesty, openness, integrity, fairness etc.



Distinguishing between ethics in public and private relation is vague, ambiguous, and difficult. Both cannot be divided in watertight compartments. They consistently interact and affect each other. Ethics in private relations helps in humanizing public relations and plays an important role in forming the moral system of a person.

Conflict between ethics in private and public relations may lead to build up of unrest, dissonance and confusion in the mind of the concerned person. However, too much congruence between ethics in public and private relation may lead to stagnation of ideas and change.

► ROLE OF FAMILY, SOCIETY & EDUCATIONAL INSTITUTIONS IN VALUE INCULCATION

SOURCES OF VALUES

- “There is nothing called self-made man. We are made up of thousands of others”.
- “A man is usually closest to five people closest to him.”

Value development is continuous, cumulative and highly interdependent process touching all the aspects of personality. Factors which affect the value structure of an individual can be both natural as well as environmental. Many personal attributes such as intelligence, creativity and temperance influence the development of values. However, it is the environment which plays the most important role in developing the value structure of a person.

STAGES OF MORAL DEVELOPMENT

Kohlberg's six stages were grouped into three levels: pre-conventional, conventional, and post-conventional.

Level 1 – Pre-conventional

Stage-1: Obedience and punishment avoidance, rewards
Stage-2: Self-orientation

Level 2 – Conventional

Stage-3. Interpersonal accord and conformity
Stage-4: Authority and social-order maintaining orientation

Level 3 – Post-conventional

Stage-5: Social contract orientation
Stage-6: Universal ethical principles

HUMAN VALUES: ROLE OF FAMILY

A family is a social institution with the bond of common belief, religion, customs, culture, language and a way of life. It carries on the heritage and traditions as legacies from the earlier generation to the next generation.

Child Rearing Practices (CRP) adopted by parents shapes the personality of the child both consciously and sub-consciously. It is from family that a child acquires self-knowledge, self-confidence, self-satisfaction, self-worth, the capacity for self-sacrifice and realise themselves as human beings competent to show kindness, friendship, generosity, compassion, tolerance, responsibility and service to society. Family is the first agency of socialisation.

- Family is the first informal agency for socialisation. It is said that family is the first school and mother is the first teacher.
- Values formation is very high through family because of high emotional attachment.
- Private relation – Contact comfort studies– Those baby monkeys who stick to the belly of monkey are more emotionally secure and confident; Attitude of sharing- among siblings, cousins.
- Child rearing practices– democratic and authoritarian; If child raised in an authoritarian manner, he'll show less concern for democratic values.
Role model – Child sub-consciously and consciously learn from their parent's behaviour. Gandhiji said he learnt the technique of *Satyagraha* and *fasting* from his mother and wife respectively.
- Observational learning – children observe the behaviour of their parents and other family member.
Eg-
 - o Values of service class and business class.
 - o If parents informally talk bad things about a particular caste or religion.
 - o If they knowingly violate traffic rules, child will imbibe the same.
 - o If a boy raised in an environment where girl child is treated as a second citizen, he'll treat his wife in similar fashion and find nothing wrong in it.
 - o If parents are meticulous about cleanliness in both private and public property, child will follow the same.

HUMAN VALUES: ROLE OF EDUCATIONAL INSTITUTIONS

Education is a systematic attempt towards human learning. The essence of good education is to develop human personality in all dimensions which are intellectual, physical, emotional, social, ethical and moral. The National Education Policy calls for education in India to become a forceful tool for the cultivation of social and moral values through continuous readjustment of curriculum.

Gurukul system – a form of dialog. Students used to ask questions and Guru used to answer questions.

Data – information – knowledge – wisdom

As per National Education Policy, education is regarded as the most potent tool to inculcate values in children.

School is a place where systematic learning takes place in the earlier year of life. School provides maximum opportunity and exposure to children. Also, in the school a child is introduced for the first time to members of community outside his family i.e., his peer students, teachers and other staff. This enables the child to learn how to regulate his behaviour in society.

ROLE OF TEACHER

- Provide right conditions for students to learn.
- Stimulate the mind of students.
- Serves as role model of students. E.g. - Gopal Krishna Gokhale was political guru of Gandhiji and in many ways he shaped the ideology and outlook of Gandhiji towards India and life.
- Private relation: Friendship is learnt in schools; how to behave with opposite sex?
- Etiquettes and values are imparted to children
 - In Japanese system in first four years basic etiquettes and values are taught to children. Children are also taught to clean their toilets.
 - In Netherlands, plastic is not used in class. In starting few years students are taught in natural environment so that they can develop positive value towards nature.
- Behaviour into attitude:
 - Corporal punishment: When a child, who has suffered corporal punishment, goes to college, he would think it is right to rag juniors, when he becomes father, he would think physical punishment is right way to discipline children; if he becomes a cop, he will think custodial torture is justifiable to extract confession from criminal.
- Syllabus and textbooks also shape attitude of children:
 - World History: French revolution - liberty, equality, fraternity.
 - History: Gandhi's train to Pretoria - Standing against injustice.
 - Constitutional values: democracy, secularism and human values (truth, love, compassion).
 - Literature: it helps us understand - human nature and prevalent social values of a given era.

- Science Curiosity: that in turn makes a person ask questions against orthodoxy and bad practices in religion.

In Kerala, Class 7 social science textbook contained a chapter with an imaginative interview between a headmaster and parents seeking admission. The boy carries a Christian name; the father is named Anwar Rashid and the mother Lakshmi Devi. The headmaster asks the father what religion he should fill in for the child in the required column to which the reply is: "Let him choose his religion when he grows up."

Content of the textbook plays important role in imparting value system.

If a textbook has passage "papa is coming from office while mummy is cooking food and mummy is helping mummy."

While it sounds innocent, but its putting 'gender-roles' in the minds of children that men go to office and women are supposed to stay at home and cook food only.

- Values of sportsmanship, team-spirit.
- Value education
 - North Korean Government uses textbooks to poison the brains of children against South Korea and Western World.
- All round development –
 - Take them to old age homes for inculcation of compassion and altruism.
 - Museums, cultural centre for inculcation of tolerance and secularism.
 - Tree plantation, street cleaning for inculcation of environmental protection.
 - Yoga - it internalizes your mind. Once your mind is focusing inward, you'll have more clarity of thought.

► APPLIED ETHICS

Applied ethics is the branch of ethics that attempts to apply ethical theory to real life situation. Two features are necessary for the issue to come in the ambit of applied ethics –

The issue must be distinctly moral in nature and there must be contrasting view on the moral issue.

- **Environmental ethics:** ethics involved in human and non-human world. Concept of Mother Nature in India. Chipko movement; Uttarakhand High court

judgement on river Ganga as an individual, National Green tribunal for environmental justice. E.g. - gene crops.

- **Bio-medical ethics:** clinical trial, surrogacy, stem cell research, three parent baby, abortion, designer baby, euthanasia etc.
- **Media ethics:** media trials, paid news, fake news, string operation, sensationalisation, live telecast of combat operations etc.
- **Military Ethics:** military operations, procurement scams, handling prisoner of war, use disproportionate force, just war theory, differentiation between good and bad terrorism etc.
- **Sexual morality:** LGBT rights, marital rape, discrimination against HIV patient, extra marital affair, prostitution etc.
- **Social morality:** Untouchability, good Samaritan laws, Khap Panchayat, alcoholism, racism, communalism,
- **Public Sector ethics:** Corruption, optimum utilization of resources, transparency, accountability, integrity in procurement process etc.
- **Corporate ethics:** ethics involved in private sector. Eg: Nirav Modi case, Sahara case, Vijaya Malaya case, Tata Sons-Cyrus Mistry spat, Vishal Sikka case etc.
- **Publication Ethics:** Copyrights issue in DU, plagiarism, Indian Copyright act 1957, Brene convention 1986 etc.

► ENVIRONMENTAL ETHICS

Environmental ethics is the discipline that studies the moral relationship, value and moral status of human beings to the environment and its nonhuman contents.

Rabindranath Tagore gave a definition on 'Education' which coincided with Environmental ethics. The definition is given here under: "The highest education is that which does not merely give us information but makes our life in harmony with all existence".

The definition of environmental ethics rests on the principle that there is an ethical relationship between human beings and the natural environment. Human beings are a part of the environment and so are the other living beings.

When we talk about the philosophical principle that guides our life, we often ignore the fact that even plants and animals are a part of our lives. They are an integral part of the environment and hence cannot be denied their right to live. Since they are an inseparable part of nature and closely associated with our living, the guiding

principles of our life and our ethical values should include them. They need to be considered as entities with the right to co-exist with human beings.

The emerging concept of environmental ethics brings out the fact that all the life forms on Earth have the right to live. By destroying nature, we are denying the life forms this right. This act is unjust and unethical.

Moral obligation to future generations and principle of inter-generational equity demands us to hand over the planet earth in the same condition as we received it from our ancestors. This will enable our future generations to thrive and achieve good quality of life. Else we will be forcing our coming generations to crises for which they have not contributed. (**Principle of Sustainability and Intergeneration equity**).

Also, environmental degradation and climate change has disproportionate effects the poor and vulnerable who have not contributed these. This violates the **principle of polluter pays**.

Aldo Leopold formulated ecological restoration focusing on Land ethic in a book "A Sand County Almanac, 1949", defined a new link between nature and people and has a stage for modern conservation movement.

"For embracing this ethic ecologically literate citizens are required who can also solve global environmental challenges. "This Land ethic simply enlarges the boundaries of the community to include soils, waters, plants, and animals, or collectively: the land."

ACTIONS CONTRADICTORY TO ENVIRONMENTAL ETHICS

Major factors that necessitate environmental ethics are:

- **New effects on nature:** Because our modern technological civilisation affects nature adversely, we must examine the ethical consequences of these new actions.
- **New knowledge about nature:** Modern science demonstrates how we have changed and are changing our environment in ways not previously understood, thus raising new ethical issues. For example, until the past decade, few people believed that human activities could be changing the Earth's global environment. Now, however, scientists believe that burning fossil fuels and clearing forests have changed the amount of carbon dioxide in the atmosphere, and this causes changes in our climates, and hence the need for global action. This new perspective raises new moral issues.

- **Expanding moral concerns:** Some people argue that animals, trees and even rocks have moral and legal rights, and that it is a natural extension of civilisation to begin including the environment in ethics. These expanded concerns lead to need for new ethics.

APPROACHES TO ENVIRONMENTAL ETHICS

a) Libertarian View

This view is correlated to the principle of civil liberty. As civil liberty follows the commitment to equal rights to every member of community, development of an ethics to deal with human's relationship with land animal and plant is essential. Social conscience from people to land and nature is equally inevitable. It is not right to see the natural world simply in the terms of its economic worth to human. Equal rights or liberty to all human and nonhuman members in the environment is the principle doctrine of libertarian view.

b) Ecological view

Ecological view demonstrates ecological functioning. On ethical ground, it is believed that earth has its own mechanism for functioning, growth and development. Nature has its own purification processes and recovery systems of life even in most adverse condition. Moreover, it is believed that whenever the climate change had taken place, it took place within a very narrow range of region to enable the life to recover before it gets destroyed. However, later it was considered that as the global temperature rises higher and higher there are more climatic disasters, the planet may not be able to recover as it was previously thought. It is necessary to recognize fundamental interdependence of all biological and abiological entities.

c) Conservation Ethics

Conservation ethic is an extension of instrumental value to the natural environment. It focuses only on the work of environment in the terms of its utility and usefulness to humans. Conservation is the oldest form of ethic that led to creation of national parks, wildlife sanctuaries, responsible use of non-renewable energy sources, water conservation efforts. Conservation is therefore a means to an end and purely concerned with mankind and his future generations. Most of the international treaties are outline as consequences of this ethics.

ENVIRONMENTAL DEGRADATION VS ECONOMIC DEVELOPMENT (UTILITARIANISM CONCEPT)

The negative effects of climate change will fall disproportionately on the poor in current generations, and on future generations who are less responsible for greenhouse gas emissions as they accrue.

For the utilitarian, the distribution of goods has only instrumental value: we should choose that distribution of goods that maximises the total amount of well-being.

It is from this perspective that problems of justice arise. For example, displacing a population to build a dam might cause a great deal of misery for the worst off, but if it produces a marginal gain for a larger population who are already well off then, on a utilitarian calculation, the policy is justified provided the population is great enough.

There are a variety of different accounts of justice that might be offered as alternatives to the view that we should distribute goods to maximise total welfare. One is that we should give priority to the worst off; another is that we have a duty to make sure all reach a minimal level of welfare; a third is that justice demands equality in the distribution of welfare or of the goods required for welfare.

► MEDIA ETHICS

Fundamental objective of journalism is to serve people with news, views, comments and information on matters of public interest in a **fair, accurate, unbiased and decent manner and language**. With advent of private TV channels, the media seems to have taken over the reigns of human life and society in every walk of life. Such is the influence of media that it can make or unmake any individual, institution or any thought. Hence, ethics in journalism is important. The media should not lose sight from its duties and obligations.

DUTIES OF MEDIA

- Equip citizens with unbiased information. Media shall not taint the facts; they shall present them as they are.
- Play vital role in broadening thinking of citizens, by empowering them with knowledge. In a country like India illiteracy is high, it is duty of media to impart knowledge and broaden their views.
- Fairly criticize any action this is against the spirit of justice or essence of democracy.
- Point out the concept practices and play a crucial role in initiating the proper procedure against the people

who are accused of any antisocial activities, regardless of any political connection.

- To foster the spirit of unity and brotherhood among the people and install faith in democracy and justice.

If the media adheres strictly to its duties, then the democracy will be enjoyed in true sense by the citizens of India. It will become the platform for showcasing the plight and concerns of the public.

ETHICAL ISSUES RELATED TO MEDIA

- Media should collect information from primary authentic sources, which are of use and importance to the society or the nation and then report the same in an unbiased and positive way with the aim to inform and not to create sensation and harm the public. Any direct or indirect interference from state, the owner or other sector is encroachment on its freedom to discharge its duties towards the society.
- **Corporatisation of Media:** Mainstream media became corporatized to spread its business as well as to acquire advanced infrastructure. To corporatize, it required corporate financing. Entry of corporates brought in the culture of profiteering and that culture first killed the neutrality of news media. Corporates get most profit if they can be close to the broker lobby of power. "Power corrupts and absolute power corrupts even more". Thus, many news media started selective reporting. Apart from that they instead of presenting views started imposing views.
- **Politicisation of Media:** Media is camped into anti-government, pro-government, and rightist groups with each entity trying to impose its own partisan views on serious national issues and even tarnishing work of their rivals.
- **Media trial:** Media trial creates a perception of prejudice against the accused. In a one hour debating by news channels in which accused is framed with allegations and debated by some so called "experienced people of that field" after which the anchor gives an instant predefined verdict, which is definitely more captivating, amusing to public rather than the multifaceted and apolitical judicial procedure established by law of Indian judiciary, to which the most citizens are unaware. The journalists have started acting as both prosecution and judge alleging, shouting, pronouncing verdicts.

ETHICS OF JOURNALISM

a) Accuracy and fact-based communications

- Journalists cannot always guarantee 'truth' but getting the facts right is the cardinal principle of journalism.
- Journalists should always strive for accuracy, give all relevant facts and ensure that they have been checked.

b) Independence

- Journalists must be independent voices; they should not act, formally or informally, on behalf of special interests whether political, corporate or cultural.
- They should declare to their editors – or directly to the audience – any relevant information about political affiliations, financial arrangements or other personal connections that might constitute a conflict of interest.

c) Fairness and Impartiality

- Most stories have at least two sides. While there is no obligation to present every side in every piece, the stories produced by journalists should strive for balance and provide context.
- Objectivity is not always possible and may not always be desirable (in the face, for example, of clear and undeniable brutality or inhumanity), but impartial reporting builds trust and confidence.

d) Humanity

- Journalists should do no harm. They should show sensitivity and care in their work recognising that what they publish, or broadcast may be hurtful.
- It is not possible to report freely and in the public interest without occasionally causing hurt and offence, but journalists should always be aware of the impact of words and images on the lives of others. This is particularly important when reporting on minorities, children, the victims of violence, and vulnerable people.

e) Accountability and Transparency

- A key principle of responsible journalism is the ability to be accountable.
- Journalists should always be open and transparent in their work except in the most extraordinary of circumstances. When they make mistakes, they must correct them, and expressions of regret must be sincere. They listen to their audience and provide remedies to those dealt with unfairly.

The Code of Ethics and Broadcasting Standards laid down by NBA for violation of which a complaint may be made, include the following principles:

- Ensure impartiality and objectivity in reporting
- Ensure neutrality
- Ensure that when reporting on crime, that crime and violence are not glorified
- Ensure utmost discretion while reporting on violence and crime against women and children
- Abhor sex and nudity
- Ensure privacy
- Ensure that national security is not endangered
- Refraining from advocating or encouraging superstition and occultism
- Ensure responsible sting operations

→ TRP AND MEDIA ETHICS

Television rating point: TRP stands for Television Rating Point. It is the tool that tells us which channel and the program are viewed most or it indicates the popularity of a TV channel or a program. It shows how many times people are watching a channel or a particular program.

"The duty of journalists is, to tell the truth. Journalism means you go back to actual facts, you look at the documents, you discover what the record is, you report it that way." – Noam Chomsky

Ethical Issues related to TRP

- Race for TRP is sensationalizing news reporting.
- **Sensationalism** aims at maximising viewership and earning profit. This makes news reporting vulnerable to manipulation.
- **Objectivity** in presenting the news is extremely important to fulfil the 'right to information' of people. People have right to get information in the authentic, unbiased form.
- Hence, it is important to maintain the 'integrity of the process' of news collection and broadcast.
- The government's advertising expenditure depends on the TRP system, and public spending should not be based on flawed data.

- TRP system compromise the impartial news selection. Issues of vulnerable, poor and marginal section of our society gets side lined.
- Race for TRP also forces news channel to show unscientific, unverified information that compromise on the larger role of media to develop value laden society,

Targeting TRP in journalism is destroying professional journalism and citizen-centric journalism. Reporting is being displaced by Agenda Setting Theory. Noise is replacing information dissemination. This reminds us of what Noam Chomsky one asked, "How it is we have so much information but know so little?"

► SOCIAL MEDIA ETHICS

Online social networking is the use of dedicated websites or application to interact with other people who are also on those social networking sites having same interests or same circles, groups or communities.

With the rise of Online Social Networking, the ethical dilemmas are growing in number including violation of privacy, misrepresentation, bullying, etc.

Ethical dilemmas faced when different people use social networks are given below:

a) Invasion of privacy

If the actions that break the law or terms of privacy of any user of social network harms that individuals personal or professional credibility, that action should be considered unethical. The invasion of privacy would include any non-permissive approach taken to get any kind of personal or any other kind of information about an individual which can harm him or affect him in any sense.

While discussing social media ethics, behavioral targeting is a questionable area to consider. The advertisers tracking our shopping behaviors and click through patterns to use that data in retargeting campaigns. The positive point is that the viewers may appreciate the relevance of the material being advertised to them, but this is a kind of invasion of privacy.

b) Spamming

Over-publicizing unasked promotional messages is also considered as an unethical act based on how this is being done. In spamming users are usually bombarded with information which does not interest them or even if it does, it is too extensive to be swallowed. In this situation, the user's relative information which he may

be needing gets under the pile and may get ignored because of that useless pile of spamming which is obviously unethical from user's perspective.

c) Public Bashing

Once a person post something on social media, it can go viral without asking for permission which then can't only affect reputation but also the person or company you were disparaging about, so much. This kind of cases can also raise a risk for legal lawsuits.

d) Improper Anonymity and Distorted Endorsements

If one represents himself with wrong affiliations, credentials or expertise, it is unethical to become anonymous but showing yourself to be someone different than you are. There are people who provide companies with their anonymous feedbacks which are not true, and it has caused a lot of damage to companies by the stories of consumers of their products by fake stories. Hiring people to comment your favourable or fabricated stories about your company or your products are also considered unethical. Some employees are also found guilty of exaggerating competitive deficiencies.

e) Data is public or private

One of the biggest areas of concern with social media data is the extent to whether such data should be considered public or private data. Key to this argument is the standpoint that social media users have all agreed to a set of terms and conditions for each social media platform that they use, and within these terms and conditions there are often contained clauses on how one's data may be accessed by third parties, including researchers. Surely, if users have agreed to these terms, the data can be considered in the public domain.

There are also specialist organizations that provide social media employment screening services. This raises ethical challenges for employers around employees' right to privacy and fairness. Is it ethical or fair to judge an individual's ability to fulfill their employee responsibilities based on information about their personal lives, gained from their social media profile? In some cases, the information may relate to past activities in a job candidate's personal life.

SOCIAL MEDIA AND ETHICAL DILEMMA

a) **Utilitarian perspective:** Facebook and other sites have been the scene of cyberbullying and online predation. But the same technology allows people to connect with others they might never have met and form meaningful relationships. Hence there is ethical dilemma in its usage.

b) **Fairness perspective:** Some people believe social networking sites offer the ultimate in egalitarianism. When we interact with others online, we have no real way of knowing whether they are white or black, male or female, fat or thin, young or old.

c) **Virtue perspective:** Many interpersonal virtues we value evolved in the context of face-to-face communication. Honesty, openness, and patience, for example, are used in negotiations we must manage when we meet people in person. What impact will digital media have on these virtues? Ex. What would honesty mean in the context of a world where people are represented by avatars? Will other virtues emerge as more important in social networking, where we can be constantly connected to a large reservoir of others and can shut off communications easily when we are bored or encounter difficulties?

CONCLUSION

Freedom of opinion and expression is guaranteed by the constitution and legislation, but there is often an expression of excessive freedom. Proper ethical standards for social media research need to be designed but they should be dynamic too technologies and the way that technologies are used are constantly changing.

► CORPORATE ETHICS

The relationship of business and society is going through a phase of transition. The companies, whose major objective has been to maximize profits for the benefits of their shareholders, should focus on serving the interest of society at large. The social obligation of the company is to behave in a transparent, ethical manner that helps protect the long-term success of society and the environment. It may include maintenance of transparent organizational governance, maintenance of Human rights and ethical Labor practices, sustainable environmental practices, fair operating practices, etc. This has given rise to the concept of corporate governance.

Corporate governance is set of principles or guidelines on which a company is governed. It ensures that the corporate works in a way it supposed to work to achieve the desired goals. It makes the corporations accountable to each stakeholder including, directors, shareholders, employees, customers etc.

IMPORTANCE OF CORPORATE GOVERNANCE

- **Corporate Performance:** Improved governance structures and processes help ensure quality decision making, encourage effective succession planning for senior management and enhance the long-term prosperity of companies, independent of the type of company and its sources of finance. This can be linked with improved corporate performance- either in terms of share price or profitability.
- **Enhanced Investor Trust:** Investors who are provided with high levels of disclosure & transparency are likely to invest openly in those companies.
- **Better Access to Global Market:** Good corporate governance systems attract investment from global investors, which subsequently leads to greater efficiencies in the financial sector.
- **Combating Corruption:** Companies that are transparent and have sound system provide full disclosure of accounting and auditing procedures, allow transparency in all business transactions, provide environment where corruption will certainly fade out. Corporate Governance enables a corporation to compete more efficiently and prevent fraud and malpractices within the organization.
- **Easy Finance from Institutions:** The credit worthiness of a company can be trusted based on corporate governance practiced in the company.
- **Enhancing Enterprise Valuation:** Improved management accountability and operational transparency fulfill investors' expectations and confidence on management and corporations, and return, increase the value of corporations.
- **Reduced Risk of Corporate Crisis and Scandals:** Effective Corporate Governance ensures efficient risk mitigation system in place. The transparent and accountable system that Corporate Governance makes, the Board of a company aware of all the risks involved in its strategies, thereby, placing various control systems to monitor the related issues.
- **Accountability:** Investor relations' is essential part of good corporate governance. Investors have directly/indirectly entrusted management of the company for creating enhanced value for their investment. The company is obliged to make timely disclosures on regular basis to all its shareholders to maintain good investors relation. Good Corporate Governance practices create environment where Boards cannot ignore their accountability to these stakeholders.

CORPORATE SOCIAL RESPONSIBILITY

Philanthropy is defined as promoting and attempting to bring about social change by majorly making generous financial contributions. Many corporations simply donate money to causes that are intended to bring about social change. They may or may not place their brand on the cause and take credit for the resources offered. This giving often happens without any direct involvement outside of the funds offered.

CSR could be defined as, "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large". CSR addresses the overall attitude of an organisation toward its employees, customers, the environment, local community, and the society at large.

India has become the first country to introduce the legal requirement for the companies to comply with the Corporate Social responsibility. The Section 135 of the Companies Act, 2013 mandates that every company, private limited or public limited, which either has a net worth of Rs 500 crore or a turnover of Rs 1,000 crore or net profit of Rs 5 crore, needs to spend at least 2% of its average net profit for the immediately preceding three financial years on Corporate social responsibility activities.

The corporations are required to setup a CSR committee which designs a CSR policy which is approved by the board and encompasses the CSR activities the corporation is willing to undertake.

CSR UNDER COMPANIES AMENDMENT BILL 2019

Provision for Unspent CSR Funds: Any unspent annual CSR funds must be transferred to one of the funds under Schedule 7 of the Act (e.g., PM Relief Fund, Swachh Bharat Kosh, the Clean Ganga Fund) within six months of the financial year. However, if the CSR funds are committed to certain ongoing projects, then the unspent funds will have to be transferred to an Unspent CSR Account within 30 days of the end of the financial year and spent within three years. Any funds remaining unspent after three years will have to be transferred to one of the funds under Schedule 7 of the Act.

Violation of CSR Norms: Any violation may attract a fine between Rs 50,000 and Rs 25,00,000 and every defaulting officer may be punished with imprisonment of up to three years or fine between Rs 50,000 and Rs 25,00,000, or both.

CLASSIFICATION OF SOCIAL RESPONSIBILITY**a) Towards organization**

It is the responsibility of each corporate entity to work towards growth, expansion and stability and thus earn profits. If the corporation is to achieve social and economic ends, organizational efficiency should be boosted up.

b) Towards employees

Employees are the most important part of an organization. Following are some of the responsibilities which a business entity has towards its employees: - Timely payment; Hygienic environment; Good and impartial behavior; Health care; Recreational activities; Encouraging them to take part in managerial decisions, etc.

c) Towards consumers

The Company should maintain high quality standards at reasonable prices. It should not resort to malpractices such as hoarding and black-marketing.

d) Towards Shareholders

It is the responsibility of corporate entity to safeguard the shareholders' investment and make efforts to provide a reasonable return on their investment.

e) Towards environment

It is the responsibility of the organization to contribute to the protection of environment. It should produce eco-friendly products. Moreover, industrial waste management must be taken care of.

Thus, a properly implemented CSR concept can bring along a variety of competitive advantages, such as enhanced access to capital and markets, increased sales and profits, operational cost savings, improved productivity and quality, efficient human resource base, improved brand image and reputation, enhanced customer loyalty, better decision making and risk management processes.

TRIPLE BOTTOM LINE (TBL) APPROACH TO BUSINESS**ETHICS**

The TBL approach is used as a framework for measuring and reporting corporate performance against economic, social and environmental performance. It is an attempt to align private enterprises to the goal of sustainable global development by providing them with a more comprehensive set of working objectives than just profit alone.

The perspective taken is that for an organization to be sustainable, it must be financially secure, minimize (or ideally eliminate) its negative environmental impacts and act in conformity with societal expectations.

The TBL dimensions are also commonly called the three Ps: people, planet and profits.

► BIOTECHNOLOGY AND ETHICS

Biotechnology, at its core, is about understanding life and using this knowledge to benefit people. Many see biotechnology as a significant force in improving the quality of people's lives in the 21st century.

Despite its many benefits, biotechnology has provoked ethical controversy which have been discussed below:

a) Cloning

One of the main ethical problems of biotechnology is related to cloning. There is controversy about the moral aspect of cloning, in many countries human cloning is prohibited at the state level (for example, in Japan and France). The two main aims of human cloning are therapeutic (creation of donor cells) and reproductive. Reproductive cloning is forbidden in most countries because of many ethical and legacy issues.

Therapeutic cloning is legal in many countries, but it also causes some ethical issues. Therapeutic cloning works with cells of embryos and copies them by creating another embryo, which will never be born. The ethical issues of therapeutic cloning are related to the rights of cloned embryo.

b) Clinical Trials

Clinical trials refer to all types of research involving human participants related to generation of new knowledge for diagnosis, treatment, and prevention in the field of human health and diseases, scanning molecular genetics on one end and epidemiology and public health research on the other end.

The general problem with the ethics of clinical trials stems from the fact that those who stand to gain from the trial results are not the same that bear the risk and burden of trial participation. Participation in a clinical trial entails an increased level of risk with respect to ordinary clinical care, particularly due to the potential for exposure to unexpected effects of a new treatment. These risks are not offset by a prospective clinical benefit, since the primary end of the trial is not that of treating trial participants but rather that of producing generalisable medical knowledge.

c) Liberty

Liberty is a moral concern for those who fear that biotechnology will give some people tyrannical power over others. The history of eugenics, in which governments used coercion to eliminate those judged to be biologically "unfit," illustrates the danger of encroachments on liberty.

d) Justice

Justice is a moral concern for people who anticipate that biotechnology will be so expensive that only the richest individuals will benefit from it so that the rich will have an unjust advantage over the poor. Even proponents of biotechnology such as Lee Silver (1998) worry that reproductive biotechnology eventually could divide humanity into two separate species based on the wealth or poverty of their ancestors: the "gen-rich" who would be genetically designed to be superior and the "gen-poor" who would be left behind as biologically inferior beings.

e) Animal Rights

Genetic engineering actively uses animals for experiments, and animals can also be used to produce certain hormones and even donor organs in the future. Even a special breed of mice is derived for genetic experiments. It causes the issue of animal protection in the framework of genetic engineering and other branches of biotechnology.

f) Designer babies

"Designer babies" or inheritable genetic modification refers to children that have been genetically engineered in the womb to have certain desired qualities. Many people argue that it is unethical and unnatural to be able to create your own baby the way you want it, while others argue that it could be used to stop certain genetic diseases in babies. It could create a "race or class" of genetically modified children who may think they are superior to non-genetically modified children.

SECTION-2

A TTITUDE

Previous Year Questions

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2021	Attitude is an important component that goes as input in the development of human being. How to build a suitable attitude needed for a public servant?	Attitude formation
2020	A positive attitude is considered to be an essential characteristic of a civil servant who is often required to function under extreme stress. What contributes to a positive attitude in a person?	Attitude: <ul style="list-style-type: none">o Content, structure, functiono Its influence and relation with thought and behaviour.
2017	Young people with ethical conduct are not willing to come forward to join active politics. Suggest steps to motivate them to come forward.	Attitude formation
2014	What factors affect the formation of a person's attitude towards social problems? In our society, contrasting attitudes are prevalent about many social problems. What contrasting attitudes do you notice about the caste system in our society? How do you explain the existence of these contrasting attitudes?	Attitude formation
2014	In the context of defense services, 'patriotism' demands readiness to even lay down one's life in protecting the nation. According to you, what does patriotism imply in everyday civil life? Explain with illustrations and justify your answer.	Moral and political attitudes
2013	It is often said that 'politics' and 'ethics' do not go together. What is your opinion in this regard? Justify your answer with illustrations.	Moral and political attitudes
2015	Two different kinds of attitudes exhibited by public servants towards their work have been identified as the bureaucratic attitude and the democratic attitude. A) Distinguish between these two terms and write their merits and demerits. B) Is it possible to balance the two to create a better administration for the faster development of our country?	Content, structure, function of Attitude
2016	How could social influence and persuasion contribute to the success of Swacchh Bharat Abhiyan?	Social influence and persuasion

- ✓ Content, structure, function
- ✓ Its influence and relation with thought and behaviour
- ✓ Moral and political attitudes
- ✓ Social influence and persuasion

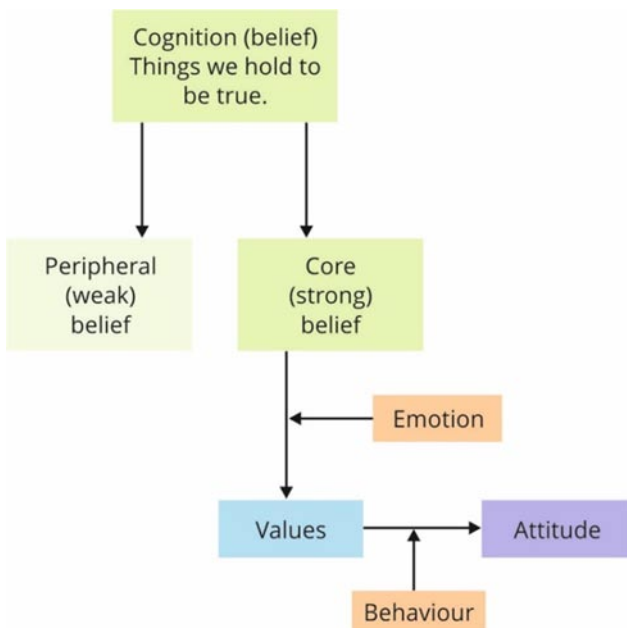
► **CONCEPT OF ATTITUDE**

Attitude is part of social psychology. Social psychology is a specific branch in psychology which tries to understand and explain how the thoughts, feeling and behaviour of individual influence as well as gets influenced by one another.

Attitude is a learned tendency to act, think and feel in particular ways towards a class of people, object, place or an event. It can be positive, negative, neutral or ambivalent evaluation of stimuli present in our environment.

ATTITUDE AND VALUE

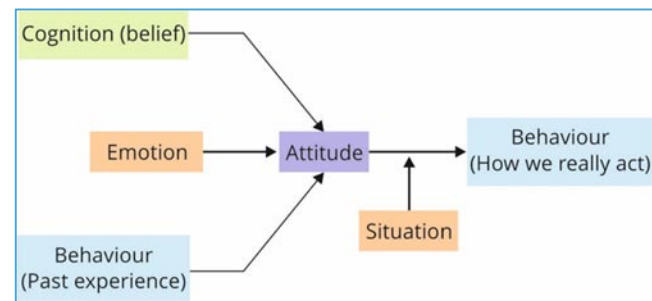
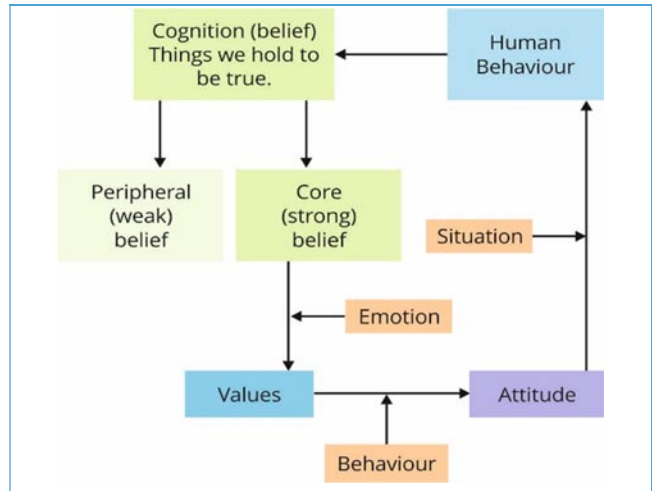
- Attitude is related to a particular thing whereas values are general in nature. Ex. If person has a liberal attitude, then that is for a particular thing like caste, gender issue, LGBT rights, dressing style etc. But if a person has virtue of liberty, then he will be liberal towards everything.
- Attitude may change with situation, but values are relatively stable and enduring. However, intense incident in life can change value system. Ex. Value change of Ashoka after war of Kalinga, Angulimala, Valmiki, Kalidasa, old lady changed by compassionate and tolerant attitude of the Prophet etc.



- Values are stronger, intense & durable than attitude.

► **CONTENT OF ATTITUDE**

Cognition Affectionate Behaviour (CAB or ABC) component of attitude.



COGNITIVE COMPONENT

Cognitive component of attitude refers to belief, ideas, thoughts and attributes we associate with an object.

Stereotypes are thoughts or beliefs that are adopted about specific types of individual or particular group. They may or may not accurately reflect reality. They form largely due to over generalization or incomplete information.

E.g., People from Bihar are good at maths; Bengalis are good in arts; Africans are involved in drugs peddling, human trafficking, low hygiene; Villains in Hollywood are mostly Russians.

AFFECTIVE COMPONENT

Affective component of attitude refers to feelings or emotions linked to an attitude object. A primary way in which emotions shape attitude through feelings that are aroused in response to an attitude object.

Prejudice is pre-judgement or forming an opinion before becoming aware of relevant facts of the case. It is largely based on the kind of emotions a person has for the attitude object

BEHAVIOURAL COMPONENT

Behavioural component refers to past experiences or behaviour regarding an attitude object.

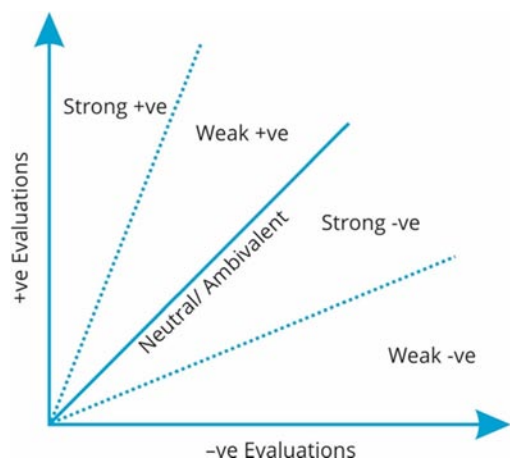
Discrimination is behaviour of making a distinction in favour or against a person based on the groups, class or category to which that person belongs to. Such distinction doesn't consider individual merit. It can also be shown against a thing or an idea. Though it can be positive, discrimination in most cases is considered a negative phenomenon as it denies social participation or human rights to the people based on prejudice and stereotypes. Even the positive discrimination in long term can be harmful for the overall wellbeing of a society.

In context of intergroup attitude stereotypes reflects expectations and beliefs about the characteristics of members of group perceived as different from one's own. Prejudice represents the emotional response and discrimination refers to actions.

RELATIONSHIP BETWEEN COGNITION AFFECTIVE & BEHAVIOUR COMPONENTS

Components of CAB model have a synergistic relation. When an individual possesses positive belief about an attitude object, they typically have positive affective and behaviour association with the object. Thus, CAB components are different, but they are not completely independent of each other.

STRUCTURE OF ATTITUDE



Structure of attitude includes how positive and negative evaluation are organised within and among the cognitive affective and behavioural component of attitude. The structure often decides the extent to which an attitude

in question can affect the behaviour of an individual. People with integrity are less ambivalent.

► FUNCTIONS OF ATTITUDE

Daniel Karz gave four functions of attitude –

i. **Knowledge function:** Attitude helps us to understand otherwise overwhelming amount of information in the world. They are shortcuts, helping us to simplify our perception of the world so that it becomes more manageable, controllable and safer. E.g., people who are not familiar with nuclear energy may develop an attitude that it is dangerous and should not be used as an energy source.

However, in the absence of knowledge about a person, we may use a stereotyped attitude for judging the person.

ii. **Utility:** The utilitarian function exists in attitudes that maximise rewards and minimise punishments obtained from attitude object. If a person holds or expresses socially acceptable attitude, other people will reward them with approval and social acceptance.

Eg – politicians show positive attitude towards reservation as in help in getting votes.

iii. **Ego Defence**

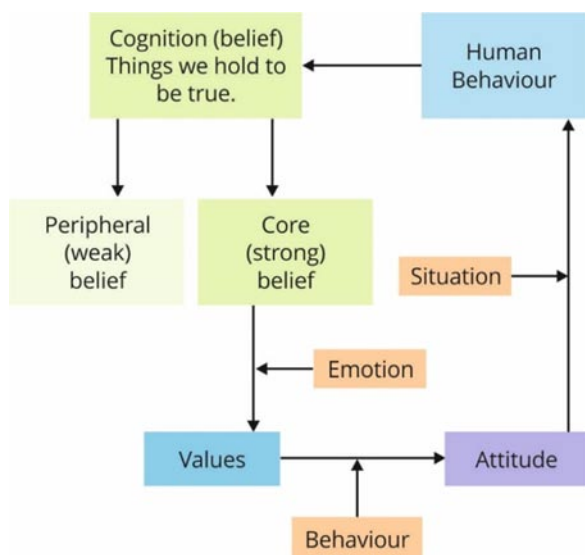
Ego defence refers to holding an attitude that protects our self-esteem or that justify action that makes us feel guilty. Attitude helps to protect us from ourselves and from other and to explain why we have done something that could be seen undesirable.

iv. **Value expression:** Attitudes are manifestation of our values. Attitude helps us to relate to ourselves & to others, presenting a fairly unified image which helps to establish our identity for both ourselves and for others. The attitude we express help communicate who we are & may makes us feel good because we have asserted our identity.

Mahatma Gandhi's attitude towards communal award was negative because he believed in the value of equality,

Different attitude objects are likely to fulfil particular functions or many different functions for different people. Eg: red beacon light, khadi

► RELATION BETWEEN ATTITUDE AND BEHAVIOUR



► ATTITUDE AND BEHAVIOUR

- Most of us have good attitude towards environment. But if we get an opportunity to buy an SUV, most of us will take it.
- There are lakhs of followers of PETA Facebook page but less than 2% give donation.
- All of us have positive attitude towards good health but most of us don't exercise and eat junk food.
- In the early 1930s, attitudes towards Chinese people in the United States were rather negative and Chinese people encountered a great deal of prejudice. From 1930 to 1932, a social psychologist called Richard LaPiere spent considerable time traveling through the US accompanied by a young Chinese student and his wife. They visited a large number of restaurants, cafes, hotels and motels (251 establishments in all). However, LaPiere was surprised to find that they were refused service only once and, when they received any additional attention, it was 'generally positive'

Later, LaPiere sent a questionnaire to all of the establishments they had visited on their travels, including the question, 'will you accept members of the Chinese race as guests in your establishment?' In response to the critical question 92 per cent of the restaurants and 91 per cent of the hotels/motels reported that they would not accept Chinese customers. The majority of the remainder reported that they were uncertain whether they would and that it would depend on circumstances.

- LaPiere's study is often cited as evidence that there is little or no relationship between attitudes and behaviour.
- We have negative attitude towards corruption, but degree of our action is different. Many of us will join the protest march, many of us will like anti-corruption related Facebook page and still some of us will just talk about it.

However, many times there is a strong linkage between attitude and behaviour:

- Caste attitude is very strongly expressed in behaviour.
- Political attitude is also very strongly expressed in voting behaviour.

The CAB Model implies that the behaviour component will be highly correlated with the cognitive and affectionate component. However, studies as well as general observations have shown that the relationship between attitude and behaviour is rather complex. Basically, **two fundamental questions arise in relation b/w attitude and behaviour**:

- Do attitude influence behaviour.
- When do attitude guide behaviour and what variables determine the degree to which attitudes might influence behaviour.

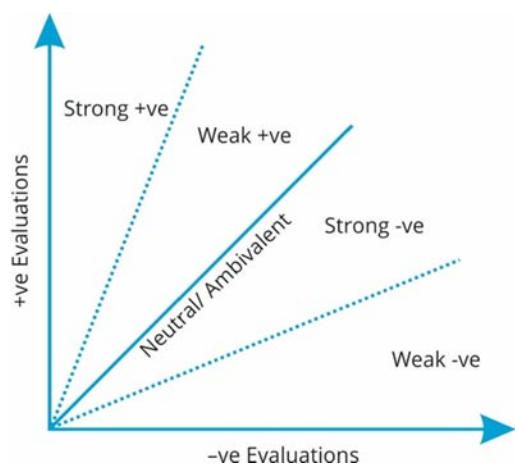
It is generally agreed that attitude forms only one determinant of behaviour and thus attitudes do influence behaviour but not always. **They represent predispositions to behave in particular ways but how we actually act in a particular situation will depend:**

- On the immediate consequences of our behaviour.
- How we think others will evaluate our actions.
- Habitual ways of behaving in those kinds of situations.

FACTORS INFLUENCING RELATION BETWEEN ATTITUDE & BEHAVIOUR

- Qualities of a person:** Values like courage, integrity etc.
- People who are aware of their feeling display greater attitude behaviour consistently than those people who rely on situational question to decide how to behave.
 - People with high level of integrity show high correlation between Attitude and Behaviour.
 - People in individual society have more correlation compared to people in collective society.

- Individuals who depend on their own feelings and principles to judge act much more consistently with their attitudes towards moral issue than the people who rely on external standards to determine what is moral.
- Qualities of attitude:** Strong and weak attitude show high and low correlation between attitude and behaviour.

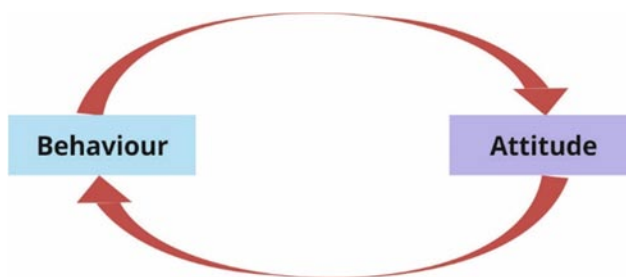


- Attitude accessibility – Attitudes which are acted upon on regular basis are more accessible from memory. Such attitudes show higher correlation with behaviour.
- Situation**
 - Norms or belief about how one should or is expected to behave in a given situation can exert a powerful influence on behaviour.
 - Time pressure results in behaviour as per attitude
 - Survival instincts dominate attitude.

STEPS TO INCREASE CORRELATION BETWEEN ATTITUDE AND BEHAVIOUR

- Development of emotional intelligence.
- Introspection
- Attitude literacy – learn what attitudes are. Identify your good and bad attitudes.
- Connecting with conscience – try to understand the reasons behind holding particular attitude.
- Developing values of integrity and truthfulness.
- Discovering ways to motivate yourself.
- See change as an opportunity to grow.

► HOW BEHAVIOUR IMPACT ATTITUDE



People tend to seek consistency in their attitude and behaviour. When a person has to act in contrast to his attitude then there will be some unrest inside him/her due to the discrepancy. Something must change in order to eliminate or reduce **cognitive dissonance**.

The term **cognitive dissonance** is used to describe the feeling of discomfort that results from holding conflicting belief and behaviour. The feeling of discomfort motivates a person to reduce it. There are generally three ways of reducing cognitive dissonance:

- Change the behaviour
- Ignore the situation
- Change the attitude

Behaviour → Habit → Attitudes → Values → Characters → Destiny

- Children in school are taught to be punctual. Later punctuality becomes their attitude.
- Women in villages think they are really inferior because they are made to behave like one.
- Rugby team of New Zealand wears black dress and also perform a dance before the match. They believe that such behaviour will make their attitude more aggressive.
- In ragging, it is seen that victim becomes next perpetrator.
- Wearing religious symbol develops positive attitude towards religion.
- Certain religion encouraged to keep the trouser above the ankle. This brings humility in attitude.
- In a study attitude towards smoking was recorded for a group of smokers. Then they were made to take role of cancer patients in a play. After they play attitude was again recorded. There was huge difference between the two recorded attitudes.
- Officers who are made to stop corrupt practices through strict law enforcement develop negative attitude towards corruption.

- Initially many Indian leaders were ambivalent about Gandhian technique of struggle for freedom. But due leadership of Gandhiji other adopted the practice and later developed very strong attitude towards it.
- In fact laws force a particular kind of behaviour, and which gradually changed attitude.

▶ ATTITUDE FORMATION

The distinction between attitude formation and attitude change is a fine one. If people change their attitudes, they can be said to be forming new attitudes.

DIFFERENT WAY OF LEARNING

i. **Classical conditioning:** It refers to the learning process that results from pairing of potent and neutral stimulus, through which the neutral stimulus comes to elicit a response that is usually similar to the one elicited by the potent stimulus.

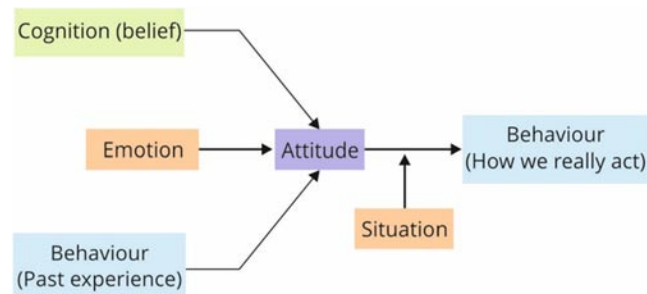
Pavlov's Dog Experiment: In his experiment, Pavlov used a bell as his neutral stimulus. Whenever he gave food to his dogs, he also rang a bell. After a number of repeats of this procedure, he tried the bell on its own. As you might expect, the bell on its own now caused an increase in salivation.

So, the dog had learned an association between the bell and the food, and a new behavior had been learned. Because this response was learned (or conditioned), it is called a conditioned response. The neutral stimulus has become a conditioned stimulus. In Nawanshahr district in Punjab where the District Collector Krishan Kumar built an atmosphere where the birth of a girl is celebrated by the community. All newborn baby girls and their parents come together and are feted. Celebration creates happiness and wherever girl child will be born there will be happiness due to stimuli association.

- ii. **By Instruction:** by parents, teachers, social institutions etc
- iii. **Instrumental conditioning:** (Reward and punishment) Behaviour or attitudes that are followed by the consequences are reinforced and are more likely to be repeated than behaviour and attitudes that are followed by negative consequences.
- iv. **Observation learning:** Children watch the behaviour of people around then and imitate what they see. "The Bobo doll experiment" focused on how children learn aggression through observation.

- v. **Role modelling:** People, particularly children, try to emulate the people they admire, this includes accepting the attitudes held by others as one's own.
- vi. **Social comparison:** When owns attitude corroborates with those held by significant others, they are accepted as being accurate response to attitude object.

▶ ATTITUDE CHANGE



Effective attitude change program includes methods and tools which appeal to three components of attitude. And attitude change also takes place when the present attitude no longer serves its function and individual feel blocked or frustrated.

CASE OF DELHI ODD-EVEN PROGRAM

Cognition (belief)	<p>Information about severity of the problem was highlighted -</p> <ul style="list-style-type: none"> Air quality Index was used to give live date at major crossroads. Public transportation is also cost effective
Emotion	<ul style="list-style-type: none"> Data on 50% children being affected by respiratory diseases in Delhi - emotion of love, care, compassion etc New relations due to carpooling - friendship. Frustration due to traffic jam is now reduces. Fear of heavy fine. On the first day instead of issuing fine rose were given to develop positive emotion.
Behaviour (Past experience)	<ul style="list-style-type: none"> People started realising that the scheme is saving their time due to less traffic. Number of buses were increased,

metro frequency was increases, whole public transport was strengthened.

- Carpooling in Ola and Uber were initiated.

► SOCIAL INFLUENCE & PERSUASION

Social influence occurs when emotions, opinions or behaviour of person is affected by others in a society. It is a broad term that related to many different phenomena.

Social influence can happen at three levels –

1. Values
2. Attitude
3. Behaviour

Examples:

- Streams that we choose after class 10.
- Career that we choose.
- Our dressing style, food habits, games and sports etc
- Political campaigns.

LEVELS OF SOCIAL INFLUENCE

	Behaviour	Attitude	Value
Compliance	✓	X	X
Identification	✓	✓	X
Internalisation	✓	✓	✓

- **Compliance** is the act of responding favourably to explicit or implicit request or orders of others. In case of compliance only behavioural change takes place but there is no change in attitude or values of a person. Eg – Dress code at workplace, going to religious place on insistence of parents etc
- Most of the government schemes fail because people reach only up to the level of compliance.
- **Identification** is change of attitude and behaviour due to the influence of someone that he/she like. Advertisements that rely on celebrities to market their products are taking advantage of this phenomenon.
- **Internalisation**: a person internalizes the whole idea, the goodness of particular object or event. Then we start to have positive attitude towards it because of congruence of value system.

TYPES OF SOCIAL INFLUENCE

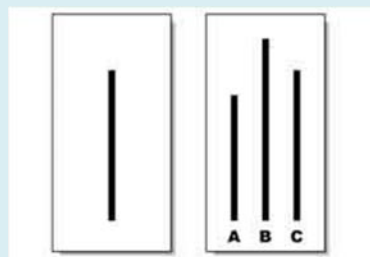
- **Conformity**: sticking to the rules followed by a particular community. Conformity is a type of social influence involving change in behaviour to align with those of others or to align with normative standards. Eg – Khap Panchayat, Jallikattu, Triple Talaq etc.

Asch Experiment

Solomon Asch (1951) conducted an experiment to investigate the extent to which social pressure from a majority group could affect a person to conform.

Asch used a lab experiment to study conformity, whereby 50 male students from Swarthmore College in the USA participated in a 'vision test.' Using a line judgment task, Asch put a naive participant in a room with seven confederates.

The confederates had agreed in advance what their responses would be when presented with the line task. The real participant did not know this and was led to believe that the other seven participants were also real participants like themselves.



Each person in the room had to state aloud which comparison line (A, B or C) was most like the target line. The answer was always obvious. The real participant sat at the end of the row and gave his or her answer last.

There were 18 trials in total, and the confederates gave the wrong answer on 12 trials (called the critical trials).

On average, about one-third (32%) of the participants who were placed in this situation went along and conformed to the clearly incorrect majority on the critical trials.

Over the 12 critical trials, about 75% of participants conformed at least once, and 25% of participant never conformed. In the control group, with no pressure to conform to confederates, less than 1% of participants gave the wrong answer.

Anti-conformity: Doing opposite to what the society is expecting from us. Anti-conformity may appear independent but lack alignment with personal standards and is for the purpose of challenging the group.

- **Self-fulfilling prophecy**: It is a prediction that directly or indirectly causes itself to become true due to

positive feedback between believe and behaviour. Prophecy declared as truth may sufficiently influence people either by fear or logical confusion so that the reactions fulfil the one's false prophecy.

One day Thomas Edison came home and gave a paper to his mother. He told her, "My teacher gave this paper to me and told me to only give it to my mother."

His mother's eyes were tearful as she read the letter out loud to her child: Your son is a genius. This school is too small for him and doesn't have enough good teachers for training him. Please teach him yourself.

After many, many years, after Edison's mother died and he was now one of the greatest inventors of the century, one day he was looking through old family things. Suddenly he saw a folded paper in the corner of a drawer in a desk. He took it and opened it up. On the paper was written: Your son is addled [mentally ill]. We won't let him come to school anymore.

Edison cried for hours and then he wrote in his diary: "Thomas Alva Edison was an addled child that, by a hero mother, became the genius of the century."

Edison said many years later, "My mother was the making of me. She was so true, so sure of me, and I felt I had someone to live for, someone I must not disappoint." At an early age, he showed a fascination for mechanical things and for chemical experiments

Self-fulfilling prophecy is also one reason why we do not have many women CEO in India.

- **Obedience:** Obedience in human behaviour is a form of social influence in which a person yields to explicit instructions or orders from an authority figure.

After WWII, many Nazi commanders said during the trial that they were just abiding orders of their seniors.

Neutral bureaucracy shows high level of obedience.

Obedience has been illustrated by **Stanford prison experiment and Milgram experiment**.

- **Persuasion:** It is a process aimed at changing the person's attitude or behaviour towards some event, idea, object or person. The process involves use of different methods of verbal or non-verbal communication to convey information, feeling and reasoning to change the attitude of concerned entity.

According to Aristotle persuasion can be brought about by speaker's use of logos, ethos and pathos:

- Logos:** Facts, reason and evidence
- Ethos:** Trust, reliability and ethics
- Pathos:** Emotions

Victory of persuasion over force is the sign of civilized society.

Art of persuasion was taught by *Sophists* to the royal class. It helped in establishing democracy in Athens.

Chanakya Niti – Sam, Dam, Dand, Bhed.

FACTORS AFFECTING PERSUASION

- Source or the persuader** who is the originator of the message. Source must have following characteristics:

- Credibility
- Expertness
- trustworthiness (social capital)
- rationality
- knowledge set
- Power position
- Attractiveness
- Charismatic personality.

A credible source is more successful in bring about desired attitude change than low credibility source as:

- Target group members expose themselves more to the high credibility source.
- They are likely to attend more seriously to the messages issued by high credibility source.
- The target group members are less likely to question the controversial issues raised by the source when they are convinced that the source knows far more than they know on a particular topic.

Power → Compliance

Attractiveness → Identification

Credibility → Internalization

- Receiver or the target group.** It receives the information presented by the source. Area of congruence with the source must be high.
- Message:** message must be persuasive. Short, relevant, concise, precise, well organised. Eg - Book of Rachel Carlson, CAG Vinod Rai developed simple plain report
- Channel or medium:** Who says what to whom through what means will determine whether a successful persuasion will take place or not

► PROCESS OF PERSUASION

Exposure → attention → comprehension → retention → acceptance → action

- **Attention is regulated perception.** For the source to catch the attention of target group the message

presented should be interesting, distinct and creates curiosity in receiver.

- **Comprehension:** Refers to the ability of the source to make target group understand the message and this is made possible only when it is designed taking into cognisance the target group frame of reference.
- **Retention:** Target group should be able to retain and retrieve the message presented and for this the sender tries to present the message repeatedly and if necessary, highlight the salient points in the message.
- **Acceptance and action:** Persuasion is successful if the target group not only received the message but also acts upon it in the manner intended by the source.

Persuasion is receiver centric exercise. It is not what the source says, it is what receiver understands. Successful persuasion is said to occur when there is minimum discrepancy between the intended and the perceived meaning and for this to happen the field of experience of the persuader and the persuadee must overlap.

For the persuader to be successful in persuasion it is important that he delivers the messages in the manner that they are able to overcome the various barriers that operates between the persuader and the persuadee. The three important barriers happen to be -

1. Semantic
2. Psychological
3. Physical

SEMANTIC

Semantic refers to science of meaning and semantic barriers arise because words or symbols have more than one meaning. They may also occur because of presence of scientific or technical worlds in the message. There are barriers also arise because of discrepancy between the verbal and non-verbal aspect of the message.

These barriers can be overcome by use of symbols which are receiver friendly, by ensuring that there is no discrepancy between the verbal and non-verbal aspect of the message, by making communication idea centric rather than word centric, use of illustrations and relevant example to support the verbal message.

PSYCHOLOGICAL

Psychological Barriers arise because of the incompatibility between the attitudes and values of the persuader and persuadee. Psychological barrier arises because of the emotional separateness between the source and receiver. The greater is the power distance between the source and receiver the stronger is the psychological barriers. The lower is the level of trust

between the source and receiver, the greater is the possibility of emergence of psychological barrier.

Psychological barrier cannot be easily removed because they arise because of personality inadequacies in source and receiver. To remove these barriers a climate of trust and understanding is to be created which will require non-judgemental acceptance of target group of source and display of empathetic understanding and unconditional positive regard towards them.

PHYSICAL

Physical Barriers arise because of the disturbances in the environment that obstructs or impede the flow of communication. These barriers can easily be overcome by redesigning the physical environment.

► TOOLS OF PERSUASION

- Reciprocation:** Give and take is the central principle in this method. All of us are taught that we should find some way to repay others for what they do for us. E.g., Sukanya Samridhi Yojana; Community services; India-Afghanistan relation
- Commitment and consistency:** Once people have made a choice or taken a stand, they are under both external and internal pressure to behave consistently with that commitment. E.g., pledge taking ceremony, Commitment given to parents
- Social proof:** We decide what is correct by noticing what other people think is correct. If everyone else is behaving in a certain way, most assume that it is the right thing to do. E.g., - Adarsh gram Yojana - to make a model village for others to follow.
- Likings:** People say yes to people that they like. ego - Rajnikant, Arvind Kejriwal, Gandhiji etc.
- Authority:** Most of us are raised with a respect for authority, both real and implied. Sometimes people confuse the symbols of authority with the true substance, religious gurus for instance.
- Scarcity:** Nearly everyone is vulnerable to some form of scarcity. Opportunity seems more valuable when they are less available. Eg: Limited editions,

Persuasion & Manipulation differs on three grounds

- **Intention:** if intention is win-win. If the person whose attitude is being changed will also be benefitted, then its persuasion.
- **Deception:** Incorrect information must not be provided.
- **Coercion:** Use of force must be minimum for persuasion

► NUDGE – A TOOL OF SOCIAL INFLUENCE

'Nudging' refers to altering the decision-making environment in the context of biases and 'irrational' behaviour that decision-makers often display.

WHY IS A NUDGE UNIT REQUIRED IN INDIA?

- Toilets built at great expense are not used.
- New variants of tuberculosis spread because patients do not complete the course of drugs prescribed by hospitals.
- Rash driving on roads kills thousands of people every year.
- Parents do not immunize children even when it does not cost them anything.

This shows how behavioural quirks lead to public policy failures.

Hence, there is a need of behavioural public policy wherein behavioural research is integrated into public policy.

- Behavioural interventions can have the potential to increase the efficacy of social spending.
- Public policy is often focused on the problems of market failure or state failure. Far less attention is paid to the deeper problem of social failures.
- Thus, the focus and direction of nudges should be influenced by individuals' ideas and concerns about their own behaviour.

The theory of nudge is also being developed which uses micro cues, positive reinforcements and indirect suggestions as ways to influence the behaviour of individuals or groups. Nudges are small changes in the environment that are easy and inexpensive to implement. Several techniques exist for nudging for ex.

- **Default option:** It is the option that an individual automatically receives if they do nothing. People are more likely to choose a particular option if it is the default option. For ex. A greater number of

consumers chose the renewable energy if it is made the default option.

- **Social-proof heuristics:** Refers to tendency off individuals to look at behavior of others to help guide their own behavior. For ex. If some people in a group tend to quit smoking others also think to quit.
- **Increasing salience of desired option:** When an individual's attention is drawn towards a particular option, that option will become more salient to the individual and they will more likely choose that option.

CRITICISM OF NUDGE THEORY

1. Behavioural sciences may design better social sector program, but they are of limited use unless bigger challenges like rapid economic growth, poverty reduction and macroeconomic stability are addressed and solved effectively.
 2. It may fall prey to paternalistic view that planners know better than citizens.
 3. Behaviour patterns vary in different states. Policy formulation based on one/certain behavioural approach may not go down well with all states.
 4. Their impact is short-term, and they don't lead to lasting changes.
 5. Nudges diminish the autonomy of individual
- Behavioural scientists have shown that people value loss avoidance more than gain acquisition. Hence, 'loss norm' can be followed to induce people to take advantage of public policies crafted for them. (Loss norm= disadvantages due to non-following of public welfare policies.
 - The government already uses choice interventions like subsidies and taxes to shape citizen behaviour. However, more institutional mechanisms are needed to advocate behavioural research to improve public policy design and deliver better outcomes for taxpayer money.

SECTION-3

APTITUDE & **FOUNDATIONAL VALUES FOR CIVIL SERVICE**

Previous Year Questions

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2021	Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix.	Aptitude and foundational values for Civil Service
2021	Identify ten essential values that are needed to be an effective public servant. Describe the ways and means to prevent non-ethical behaviour in the public servants.	Aptitude and foundational values for Civil Service
2021	"Integrity is a value that empowers the human being." Justify with suitable illustration.	Integrity, impartiality and non-partisanship, objectivity
2021	Should impartial and being non-partisan be considered as indispensable qualities to make a successful civil servant? Discuss with illustrations.	Integrity, impartiality and non-partisanship, objectivity
2021	Impact of digital technology as reliable source of input for rational decision making is debatable issue. Critically evaluate with suitable example.	Integrity, impartiality and non-partisanship, objectivity
2021	Life doesn't make any sense without interdependence. We need each other, and the sooner we learn that it is better for us all.	Empathy, tolerance and compassion towards the weaker sections.
2018	"In looking for people to hire, you look for three qualities: integrity, intelligence and energy. And if they do not have the first, the other two will kill you." - Warren Buffett. What do you understand by this statement in the present-day scenario? Explain.	Integrity, impartiality and non-partisanship, objectivity
2018	State the three basic values, universal in nature, in the context of civil	Integrity, impartiality and non-

	services and bring out their importance.	partisanship, objectivity
2018	What is mean by public interest? What are the principles and procedures to be followed by the civil servants in public interest?	Dedication to public service
2017	Examine the relevance of the following in the context of civil service: (a) Transparency (b) Accountability (c) Fairness and justice (d) Courage of conviction (e) Spirit of service.	Dedication to public service
2017	One of the tests of integrity is complete refusal to be compromised. Explain with reference to a real-life example.	Integrity, impartiality and non-partisanship, objectivity
2016	Why should impartiality and non-partisanship be considered as foundational values in public services, especially in the present-day socio-political context? Illustrate your answer with examples.	Integrity, impartiality and non-partisanship, objectivity
2015	How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples.	Dedication to public service
2015	A mere compliance with law is not enough, the public servant also has to have a well-developed sensibility to ethical issues for effective discharge of duties." Do you agree? Explain with the help of two examples, where (i) an act is ethically right, but not legally and (ii) an act is legally right, but not ethically.	Empathy, tolerance and compassion towards the weaker sections.
2014	Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful. What do you understand by this statement? Explain your stand with illustrations from the modern context.	Integrity, impartiality and non-partisanship, objectivity
2014	There is a heavy ethical responsibility on the public servants because they occupy positions of power, handle huge amounts of public funds, and their decisions have wide-ranging impact on society and environment. What steps have you taken to improve your ethical competence to handle such responsibility?	Integrity, impartiality and non-partisanship, objectivity
2014	What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants?	Integrity, impartiality and non-partisanship, objectivity
2014	What do you understand by the following terms in the context of public service? (5 terms x 3 marks each: a) Integrity b) Perseverance c) Spirit of service d) Commitment e) Courage of conviction f) Personal opinion	Dedication to public service
2013	Indicate two more attributes which you consider important for public service. Justify your answer. (10 marks 100 words)	Dedication to public service

- ✓ Integrity, impartiality and non-partisanship, objectivity
- ✓ Dedication to public service
- ✓ Empathy, tolerance and compassion towards the weaker sections.

► **APTITUDE**

In 1988 Upamanyu Chatterjee, an IAS officer, wrote a novel titled '*English, August*'. This is a novel about young recruit to IAS serving his first posting. In this novel, he says that most people in India do not identify their aptitude. In search of their career, they keep on trying

and something clicks. I'm one of them and I became an IAS officer. This is very true when it comes to us in India.

Aptitude comes from the word '*Aptos*' meaning fitted for. **Aptitude is defined** as a **natural or inherent capacity** to acquire a certain skill or ability in future through appropriate training. Aptitude can be both mental as well as physical. Having an aptitude for a particular job

increases the probability of success as it leads to fast learning with less effort of different skills required for that job.

MENTAL APTITUDE

Verbal aptitude, creativity etc.

PHYSICAL APTITUDE

- Usain bolt has unusually long legs.
- Ian Thorpe, also known as 'thorpedo', has unusually large foot (Size 17).
- Sachin wanted to be a fast bowler but did not have good height. But he had aptitude to play bouncers very well.
- Muttiah Muralitharan has naturally twisted arms and hence, was able to swing the ball to such an extent.

APTITUDE IS INHERENT CAPACITY

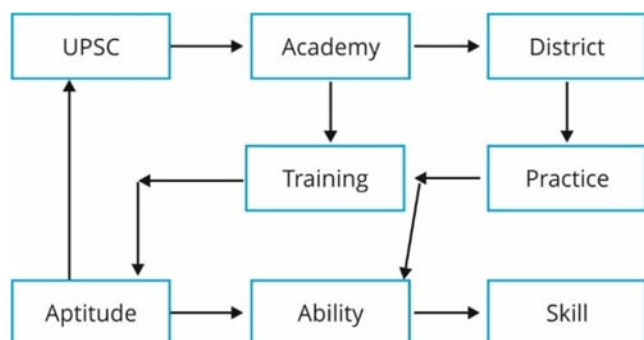
- Human beings have natural capacity to learn a language.
- Milkha Singh never got formal training in his childhood and yet he became great athlete because he was a natural learner. Same with Budhia Singh – at the age of five he ran marathon of more than 60 km.
- Virendra Sehwaq: He became a great batsman because he had very good hand-eye coordination.

A Civil servant must have 3 aptitudes

- Intellectual aptitude.
- Emotional aptitude.
- Moral aptitude.

Skill, ability and aptitude are related terms.

- Skill is something we have learnt in the past and have on mastered it.
- Ability is something we have learnt in present.
- Aptitude will help us to learn things in future.



Niti Aayog has come up with an Action Plan to achieve 50 Olympic Medals. The plan includes catching children young, based on aptitude, and give them training.

APTITUDE AND INTELLIGENCE

Intelligence is the capacity of individual to think rationally, to act purposefully and deal effectively with his environment.

Intelligence	Aptitude
Only Mental	Both Physical and Mental
General, can be in any field	Aptitude is specific to a particular area
Can be both innate and natural	Only innate

Importance of Aptitude in individual's life –

- There is a head start.
- Fast learning in less time
- Motivation and satisfaction are high

Aptitude + Attitude = Altitude

Aptitude	Attitude
Innate	learnt
Mental and physical	Only mental
Will decide what one will do in life	Will decide how one will do it or one will actually do it or not.
Associated with character	Associated with competence.

Which is more important aptitude or attitude?

Aptitude is dormant in nature. One will only be able to use aptitude only if he/she has right attitude. Eg – Sachin Tendulkar and Vinod Kambli. Kambli has greater aptitude than Sachin but was not very successful because of improper attitude.

Aptitude and interest

Interest is liking and having positive emotion towards anything regardless of skill or aptitude.

APTITUDE REALISATION

Realising one's talent requires three things –

1. Correct identification of aptitude
2. Resolve to pursue aptitude.
3. Socio-cultural and economic attitude.

All three are important and even if two are present in lesser degree but one is dominant then success can happen. Eg – M.F. Hussain, Kapoor family film etc

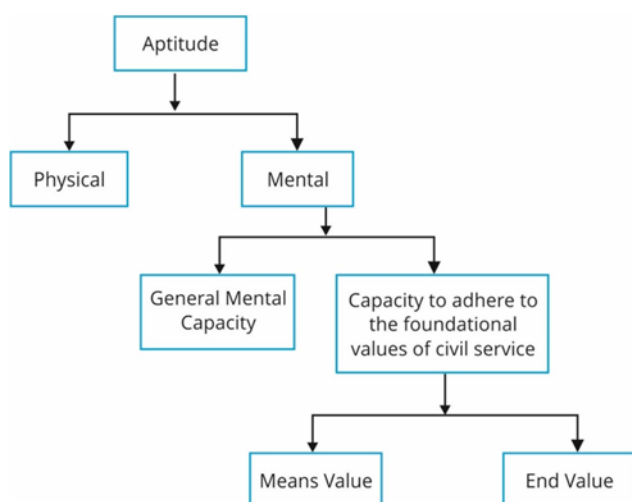
APTITUDE IDENTIFICATION

Informal: By teachers, friends, relatives etc

Eg – Aptitude, M. S. Dhoni was identified by his teacher. He saw one day Dhoni acting as goalkeeper and then he realised that Dhoni has good aptitude in stopping the ball and decided to use it in the game of cricket.

Formal: Multiple aptitudes is tested through aptitude battery.

► **APTITUDE FOR CIVIL SERVICES**



APTITUDE AND FOUNDATIONAL VALUES OF CIVIL SERVICES

Why do we need foundational values?

- Under New public management (NPM), the concept of public services is fast changing.
- Bureaucrat has become directly accountable to citizen-customer. He has to respond to moral universe of the citizens.
- He has discretionary powers; therefore, he must be provided with guiding principles to prevent abuse of power.
- The foundational values provide these guiding principles.

Nolan committee (UK-1996) listed seven foundational values -

- Leadership
- Honesty
- selflessness
- Openness
- accountability
- Integrity
- objectivity

values for civil services should include -

- Objectivity
- Commitment to principles enshrined in Constitution
- Empathy and compassion for vulnerable section of society
- Adherence to highest standards of probity, integrity and conduct
- Commitment to citizens concerned and public good
- Impartiality and non-partisanship.

► **OBJECTIVITY**

Max Weber talked about **legal rational bureaucracy**. Bureaucracy's claim to legitimacy is based on its legal structure and rational behaviour. Decisions are legal if authority is exercised by a system rules and procedures which are same for everyone. For a civil servant to be rational and legal it is important to be objective. Objectivity creates legitimacy of bureaucracy.

Objectivity refers to the ability to judge fairly, without bias or external influence. It is the quality of being true even outside of a subject, individual biases, interpretation and feelings.

Expert committees are established to maintain high level objectivity in decision making.

An objective civil servant is expected to provide information and advice to all the concerned people based on the evidence and accurately present the options and facts. He takes the decisions based on merit and take due account of expert and professional advice

OBJECTIVITY IN COMPLEX SITUATION

It is not possible and not desirable to always remain objective. Infact our constitution is not an objective document. There are certain biases shown in favour of people -

- Positive discrimination towards SC, ST, Women etc

Executive decisions are mostly based on subjective analysis -

- Subsidies
- FDI in retail
- Reservation policy

Many theories now have discarded the idea of objectivity. As per these theories if a person is sensitive, intelligent, and smart then he cannot be objective

because his personal biases and interpretations will always be reflected in his/her judgements.

Infact, objectivity is often regarded as clerical objectivity. In the position of decision-making objectivity is regarded as robotic sin.

Eg - if same crime is committed by two people, then it will not be fair to fine both poor and rich equally.

Objectivity is a mean value to achieve end value of equality. Both objectivity and fairness have the same goal to achieve equality but in unequal circumstances fairness will always prevail over objectivity.

Objectivity and empathy are at times in contradiction. Empathy is targeted towards individual, while objectivity looks at masses. So, if judge gives more weightage to empathy over "objectivity", he may give lenient punishment to a criminal. In long run it'll hurt the masses.

Syrian refugees have been flooding Turkey and EU since many months, but only after a child (Aylan Kurdi) is drowned and images appear in main-stream media, all EU nations have become attentive. Because empathy of people towards an "individual child."

Civil servant must try to be objective. Even if one is not then he/she must be fair.

STEPS FOR INCULCATION OF OBJECTIVITY

- **Training:** Training imparts right guidance to people who are delivering the services. This also ensures that public servants know what all needs to be done.
- **Critical thinking:** ASI began gold hunting in Unnao district of Uttar Pradesh, on order of a union minister who believed a 'baba'. They showed lack of critical thinking by blindly following dictates of higher authority.
- **Right to review decision:** Within judicial/administrative procedure, there should be mechanism for appellate board e.g., in taxation, land acquisition etc.
- **Right to be heard:** Often officers don't hear the complaint or opinion of people properly and just do the things that are in their mind. Hence new schemes should have 'social audit / public hearing' components.
- **Information management:** If you do not have hardcore information /statistics, you can't take objective decisions. E.g., sustainable development goals (SDG) have 17 goals and 169 targets. Previously

in Millennium development goals (MDG), we had 18 indicators, yet we lacked proper statistical databases to compare performance. Lack of data prevents us from finding the faults and fixing them.

- **Transparency:** E.g., right to information act. Bureaucrat will think twice before taking subjective/discretionary decisions, fearing that he will have to answer it if someone files an RTI.

► EMPATHY & COMPASSION TOWARDS WEAKER SECTION

There are four related terms -

1. Apathy
2. Sympathy
3. Empathy
4. Compassion

Apathy is the state of indifference or the state in which no emotion such as concern; care, motivation etc are shown.

Sympathy is an instinctive reaction of kindness which is momentary in nature. It is spontaneous and real understanding of problem is not there.

Empathy involves putting oneself in another man's place to understand his pain and sorrow. It has both cognitive and emotional aspects. Understanding of nature & intensity of problem is there. Empathy is more sustainable than sympathy. Being empathetic involves a deeper relation than being sympathetic. Empathy is stronger attitude than sympathy, hence it's better indicator of behavior.

Compassion involves not only understanding but also a desire to help alleviate the suffering of other persons. Emphasis here is on action. Having compassion for others requires one to put the other person first, imagine what the person is going through and then consider ways which can help people feel better. Compassion is even better predictor of behavior. Eg - Compassion is what made Mother Teresa leave her motherland and serve selflessly in Kolkata.

1. Apathy - indifference
2. Sympathy - kindness
3. Empathy - experience
4. Compassion - action

EMPATHY AND COMPASSION ARE REQUIRED BECAUSE

i. To change bureaucracy with colonial mindset

Indian civil services (ICS) attracted intelligent and talented among the British youth, yet they failed to look after the interest of Indians, why? They were intelligent but lacked 'empathy.' and at the same time, the British civil service manual / code of conduct lacked any directives in that regard.

For ICS officers, public services meant ensuring the administrative, economic and strategic interest of the empire. Our bureaucrats have inherited this colonial legacy- hence we must make them emphasize with the plight of a common man.

ii. Empathetic officers are the need of hour in modern day administration targeted towards inclusive growth. Understanding of problems and suffering become more enduring if we have empathy towards people in distress.

Eg – Alex Paul Menon, Harsh Mander etc.

iii. In developing countries there is always a greater chance of disconnect between bureaucracy and people as bureaucrats are vulnerable to getting trapped in distancing confines of the power elites. This disconnect which exists between the policy maker and the people who bear the brunt of policies can only be removed through empathy and compassion.

iv. Citizens do not approach administration due to apathetic behaviour.

v. The argument that affinity with the soil of the land gives you bigger ears to the ground has also been challenged. Except few motivated and dedicated bureaucrats, most entrants with humble background have not changed the narrative of disconnect between bureaucrats and people. Rudyard Kipling once said "to move among the kings and yet not lose the common touch"

vi. C.P. Bhambri said policy formulation and ground reality are completely different today. He called civil servants 'New Brahminical system' of India. There is arm-chair approach or armchair approach.

vii. There was directive of GoI to all secretaries to spend one week in their first posting. Civil servants have emotional linkage with areas of first posting. It will help in understanding what changes has occurred so far and motivate them to be more dedicated.

viii. Moral sentiment is born in human heart when one starts looking at others with empathy. Compassion is at the root of a tree called dharma.

ix. Mahatma Gandhi – He visited places all over India to develop empathy for the people. After communal award of 1930 he retired from active politics and lived among harijans. His favourite prayer was 'Vaishnav Jan'

Vaishnav Jan to tene kahiye je

Peed paraayi Jane re

Par-dukhkhe upkaar kare toye

Man abhimaan na aaNe re

God like people are those who understand the suffering of others.

"I call him religious who understands the suffering of others- Gandhi".

Objectivity and empathy are at times in contradiction. Empathy is targeted towards individual, while objectivity looks at masses. So, if judge gives more weightage to empathy over "objectivity", he may give lenient punishment to a criminal. In long run it'll hurt the masses.

Syrian refugees have been flooding Turkey and EU since many months, but only after a child (Aylan Kurdi) is drowned and images appear in main-stream media, all EU nations have become attentive. Because empathy of people towards an "individual child."

Killing of thousand people is worse than killing one. But if you're empathetic to that "one", you may lose sight of the objectivity. Therefore, in western society / Nolan committee have side-lined "empathy".

HOW CAN WE CULTIVATE EMPATHY AND COMPASSION?

- Art, literature, cinema - they help us inculcate empathy. E.g., Satyajit Ray's "Pather Panchali" realistically portrays the poverty and rural India.
- Common Holiday- Eid, Diwali- people of all religion are given public holidays on these events. It should encourage them to participate in each other's festivals.
- Right to education Act provides 25% reservation to children from economically weaker section in the schools. So rich and poor will interact with each other and cultivate empathy for each other.
- Encourage Perspective talking, role playing games, put yourself in the shoes of other people.
- Visit slums, old age home.

- IAS probationers are sent to “Bharat Darshan” for similar reason- to understand the diversity of India and grow compassion towards others.

► TOLERANCE

Tolerance refers to fair, objective and permissive attitude towards those whose opinion practices, race, religion, nationality etc differ from one's own. In simple words tolerance is an act or capacity to endure the diversity of views and practices in our environment.

Tolerance upholds the human right of dignified life and rule of law. It leads to harmony and peace in pluralistic society in which diversity is there in many contexts. The other values of impartiality and objectivity also require tolerance towards the society as a pre-condition.

If we take a larger view, then any form of injustice inflicted on others is a reflection of intolerance. Intolerance is antagonistic to free thinking and promotes violence and injustice. It's the reflection of narrow mindedness and is against civilised living. It is detrimental to social progress and welfare.

Tolerance is a basic value for other values.

- Empathy and compassion are not possible without tolerance.
- That is why Plato has called temperance as one of the four cardinal virtues.
- Aristotle has talked about 'golden mean'.
- Voltaire - I disagree with what you say but I'll defend to the death your right to say it?
- Jawaharlal Nehru has been very tolerant to criticism. After Indo-China war his own ministers criticised him in the parliament. He listened to them and acknowledged their criticism.

IMPORTANCE OF TOLERANCE FOR CIVIL SERVANTS

- To be impartial, objective and non-partisan.
- A civil servant cannot treat everyone equally if he is not tolerant.
- To make a fair decision.
- It is a constitutional obligation of civil servants. Tolerant is inherent in secularism.
- Tolerance is important develop social capital.
- Article 19 - civil servants must show tolerance not only for different practices but also different viewpoints.
- To do service even in case of value conflict.

► INTEGRITY

Integrity has been derived from the word *integer*.

Integrity - adopting similar principles or standard in similar situation across time and concerned parties. It means unity, coherence, state of undividedness, non-selective and non-negotiable state of values.

PERSONAL INTEGRITY

Personal integrity means being honest and consistent with thought, speech and action. It refers to the quality of eliminating the gap between what we think, what we say and what we do. Integrity is integration of ideals, conviction, standards, beliefs and behaviour. People with integrity have internal locus of control (self-governed). People with integrity are controlled by their own conscience rather than what's happening in the environment.

INTELLECTUAL AND MORAL INTEGRITY

Intellectual integrity means to be consistent and true to ones thinking and to hold oneself to the same standards one expects others to meet. It also means to honestly admit discrepancies and inconsistencies in one's thoughts and actions, and to be able to identify inconsistencies in one's own thinking.

Moral integrity means consistencies and honesty in the standards used for judging others as well as yourself as right or wrong.

IMPORTANCE OF INTEGRITY

- Integrity is morality in action. Integrity integrates morality with behaviour.
- Integrity is doing right thing even when nobody is watching.
- Integrity is non-negotiable and non-selective.

A.P.J. Abdul Kalam: when he was the President, he invited his family for two days. The president bore all expenses himself even though as per law president house would have taken the expense.

Dr. Manmohan Singh: In 1990's Dr. Singh got profit of substantial amount due to appreciation of dollar against rupees as he some deposits in dollar as well since he used to teach in foreign universities as well. However, he felt some inner guilt and deposited the profit in Prime Ministers relief fund.

Lal Bahadur Shastri: He resigned as railway minister. As PM he never used official vehicle for private purpose.

Integrity does not mean dispassionate action, but it implies indifference to victory or loss. Such people are

not worried about results but are only concerned with walking on the right path.

SOURCE OF PERSONAL INTEGRITY

Integrity is a value which cannot be enforced through external controls. The source of integrity is moral reasoning and not profit-loss reasoning.

INTEGRITY IN SOCIAL CONTEXT

In social context, integrity describes a person who willingly and consistently acts in accordance with social standards and values in society.

PROFESSIONAL INTEGRITY

Every profession deals with integrity in its own context. A person in a profession shows his integrity by acting in agreement with the relevant standards, norms and values of that profession. Professional integrity thus defines a professional who consistently and willingly practices within the guidelines of a chosen profession under the obligation of code of ethics.

INTEGRITY IN CIVIL SERVICES

According to 2nd ARC, Integrity means that civil servants should be guided solely by public interest in their official decision making and not by any financial or other consideration in respect of themselves, their families or their friends.

Efficiency implies maximum possible utilization of human, material and financial resources in given time to achieve prescribed and desired objectives.

Efficiency in government organisation means that public official has a regard for the higher goals of governance including integrity, public welfare and dedication to public servant.

INTEGRITY AND EFFICIENCY

For efficiency integrity is must but is not sufficient.



INTEGRITY AND CORRUPTION

Basic meaning of corruption is moral impurity. A person who has moral impurity cannot go for moral analysis. If moral analysis is not there, integrity is not there.

MEASURES TAKEN TO PROMOTE INTEGRITY

- Separate column of integrity in ACR.
- In CVC selection criterion one integrity clause has been added that person should be of unquestionable integrity.
- IMF has Integrity Hotline for handling allegation against staff misconduct for internal and external sources.
- Integrity pacts – a tool developed by transparency International. It was used in AgustaWestland deal.
- Integrity survey for honest officers.
- Integrity recognition certificate by government.

DEDICATION IN PUBLIC SERVICE

- Dedication is highest form of commitment.
- Dedication is commitment with passion, love and perseverance.
- Dedication in informal

Dedication is quality of being able to give or apply one's time, attention or self entirely to a particular activity cause or person. It is highest form of commitment i-e commitment with passion and love. Commitment sometimes suggests that one is bound or obligated because he/she has made a pledge or a promise through a formal agreement. However, in case of dedication, a person is inspired by the sense of duty and his ideals or ideals of state or society. Dedication is gained through both commitment and perseverance i-e steady persistence shown in achieving a particular goal in spite of difficulties and discouragement.

Dedication makes a difference in an individual's motivation in achieving his goals and the length of measure he will take just to achieve it.

WHY DEDICATION IS IMPORTANT IN PUBLIC SERVICE

- Development – in order to raise India from dark ages of colonialism, 200 years of exploitation, extra effort is required. Extra effort will only come when dedication is there and cannot come with contract-based commitment.
- Hostile conditions – may be due to political atmosphere, internal staff, punishment posting, local people etc. Survival will become without dedication.
- Scope of corruption – internal control against corruption is not possible without dedication.

Dedication to public service involves integrating oneself with the idea of public interest. Single minded relentless pursuit of public good is there. If a civil servant is dedicated, his sense of duty is integrated with responsibility which is given to him/her. He remains motivated even if the task given to him is non-exciting

and unwanted. A dedicated public officer is motivated and happy by just doing the task only. He enjoys the journey and work itself motivated him.

Examples of dedicated people

- APJ Abul Kalam (Missile Man)
- Baba Amte (Social Activist)
- Vikram Sarabhai (Space and Science)
- Homi Bhabha (Nuclear Energy)
- MS Swaminathan (Green Revolution in India)
- E Sridharan (Metro man)
- Dashrath Manji (Mountain Man)

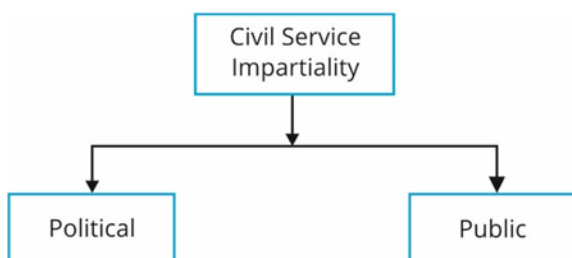
► IMPARTIALITY

Impartiality is unbiased behaviour. Decisions taken on objective criterion rather than any bias or prejudice.

Biasness is inclination on some at the cost of others.

Partiality is the result of bias attitude. Partiality is behaviour and biasness is an attitude.

Prejudice is being pre-judgemental.



POLITICAL IMPARTIALITY

Political impartiality holds that a civil servant will serve the government to the best of his ability, no matter what his own political believes are. He will act in a way which deserves and retains the confidence of ministers. It involves serving the position rather than the person occupying it. The civil servants will not be biased or will not carry any prejudice towards a particular politician. He will give same treatment to all kind of politicians irrespective of his ideology. He will be more concerned with the position rather than the person.

Impartiality also means that the civil servant will comply with any restrictions that have been laid down upon him. Eg -

- He cannot defend and criticize the decision sand views of the ministers. But on the other hand, he must explain and implement minsters policies with objectivity no matter what his personal views are.
- A civil servant cannot disclose the advice that he has given to the ministers.

In 2013 code of conduct for ministers (given by ministry of home affairs) was amended (section 2) on the recommendation of 2nd ARC: *Ministers shall uphold the political impartiality of civil services and not as civil Servant to act in any way which would conflict the duties and responsibilities of the civil servant.*

PUBLIC IMPARTIALITY

Equal treatment of all people. Acceptance of bureaucracy is due to public impartiality. Public impartiality is a constitutional obligation (article 14). The rationale behind All India Service is public impartiality.

A civil servant must carry out his responsibility in a way that is fair, just and equitable and reflects civil servants' commitment to equality and diversity.

In unequal circumstances impartiality will be replaced by equity and fairness. Eg -

- Separate line for old age and women.
- During demonetisation when there was limit on cash withdrawal a directive from government was issued to give Rs 2 lacks for marriages.
- Reservation on social and educational backwardness.

IMPORTANCE OF PUBLIC IMPARTIALITY

- Acceptance and authority of bureaucracy.
- Credibility and trustworthiness.
- It enables a civil servant to ask appropriate question however grand the person or organisation he is in is. Eg: Salman Khan, Shashikala etc
- It helps the civil servant to maintain the queue.
- Political interference can be resisted on this principle.

► NON-PARTISANSHIP

Not taking any active participation in the politics of the day. There might be changes in political leadership, but the civil servant will be unfailingly offering technical advice to the political master keeping himself aloof from the politics of the day.

Political partiality is passive in nature while political partisanship is active in nature. Partiality does not automatically lead to partisan behaviour.

POLITICS ADMINISTRATION DICHOTOMY

Civil servants and politicians have different genesis, both having distinct characteristics.

- Politicians are non-professional, immature, temporary, partisan etc whereas civil servants are non-partisan, professional and permanent in nature.
- Workplace of politicians are parliament/assembly where for civil servants its civil service secretariat.

- Function of politicians is to formulate the policy and the function of bureaucrat is to implement the policy. Therefore, the two must remain separate and not interfere in each other's work.

Non-partisanship is based on Politics Administration dichotomy and its objective is to maintain harmony between politicians and civil servants which may lead to good governance.

CONSEQUENCE OF NON-PARTISANSHIP

- Public confidence in non-political character of civil service.
- Confidence of ministers from any political party in the loyalty of civil servants
- High moral of civil servants as promotion, transfer and other service conditions are based on merit and not on political considerations.

SC in 2013 directed Centre and States to establish **Civil Service Board** to manage transfers and promotions of bureaucrats. It also said that civil servants should not act on verbal orders and also suggested a fixed tenure for them.

BREACH ON POLITICAL IMPARTIALITY AND NON-PARTISANSHIP

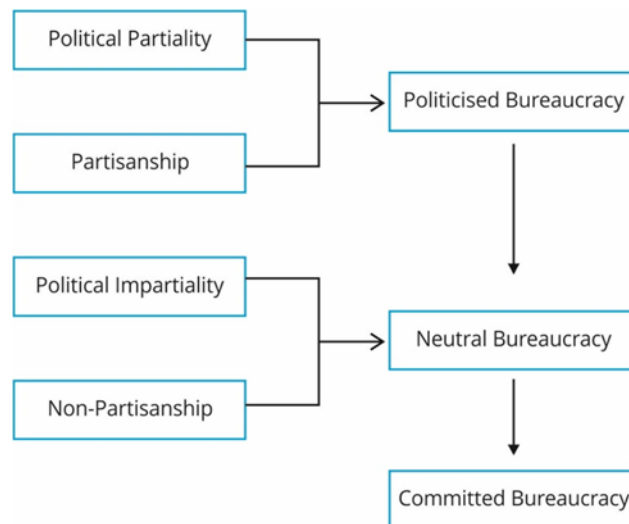
- Scams take place with nexus of politicians and civil servants - 2G scam, commonwealth scam, coal gate, Vyapam scam, UP medical scam etc
- Riots -Sikh riots, Gujarat riots etc
- Many a times government choose bureaucrats on caste line like Kurmi in Bihar, Yadav in U.P, Mina in Rajasthan, Reddy in A.P.
- There are some civil servants of ministers. E.g.: Rakesh Asthana, Nripendra Misra

Unfortunately, Indian has seen corrosion of these two values of civil services. This has led to the emergence of personal affiliations between the ministers and the civil servants leading to politicisation of civil services.

- Politicisation has further led to corruption and absence of public service which is central to any administrative system.
- It has led to frequent use of transfers, suspension, and disciplinary powers by ministers against civil servants who do not act in their favor.
- It has resulted in factionalism, group rivalry and casteism among ministers and civil servants.
- No mutual confidence b/w politician and civil servant. Public trust is also lost leading to anarchy.

► CIVIL SERVICES NEUTRALITY

Neutrality means that a civil servant will remain politically impartial and non-partisan throughout his career. Neutrality means a kind of political sterilization i.e bureaucracy meaning unaffected by the changes in the flow of politics.



CONDUCT RULES FOR NEUTRALITY

- Officer must not take part in politics.
- He must not give election fund/ assistance to any political party
- He can vote. But must not tell his preference to other people.
- He must not display any election symbols on his person, vehicle or home.
- He must not participate in rally, dharna-pradarshan, and demonstration without government permission.

The idea of neutral bureaucracy has been discarded by many scholars and administrative science. Neutrality is a robotic sin. Sometimes they act as excuse to inactivity and timidity. They believe that basic conditions for being neutral for civil servants are missing in developing countries, which are:

- Cultural, class and caste congruence.
- No disagreement on core social values.

But in transitional societies the situation of dissent and conflict exist it is too much to expect anyone to be neutral. Neutrality in public office may lead to moral corruption.

- Civil servants are involved not only in implementation but also in policy formulation.
- Civil servants also play judicial function. Quasi-judicial bodies, tribunals etc are head by civil servants and the play the function of judge.

- Before independence the role of civil servant was to collect revenue and maintain law and order. However, after independence socio-economic development was also added to the role of civil service.

Neutrality often leads to moral corruption. If a civil servant is neutral, then he cannot take his conscience into regard for decision making. It is said that if neutrality is the principle, then there is no scope to criticise an officer who killed Jews on the order of Hitler.

- Darkest place in hell is reserved for those who remain neutral during the time of moral crisis - *Dante's inferno*.
- Dharma is wounded when honest people fail in their duty to speak up at the appropriate time - Sage Kashyap

- As per famous couplet of Poet Ram Dhari Singh Dinkar

- समर शेष है, नहीं पाप का भागी केवल व्याध
जो तटस्थ हैं, समय लिखेगा उनके भी अपराध

[The war is still on. Those who have raised the weapon, they are not the only culprit. Time will count the sins to neutral people as well]

- 2nd ARC has also said that civil servant must be government neutral but not program neutral.
- Jawaharlal Lal Nehru criticised bureaucracy for fossilised mental outlook. Indira Gandhi said bureaucracy is the biggest stumbling block in the progress of the country.

SECTION-4

EMOTIONAL INTELLIGENCE

Previous Year Questions

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2021	In case of crisis of conscience does emotional intelligence help to overcome the same without compromising the ethical or moral stand that you are likely to follow?	Concepts, and their utilities
2021	"We can never obtain peace in the outer world until and unless we obtain peace within ourselves."	Concepts, and their utilities
2020	What are the main components of emotional intelligence (EI)? Can they be learned? Discuss.	Concepts, and their utilities
2019	"Emotional Intelligence is the ability to make your emotions work for you instead of against you". Do you agree with this view? Discuss.	Concepts, and their utilities
2018	What does these quotations mean to you in the present context: "Anger and intolerance are the enemies of correct understanding"? Mahatma Gandhi.	Concepts, and their utilities
2017	How will you apply emotional intelligence in administrative practices?	Application in administration and governance.
2016	Anger is a harmful negative emotion. It is injurious to both personal life and work life. (a) Discuss how it leads to negative emotions and undesirable behaviours. (b) How can it be managed and controlled?	Concepts, and their utilities
2015	"The weak can never forgive; forgiveness is the attribute of the strong."	Concepts, and their utilities
2015	We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light.	Concepts, and their utilities
2013	What is 'emotional intelligence' and how can it be developed in people? How does it help an individual in taking ethical decisions?	Concepts, and their utilities
2013	There is enough on this earth for every one's need but for no one's greed. Mahatma Gandhi.	Concepts, and their utilities
2013	What do you understand by the term 'voice of conscience'? How do you prepare yourself to heed to the voice of conscience?	Concepts, and their utilities

2013	What is meant by 'crisis of conscience'? Narrate one incident in your life when you were faced with such a crisis and how you resolved the same.	Concepts, and their utilities
2013	I count him braver who overcomes his desires than him who overcomes his enemies —Aristotle	Concepts, and their utilities

✓ Concepts, and their utilities
 ✓ Application in administration and governance.

► **IMPORTANCE OF EMOTION**

- Emotion derives charity. It is emotion that has lead Bill Gates, Azim Premji and others to give all their wealth for charity purpose.
- Nationalism, respect the national symbols of India, respect constitutional ideals and institutions, the National Flag and the National Anthem, cherish and follow the noble ideals which inspired our national struggle for freedom.
- It is emotion only that derives civil servants to dedicate himself to the nation. Dedication is commitment with passion. It has emotion attached with it.
- Empathy and Compassion, Tolerance, Forgiveness
- Sensitivity - Respect for others religious believe, humble tradition of tribal folks.
- Food donation, Blood donation, being good Samaritan
- Gandhiji's talisman is based on emotion to understand the vulnerability of others.
- The idea of dharma is born in heart which is full of empathy and compassion.
- In matters where doubt intervenes, the natural inclination of the heart of good person becomes the authority or the decisive factor. - Kalidasa
- Emotion is an important component of Attitude.

- Concept of committed bureaucracy require emotion
- Charles Darwin said emotion helps in survival.
- Positive emotions lead to positive behavior – like after watching movies like Baghban one will start to respect parents even more.

EMOTION LEADS TO UNDESIRABLE ACTIVITIES

- It is emotion only that drives a terrorist to do suicide bombing.
- It is emotion only which drives a civil servant towards nepotism and corruption.
- Suicide - Blue whale game
- Riots, Road rage, mob violence
- Drug addiction
- Domestic violence

WHAT ARE EMOTIONS?

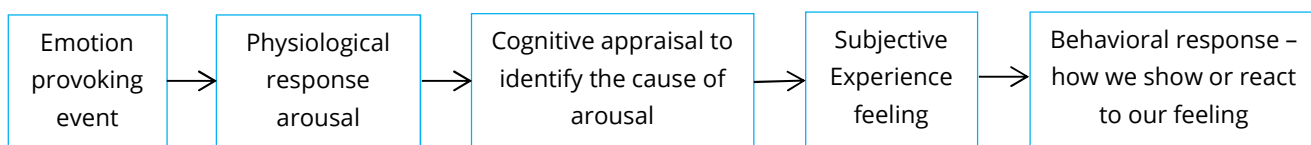
An emotion is a complex human state that involves three distinct components -

- A subjective experience
- A physiological response
- A behavioral or expressive response

SOME EMOTION - Sadness, anxiety, happiness, joy, love, fear, anger, adventure, excitement

Feeling is the name we give to emotion and feelings could be mixed different emotions.

HOW EMOTION OPERATES?



► **FUNCTIONS OF EMOTIONS**

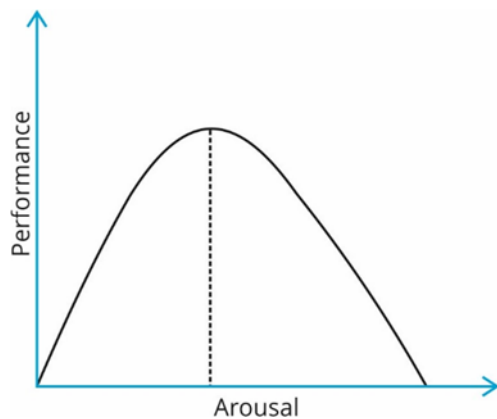
- a) Emotion can motivate us to take actions. eg -
- Compassion is empathy in action

- Emotion derives charity. It is emotion that has lead Bill gates, Azim Premji and others to give all their wealth for charity purpose.

- Food donation, Blood donation, being good Samaritan
- Dedication in civil servants
- Operation Raahat, Operation Insaniyat etc has been taken by India on compassionate ground.
- Photo of drowned Syrian child sparks outrage across Europe and European countries were forced to be more accommodative on refugee issue.

b) Emotion and performance

Yerkes Dodson Curve -



c) Emotion helps to survive, strive and avoid danger. Charles Darwin has talked about importance of emotion evaluation of human race.

d) Emotions can help in decision making. Eg - Land acquisition, displacement, farm load waiver. Memory is also strongly linked to emotion. By learning to stay connected to the emotional part of our brain as well as the rational, we'll not only expand your range of choices when it comes to responding to a new event, but we'll also factor emotional memory into our decision-making process. This will help prevent us from continually repeating earlier mistakes

e) Emotional helps us to understand others and others to understand us. Eg - understanding the advancement in tribal culture.

► **EMOTIONAL INTELLIGENCE (EI)**

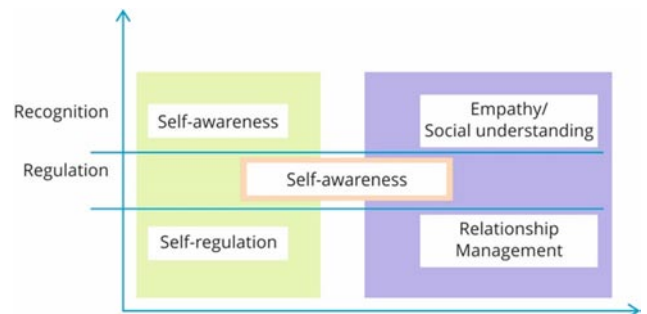
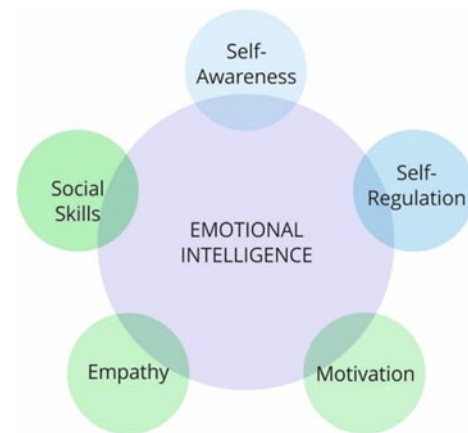
It is the ability to sense, understand and effectively apply power and acumen of emotions as a source of human energy, information, connection and influence. It is the

way of recognizing, understanding and choosing how we think, feel and act.

Simply put, Emotional Intelligence (EI) is the ability of a person to identify, understand and manage the emotions of oneself and that of others.

EI is not the opposite of intelligence. It is not the victory of heart over head. It is the unique intersection of both.

FRAMEWORK OF EMOTIONAL INTELLIGENCE



1. **Self-awareness:** Ability to understand what emotion one is going through. Emotional awareness and self-confidence are two things which lead to self-awareness. People with self-awareness understand their emotions and don't let their feelings rule them. They are also willing to take an honest look at themselves.

Techniques to become self-aware:

- Introspection: Examination of one's own conscious thought and feeling.
- Emotional literacy: Knowing about different kind of emotion.
- Meta-cognition: Introspection of our thinking process if our thinking process is rational and objective or not.
- Talking to trusted friends
- Regular feedback at workplace.

- Sensitivity training

2. **Self-regulation:** This involves:

- Self-control: managing one's disruptive impulses
- Trustworthiness: maintaining standards of honesty and integrity
- Adaptability: handling change with flexibility
- Innovation: being open to new ideas
- Consciousness: being conscious.

Techniques to regulate emotion:

- Engaging one's senses: Listening to music, going to gym, reverse-counting.
 - Yoga and meditation: training the mind to connect with inner selves
 - Laughing therapy
 - Use of humour
 - Feel energized, not angry: Use what others call "anger" to help feel energized to take productive action.
 - Avoid people who invalidate you. While this is not always possible, at least try to spend less time with them, or try not to let them have psychological power over you.
- ## 3. **Self-motivation** is made up of self-drive, commitment, initiative, optimism, passionate, achievement orientation and ability to delay gratification.

Steps to stay motivated:

- Defining one's goal
 - Having clear understanding of the ideas
 - Eliminate distractions
 - Strive for possibilities
- ## 4. **Social awareness:** It includes:
- i. Service orientation: anticipating, recognizing and meeting other people's need.
 - ii. Developing others: Understanding the needs of people to progress and cultivating their abilities
 - iii. Understanding opportunities through diverse people.

Steps to develop empathy:

- Listening to others with patience instead of controlling, commanding, criticizing, judging them.
- Role playing put yourself their place and think from their perspective.
- Challenging prejudice and stereotype.
- Meeting culturally diverse people.

5. **Social skill or relationship management** includes

- Communication
"I feel impatient." vs "This is ridiculous."
"I feel hurt and bitter". vs. "You are insensitive."
"I feel afraid." vs. "You are driving like an idiot."
Validate other people's feelings: Show empathy, understanding, and acceptance of other people's feelings.
- Persuasion
- Leadership
- Cooperation
- Collaboration
- Developing team capability
- Conflict management

Steps to improve social skill or relationship management:

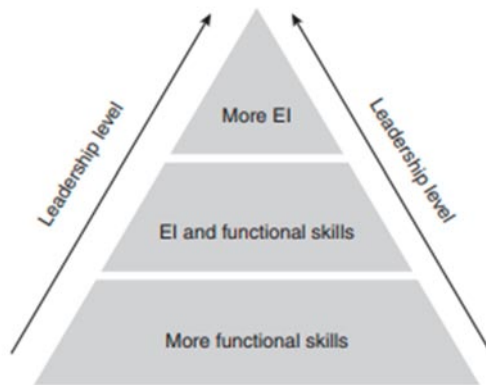
- Use of non-verbal communication
- Use emotion to make decisions
- Respect others
- Unconditional regard to other people

ADVANTAGES OF EMOTIONALLY INTELLIGENT

- i. **Performance at workplace:** Daniel Goleman asserts that 80% of success at workplace is due to emotional quotient and 20% due to intelligence quotient.
- ii. **Physical & mental health:** inability to control stress level may lead to many serious health problems like high/low blood pressure, suppressed immune system, speed up the aging process, anxiety and depression.
- iii. **Enhanced relationship & interpersonal skills** good relation in personal, social and professional sphere and also balance among them. E.g. – Rancho, Beggars, Ragging, Marriage and divorce, India-Russia
- iv. **Effective conflict management**
- v. **Enthusiastic work environment.**
- vi. **Improved responses.**
- vii. **Higher creativity**
- viii. **Improved clarity of thinking**
- ix. **Increased productivity**
- x. **Effective problem-solving**
- xi. **Effective decision making**

The higher the level of leadership in the organisation, greater the importance of EI. At lower levels of leadership, more functional skills come into play.

EI Pyramid



APPLICATION OF EMOTION INTELLIGENCE IN GOVERNANCE

- i. **Relationship between different entities of government:** Governance is the way resources are utilized for the development. Relationships are the DNA of governance and EI is at the core of any relationship. Without people who can develop trusting relationships with other people, there is no governance.
- ii. **Civil service values:** Foundational values of empathy & Compassion, tolerance, impartiality etc requires EI.
- iii. **Social capital:** Building social capital may be even more valuable than investing merely in physical, financial and human capital. Physical capital comprises the machinery, tools and technology of production. Financial capital refers to money. The people who produce goods and services are human capital. Social capital refers to the bonds of mutual respect and care among members of a collective. Social capital allows for reducing the transaction costs of economic exchange.
- iv. **Good decision making:** "power with rather than power over". According to Chris Argyris (American business theorist): "How can a group where everyone has an individual IQ of 130 together and collectively end up with an IQ of 60?" IQ alone cannot build group intelligence. IQ has no heartbeat. Emotional intelligence, on the other hand, focuses like a laser beam what is important to us. Without the signals communicated by emotions, life would be drab, colorless and meaningless. I would care no more what happens to me or to you than does a machine. I would be interested in nothing. Without emotions we could not attach meaning to the word "interest" in the term "public interest."
- v. **Leadership:** manager relation

SECTION-5

THINKERS & PHILOSOPHERS

Previous Year Questions

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2020	"Condemn none: if you can stretch out a helping hand, do so. If not, fold your hands, bless your brothers, and let them go their own way." - Swami Vivekanand	Moral thinkers and philosophers from India
2020	"The best way to find yourself is to lose yourself in the service of others."	Moral thinkers and philosophers from India
2020	"A system of morality which is based on relative emotional values is a mere illusion, a thoroughly vulgar conception which has nothing sound in it and nothing true." - Socrates	Teachings of Socrates
2019	"An unexamined life is not worth living". - Socrates	Teachings of Socrates
2018	What does this quotation mean to you in the present context: "Falsehood takes the place of truth when it results in unblemished common good."- Tirukkural.	Moral absolutism Vs Moral Relativism
2018	What does this quotations mean to you in the present context: "The true rule, in determining to embrace, or reject anything, is not whether it has any evil in it; but whether it has more evil than good. There are few things wholly evil or wholly good. Almost everything, especially of governmental policy, is an inseparable compound of the two; so that our best judgement of the preponderance between them is continually demanded." Abraham Lincoln.	Moral absolutism Vs Moral Relativism
2018	With regard to the morality of actions, one view is that means is of paramount importance and the other view is that the ends justify the means. Which view do you think is more appropriate? Justify your answer. (150 words)	Means Vs end
2016	Discuss Mahatma Gandhi's concept of seven sins.	Mahatma Gandhi - 7 sins
2016	Analyse John Rawls's concept of social justice in the Indian context.	Theory of Justice

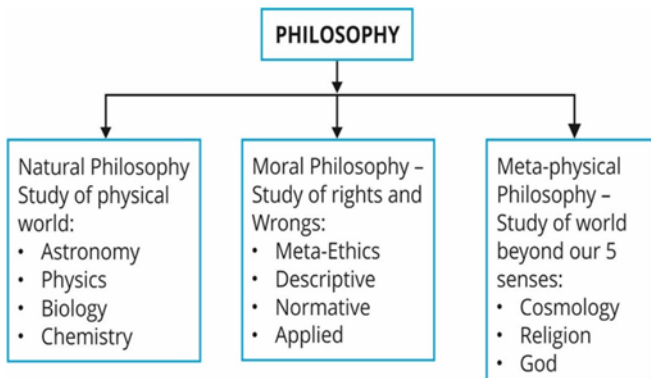
2014	Human beings should always be treated as 'ends' in themselves and never as merely 'means'. Explain the meaning and significance of this statement, giving its implications in the modern techno-economic society.	Kant's categorical Imperative
2013	The good of an individual is contained in the good of all. What do you understand by this statement? How can this principle be implemented in public life?	Mahatma Gandhi – Sarvodaya

✓ Contributions of moral thinkers and philosophers from India and world.

► **PHILOSOPHY**

- *Philosophy* - Wisdom
- *Philosophia* – Love of wisdom
- *Philosopher* – Knowledge seeker

Man is a rational animal. He cannot live in the chaos of unexplained isolated events. His desire to establish cause-effect relationships and reflect upon ultimate truth motivates him to question the world around him. His tendency finally gives rise to knowledge and wisdom.



► **WESTERN PHILOSOPHY**

A) ANCIENT ERA (650BC – 5TH A.D)

- Pre-Socratic Philosophers
- Socrates
- Plato
- Aristotle
- Epicureanism
- Stoicism

B) MEDIEVAL ERA 5TH A.D – 16TH A.D

Rise of Christianity and fall of Roman empire:

- Machiavelli
- St. Augustine
- Thomas Aquinas

C) MODERN ERA (16TH A.D – 1950)

- Descartes
- Hobbes
- Rousseau
- John Locke
- Voltaire
- Bentham
- J. S. Mill
- Kant
- Mary Wollstonecraft

D) CONTEMPORARY ERA (1950 – PRESENT TIME)

- Jean Paul Sartre
- John Rawls

► **PHILOSOPHY IN ANCIENT TIMES**

PRE-SOCRATIC PHILOSOPHERS

When Greeks began to trade by ship around 4th and 6th century BC their horizon expanded, and they were exposed to new customs and traditions leading them to question their own moral traditions.

SEVEN SAGES OF GREECE

- Thales: The body is house of God. Man, know yourself and you are going to God.
- Chilon of Sparta: Less is more; brevity is a way of philosophy.

PYTHAGORAS

He tries to describe world in mathematical terms and relationship. He also talked about transmigration of soul after death in new body, human or animal.

HERACLITUS

He characterised all existing entity by pairs of contrary property. He regarded soul as the mixture of fire and

water. The fire being noble part and water the ignoble part of the soul. Dry soul is the best one, but worldly pleasure makes it worst.

PROTAGORAS (1st professional sophists)

There are no facts or truth but only argument. He said, "Man is the measure of all things".

Sophism is a method of teaching which believes that there is no absolute truth, but that which individuals deem to be the truth. Sophists prepared Athenian males for public life by teaching them how to debate through the art of rhetoric.

SOCRATES (470 BC - 399 BC) FATHER OF WESTERN PHILOSOPHY

- **Importance of mind (scientific temperament and spirit of enquiry)**

Socrates often disrupted the status quo by questioning the prevalent ideas and rationally dissecting the thoughts and norms which were getting accepted without being subjected to moral reasoning and critical scrutiny. He divided the world in two things - world of idea and world of senses. He emphasised on ideas and knowledge.

Socrates believed that philosophy should achieve practical results for the greater well-being of society. He attempted to establish an ethical system based on human reason rather than religious doctrine.

As per Socrates, "If you constantly examine who you are as a moral agent, in relations to others, and your life in the community, you are on the right path." This implies that we must build up personal values and social values in an ethical manner.

- **Virtue bases approach:** Most important virtue for human being as per Socrates is knowledge. [Jainism - Right faith, Right Knowledge and Right Conduct]

I know because I know that I know nothing. - Socrates

Accept Ignorance -> Gain Knowledge -> Develop virtues -> Wisdom -> Happiness

Socrates defined knowledge as knowing what to do in certain situation. He said that no one knowingly does what is bad. This view is known as moral intellectualism.

Socrates equated knowledge with virtue, which ultimately leads to ethical conduct. He believed that the only life worth living was one that was rigorously examined.

- **Happiness:** Happiness played a vital role in ancient moral philosophy. It can be defined in two ways:
 - Happiness is a positive emotion which is good and pleasant. It is the feeling of satisfaction, joy and contentment.
 - In second case, happiness is interpreted as an activity, a way, a tendency to act or a result rather than an emotion.

Socrates, Plato and Aristotle took the second view. For them, happiness is carrying out certain activity or doing things in a certain way. **They linked virtue with happiness.** Virtues will lead to good life which results into happiness.

Yudhishtira to Yaksha: *A person who cooks vegetables in his own house, who has no debt and who is not in exile is genuinely happy.*

Socrates on happiness

- All human beings naturally desire happiness.
- Happiness depends not on external goods but how we use these external goods.
- Happiness depends on education of desire whereby the soul learns how to harmonise its desire, redirecting its gaze away from physical pleasure to the love of knowledge and virtues.

This implies that we must build up personal values and social values in an ethical manner - Mahatma Gandhi

- **Governance:** Socrates believed that government works best when there is rule by individuals who has the greatest ability, knowledge and possess a complete understanding of themselves.
- **Speaking truth to power:** While many Athenians admired Socrates's challenges to Greek conventional wisdom and humorous way he went about it, an equal number grew angry and felt he threatened their way of life and uncertain future. Eventually, Socrates was accused of failing to recognize the gods of the city and corrupting the youth through his teachings. According to Plato's (Socrates' prized student) *Apology*, Socrates took a strong stand at the trial despite his awareness of the potential consequences. He was sentenced to death. His uncompromising stand is a notable example of upholding **intellectual integrity** and the courage of **'speaking truth to power'**.

Quotation of Socrates

- True knowledge exists in knowing that you know nothing.
- An unexamined life is not worth living.

- True wisdom comes to each of us when we realize how little we understand about life, ourselves, and the world around us.
- There is only one good, knowledge, and one evil, ignorance.
- Secret of happiness, you see, is not found in seeking more, but in developing the capacity to enjoy less.

PLATO

Plato is perhaps the most influential philosopher of all time and is widely regarded as first truly systematic thinker in Western intellectual culture.

Unlike Socrates who used to apply, Plato was the one who philosophised. Socrates was the debater; Plato was the thinker. Socrates 'applied' by hoping to persuade person to person; Plato 'theorised' and wrote, hoping to persuade readers who can reflect on the subject matter.

Four Cardinal virtues (Moral universalism)

Plato identifies four cardinal virtues that are necessary for a happy individual and a good society. He also believed that an ideal state should have people with these virtues. Human soul is made up of three parts reason, desire and emotion. Reason leads to prudence (practical wisdom), when desires are controlled, it leads to temperance. When emotions are controlled well it leads to courage. Together prudence, temperance and courage lead to justice. The together form four cardinal virtues.

Cardinal virtues

- **Prudence** is right reason in action. It plays vital role in terms of guiding & regulating all other virtues.
- **Temperance** is a strength that protects against excess and consists self-regulation and obedience to authority. It suggests harmony among conflicting elements.
- **Courage** is bravery to do justice. It removes obstacles that come in the path of justice.
- **Justice** Different philosophers have different idea of justice
 - Cephalus: Justice consists in speaking the truth and paying one's debt.
 - Polemarchus: Justice is giving someone what is proper to him. It is doing good with friends and harm to enemy
 - Thrasymachus: Justice is the interest of the stronger.

Justice is a human virtue that makes a person self-consistent and good. In social context Justice is social consciousness that makes a society internally harmonious and good.

Three things lead to justice in society:

- **Teamwork:** Philosopher king, guardians/soldiers, common people.
- **Equality:** Treating all people the same according to the notion of fairness.
- **Leadership:** Society will be governed by an enlightened king.

Unity of virtues

Person cannot possess one of the cardinal virtues without possessing them all.

Plato's idea of Governance: His model the just state is that of a healthy organism where all the parts function for the benefit of the whole and whole benefits the parts. The survival of whole depends on each one's performing their function properly. Justice is sticking to one's role, doing one's own work and not interfering with others.

ARISTOTLE

- Student of Plato
- Teacher of Alexander

Moral Relativism

Nicomachean Ethics, Aristotle's most important study on personal morality and ends of human life. Among its most outstanding features are Aristotle's insinuations that there are **no known absolute moral standards, and that any ethical theory must be based in part on an understanding of psychology and firmly grounded in the realities of human nature and daily life.**

Ethics is practical science

Aristotle considered ethics as practical science. He broke with Plato when he rejected the doctrines of innate knowledge and ideas. He taught that **all knowledge begins in sense experience.**

Plato believed we can theorise things, rationality can be inculcated in a person and attitudinal and behavioural changes can be brought about. But Aristotle said that you cannot teach ethics to a person. **Ethics are learnt through habit and behaviour.**

Ethics fall under the category of practical science since its concern is not knowledge for its own sake but rather for the purpose of application.

Virtue and Happiness

Virtues, like happiness, must be desired for themselves.

The word happiness carries connotations of success and fulfilment. All human activities aim at some end that we consider good. Most activities are a means to a higher end. The highest human good, then, is that activity that is an end in itself. That good is happiness. When we aim at happiness, we do so for its own sake, not because happiness helps us realize some other end. The goal of the Ethics is to determine how best to achieve happiness.

Aristotle does not say that we should aim at happiness, but rather that we do aim at happiness. His goal in the Ethics is not to tell us that we ought to live happy, successful lives, but to tell us what this life consists of. The understanding of happiness that people usually have does not match up with true happiness because people are generally lacking in virtue.

As per Aristotle happiness depends on living in accordance with appropriate virtues. Virtue is a disposition rather than an activity. That is, a virtuous person is naturally disposed to behave in the right ways and for the right reasons, and to feel pleasure in behaving rightly.

Summum Bonnum - Highest Purpose

- The highest purpose of virtue ethicist - to acquire virtue
- The highest purpose of Right ethicist - rights and liberty to citizens
- The highest purpose of public servants - Public service
- The highest purpose for Machiavelli - to attain and hold power.

Man is a rational creature who lives in poleis (societies) - Aristotle

Aristotle classifies humans as “rational animals,” meaning that our *telos* is rational. In other words, our function is to realise our full potential as rational being. If we are not fully rational, we are falling short of our true nature.

Moral Education

Aristotle considers ethics as practical rather than theoretical study. It is aimed at doing good rather than knowing good. He categorised virtue as moral virtue and intellectual virtue. Moral virtue includes prudence, justice, courage and temperance. We learn moral virtues primarily through habit and practice rather than reasoning and instruction. Aristotle’s claim that virtue

can be learned only through constant practice implies that there are no set rules we can learn and then obey. Instead, virtue consists of learning through experience.

Note: Can we teach ethics in classroom?

Doctrine of mean

As per Aristotle, virtue exists as a mean state between vicious extreme of excess and deficiency.

Deficiency	Virtue	Excess
Cowardice	Courage	Foolhardiness
Shamelessness	Modesty	Shyness
Excessive repression of desire	Self-control	Overindulgence
Self-indulgence	Temperance	Insensibility
Sloth	Ambition	Greed

However, Aristotle maintained that this principle is not a precise formulation. Saying that courage is a mean between rashness and cowardice does not mean that courage stands exactly in between these two extremes, nor does it mean that courage is the same for all people. Aristotle reminds us that there are no general laws or exact formulations in the practical sciences. Rather, we need to approach matters case by case, informed by inculcated virtue and a fair dose of practical wisdom.

Similar concepts of mean principle

- Plato cardinal virtue of Temperance
- Buddha’s *Madhyam Marg*
- As per Mahabharata, Dharma of a Political leader cannot be moral perfection. He must take a middle path. King must use power of dand to ensure ethical conduct among the people.

Doctrine of mean for civil servants

- Empathy is important but too much empathy will lead to create hindrance in fulfilment of his duty towards land acquisition.
- Too much transparency will breach confidentiality, privacy etc. It will also lead to inaction. Lack of transparency will breed corruption.

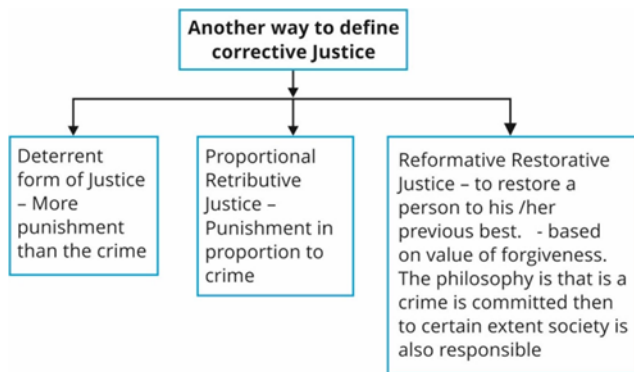
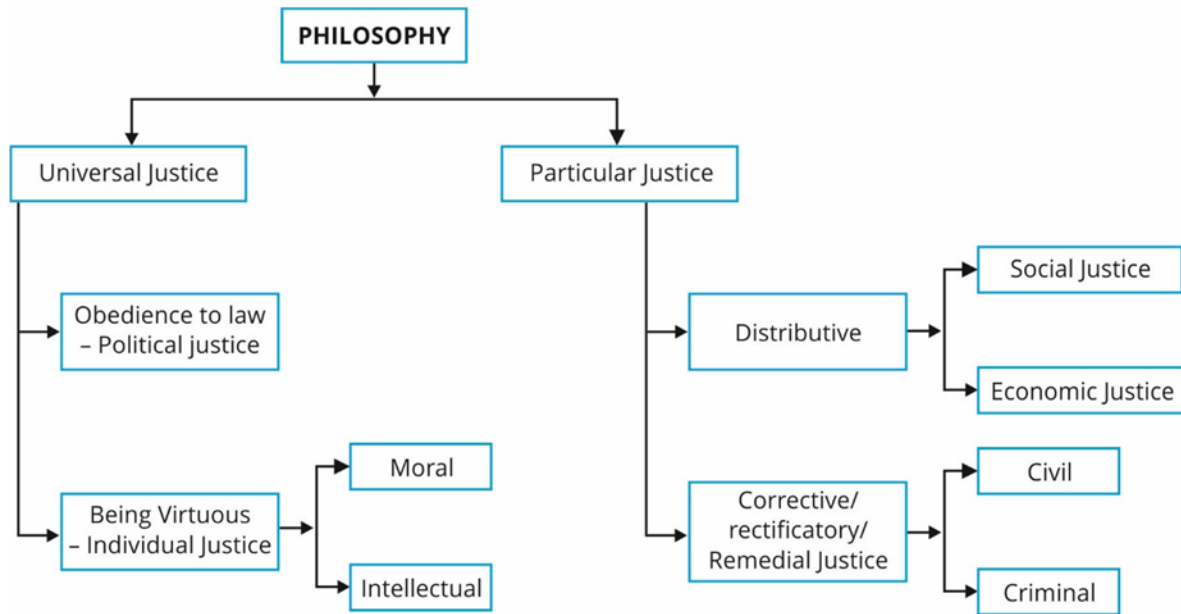
Temperance and tolerance are important virtues to have a balanced view. It gives room for flexibility, rationality and inclusivity.

Aristotle’s concept of Justice

Giving people what they deserve. This also stems from golden mean principle. People should not get less than

what they deserve and not more than what they deserve, but they should get what they deserve.

Aristotle divided Justice into two parts:



- **Political Justice:** Power should be distributed among the virtuous and not among all. Justice only exists when mutual relations are controlled by law and law is found only among those liable for injustice. (Importance of law)
- **Individual justice:** Moral disposition which renders men apt to do just things and wish for just.
- **Distributive justice:** Fair distribution of benefit and burden or just relation between members of society.
- **Corrective justice:** to safeguard the rights and liberties of citizens.

Quotations of Aristotle

- Anybody can become angry - that is easy, but to be angry with the right person and to the right degree and at the right time and for the right purpose, and in the right way - that is not within everybody's power and is not easy.

- It is the mark of an educated mind to be able to entertain a thought without accepting it.
- It is not enough to win a war; it is more important to organize the peace.
- I count him braver who overcomes his desires than him who conquers his enemies; for the hardest victory is over self.
- Moral excellence comes about because of habit. We become just by doing just acts, temperate by doing temperate acts, brave by doing brave acts.

EPICUREANISM BY EPICURUS

Concept of Justice: Neither to harm nor to get harmed.

The point of living in society with laws and punishment is to be protected from harms so that one is freed to pursue happiness.

Human soul is mortal and disappears with the destruction of body.

Pleasure and pain are the main reasons for our actions. Pure pleasure is the highest good and pains the supreme evil. Pleasure of soul is more durable than pleasure of body.

STOICISM

Only thing that is profoundly good is an excellent rational mental state which can be achieved through reason and virtue. Things like money, fame, success are good, but they are often transitory.

Emotions are the result of our judgement, of thinking something good or bad is happening or going to happen. Therefore, they are within our control. Do not repress or deny emotion but try to embrace positive emotion.

One should live harmony with nature. One should acknowledge that he or she is small part of larger organic whole and process which are out of our control. We can change many things but there are some things we cannot change, and we must accept this fact.

Control over internal emotions and judgement can only lead to happiness. If we try to control external things over which we have no control, we are bound to get frustrated.

► MEDIEVAL MORAL PHILOSOPHY

ST. AUGUSTINE & IDEA OF FREE WILL

He came up with the concept of free will to counter the classic question of Christian theology that how God, who is supposed to be perfect, allows evil to exist. According to him, **God created human beings as rational beings who can distinguish between good and bad. God has given them complete freedom to choose and perform actions.** So, if a person does something wrong, responsibility lies with him and not God. Evil according to him is deficiency of something. It is not an entity itself.

THOMAS AQUINAS

He was a virtue ethicist and supporter of Plato & Aristotle. He believes in **four cardinal virtues** but added three more: Faith, Hope and Charity. His three virtues along with four of Plato became seven virtues of Christianity:

- Prudence
- Temperance
- Courage
- Justice
- Hope
- Faith
- Charity

Just war Theory

- i. War should be last resort
- ii. War should be a defence against aggression or an attempt to stop atrocity.
- iii. The expected good must outweigh the cost of killing and destruction

MACHIAVELLI

He wrote his most renowned work *The Prince* in 1513.

For Machiavelli, **highest purpose of social political life is to attain and hold power.** Moral rules, then, are practical rules about how to gain and hold power over others. Thus, you should break a contract whenever it benefits you, because otherwise the other person (who by human nature is wicked), will break his contract with you. You should keep your contracts only when they help you gain and hold power over others.

Real Politik: It is politics or diplomacy based primarily on considerations of given circumstances and factors, rather than explicit ideological notions or moral and ethical premises. (Teleological approach)

Machiavelli is the first major thinker to judge actions solely in terms of their consequences. An action is good not because God commands it, nor because it comes from virtue, but because its consequences are the attainment and keeping of power.

It is better to be feared than to be loved, if you cannot be both.

Quotations of Machiavelli

- *Politics has no relation with morals.*
- *Hatred is gained as much by good work as much by evil.*
- *There is no avoiding war, it can only be postponed to the advantage of other.*

► MODERN MORAL PHILOSOPHY

RENE DESCARTE

Reason is sufficient in the search for the goods that we should seek, and virtue consists in the correct reasoning that should guide our actions.

- *I think, therefore I am.*

THOMAS HOBBS

Social contract theory: The theory is based on the idea of egoism

Hobbes in *Leviathan* said that man has a perpetual and restless desire for power that end only with death. It can only be controlled by king through use of punishment.

As per Hobbes when human beings are created, they are in the state of nature. In this state, each person would have a right or license to do everything in the world. This, Hobbes argues, would lead to a war of all against

all. So, to avoid this chaos, people accede to a social contract and establish a civil society.

As per Hobbes, society is a population beneath a sovereign authority, to whom all individuals in that society unconditionally feed some rights for the sake of the protection of their remaining rights. Any power exercised by this authority cannot be resisted because the protector's sovereign power derives from individuals, surrendering their own sovereign power for protection.

The individuals are thereby the authors of all decisions made by the sovereign.

Do citizens have the right to go for civil disobedience in democracy?

- As per Hobbes, no.
- **Rousseau:** State is there to protect liberties of the citizen. Personal freedom must be there.
- **Locke:** Government is there to protect the rights of citizens.
- **Gandhiji:** Government should consider the aspirations of people.

Morally civil disobedience can be justified if it satisfies following conditions –

- It must be the last resort
- It must be public
- It must be in line with consciousness
- Person must accept the consequences
- It must be non-violent.

If the leviathan or sovereign power violated its own responsibility to protect its member of the society in its charge, that society could then find itself another sovereign to rule it.

ROUSSEAU

- Rousseau criticised the social contract theory of Thomas Hobbes.
- Sovereign is there to protect the liberty of his citizen. What is right and what is wrong should be decided by the emotion and conscience of person and not sovereign.
- *Man is born free but is everywhere in chains – Rousseau*
- Rousseau was more concerned with liberty that he defends in his social contract. He presents a critic of Hobbes social contract as this contract takes away freedom of man from him. The government should

be responsible to the people and must supply freedom and happiness. The happiest state for humanity is a middle ground between wildness and civility.

- His morality was based on conscience which is defined as a divine interior world. Government should act as per the general will of society and therefor it should secure everyone's natural rights which are given by God.
- He believed that emotions play key role in morality rather than rationalism and empiricism.

JOHN LOCKE

Rights approach

Added the concept of natural right to social contract that state is there to protect the natural right of citizens.

All legitimate social authority needs people legitimacy and consent to govern.

Right to life, right to liberty and right to property are three natural rights as per John Locke.

American declaration of independence copied the three rights from John Locke but with slight modification –

- Right to life
- Right to liberty
- Pursuit of happiness.

Difference between right and desire – is a grey area and must be decided by government by law.

Human beings are not born with any innate ideas, everything he gains is from society only. This is the idea of empiricism.

VOLTAIRE

Democracy is too unpredictable and only an enlightened monarch can bring about the change.

He said bible is outdated and he believed in deism. Deism proposes that there is some kind of supernatural power but it is not associated with any main stream religion.

Voltaire was the supported of the ideas of French revolution – Liberty, equality and fraternity.

Voltaire quotes

- *I Disapprove of What You Say, But I Will Defend to the Death Your Right to Say it.*
- It is dangerous to be right when the government is wrong.

- One day everything will be well, that is our hope. Everything's fine today, that is our illusion
- It is better to risk sparing a guilty person than to condemn an innocent one.
- If God did not exist, it would be necessary to invent him.
- Judge of a man by his questions rather than by his answers
- Those who can make you believe absurdities can make you commit atrocities.
- Every man is guilty of all the good he did not do.

IMMANUEL KANT

The theory of Kant is Deontological. It gives importance to the performance of suites irrespective of consequences.

John Locke: Human being are not born with any innate ideas, everything he gains is from society only. This is the idea of empiricism.

Rene Descartes: *I think, therefore I am.*

Immanuel Kant talked about the importance of both empiricism and rationality. Both sensory experience and reasoning is needed for gaining knowledge. Sensory experience is the first stage which helps in obtaining data. Second stage includes understanding which helps in putting data in different concepts and categories. Both leads to new knowledge or reevaluation of present knowledge.

Ethical universalism was favoured by Immanuel Kant

Idea about world: Empirical world and transcendental world. Empirical world is the one in which we live and transcendental world is the one which is beyond human realm. Reasoning is only applicable to empirical world. Application of reason to transcendental world will be cause error.

Kant's ethics includes two Questions –

- Why be moral?
- what is the basis of morality?

Why be moral?

- To perform one's duty. Duty is a moral and legal obligation on a person and sense of duty leads to responsibility.
- As per Kant it is not the consequences of actions that make them right or wrong but the motives of the person who carries out the action.

- Immorality leads to irrationality. When acting morally, we act on rules that we ourselves, as rational creatures, lay down, as suitable for all of us to act on within a community of *rational* beings so to act immorally is to act irrationally.
- As per Kant even altruism is rational because it is irrational not to help others knowing that one day you will also need their help.

Basis of morality

A categorical imperative denotes an absolute unconditional requirement that must be obeyed in all circumstances and is justified as an end in itself.

Kant's categorical imperative

1. Formula of universal law – Act only on that principle which can be a universal law.
2. Formula of end in itself – Do not use any person including yourselves as only means.

Act as a member of kingdom of ends. A kingdom of ends is an ideal society of rational beings following moral law. Everyone in this kingdom is sovereign i-e he imposed moral law upon himself and subject himself to it.

Quotations of Immanuel Kant

- Two things awe me most, the starry sky above me and the moral law within me.
- So act as to treat humanity, whether in their own person or in that of any other, in every case as an end withal, never as means only.
- All our knowledge begins with the senses, proceeds then to the understanding, and ends with reason. There is nothing higher than reason.
- Autonomy is the root of human dignity and the sources of all morality.
- Nothing is divine but what is agreeable to reason.
- Always recognize that human individuals are ends, and do not use them as means to your end.
- So act that your principle of action might safely be made a law for the whole world.
- There is, therefore, only one categorical imperative. It is: Act only according to that maxim by which you can at the same time will that it should become a universal law.

JEREMY BENTHAM

In Epicureanism, we have studied that pleasure and pain are the main reasons for our actions. Pure pleasure is

the highest good and pains the supreme evil. Pleasure of soul is more durable than pleasure of body.

Hedonism: Hedonism is a theory which believes that 'hedone' or pleasure is the highest Good, the supreme ideal of life. Hedonism assumes that human beings are sensuous in nature. Reason or intellect has secondary position in human nature.

Hedonism assumes that human beings by nature seek pleasure and avoid pain. Men desire various objects which ultimately aim at pleasure.

Hedonism evaluates human actions on the basis of the consequences of actions i.e., pleasure and pain. Human conduct has a value in proportion to the amount of pleasure in it. The standard of morality for Hedonism is 'pleasure'. A right action is that which produces pleasure. A wrong action is that which produces pain.

Utilitarianism is based on similar concept but with little modification:

- The school is based on *altruistic hedonism*.
- Nature has placed mankind under the governance of two sovereign masters that is pleasure and pain.
- Utilitarianism of Jeremy Bentham is altruistic hedonism (quantitative utilitarianism)

Hedonistic calculus: criterion to measure the positive and negative, or total pleasure derived out of an action.

Hedonistic calculus is based on following criterion.

- i. Intensity
- ii. Duration
- iii. Proximity
- iv. Certainty
- v. Purity - freedom from pain
- vi. Fruitfulness – Capacity to give rise to other pleasure.
- vii. The extent – the number of people affected.

Evaluation done by using hedonistic calculus must be independent from the evaluator. (*Altruistic hedonism*.)

Eg: - Railway ministers must not roll out more trains in his own constituency.

Bentham doctrine of hedonism becomes altruistic by the dimension of extent and by four sanctions –

- i. Natural or physical sanction
- ii. Political sanction – fear of punishment by the state
- iii. Social sanction – fear of social boycott
- iv. Religious sanction – fear of divine wrath.

Jeremy Bentham quotes

- Stretching his hand up to reach the stars, too often man forgets the flowers at his feet.
- The said truth is that - it is the greatest happiness of the greatest number that is the measure of right and wrong.
- Every law is an infraction of liberty.
- It is vain to talk of the interest of the community, without understanding what the interest of the individual is.
- Tyranny and anarchy are never far apart.
- No power of government ought to be employed in the endeavour to establish any system or article of belief about religion.
- The age we live in is a busy age; in which knowledge is rapidly advancing towards perfection.

JOHN STUART MILL

- Qualitative utilitarianism
- Mental pleasure is better than physical pleasure.

He modified Bentham's system, saying that lower sensual pleasures and higher intellectual pleasures are not merely different in quantity, but in quality.

Test of quality Mill leaves to the verdict of competent judges.

It is better to be dissatisfied Socrates rather than satisfied pig – J.S. Mill

He was an advocate of political liberty, but also called for universal compulsory education - to force people to be happy, even against their will.

John Stuart Mill quotes

- Democracy's superior virtue lies in the fact that it calls into activity the intelligence and character of ordinary men and women.
- One person with a belief is equal to a force of ninety-nine who have only interests.
- A person may cause evil to others not only by his actions but by his inaction, and in either case he is justly accountable to them for the injury.
- I have learned to seek my happiness by limiting my desires, rather than in attempting to satisfy them.
- That so few now dare to be eccentric, marks the chief danger of the time.

- There are many truths of which the full meaning cannot be realized until personal experience has brought it home.
- It is questionable if all the mechanical inventions yet made have lightened the day's toil of any human being.
- A party of order or stability, and a party of progress or reform, are both necessary elements of a healthy state of political life.
- Bad men need nothing more to compass their ends, than that good men should look on and do nothing .
- The liberty of the individual must be thus far limited; he must not make himself a nuisance to other people.

MARY WOLLSTONECRAFT

Caring and the moral issues of the private life and families responsibilities were traditionally regarded as trivial matters. Traditional ethics prizes masculine cultural trait like independence, intellect, hierarchy, domination, religion, war and death as give less weightage to culturally feminine trait like interdependence, sharing, emotion, body, trust, joy, peace and life.

Mary Wollstonecraft quotes

- No man chooses evil because it is evil; he only mistakes it for happiness, the good he seeks.
- I do not wish them [women] to have power over men; but over themselves.
- Make women rational creatures, and free citizens, and they will quickly become good wives; - that is, if men do not neglect the duties of husbands and fathers.
- Friendship is a serious affection; the most sublime of all affections, because it is founded on principle, and cemented by time.

► CONTEMPORARY WESTERN PHILOSOPHERS

JEAN PAUL SARTE

Individuals must be the concern of ethics rather than society because individuals impact the society.

EXISTENTIALISM

Existentialist generally believes that traditional philosophy is too abstract and away from concrete human experience. So, the starting point of

philosophical thinking must be individual and his experiences.

Man first of all just exists. After realising his existence, man starts willing and then become what he wills. Thus, man is nothing that what he makes of himself. Human have the ability to make choices and through their choices, they consistently renew their life. Thus, man is totally responsibly for what he is and what he becomes.

"To live is the rarest thing in the world. Most people exist, that is all." —Oscar Wilde.

- Very few of us observed disappearing house sparrow from our homes.
- We employ child labour in our home but fail to see his/her aspirations. We never peek into their dreams.
- We give donations for old age home but rarely visit them.
- We discuss about pollutions but few of us care to plant trees.
- We sympathize with most of the problems of our country but fail to do anything about them. We rarely show organic relation with our society.

JOHN RAWLS

- Theory of Justice
- Balance between Justice and efficiency
- Used the idea of social contract
- Veil of ignorance

Veil of ignorance is the method of determining the morality of political issues. As per Rawls, politicians should make decisions based on the assumptions that they know nothing about the talents, abilities, taste, social class and positions they will have in social order, once they become part of it. Such people with veil of ignorance make decisions based on morality, since they may not be able to make choices based on their self-interest or class interest.

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

- Liberty principle:** each person is to have equal right to the most extensive basic liberty compatible with similar liberty for others.
- Difference principle:** Social and economic inequalities are to be arranged so that they are both-
 - Reasonably expected to be to everyone's advantage

b) Attached to positions and offices open to all.

The first principle—often called the Liberty Principle – is very Kantian in that it provides for basic and universal respect for persons as a minimum standard for all just institutions.

The second principle—called the Difference Principle – permits such inequalities and even suggests that it will be to the advantage of all (like the utility principle), but only if they meet two specific conditions. Thus the principles are not strictly egalitarian, but they are not laissez faire either. Rawls is locating his vision of justice in between these two extremes.

As per first part of second principle even if unequal power are given to some then they should also get the responsibility to work for the least disadvantage. Benefits given to some should be proportionate to their contribution towards benefitting the deprived section of society.

INDIAN THINKERS

► KAUTILYA

- Kautilya was the minister in the Kingdom of Chandragupta Maurya during 317 – 293 B.C. He has been considered as one of the shrewdest ministers of the times and has explained his views on State, War, Social Structures, Diplomacy, Ethics, Politics and Statecraft very clearly in his book called Arthashastra.
- Kautilya's work is primarily a book of political realism where State is paramount and King shall carry out duties as advised in his book to preserve his state.

VIEWES OF KAUTILYA ON FUNCTIONS OF STATE

Kautilya classifies the functions of the state basically into four:

1. **Protection:** The first function of the state is guarding the country against internal as well as external threats. Internally people and their property must be protected from thieves and dacoits, etc. and also externally from outside the state there may be threats from invasions that have to be dealt with.
2. **Maintaining the Law:** The king and the state, it is expected by the people, will maintain the customs and laws of the land. The king according to Kautilya should settle legal disputes in conformity with the sacred principles and laws in consultation with learned brahmins.

3. **Preserving Social Order:** Kautilya saw it the duty of the king to protect the *dharma* of the land by which he meant the social order. It is the duty of the king to deliver justice and help keep people of different *varnas* preserve their professions or in other words help maintain *varnadharmasharma*.

4. **Promoting welfare of people:** King, according to Kautilya, should function on the goal that it is in the happiness of his subjects that his happiness lies. The state should control the whole of social life. It should promote religion and spirituality and in so doing regulate the age and conditions under which one might renounce the world. Kautilya advised the state should provide support to the poor, pregnant women, and to their children, to orphans, to the aged, the afflicted and the helpless.

Corruption was not tolerated at all and dealt with severely where the ill-earned money was confiscated. Kautilya had his own criteria for selection of officers for the same. Once basic qualifications were met, he tested them on their attitude to piety, lucre/revenue, lust, fear. Those who completed this criterion of piety were appointed as judges/magistrates, and those who crossed the test of revenue became revenue collectors, and those pass the test of lust are appointed to the king's harem. The candidates passing the test of fear are appointed as king's bodyguards and personal staff. And those who pass all the tests are appointed as councillors.

KAUTILYA & PLATO

- Kautilya and Plato have many similarities in terms of social structure, belief in autocracy, emphasis on virtues of honesty and favouring the elitist in the society. Kautilya endorsed caste structure and approved of lower caste doing menial jobs while Plato strongly favoured slavery. But both men never discuss slavery in detail nor do they justify it as an institution. Plato and Kautilya both thought the state should be governed by the learned and elites while despising the idea of democracy. They thought democracy would result in anarchy. Plato and Kautilya liked the idea of a military class and thought that the rulers should come from that sect of the society. In addition, they believed in honesty and just behavior by the kings towards their subjects as Kautilya and so did Plato believe in the state of happiness for the Nation.
- The major difference comes between these two men come their support for different parts of the society.

While Kautilya favoured the Brahmins or the priests to make the law and policy he also favoured the warriors to be the rulers. In case of Plato, he favoured the aristocrats to both rule and act as the intellect for the society. In addition, Plato was a philosopher and not a politician, while Kautilya was a seasoned politician with views on philosophy. This becomes important because Kautilya has been time and again reproached for being harsh and wicked in his treatise but I attribute it to his being extreme side of realism having been a politician. The context in which Plato lived was a group of small states with Athens only as the large empire. In the case of Kautilya, he was part of a large state with centralized bureaucracy and an expanding empire. The other key difference between them was the construction of the state. Plato believed in unity and common good central to the state, while Kautilya thought military to be the focus of the state and a powerful state can be created only by a strong military. In terms of diplomacy, Plato has little contribution towards foreign policy and in fact thought foreign trade was a negative influence on the state. In contrast, Kautilya has thought about diplomacy and foreign policy elaborately. Similarly, these two men differ on their economic policy making where Plato thinks about the State as a provider of rule of law, Kautilya extracts value from the citizens through taxes and redistributes wealth.

KAUTILYA AND MACHIAVELLI

- Kautilya's work comes from his myths and beliefs whereas Machiavelli mainly writes based on his experiences and examples from history. One of benefits of Kautilya's work is that this imagination has given his work a robust structure and can last over a period.
- In addition, Machiavelli's work can be considered as one of the possible subsets of Kautilya's statecraft. The weakness of Kautilya's work is that it is not empirical and is not time tested. Yes, some of his writings were used by his King Maurya but they were denounced by King Ashoka as wicked and cunning.
- In addition, the language that Machiavelli uses is very learned while Kautilya uses terse statements which make the point. Though this might look to be more an issue of education and expression, I think language is a representation of diplomacy and suaveness.
- In general, Kautilya has been criticized for being harsh and crude in dealing with spies and espionage and

this language differential only vouches for it even more. In my opinion, Machiavelli was a shrewd man and did not want to explicitly write down that was implicitly known.

- Machiavelli and Kautilya both believe in one state and endorse imperialism of their emperors in their times. Both these men advocate flexibility and treachery in war. They understand the need for diplomacy but do not dissuade their kings to go to war. They both believe that the populace or the society is to be respected and different traditions need to be tolerated to bring stability within the state. One interesting point here is that it somehow looks like both these men thought that there was a trade-off between internal stability and external war conquests.
- Also they believe that the religion should serve the state but the difference is that while Machiavelli seems to sometime condemn the religion, Kautilya eschews the religion and believes in the given social and religious structure.
- Machiavelli and Kautilya both managed to blur the distinction between utility and morality. Who was more immoral when it came to war is debatable but they were both realists guided not by religion but by their belief in the concept of state and craft needed to run a state. This was because they were able to clearly distinguish the morals which governed the state and the morals that governed the individual.
- They both longed for a world order where their state was center, sought social and economic justice and a world order. The distinction only occurs in the world order where Kautilya believes that the world social order should be as per the caste system in India farfetched from Machiavelli's modern world order.

► SWAMI VIVEKANANDA

- He was the pioneer of rationalist movement in modern India, in the spheres of ethics and religion.
- He may be regarded as the dynamic counterpart of Ramakrishna Paramahansa. He tried to read Sankara's Advaita into Ramakrishna's teaching. He tried to give an intelligent, concrete and scientific account of practical Vedanta.

VEDANTA PHILOSOPHY

- According to him, **crucial point of Vedanta is that of unity in variety, not that of barren unity.** The universal

soul is encased in the living Prakriti. Finite is the real form of the absolute. He does not reject the universe outright as something illusory. His philosophy is the synthesis of the philosophy of Sankara and humanism of Buddha and Ramanuja. He liberated the Vedantic ideas and ideals from caves, forests and made them available to common man. Therefore, his Vedanta is called **Practical Vedanta**. The practical teachings of Vivekananda are full of activism and humanism.

- According to him, **all is Brahman; jiva is none other than Siva; every creature is God himself. However, the manifestation of Brahman is not the same everywhere.** The moon and star, lowest worm and man are lower and higher forms of manifestations. From the standpoint of the Absolute Brahman, nothing else is. From the standpoint of the world of Maya, everything is real. All human beings are potentially divine and perfect. Vivekananda did not accept a totally impersonal and indeterminate Brahman as a reasonable concept of metaphysics.
- Knowledge of Vedanta was confined to caves and forests. But Vedanta truths must be practiced during family and social life. Vivekananda tried his best to restore Advaita to its original purity. In other words, he attempted to give a concrete shape to Advaita Vedanta by applying it to life. He never tired of saying that the Vedanta of books must be translated into practice. Vedanta truths should never remain in theory. The following are the characteristics of Practical Vedanta according to Vivekananda.

CHARACTERISTICS OF PRACTICAL VEDANTA

a) Universality

- Vedanta is a universal religion. Its three schools, namely, Advaita, Vishistadvaita and Dvaita are three stages in the spiritual growth of man. They are not contradictory of one another but supplementary. According to Vivekananda Advaita is the complete truth and Vishistadvaita and Dvaita are partial truths. The progress is from lower truths to higher truth.
- One can reach the highest truth only after passing through the other two stages. The Absolute can be reached only through the medium of the names and forms. Vedanta is universal in the sense that its truths apply to the whole of mankind in general. It is the same current that flows through every human being. And that is spirit. Vedanta is universal in the sense that it is rooted in the idea of the oneness of all, in the idea of unbroken continuity of existence.

b) Impersonality

- Vedanta depends upon no persons or incarnations. Its eternal principles depend upon its own foundations. Hence it alone is the universal religion.
- Vedanta alone is based on principles, whereas all other religions are based on the lives of their founders.
- Christianity, Islam and even Buddhism would their authority in the eyes of their followers, if Christ Mohamed and Buddha are proved to be not historical figures. It is truth that matters in Vedanta, not the personalities.

c) Rationality

- Vedanta is in complete agreement with the methods and results of modern science. Its conclusions are pre-eminently rational, being deduced from widespread religious experience.
- For ex., the grand Vedantic idea of the spiritual oneness of the whole universe. According to science all things universe are waves. Vedanta has discovered that there is but one soul through the universe and that all being are only Configurations of that one Reality) From this oneness the solidarity of the universe can be deduced.
- Vivekananda believed in this oneness of humanity. Vivekananda says that it is the spiritual oneness of Vedanta that serves as a firm ground of all ethical teaching. "Love your neighbors as yourself", one loves another, because one sees one's own self in the other. The application of Vedantic truth to political and social life, results in the spiritualism of democracy, socialism, liberty, equality and fraternity.
- According to him Vedanta is thoroughly rational and scientific. Vedanta does not discard reason in favour of faith. It recognizes intuition or inspiration as a higher faculty than reason. But the truth derived from intuition have to be explained and systematized by reason.

d) Optimism

- Optimism (Hopefulness) is the life breath of Vedanta. Vedanta is a religion of strength and hope, not a religion of weakness and despair. It teaches unshakable optimism. It alone makes men strong and self-reliant. It insists upon the inherent divinity of the human soul under all circumstances.
- It gives hope of infinite progress to every man. It accords man a sense of Sacredness and dignity unknown to other religions. It teaches that man is essentially divine. Hence his salvation must come from within.
- Vivekananda says 'Vedanta is a strength-giving-religion and man making education'. The people of

India are incurably religious. They are not ignorantly religious but intelligently religious.

VIEWS ON RELIGION

- Swami Vivekananda was a man of Religion. His concern was with spiritual truth not with physical, dogmatic or scientific discoveries. For him religion is a matter of experience and not a system of dogmas. Thus he clearly illustrates the attitude of the East and the West towards spirit. The western idea is that man is a body and has a soul. According to the East man is a soul and has a body.
- Religion is the main stay of India. It has been flowing in India for thousands of years. "Religion in India has entered the very blood of the people. It has permeated the whole atmosphere. It has become one with the bodily constituents of Indian people. It is to be further supported and lived and, in any case, religion is not to be opposed or to be pushed to the background. Vivekananda stands for the necessity of religion.
- He distinguishes true religion and institutional religion. According to him true religion is personal religion." It is well to be born in a church, but it is terrible to die there", says Vivekananda. A pilgrim for God-realisation is born in a religion, but he goes out of it and transcends the external forms of religion, when he is evolved in spirit. The dogmas, rituals, images and sacraments initiate a man and make him God-conscious. But God-realization is possible only when he transcends the limits of his own finite religion and experience the mystic vision of God.
- Religion or spiritualism according to Vivekananda does not signify running away from hazards of life battle and taking recourse in other worldliness. It does not mean running away into mountain caves or monastery cells to practice renunciation. It consists in cultivating strength and visions to face trials of life with heroic calm and determination. Religion should teach strength to the poor and the downtrodden. Religion should be the gospel of strength and activism. Everyone should work for the religious regeneration of mankind through renunciation and service.
- Religion is highest expression of love and devotion, beauty and sublimity. Freedom is the keynote of spiritual life. Religion consists solely in inner spiritual urges. Wherever religion is estranged or cut off from its vital spring, spiritualism, it is generated into dry formalism or a routine affair of life.

► MAHATMA GANDHI

Gandhi was an eminent freedom activist and an influential political leader who played a dominant role in India's struggle for independence. Today, Gandhian values have special significance for national integration. Communal harmony has become essential for national integration and hence Gandhi gave it the highest priority.

VIEWS OF GANDHIJI

a) Harmony

- By communal harmony, Gandhiji did not mean merely paying lip service to it. He meant it to be an unbreakable bond of unity. In the religious context Gandhi emphasized that communal harmony must be based on equal respect for all religions.
- Everyone, Gandhi said, must have the same regard for other faiths as one had for one's own. Such respect would not only remove religious rifts but lead to a realization of the fact that religion was a stabilizing force, not a disturbing element. Gandhi's basic axiom was that religion since the scriptures of all religions point only in one direction of goodwill, openness and understanding among humans.

b) Views on Education

- He regarded education as the light of life and the very source from which was created an awareness of oneness. Gandhi believed that the universality of ethics can best be realized through the universalisation of education, and that such universalisation was the springboard for national integration. Harmony is not brought about overnight.
- Gandhi advocated the process of patience, persuasion and perseverance for attainment of peace and love for harmony and was firmly convinced of the worth of gentleness as panacea for all evils. Communal harmony had the pride of place in Gandhi's constructive program.
- He taught us the dignity of labour as a levelling social factor that contributed to a national outlook in keeping with the vision of new India.
- He always believed that a nation built on the ethical foundation of non-violence would be able to withstand attacks on its-integrity from within and without.

c) Humanisation of Education

- Gandhi pleaded for the humanization of knowledge for immunization against the ideas of distrust among

the communities of the nations and the nationalities of the world.

- He wanted to take the country from areas of hostility into areas of harmony of faiths through tolerance, so that we could work towards understanding each other.
- His mass contact program was specifically aimed at generating a climate of confidence and competition and eliminating misgiving and misconceptions, conflicts and confrontation.

d) Views on other issues

- Gandhi held that bridging the gulf between the well off and the rest was as essential for national integration as inter-religious record.
- He said that we must work for economic equality and social justice, which would remove the ills caused by distress and bitterness.
- He stressed that the foundation of equality, the core of harmony will have to be laid here now and built up brick by brick through ethical satisfaction of the masses. There is no denying the fact that Gandhi was deep rooted in his cultural and religious traditions.
- The phenomenal success Gandhi registered in faraway South Africa fighting for human rights and civil liberties and later the adoption of the Gandhian techniques by Nelson Mandela and the subsequent revelations made by the former South African president De Klerk that he was greatly influenced by Gandhi's principles.
- Gandhi successfully demonstrated to a world, weary with wars and continuing destruction that *adherence to Truth and Non-violence is not meant for individual behaviour alone but can be applied in global affairs too.*
- **Seven social sins by Gandhi:** Politics without principles; wealth without work; commerce without morality; education without character; pleasure without conscience; science without humanity and worship without sacrifice.

► **DR. B.R. AMBEDKAR**

Dr B R Ambedkar, popularly known as Babasaheb Ambedkar, was one of the architects of the Indian Constitution. He was a well-known politician and an eminent jurist. Ambedkar's efforts to eradicate the social evils like untouchability and caste restrictions were remarkable. The leader, throughout his life, fought for the rights of the dalits and other socially backward classes. Ambedkar was appointed as the nation's first

Law Minister in the Cabinet of Jawaharlal Nehru. He was posthumously awarded the Bharat Ratna, India's highest civilian honour in 1990.

AMBEDKAR VIEWS ON SOCIAL JUSTICE

- It has been a sad historic fact of Indian society that lower castes have been exploited and dominated upon by the upper castes and for that reason the lower castes have mostly also been the lower classes economically and vice versa. Until the British period there had never really been many revolts or movements on behalf of the lower castes and untouchables to seek social justice. But during the freedom movement there were many leaders and movements throughout India.
- The most prominent voice of and for the lower castes had emerged in the person of B.R. Ambedkar who hailed from the untouchable Mahar caste in what is today, Maharashtra. Even today Ambedkar is a hugely influential political symbol and legacy who is followed by many political forces throughout the length and breadth of India.
- Ambedkar's aim was to get justice for the 'last, the lost and the least' and he emerged as a sort of revolutionary leader of India's Hindu untouchable and other castes. His aim was to fight for their equality and seek improved living conditions for them and reach education among them and get adequate representation for them in elected bodies and in government services.
- During the freedom struggle, Ambedkar's emphasis on issues related to social justice forced the leaders of the national movement to take these up as part of the agenda associated with the main demand for unshackling the country from the chains of colonialism.
- In his own personal life and career Ambedkar had to face caste discrimination and harassment of the most severe kind and was foiled in his career repeatedly. Even though he was highly educated and had advanced degrees from the world-famous Columbia University of New York and the University of London where he did his D.Sc., any job that he took up back home in India he could not continue with because upper caste subordinates refused to work with him or otherwise frustrated him. For instances when he took up employment in the government of the princely state of Baroda, his upper caste subordinates humiliated him and ultimately forced him to resign. Even at the Bombay University he was treated badly by upper caste colleagues, and he was ultimately

forced to resign. 1924 onwards Ambedkar was fully in a political movement and the national struggle.

- Ambedkar in his work *Who Were the Shudras?* questioned the whole Hindu social order and tried to create a theory that the shudras were not a separate varna or caste but were originally Kshatriyas who in a struggle with Brahmins were manipulated out of the Kshatriya caste by the Brahmins and were deprived of the sacred thread.
- Therefore, they lost their social position due to this move of the Brahmins and became backward and degraded. Similarly, he attacked the Hindu theory on untouchables and used anthropometric and ethnographic evidence to try to prove that there had been no racial, ethnic or occupational basis for the origin of untouchables.
- He proposed a hypothesis that the untouchables were originally disciples of Buddha and were Buddhists, but the Hindus led by the Brahmins to try to undermine Buddhist influence and stop its spread put the untouchables in a corner and started branding them untouchables.
- He believed the root of all lack of social justice in India was the caste system that created the environment for exploitation of man by man - of the shudras and untouchables by the Brahmins and other upper castes. He believed no democracy is possible in India without first establishing social justice by annihilation of caste. So, he took a position that was opposed to the position of both the Congress and Gandhiji who wanted political reform and independence from the British colonial rule first and the socialists and Marxists who wanted economic equality established first.
- He believed lack of social justice because of the caste system would never be dismantled by the upper castes because it served their interests and also by any system of western styled democracy because all institutions from the parliament to the judiciary would be dominated by the upper castes who would manipulate and control the system to make sure shudras and untouchables don't come up.
- He also felt the economic exploitative basis of the caste system was so solidly to the benefit of upper castes they would never be willing to change the situation. That is the reason he wanted constitutional safeguards and direct representation from the lower castes and dalits in all democratic institutions from the parliament to the judiciary.

- His views on social justice are to be found in his books and speeches. His most important works are *Annihilation of Caste (1936)*, *Who were the Shudras (1946)* and the *The Untouchables (1948)*. Also his writings like *What Congress and Gandhi have done to the Untouchables*.
- He put forward brilliant well researched attacks on the exploitative Hindu caste system particularly with respect to how untouchables were treated and fought all his life to secure legal and constitutional safeguards for their rights.
- It is interesting although he had attacked Gandhi's Congress Party's views and attitudes on the caste system quite severely and in a scathing manner in his writings, Gandhiji suggested Ambedkar's name to head the committee to draft the Constitution.

► JAWAHAR LAL NEHRU

Nehru was born on November 14, 1889, in Allahabad, India. In 1919, he joined the Indian National Congress and joined Indian Nationalist leader Mahatma Gandhi's independence movement. The British withdrew and Nehru became independent India's first prime minister. He died on May 27, 1964, in New Delhi, India.

► VIEWS ON DEMOCRATIC SOCIALISM

- Democratic Socialism as an ideology is an extension of the liberal propagation of democracy altered to suit the needs of all the countries of the world. It is an ideology that believes that the economy and the society should function democratically to meet the needs of the whole community.
- The ideology believes that democracy and socialism are one and indivisible, there cannot be a true democracy without a true socialism, and there cannot be a true socialism without a true democracy. The two come together in equality, social justice, fair share for all and an irreversible shift in the balance of wealth and power to workers and their families.

► VIEWS ON FREEDOM

Nehru highly esteemed freedom. By his concept of freedom, he meant the freedom of speech and expression, association and several other aspects of creativity. He had given integrated conception of political, social and economic freedom which will only operate in a socialistic pattern of society.

► VIEWS ON SECULARISM

- Nehru was a rationalist knowing well that human values were superior to religious orthodoxies.

- His secular credentials were based upon his rational humanistic attitude towards life, and this life was more important than the one after death. His emphasis on the development of scientific temperament is a great contribution to India because it initiated the fight against religious obscurantism and superstition which the whole country was steeped in.
- Nehru's concept of secularism implied the existence of a uniform civil code for the people of India. He considered the existence of different sets of laws governing different communities as inconsistent with his ideal of a secular society.

► VALLABHBHAI PATEL

He was born on October 31, 1875, in Nadiad village of modern-day Gujarat, Sardar Patel started his academic career in a Gujarati medium school and later shifted to an English medium school. He went to pursue a degree in law and travelled to England in 1910. He completed his law degree in 1913 from Inns of Court and came back to India to start his law practice in Godhra, Gujarat. For his legal proficiency, Vallabhbhai was offered many lucrative posts by the British Government, but he rejected all.

CONTRIBUTIONS

- Sardar Patel dominated the Indian political scene from 1917 to 1950 and dedicated himself to the freedom struggle and reorganised the Indian National Congress. After Independence, he managed sensitive portfolios such as Home and the States. Following the Partition, he restructured the bureaucracy and integrated the princely States.
- Patel laid the foundation of political democracy by being an important member in the drafting of the Indian Constitution. Thus, he emerged an astute leader and a sagacious statesman acknowledged as the 'Iron Man' and a founder of modern India.

POLITICAL AND SOCIAL VIEWS

- As a fiery champion of fundamental rights and liberty, he was convinced that these values were essential pre-requisites for the development of the individual and a nation. He always raised his voice on several issues against exploitation and criticised the high-handedness of authority, the exploitative revenue policy of the Government and maladministration in the Princely states.
- He not only criticised the arbitrary policies of confiscation of movable and immovable properties,

but also insisted on guarded regulations on land reforms and nationalisation of key industries. His efforts to reform the Hindu religion and protect the people of other faiths reflected his longing for the right to religion.

- He encouraged the duly elected authority to bring restrictions through various legislative measures to freedom for all. Thus, his political value system was a **fine synthesis of liberalism, conservatism and welfarism.**
- His vision of State was in tune with the pattern of his political values. In his concept, the State was founded and held together by a high sense of nationalism and patriotism. Individual liberty was to be in conformity with the provisions of the Constitution, to create a Nation-State, he pressed for the emancipation of backward communities and women and bring about Hindu-Muslim unity through the Gandhian constructive program and skilfully utilised the higher castes for social integration and political mobilisation.
- Thus, he strengthened the plural basis of the nation-state by bringing electoral participation as effective political mobilisation. He saw a nation as 'democratic in structure, nationalistic in foundation and welfarist in spirit and function'.

Patel worked extensively against alcohol consumption, untouchability, caste discrimination and for women emancipation in Gujarat and outside.

► RAJA RAM MOHAN ROY

Raja Ram Mohan Roy is known as the "Maker of Modern India", social and educational reformer Raja Ram Mohan Roy was a visionary who lived during one of India's darkest social phases but strived his best to make his motherland a better place for the future generations to come. Born into a Bengali family in British India, he joined hands with other prominent Bengalis like Dwarkanath Tagore to form the socio-religious organization Brahmo Samaj, the renaissance movement of the Hindu religion which set the pace for Bengali enlightenment.

CONTRIBUTIONS

a) Social reforms

- During the late 18th century, the society in Bengal was burdened with a host of evil customs and regulations. Practices like child marriage, polygamy and Sati were prevalent that affected women in the society. The most brutal among these customs was the Sati Pratha.

- Raja Ram Mohan Roy was abhorred by this cruel practice, and he raised his voice against it. Lord Bentinck sympathised with Roy's sentiments and intentions and amid much outcry from the orthodox religious community, the Bengal Sati Regulation or Regulation XVII, A. D. 1829 of the Bengal Code was passed. The act prohibited the practice of Sati in Bengal Province, and any individual caught practicing it would face prosecution.

b) Educational Reforms

- He advocated the introduction of an Modern Education System in the country teaching scientific subjects like Mathematics, Physics, Chemistry and even Botany.
- He paved the way to revolutionizing education system in India by establishing Hindu College in 1817 along with David Hare which later went on to become one of the best educational institutions in the country producing some of the best minds in India.
- His efforts to combine true to the roots theological doctrines along with modern rational lessons saw him establish the Anglo-Vedic School in 1822 followed by the Vedanta College in 1826.

c) Religious contributions

- Ram Mohan Roy vehemently opposed the unnecessary ceremonialism and the idolatry advocate by priests. He had studied religious scriptures of different religions and advocated the fact that Hindu Scriptures like Upanishads upheld the concept of monotheism.

► RABINDRANATH TAGORE

He was born into a wealthy Brahmin family. After a brief stay in England (1878) to attempt to study law, he returned to India, and instead pursued a career as a writer, playwright, songwriter, poet, philosopher and educator.

In 1901 Tagore founded an experimental school in rural West Bengal at Shanti Niketan ("Abode of Peace"), where he sought to blend the best in the Indian and Western traditions. He settled permanently at the school, which became Visva Bharati University in 1921. He was awarded Nobel Prize in 1913 in literature for Gitanjali. Tagore was awarded a knighthood in 1915, but he repudiated it in 1919 as a protest the Amritsar (Jallianwala Bagh) Massacre.

VIEWS ON FREEDOM

- **Enlightenment of soul through self-realization:** Freedom will provide opportunity to attain enlightenment of soul. It is only because by pursuing a goal in an atmosphere of freedom, one will get scope to realize oneself. That self-realization will enlighten the soul and illumine it.
- **Political freedom accompanied by spiritual freedom:** Tagore envisaged that political freedom is not freedom unless it is accompanied by spiritual freedom. Spiritual freedom is the guiding force behind political freedom. It will show right path to an individual in realizing his political goal. The same is also applicable in case of a nation too.
- **Comprehensive social and cultural growth:** Tagore viewed that freedom would lead to 'the comprehensive social and cultural growth. For that growth, he never accepted the idea of either the Moderates or Extremists. To him, the Moderates failed in revealing the real worth of Indian culture while the Extremists put emphasis on techniques of action being unmindful of Indian social customs and traditions. Thus, both the ways were rejected by Tagore for social and cultural growth.
- **Self-government:** To pursue freedom, Tagore needed self-government for India. Through that, the country will attain enlightenment. It will lead the country on the path of progress. Self-government is the medicine to cure all the political ailments. He, therefore, pleaded for the freedom of India; China and Siam.
- **Freedom of individual and freedom of nation:** Tagore wanted freedom of individual and freedom of nation. Without one, the other is incomplete. This will provide opportunity to the individuals to see one within himself and within the world. This will help an individual also to project himself during May. That will be the lasting impact of freedom on mankind. Tagore not only wanted political freedom, but he wanted the freedom of 'an individual too. Freedom, to him, is to illumine the soul and an individual to make him feel that he was a component part of the great creation of God where freedom pervades.

EDUCATION-PHILOSOPHY OF TAGORE

- Tagore's ideas for creating a system of education aimed at promoting international co-operation and creating global citizens. Tagore envisioned an education that was deeply rooted in one's immediate surroundings but connected to the cultures of the wider world, predicated upon pleasurable learning and individualised to the personality of the child. He felt that the curriculum should revolve organically

around nature, with flexible schedules to allow for shifts in weather, and with special attention to natural phenomena and seasonal festivities.

- The aims reflected in the institution founded by Tagore:
 - **Self realisation:** Spiritual is the essence of humanism. Manifestation of personality depends upon the self-realisation and spiritual knowledge of individual.
 - **Intellectual Development:** It means development of imagination, creative free thinking, constant curiosity, alertness of the mind. Freedom of child to adopt his own way of learning, which would lead to all-round development.
 - **Physical development:** Sound and healthy physique through yoga, games, sports as integral part of education.
 - **Love for Humanity:** Education for international understanding and universal brotherhood. Education should teach people to realise oneness.
 - **Freedom:** Education is a man-making process, it explores the innate power that exists within man, it is not an imposition, but a liberal process that provides utmost freedom for development.
 - **Co-relation of objects:** A peaceful world is only possible when correlation between man and nature will be established.
 - **Mother-tongue as medium of instruction:** Language is the true vehicle of expression.
 - **Moral and spiritual development:** It is more important than bookish knowledge for an integral development of human personality, by encouraging selfless acts, co-operation, sharing and fellow feeling among students.
 - **Social Development:** 'Brahma' the supreme soul manifests through men and all creatures. He is the source of all life. Brotherhood should be cultivated from the beginning of life.

SPIRITUAL HUMANISM OF TAGORE

- The basic tenets of 'spiritual humanism' encourage the spiritual experience of oneness with the universe and love for all humanity. It does not believe in detachment from worldly pleasure, asceticism and deliverance rather it preaches to embrace the aesthetic beauty of the world and to admire all worldly creatures.
- Tagore's idea of spiritual humanism is as follows:

- **Importance of man:** In pursuing spiritual humanism, Tagore put emphasis on man. Man is an end in itself. God is simply a symbol of human perfection. It is the consciousness within a man that makes him perfect.
- **No place of selfish individualism:** In case of Tagore's spiritual humanism, there is a place of narrow and selfish individualism. The perfection what an individual attains is not his personal possession. It is also aimed at the benefit of society. So, selfish individualism is sacrificed at the altar of broader spiritual humanism.
- **Perfection of man through development personality:** Tagore envisaged that the perfection of man is attained through the development of personality. The perfection attained by the man should be applicable to the entire society but not to the individual alone.
- **Rejection of hedonism and utilitarianism:** In pursuing spiritual humanism, Tagore never put emphasis on hedonism and utilitarianism which seek to attain happiness as much as one can within a short span of time because human being has to quit the world for good within a particular period.

► MOTHER TERESA

Mother Teresa was a Roman Catholic nun who devoted her life to serving the poor and destitute around the world. She spent many years in Kolkata where she founded the Missionaries of Charity, a religious congregation devoted to helping those in great need. In 1979, Mother Teresa was awarded the Nobel Peace Prize and became a symbol of charitable, selfless work. In 2016, Mother Teresa was canonised by the Roman Catholic Church as Saint Teresa.

CONTRIBUTIONS TOWARDS SOCIETY

- Mother Teresa had numerous values and beliefs that shaped her work and guided her. She was a Christian and followed in the footsteps of Jesus, constantly caring for the poor in Calcutta.
- Mother Teresa believed that she served God by serving and nursing the poor. She believed in the three vows of poverty, chastity and obedience, and also took an extra one - that she would give 'wholehearted and free service to the poor'.
- She believed that no one should be left behind and that everyone should feel wanted and loved. These

few beliefs contributed greatly to her life and affected her choices, relationships with others and society.

MAJOR CONTRIBUTIONS ARE:

- In 1950, Mother Teresa established the *Missionaries of Charity*, a *Roman Catholic religious congregation*. It began as a small community with 12 members in *Kolkata, India*. It then began to attract recruits and donations; and by the 1960s it had opened *hospices, orphanages and leper houses throughout India*. In 1965, *Pope Paul VI* approved Mother Teresa's request to expand her congregation to other countries. Its first house was opened in *Venezuela* the same year. It continues to care for those who include refugees, former prostitutes, the mentally ill, sick children, abandoned children, lepers, people with AIDS, the aged and convalescent.
- In 1952, Mother Teresa opened her first hospice for the *sick, destitute and the dying* in *Kalighat, Kolkata* with help from Indian officials. She did so by seeking permission to use an old abandoned Hindu temple to the goddess *Kali*. Known as the *Kalighat Home for the Dying*, the hospice provided medical attention to those in need, and it gave people the opportunity to die with dignity in accordance with their faith.
- In 1955, Teresa's *Missionaries of Charity* opened *Nirmala Shishu Bhavan, the Children's Home of the Immaculate Heart*. It was their *first children's home* which cared for orphans. The center took homeless children and provided them with *food, shelter and medical care*. When possible, the children were adopted out. Those not adopted were given an education, learned a trade skill and found marriages.
- Mother Teresa created a *Leprosy Fund* and a *Leprosy Day* to help educate the public about leprosy as many people feared the contagious disease. She also established several *mobile leper clinics* to provide the infected with *medicine and bandages near their home*.

SECTION-6

PUBLIC SERVICE VALUES & ETHICS IN PUBLIC ADMINISTRATION

Previous Year Questions

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2021	Refugees should not be turned back to the country where they would face persecution or human right violation." Examine the statement with reference to ethical dimension being violated by the nation claiming to be democratic with open society.	Ethical issues in international relations and funding
2021	Besides domain knowledge, a public official needs innovativeness and creativity of a high order as well, while resolving ethical dilemmas. Discuss with suitable example.	Ethical concerns and dilemmas in government and private institutions
2021	An independent and empowered social audit mechanism is an absolute must in every sphere of public service, including judiciary, to ensure performance, accountability and ethical conduct. Elaborate.	Accountability and ethical governance
2020	"The will to power exists, but it can be tamed and be guided by rationality and principles of moral duty.' Examine this statement in the context of international relations.	Ethical issues in international relations and funding
2020	Distinguish between laws and rules. Discuss the role of ethics in formulating them	Laws, rules, regulations and conscience as sources of ethical guidance
2019	What is meant by 'crisis of conscience'? How does it manifest itself in the public domain?	Laws, rules, regulations and conscience as sources of ethical guidance
2018	Explain the process of resolving ethical dilemmas in Public Administration.	Laws, rules, regulations and conscience as sources of ethical guidance
2018	Suppose the Government of India is thinking of constructing a dam in a	Ethical concerns and

	mountain valley bond by forests and inhabited by ethnic communities. What rational policy should it resort to in dealing with unforeseen contingencies.	dilemmas in government and private institutions
2018	"In doing a good thing, everything is permitted which is not prohibited expressly or by clear implication". Examine the statement with suitable examples in the context of a public servant discharging his/her duties.	Ethical concerns and dilemmas in government and private institutions Strengthening of ethical and moral values in governance.
2018	What does this quotations mean to you in the present context: "The true rule, in determining to embrace, or reject anything, is not whether it has any evil in it; but whether it has more evil than good. There are few things wholly evil or wholly good. Almost everything, especially of governmental policy, is an inseparable compound of the two; so that our best judgement of the preponderance between them is continually demanded." Abraham Lincoln. (150 words)	Strengthening of ethical and moral values in governance.
2017	Increased national wealth did not result in equitable distribution of its benefits. It has created only some "enclaves of modernity and prosperity for a small minority at the cost of the majority." Justify.	Ethical concerns and dilemmas in government and private institutions
2017	Corporate social responsibility makes companies more profitable and sustainable. Analyse.	Corporate governance
2017	Strength, peace and security are considered to be the pillars of international relations. Elucidate.	Ethical issues in international relations and funding
2017	At the international level, the bilateral relations between most nations are governed on the policy of promoting one's own national interest without any regard for the interest of other nations. This leads to conflicts and tensions between the nations. How can ethical consideration help resolve such tensions? Discuss with specific examples.	Ethical issues in international relations and funding
2016	What do you understand by the terms 'governance', 'good governance' and 'ethical governance'?	Accountability and ethical governance
2016	Max Weber said that it is not wise to apply to public administration the sort of moral and ethical norms we apply to matters of personal conscience. It is important to realise that the State bureaucracy might possess its own independent bureaucratic morality. Critically analyse this statement.	Ethical concerns and dilemmas in government and private institutions
2015	Some recent developments such as introduction of RTI Act, media and judicial activism, etc., are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to take prompt decisions. Analyze this situation in detail and suggest how this dichotomy can be resolved. Suggest how these negative impacts can be minimized.	Ethical concerns and dilemmas in government and private institutions
2015	How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples.	Strengthening of ethical and moral values in governance.
2015	A mere compliance with law is not enough, the public servant also has to have a well-developed sensibility to ethical issues for effective discharge of duties." Do you agree? Explain with the help of two examples, where (i) an act is ethically right, but not legally and (ii) an act is legally right, but	Strengthening of ethical and moral values in governance.

	not ethically.	
2014	There is a heavy ethical responsibility on the public servants because they occupy positions of power, handle huge amounts of public funds, and their decisions have wide-ranging impact on society and environment. What steps have you taken to improve your ethical competence to handle such responsibility?	Strengthening of ethical and moral values in governance.
2013	Indicate two more attributes which you consider important for public service. Justify your answer. (10 marks 100 words)	Strengthening of ethical and moral values in governance.

- ✓ Status and problems; ethical concerns and dilemmas in government and private institutions
- ✓ Laws, rules, regulations and conscience as sources of ethical guidance
 - ✓ Accountability and ethical governance
- ✓ Strengthening of ethical and moral values in governance.
- ✓ Ethical issues in international relations and funding
- ✓ Corporate governance.

► **VALUES/ETHICS IN PUBLIC ADMINISTRATION**

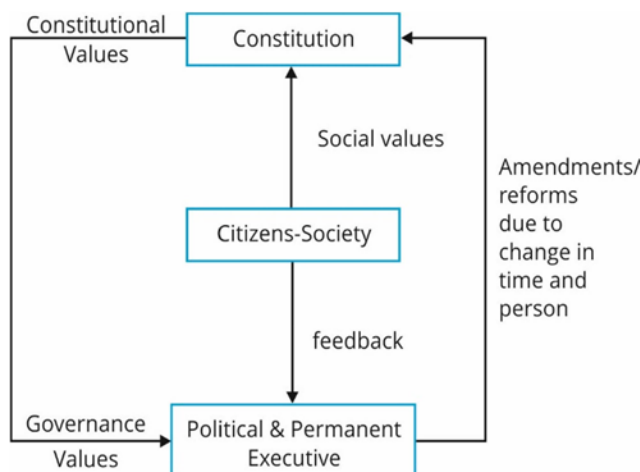
REASONS FOR HIGH STATUS OF VALUES/ETHICS IN ADMINISTRATION

i. Consequences are harsh

- Legitimacy will be lost.
- Trust and credibility will be eroded.
- Social capital will dilute.
- Developmental process will be slow.
- Good and ethical governance will not be possible

ii. Constitutional obligation

- Article 14 makes it an obligation for civil servants to be impartial.
- Tolerance stems out from constitutional value of secularism.
- Objectivity and rule of law come from constitutional directive of article 14 and 15.



iii. **Special obligation:** Civil servants have special obligation to the community because:

- They are responsible for managing resources entrusted to them by the community.
- They take important decisions that affect all aspects of individual and community well bring. Eg: Gorakhpur Tragedy
- They deliver service to the community as a whole and in equal manner.
- High level of discretion and power with poor accountability setup.

Values are essential components of organisational culture and instrumental in determining, guiding and forming behaviour of civil servants. Thus, good governance requires selection, profession, practice and propagation of finest values and ethics prevailing at different levels in different societies and cultures.

► **FACTORS AFFECTING ETHICS**

❖ **Historical factors: Corruption in History**

- Buddhism and Jainism came to prominence largely due to Brahminical corruption.
- Kautilya has talked a lot about corruption.
- Baksheesh system in Mughal period.
- Mir Jafar took money from East India company.
- Board of Directors were constituted mostly because of corruption in East India Company.
- Warren Hastings was impeached on ground of corruption.
- Robert Clive committed suicide largely because of corruption charges levelled against him.
- There were instances of corruption in congress as well even before corruption.

If ethics are low in history, then status of ethics in particular governance system will be low.

The long legacy of unethical practices in governance is likely to enhance the tolerance level for administrative immorality. Poor affinity and trust between people & government in developing countries is often attributed to their colonial past.

Japanese society has history of high ethical standard in public life. Eg: Samurai class

❖ **Legal Judicial context**

A neatly formulated law, with a clear stress on the norms of fair conduct and honesty, promote ethical governance. Efficient and effective judiciary with fast-track justice system also provide a roadblock to immorality in public affairs.

E.g.: M. N. Venkatachaliah - when he was CJI the number of pending cases in SC reduced to very low, largely because of his active approach.

❖ **Socio-cultural factors**

Administrative class emerges from the society itself. Values and behavioural pattern prevalent in the society are likely to reflect in the conduct of administration. The cultural system including its religious orientation appears to play a significant role on influencing the work ethics in its people.

It is usually seen that developing countries lack ethics compared to the developed countries. It is also said that constitution has been imposed upon people. The values of equality, Untouchability, Justice were

imposed on people by the constitution. We may not have been ready for it. Mahatma Gandhi quit active politics in 1930's because he realised that people of India are not ready for independence. The same reason he gave during suspension of non-cooperation also that people are not ready. The tried to prepare people through individual Satyagraha in 1940's.

Endogenous changes must come before exogenous changes and this is why imposing democracy in Middle East has not worked.

Indian society has been organised in vertical manner. Also, physical labour is given much less importance than mental labour. Swatch Bharat Abhiyan has limited success because we think that physical labour is someone else's responsibility.

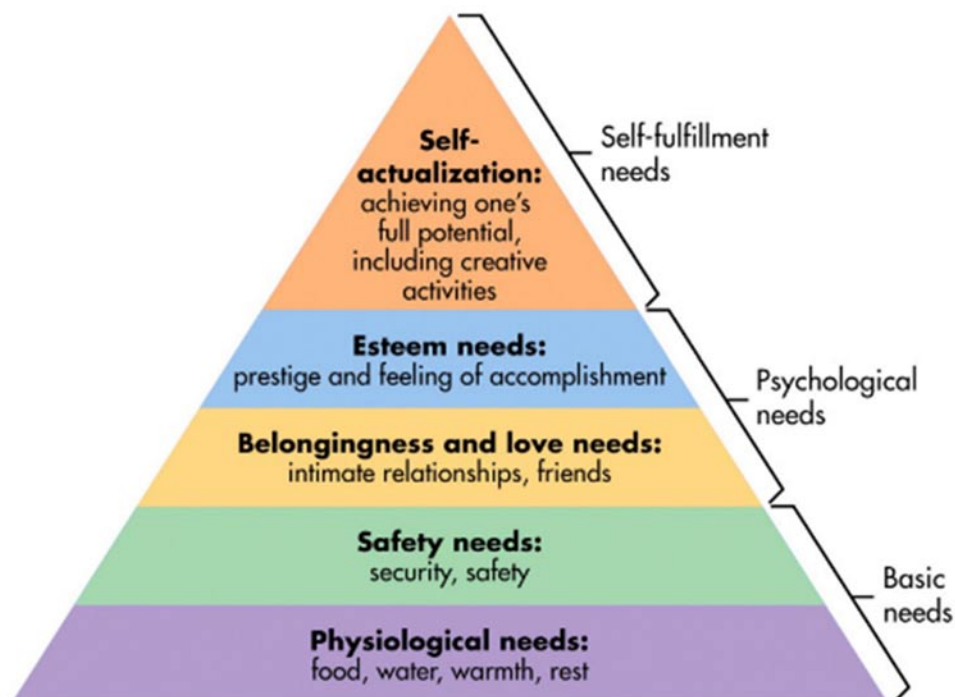
❖ **Political context**

In any democratic setup all political parties, pressure groups and also the media influence the orientation and attitude on moral question. Behaviour of politicians has demonstration affect in civil servants. If politicians set authentic examples of integrity, then the administrative system can also not remain immune to the levels of political morality.

Eg: Pt Jawahar Lal Nehru; ISRO

❖ **Economic context**

- Maslow's hierarchy of needs
- History shows that riots have happened in poverty-stricken areas.



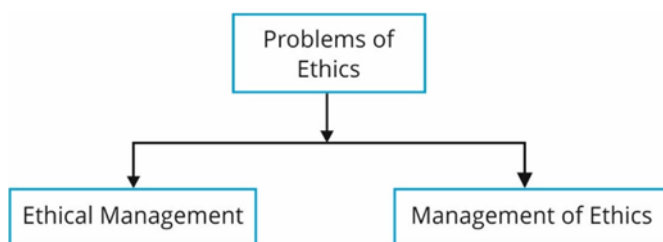
It was also reported that during the time of economic crisis after 2008, there were more racial crimes reported in different countries.

The lower level of economic development when accompanied with inequalities in the economic orders, is likely to motivate social class and administration towards immoral behaviour.

► RISING STATUS OF ETHICS IN PRESENT TIMES

- i. Material and resource difficulties due to growing population.
- ii. Need of a growing and multifaceted society. New rights are being demanded like right to services, right to education, right to clean environment etc
- iii. Globalisation and internationalization. Eg: Action by world organisation in cases of crime against humanity are not
- iv. IT revolution
- v. Competition from private sector. Eg BSNL, Indian Post
- vi. Demand for more participation and decentralisation.
- vii. Spread of intellect and sensitivity towards rights among the masses.

► PROBLEMS OF ETHICS



ETHICAL MANAGEMENT

Ethical Management refers to recognition and acknowledgement of values as an important dimension of administration and including values as a core component of institution like government, NGOs and Private firms.

Ethical Management includes

Previously function of management was POSTCoRB –

- Planning
- Organising
- Staffing
- Directing

- Coordinating
- Reporting
- Budgeting

But now all the functions have to be performed in the context of ethics.

Charting out what should be valued and what should not be valued in an organisation –

- Whether we need objectivity or fairness
- Whether we need formal commitment or dedication.
- Whether we need laws and rules (mean) orientation or result orientation (end)

Values of traditional bureaucracy as per Max Weber concept –

- Neutrality
- Objectivity
- Impartiality
- Mean/rules oriented
- Hierarchical arrangement of position to ensure accountability.
- Civil service anonymity
- Expertise
- Professionalism

Criticism of Max Weber's bureaucratic model –

- Lead to many delays
- Means orientation
- Absence of Public service spirit
- Alienation of weak and poor
- Moral corruption
- Culture of secrecy

MANAGEMENT OF ETHICS

Management of Ethics is the process of creating and using tools and techniques which can help in integrating values with the conduct of administration, employees and citizens. It ensures:

- i. Compliance towards ethical behaviour
- ii. Resolving value conflicts and ethical dilemmas
- iii. Accountability
- iv. Public interest

Tools for management of audit

- Budget
- ACR
- Parliamentary committees

- Lokpal
- Whistle-blowers protection
- Code of conduct and Code of ethics
- Professional socialisation
- Developing leadership
- Rewarding ethical conduct. Eg: Civil Services Day,
- Audit Methods: legal/procedural audit, performance audit, Propriety audit, social audit, green audit, gender audit etc

Value conflicts: Value clashes are unavoidable particularly in organisation performing many fold tasks and win the range of stakeholders. Instead of impeding progress, however, conflict can enhance the quality of decision making through problem identification and deliberation. Instances of value conflict -

- Public servant or Political servant
- Civil service code or ministerial discretion
- Truth Vs loyalty
- Information sharing Vs confidentiality

► ETHICAL CONCERNS IN PUBLIC ORGANISATIONS

Ethics is present in all three component of organisation-

1. Structure
2. Process
3. Behaviour

ETHICAL CONCERNS IN PUBLIC ORGANISATIONS

- **Legality and rationality:** Government organizations must function within limits set by laws, rules and regulations. Decisions should be based on rationality and logic rather than personal beliefs. Examples. (a) Making toilets but not providing water supply is irrational. (b) Use of online transfers to pay subsidies directly into bank accounts of beneficiaries. (c) Use of one nation one ration card scheme to provide access to food subsidy to migrant labors.
- **Responsibility and accountability:** Responsibility refers to public servant's adherence to public will, whereas accountability denotes specific methods and procedures to enforce the public servant's duty. Responsibility is subjective and works from within, while accountability is objective and works from outside. Public accountability and responsibility are hallmarks of government institutions in a democracy. An administrator should not hesitate to accept responsibility for his decisions and actions. Moreover, he is also accountable to higher authorities and people who are the ultimate beneficiaries of decision and actions. Examples: (a) Sardar Vallabhbhai Patel offered his resignation after assassination of Gandhiji. (b) Lal Bahadur Shastri resign as the Indian Railway minister after the infamous Ariyalur rail accident. (c) E. Sreedharan offered resignation as Delhi Metro chief after bridge mishap. (d) Amstrong Pame pooled in crowd funding to construct a road in Nagaland.
- **Work Commitment:** Work should not be considered as a burden but as an opportunity to serve and constructively contribute to society. Examples (a) Soldiers giving their lives for protecting the nation. (b) Parmeswaran Iyer, Secretary of Department of Drinking water & Sanitation, himself cleaning toilets to demonstrate
- **Excellence:** an excellent administrator ensures the highest standards of quality in administrative decisions and actions and do not compromise because of convenience or ease. Excellence comes from the integration of efficiency, economy and effectiveness.
 - a) Efficiency – optimum utilisation of resources.
 - b) Economy – Minimum use of resources to accomplish a task.
 - c) Effectiveness – achievement of desired objective. Eg – Cobra effect

ISRO has achieved excellence in area of space science.
- **Fusion of one's own goal, organisational goal and social goal:** E.g. A district collector involved in rural development project not because for public service but for promotion will not be able to put his complete energy. In situation of conflicting goals, a concern for ethics should govern the choices made.
- **Responsiveness:** A public official should respond effectively to the demands and challenges from outside as well as from within the organization. E.g. – difference between BSNL and Airtel helpline; registration of FIR in police stations
- **Utilitarianism:** while making and implementing policies and decisions, a civil servant should ensure that they lead to the greatest good (happiness, benefits) of the greatest number.
- **Empathy and Compassion:** A civil servant without violating the prescribed laws and rules should

demonstrate compassion towards weaker sections of society.

- **National Interest:** universalistic in orientation and liberal in outlook, a civil servant, while performing his duties should keep in view the impact of his action on his nation's strength and prestige. This automatically raises the level of service rendered and the products delivered.
- **Transparency** implies openness, communication, and accountability. Transparency is operating in such a way that it is easy for others to see what actions are performed. A common man is the most important stakeholder in the government organization as he is the one who is most influenced by policies and programs of the government. Therefore, he has right to know.

→ COVID-19 AND MORAL CRISIS IN GOVERNANCE

Moral crisis is a situation where there is erosion or absence of morality in the society or within a person. People fail to stand up to a situation, violating their own moral standard.

Outbreak of COVID-19 pandemic has put human values to test. Apart from illness and death it has also caused a moral crisis.

ETHICAL DILEMMA IN GOVERNMENT & PRIVATE INSTITUTIONS

- **Professional duty Vs. safety of employees:** whether to provide medical services at the risk of the employees.
- **Profitability Vs. Social responsibility:** with slowdown of economy and lower profitability many private institutions are tempted for downsizing.
- **Community safety Vs. respect to the deceased:** proper ritual for last rites is not being done due to fear of spread of the virus.
- **Academic progress Vs. safety:** boards were indecisive whether to take exams or not.
- **Mitigating economic hardship of Vulnerable Vs Financial prudence:** steps like interest waivers will reduce the financial hardship of small business. However, it will put immense burden on the financial system of the nation.

Ethical training of officials, ethical use of technology like robot nurses, e-courts and ethical consideration in governance will ease the moral crisis.

► ETHICAL CONCERNS IN PRIVATE ORGANISATION

- **Transparency & accountability towards stakeholder** which includes customers, employees, managers, shareholders and the society. Eg – chit fund scams happen due to absence of transparency and accountability.

Disclosure is important as all the stakeholders have the right to know the decisions taken and how they are implemented. Performance and results known to all the stakeholders will lead to trustworthiness, credibility and participation. Better understanding can only lead to better and long-term relationships.

- **Integrity, loyalty and honesty:** E.g.: violation of IPR law, revealing company's secret to others.
 - Volkswagen emission scandal –
 - Satyam Scandal
 - Kingfisher
 - Sahara
 - Amway
 - Monsanto
 - Ranbaxy-Dinesh Thakur case
 - **Commitment:** Towards the goals of organization and towards benefit of all stakeholders.
 - **Statutory & legal obedience:** Leads to trust and better relations between private & government sector. Obedience to laws has always been considered ethical.
 - **Social responsibility:** A private organization is more concerned with administrative efficiency rather than policy and service efficiency. For example, you are given the choice of making either cheap bread or alcohol. Private sector will go for alcohol manufacturing as it is more profitable even if it is not appropriate for the society. Private organizations are less concerned with the satisfaction level till the time people are buying their products.
- Orphan drugs is another case in point.
- **Responsiveness** – Private organizations are needed to be responsive towards their clients and shareholders.

- **Quality of products and services:** Very important for every private organization as it secures and benefits the interests of all the stakeholders. Providing quality below what the organization is claiming is always considered unethical by the society.
- **Excellence:** Integrating efficiency, economy and effectiveness. If a person is naturally not efficient than we cannot say that he is unethical but if he deliberately slows down his work or don't try to give his best, then one can say that it is unethical. Giving one's best in one's job.
- **Environmental concern**

► ETHICAL CONCERNS IN FUNCTIONING OF NGOS

An NGO is a non-profit making, voluntary service organization whose primary role is to provide public services and awareness. An NGO borrows its objectives from the government and procedures from the private sector.

NGO's must show high standard of ethical conduct because –

- They draw resources form the society.
- NGO's propagate ethical conduct
- Unlike government sector there is very less external accountability and unlike private organisation there is very less internal accountability. Discretion and power in absence of accountability will lead to corruption. This temptation can only be countered by a strong ethical character.

As per IB report many NGOs are trying to throttle the process of development in India. Allegations are there on Green Peace for organising protest against construction nuclear power plant in Kudankulam and Jaitapur.

Some corruption charges have been framed against Amnesty International.

Ethical concerns

- Transparency
- Integrity
- Responsiveness
- Equality
- National Interest
- Dedication

- Justice
- Honesty
- Accountability
- Empathy and compassion
- Courage

► ETHICAL DILEMMAS IN PUBLIC & PRIVATE ORGANISATION

Three kinds of questions we face in life -

- Aesthetic questions:** eg: do you like the colour blue? Do you like vanilla flavored ice-cream?

Answer is highly subjective.

- Scientific question:** is earth flat? Why ocean appears blue?

The answer is highly objective.

- Ethical question:** Should universal basic income be implemented?

Here there are multiple criterions – Morality, conscience, social ethics, religious ethics, constitutional ethics, international ethics etc. Due to multiple criterions, there is clash between values leading to ethical dilemma.

Ethical dilemma is a situation in which one has to make a choice where

- Significant value conflicts are there.
Eg- Loyalty Vs truthfulness, Justice Vs Mercy
- There are alternatives which are equally justifiable.
Eg - LGBT rights, treating juvenile as adult for heinous crime
- Significant consequences are there on the stakeholders in a given situation.

► ETHICS IN PUBLIC LIFE

Ethics is grounded in the notion of responsibility and accountability. In democracy, every holder of public office is accountable ultimately to the people. Such accountability is enforced through a system of laws and rules, which the elected representatives of the people enact in their legislatures. Ethics provides the basis for the creation of such laws and rules. It is the moral ideas of people that give rise to and shapes the character of laws and rules. Our legal system emanates from a shared vision of what is good and just.

ROLE OF ETHICS IN PUBLIC LIFE

- The fundamental principle in a democracy is that all persons holding authority derive it from the people; in other words, all public functionaries are trustees of the people. With the expansion of the role of government, public functionaries exercise considerable influence over the lives of people. The trusteeship relationship between the public and the officials requires that the authority entrusted to the officials be exercised in the best interest of the people or in 'public interest'.
- The role of ethics in public life has many dimensions. At one end is the expression of high moral values and at the other, the specifics of action for which a public functionary can be held legally accountable. Any framework of ethical behaviour must include the following elements:
 - Codifying ethical norms and practices.
 - Disclosing personal interest to avoid conflict between public interest and personal gain.
 - Creating a mechanism for enforcing the relevant codes.
 - Providing norms for qualifying and disqualifying a public functionary from office.
- A system of laws and rules, however elaborate, cannot provide for all situations. It is no doubt desirable, and perhaps possible, to govern the conduct of those who occupy positions in the lower echelons and exercise limited or no discretion. But the higher the echelon in public service, the greater is the ambit of discretion. And it is difficult to provide for a system of laws and rules that can comprehensively cover and regulate the exercise of discretion in high places.

COMPONENTS OF ETHICAL STANDARDS/CODE OF CONDUCT

One of the most comprehensive statements of what constitutes ethical standards for holders of public office came from the Committee on Standards in Public Life in the United Kingdom, popularly known as the Nolan Committee, which outlined the following seven principles of public life:

1. **Selflessness:** Holders of public office should take decisions solely in terms of public interest. They

should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

2. **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organizations that might influence them in the performance of their official duties.
3. **Objectivity:** In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness:** Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. **Leadership:** Holders of public office should promote and support these principles by leadership and example.

CONCLUSION

These principles of public life are of general applicability in every democracy. Arising out of such ethical principles a set of guidelines of public behaviour in a code of conduct becomes essential for public functionaries. Indeed, any person who is privileged to guide the destiny of the people must not only be ethical but must be seen to practice these ethical values. Although all citizens are subject to the laws of the land, in the case of public servants there must be standards of behaviour more stringent than those for an ordinary citizen. It is at the interface of public action and private interest that the need arises for establishing not just a code of ethics but a code of conduct. A code of ethics would cover

broad guiding principles of good behaviour and governance while a more specific code of conduct should, in a precise and unambiguous manner, stipulate a list of acceptable and unacceptable behaviour and action.

COMPETENCY FRAMEWORK FOR THE CIVIL SERVICES CAN BE DIVIDED AS:

1. Ethos

1.1)	People First	Passion for serving people with special care for the marginalised and disadvantaged. Being approachable, welcoming, caring and rising above bias while interacting with people. Understands the needs of the people and constantly strives to improve the services.
1.2)	Strategic Thinking	Ability to understand dynamic internal and external environment and its impact. Responds to the opportunities and challenges for the betterment of society.
1.3)	Organisational Awareness	Understanding of the organisation's mandate, structure, policies, processes, norms and its interface with other organisations. It also includes an understanding of the organisation's informal structures, power dynamics and constraints.
1.4)	Commitment to the organisation	Aligns behaviours and interests with the needs and goals of the organisations.
1.5)	Leading Others	Ability to engage, energise, and enable the team to excel.

2. Ethics

COMPETENCY	DEFINITION
2.1) Integrity	Consistently behaves in an open, fair and transparent manner, honours one's commitments and works to uphold the public service values.
2.2) Self-Confidence	Belief in own capability to accomplish a task and being able to express confidence in dealing with challenging circumstances without being arrogant or boastful.
2.3) Attention to Detail	Having an underlying drive to being thorough and meticulous and to comply with procedures, rules, guidelines, and standards. Digs deeper and strives to reduce uncertainties and errors.
2.4) Takes Accountability	Takes ownership for outcomes (successes or failures) while addressing performance issues fairly and promptly.

3. Equity

COMPETENCY	DEFINITION
3.1) Consultation and Consensus Building	Ability to identify the stakeholders and influencers, seek their views and concerns through formal and informal channels. Build consensus through dialogue, persuasion, reconciliation of diverse views/interests and trusting relationships.
3.2) Decision Making	Makes timely decisions that takes into account relevant facts, tasks, goals, constraints, risk and conflicting points of view.
3.3) Empathy	Empathy is about being able to accurately hear out and understand the thoughts, feelings and concerns of others, even when these are not made explicit.
3.4) Delegation	Delegates responsibility with the appropriate level of autonomy so that others are free to

innovate and take the lead.

4. Efficiency

	COMPETENCY	DEFINITION
4.1)	Result Orientation	High drive for achieving targets and competing against a standard of excellence.
4.2)	Conceptual Thinking	Understanding a situation or environment by putting the pieces together and identifying patterns that may not be obviously related. Connecting the dots while resisting stereotyping.
4.3)	Initiative and Drive	Contributing more than what is expected in the job. Refusing to give up when faced with challenges and finding or creating new opportunities.
4.4)	Seeking Information	An underlying curiosity to know more about things, people, or issue. This Includes "digging" for exact Information and keeping up to date with relevant knowledge.
4.5)	Planning and Coordination	Ability to plan, organise and monitor work with effective utilisation of resources such as time, money, and people.
4.6)	Desire for Knowledge	Keeps up to date with relevant knowledge and technology, share latest developments with others, and advocates the application of acquired knowledge.
4.7)	Innovative Thinking	Open to change, approaches issues differently, offers alternate/out of box solutions and strives for efficiency by working smartly.
4.8)	Problem Solving	Understanding a situation by breaking it into small pans, organising information systematically and setting priorities.
4.9)	Developing Others	Genuinely believes in others' capabilities to develop and take personal responsibility for their development. Creates a positive environment for learning and provides developmental opportunities for individual and team.
4.10)	Self-Awareness and Soil-Control	Identifies one's own emotional triggers and controls one's emotional responses. Maintains sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress. It includes resilience and stamina despite prolonged adversities.
4.11)	Communication Skills	Articulates information to others in language that is clear, concise, and easy to understand. It also includes the ability to listen and understand unspoken feelings and concerns of others.
4.12)	Team-Working	Working together as a unit for common goal, building teams through mutual trust, respect and cooperation.

► **CONFLICT OF INTEREST**

A conflict of interest is a set of circumstances that creates a risk that professional judgement or actions regarding a primary interest (public interest) will be unduly influenced by a secondary interest (personal gains). Eg – if personal wellbeing of civil servant comes in conflict by public welfare there is a conflict of interest.

Presence of Conflict of interest is not wrong in itself but how a person resolves it can be ethical or unethical. Such situation can create an appearance of impropriety even if it is not present.

There are three types of conflict of interest –

- a) **Actual conflict of interest:** where an officer is able to be influenced by their private interest when doing their job.

b) Perceived conflict of interest: when an officer is in position to appear to be influenced by their interests when doing their job.

Eg – Justice Kurian Joseph went to attend canonisation of Mother Teresa in Rome with Indian delegation. The Italian authority organised dinner but Justice Joseph did not attend it as he was on the looking into the case of Italian marine.

Indian High Commissioner to the United Kingdom Navtej Sarna walked out of a book launch event attended by Vijay Mallya to avoid any perceived conflict of interest.

Concept of All India Services where most candidates do not serve in their home state.

A poorly managed perceived conflict of interest can be just as damaging as a poorly managed actual conflict of interest. Public sector officers must not only behave ethically, but they must also be seen to behave ethically.

c) A potential conflict of interest: when an officer in a position where they may be influenced in the future, by their private interests when doing their job.

► STEPS FOR RESOLVING ETHICAL DILEMMA

- **Register:** where details of the conflict of interest are declared and registered. (In low-risk situations this single strategy may be sufficient.)
- **Restrict:** where restrictions are placed on the officer's involvement in the matter.
- **Recruit:** where a disinterested third party is used to oversee part or all of the process that deals with the matter.
- **Remove:** where the officer chooses, or is requested, to be removed completely from the matter.
- **Relinquish:** where the officer relinquishes the private interest that is creating the conflict.
- **Resign:** where the officer resigns from their position with the agency. (This strategy should be considered only if the conflict of interest cannot be resolved in any other workable way.)

► SOURCE OF GUIDANCE FOR RESOLVING ETHICAL DILEMMAS

There are two fundamental problems in resolving ethical dilemmas –

1. What are the basic sources of standards for ethical decision making?
2. How these standards do gets applied to the specific situation we face.

Things which are usually not taken as sources of standards for ethical decision making

i. Religious

Religion and ethics

Is it necessary to be religious to be ethical? No.

- The top performing countries in Perception of corruption Index are Scandinavian countries which are very religious.
- On the other hand, many people use religion to justify unethical act. Eg – ISIS, Taliban, Many religious Gurus etc

Is it necessary to be ethical to be religious? Yes.

Mahatma Gandhi used religion positively and believed that religion should be part of politics. He said only if one is religious one can be ethical. In face essence of all religion is ethics. Religion provides rigid set of ethics called religious ethics.

- ii. **Law:** Just because something is legal not necessarily it is ethical.
- iii. **Social norms:** many social norms are not up to the ethical standard. Eg – Jallikattu, child marriage etc
- iv. **Science:** Ethics are subjective nature. Data, facts and figures can be used to some extent, but human interpretation is involved in ethics.
- v. **Feelings:** Morality develops in the heart that has feeling in it. However, many times we feel good even after doing wrong.

► SCHOOLS OF PHILOSOPHY TO RESOLVE ETHICAL DILEMMA

1. UTILITARIANISM

Maximum good for Maximum number of People.

Utilitarianism is a moral principle that holds that morally right course of action in any situation is the one that produces the greatest balance of benefits over harms for everyone affected. So long as a course of action produces maximum benefit, utilitarianism

doesn't care whether the benefits are produced by lies, manipulation or coercion.

- a) Displacement of people to construct dams, roads etc / Nuclear project
- b) AFSPA
- c) Whistle Blowers
- d) U.S increasing security check after 9/11 attack
- e) Harsh/ Capital Punishment
- f) Demonetisation/ GST
- g) Ola/ Uber
- h) Yudhishtira

Criticism of Utilitarianism

- a) Very high level of intelligence, time and resources are required to identify all the options. It is difficult to measure and compare the values of certain benefits and cost. Comparing the life of people and developmental activities is a very subjective task. Further no one can be certain about all of the future consequences of the action taken in present.
- b) Utilitarianism may lead to unjust decisions. Eg – British rule in India, Bombing of Hiroshima-Nagasaki was justified on the basis of utilitarianism.
- c) Utilitarianism completely neglects mean. It is an end-oriented approach. However, means are intrinsically linked with goodness of end.

2. RIGHTS APPROACH

- Rights are justified claims on others. The justification of a claim is dependent on some standard acknowledged and accepted not just by the claimants but also by society in general.
- Human beings have conscience or ability to choose between right and wrong due to which humans have dignity. Rights are given to protect this dignity.
- Right comes with duties as liberty and equality goes together.
- This approach starts from the belief that human have a dignity based on their ability to choose freely what they do with their life.

Criticism of rights approach

- a) Right should not be the soul consideration in Ethical Decision making. In some instances, the social cost/injustice that would result from respecting a right are too great and accordingly that right may need to be limited.

Right to property was hampering national development.

Absolute Right to free speech may create hate in society

Delhi photocopy case – IPR was in conflict with RTE.

- b) Sometimes the rights themselves may be in conflict with each other and one has to decide which right has priority. Eg –

In the Aadhar controversy there is right to privacy Vs Right to good governance (right to timely service delivery, no pilferage etc)

3. JUSTICE APPROACH

Justice means giving each person what he/she deserves or his/her due. The most fundamental principle of justice is that equals should be treated equally and unequal unequally. This principle implies that there should be *fair distribution of benefits and burden*. If everyone has equal value as a person, then everyone has an equal claim to a share. If there is a reason, they are unequal, then they should get an unequal share.

Eg – insurgencies in Naxal areas, issues in Baluchistan, referendum in Ireland etc

The foundation of justice can be traced to the notion of–

- social stability
- interdependence
- equal dignity.

The stability of a society depends on the extent to which the members of the society feels that they are being treated justly. Foundations are laid for social unrest, disturbances and strive when some of the members of the society feel that they are subjected to unequal treatment.

Criticism of Justice Approach

- a) The criterion for making a just decision can be different for different people.

In his book 'The idea of justice', Amartya Sen gives an example –

Take three kids and a flute. Anne says the flute should be given to her because she is the only one who knows how to play it. Bob says the flute should be handed to him as he is so poor, he has no toys to play with. Carla says the flute is hers because it is the fruit

of her own labour. How do we decide between these three legitimate claims?

What really enables us to resolve the dispute between the three children is the value we attach to the pursuit of human fulfilment, removal of poverty, and the entitlement to enjoy the products of one's own labour.

The criterion for reservation as mentioned in our constitution is social & educational backwardness. However, society is demanding economic and class based reservation. Supreme Court is now changing the criterion for reservation. As per SC disabled, Transgender, orphans, widows etc must get the reservation. Hence there is the conflict in the criterion for reservation.

- b) Sometimes principle of justice may need to be overridden in favour of other kinds of moral claims such as rights or societal welfare. Eg – amendment to land acquisition act.

4. COMMON GOOD APPROACH

Common Good are certain general conditions that are usually to everyone's advantage. The common good describes specific goods that are shared and beneficial for all or most members of society. Being able to live together in community requires that attention should be paid not just to individual good but also to common conditions that are important for the welfare of all.

A society where people accept modest sacrifices for a Common Good is always more desirable than a contentious society where groups selflessly protect their own benefits.

Examples of common good approach

- Flourishing economy
- Infrastructure
- Atmosphere
- Water body
- Recruitment process/ Procurement process
- Electricity good
- Media

Criticism of common good approach

- a) The very idea of common good is inconsistent with a pluralistic society like India where different people have different ideas about what constitutes good life for human beings. Even if there is an agreement upon

the things which are valued by all. People would certainly disagree about relative values of different asset of society.

- b) Individuals can become free riders while taking the benefits of the Common Good while refusing to contribute and support the Common Good.

5. VIRTUE APPROACH

Ethics is supposed to provide people those principles/ rules that tell them what to do? Virtue approach help find the answer to fundamental questions of ethics like what kind of person should I be? Or what kind of person will I become if I take a particular decision. It is a self-based approach in which the person acts accordingly to his virtue to reach his ideals which has been set by him.

Virtues are edifying and morally uplifting attitude tendencies or characteristics traits that enable us to pursue the ideals we have adopted.

Ideal - Mahatma Gandhi; Virtue – Non-violence

Ideal - Civil servant; Virtue – Objectivity, Empathy & Compassion, tolerance, impartiality etc

Virtue based approach is used for making moral decisions that are based on Goals & Characters rather than rules and consequences.

CRITICISM OF VIRTUE BASED APPROACH

Virtue is decided by individuals – it is subjective.

Framework for Ethical Decisions Making

- a) Recognise the core issue in the case –
 - Ethical dilemma
 - Ethical issue – lack of integrity, behavioural and attitudinal issues etc
 - Conflict of interest
- b) Recognise other peripheral issues involving all stakeholders.
- c) Identify possible course of actions based of the five approaches and evaluate them –
 - i. Utilitarianism
 - ii. Rights based approach
 - iii. Justice
 - iv. Common good
 - v. Virtue

Adopt a problem-solving approach. Emphasis on exploration rather than prescription and prediction.

d) Take decision using common sense. Guiding principle for decision making –

- Take action as per value of empathy and compassion
- Don't go against the law. Try to take a decision which is legal, ethical and efficient.
- Fall back on the constitution.

e) Justify decision using some philosophies, Supreme Court judgement, examples from history and current affairs.

f) Give suitable conclusion to the case

► ETHICAL ISSUES IN INTERNATIONAL RELATION AND FUNDING

LIBERALISM

Liberalism emphasis that the broad ties among states have both made it difficult to define national interest and decreased the usefulness of military power. Increasing globalisation, the rapid rise in information technology and increase in international trade means that states can no longer rely on simple power politics to decide matters.

Idealism is the specific school of liberalism that stresses the need of states to peruse moral goal and to act ethically in the international arena.

UNITED NATIONS CHARTER

United Nations Charter 'is the legal and moral foundation of international relations. It is the true manifestation of humanity's spiritual values and inner oneness.

Preamble

We the peoples of the United Nations determined

- to save succeeding generations from the scourge of war, which twice in our lifetime has brought untold sorrow to mankind, and
- to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women and of nations large and small, and
- to establish conditions under which justice and respect for the obligations arising from treaties and

other sources of international law can be maintained, and

- to promote social progress and better standards of life in larger freedom,

And for these ends

- to practice tolerance and live together in peace with one another as good neighbours, and
- to unite our strength to maintain international peace and security, and
- to ensure, by the acceptance of principles and the institution of methods, that armed force shall not be used, save in the common interest, and
- to employ international machinery for the promotion of the economic and social advancement of all peoples,

Have resolved to combine our efforts to accomplish these aims.

PURPOSES AND PRINCIPLES

Article 1: The Purposes of the United Nations are:

- To maintain international peace and security, and to that end: to take effective collective measures for the prevention and removal of threats to the peace, and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace;
- To develop friendly relations among nations based on respect for the principle of equal rights and self-determination of peoples, and to take other appropriate measures to strengthen universal peace;
- To achieve international co-operation in solving international problems of an economic, social, cultural, or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion; and
- To be a centre for harmonizing the actions of nations in the attainment of these common ends.

Article 2: The Organization and its Members, in pursuit of the Purposes stated in Article 1, shall act in accordance with the following Principles.

The Organization is based on the principle of the sovereign equality of all its members.

- All Members, in order to ensure to all of them the rights and benefits resulting from membership, shall fulfil in good faith the obligations assumed by them in accordance with the present Charter.
- All Members shall settle their international disputes by peaceful means in such a manner that international peace and security, and justice, are not endangered.
- All Members shall refrain in their international relations from the threat or use of force against the territorial integrity or political independence of any state, or in any other manner inconsistent with the Purposes of the United Nations.
- All Members shall give the United Nations every assistance in any action it takes in accordance with the present Charter and shall refrain from giving assistance to any state against which the United Nations is taking preventive or enforcement action.
- The Organization shall ensure that states which are not Members of the United Nations act in accordance with these Principles so far as may be necessary for the maintenance of international peace and security.
- Nothing contained in the present Charter shall authorize the United Nations to intervene in matters which are essentially within the domestic jurisdiction of any state or shall require the Members to submit such matters to settlement under the present Charter; but this principle shall not prejudice the application of enforcement measures under Chapter VII.

ROLE OF INDIA IN ENCOURAGING ETHICAL DISCOURSE IN INTERNATIONAL RELATION

Article 51 in the Constitution of India

Promotion of international peace and security.

The State shall endeavour to

- a) Promote international peace and security.
- b) Maintain just and honorable relations between nations.
- c) Foster respect for international law and treaty obligations in the dealings of organised peoples with one another; and
- d) Encourage settlement of international disputes by arbitration.

PANCHSHEEL

The Five Principles of Peaceful Coexistence, known as the Panchsheel Treaty:

- i. Mutual respect for each other's territorial integrity and sovereignty.
- ii. Mutual non-aggression.
- iii. Mutual non-interference in each other's internal affairs.
- iv. Equality and cooperation for mutual benefit.
- v. Peaceful co-existence.

ETHICAL REASONING IN INTERNATIONAL RELATION IS ABOUT NARROWING THE GAP BETWEEN NATIONAL INTEREST AND MORAL VALUES.

Pt. Nehru was always against idea of narrow, egoistic and expansionist nationalism. Pt. Nehru has always favoured patriotism over Nationalism. In his book, 'Discovery of India', he has said that today the world has become international, no country is independent, but all countries are interdependent. In such scenario fusion is required between national interest and international values.

Pt. Nehru has always seen national interest in context of international values like peace, security, disarmament and equality. He said it is in our national interest that we propagate these values.

It was this presence values in India's international engagement that gave India a distinct voice in world affair.

NON-ALIGNED MOVEMENT

Three reasons were given by pt. Nehru for Non-aligned Movement -

- India is a newly independent country and hence India must focus of socio-economic reconstruction rather than joining a military block.
- India is a country which has never shown aggression against any other country.
- When the world is divided into two military groups which are ready to fight against each other, it is wise to strengthen the peace area (third block) so that conflict can be bridged.

Nehru's aversion to narrow egoistic and expansionist nationalism had been great.

GUJRAL DOCTRINE

The five key principles of Gujral Doctrine were as follows:

- As the largest nation in South Asia, India must show a big heart. With neighbours viz. Bangladesh, Bhutan, Maldives, Nepal and Sri Lanka, India must not ask for reciprocity, but should give all that it can in good faith and trust.
- No South Asian country would allow its territory to be used against the interest of another country
- No country would interfere in the internal affairs of another.
- South Asian Countries should respect each other's territorial integrity and sovereignty
- Countries of South Asia must settle all their disputes through peaceful bilateral negotiations

It has relevance today also as most neighbours of India are much smaller in size in comparison to its own size. Further, being a dominant economy, making unilateral concessions can help to build trust. The country cannot remain in loggerheads with neighbours as it gives an opportunity to internal and external non-state actors to destabilize the country.

APPLICATION OF THE DOCTRINE

- Sharing of Ganga Water with Bangladesh: It is in pursuance of this policy that late in 1996 India concluded an agreement with Bangladesh on sharing of Ganga Waters. This agreement enabled Bangladesh to draw in lean season slightly more water than even the 1977 Agreement had provided.
- India allows Nepal and Bhutan to use Hooghly Port for their import purposes.
- Soft loan and infrastructure development in Afghanistan.
- Most Favoured Nation status to Pakistan.
- Freezing of Border Dispute with PRC: The confidence-building measures agreed upon by India and China in November 1996 were also a part of efforts made by the two countries to improve bilateral relations, and freeze, for the time being, the border dispute.
- Increasing People to People Contact with Pakistan: This doctrine advocated people to people contacts, particularly between India and Pakistan, to create an atmosphere that would enable the countries concerned to sort out their differences amicably. India unilaterally announced in 1997 several

concessions to Pakistan tourists, particularly the elder citizens and cultural groups, in regard to visa fees and police reporting.

NUCLEAR DOCTRINE OF INDIA

India has a declared nuclear no-first-use policy and is in the process of developing a nuclear doctrine based on "credible minimum deterrence."

REFUGES POLICY

India harbours one of the largest populations of refugee despite not signing UN convention on Refugee.

A NEW PANCHSHEEL FOR THE 21ST CENTURY

In a speech given in October 2013, India's then Prime Minister Manmohan Singh outlined the new Panchsheel principles

- i. The first principle of the new Panchsheel asserts that **India's development priorities will determine its engagement with the world.**

Hence, a key objective of India's foreign policy is to create a conducive world order and enhance its role as a rule-shaper of global norms and institutions. This linkage is exemplified in the recent realization that India's ambitious food security law is not in tune with its World Trade Organization commitments. The same is also the case for climate, energy, rivers, oceans and cyber security issues.

- ii. The second principle explicitly recognizes that **India's development prospects are now and for the future inexorably linked to the world economy in every aspect.** India and its people cannot prosper without this integration.

- iii. The third principle argues that **India can hope to create beneficial global economic and security environment for itself by working with all major powers.** This is the best articulation of India's policy of multi-alignment—its engagement in groupings like the Group of Twenty, Brazil, Russia, India, China and South Africa (BRICS) and India, Brazil and South Africa (IBSA)—and, perhaps, the quietest though eloquent burial of non-alignment.

- iv. The fourth principle recognizes that **if India is to play a greater role at the global level, then it will have to build and ensure greater regional cooperation and connectivity.** This tacitly suggests that such regional integration might be the elusive path to improve political relations between the various countries.

v. Finally, the new Panchsheel underlines the **import of India's values "of a plural, secular and liberal democracy" as an inspiration to others in the world.** These values not only distinguish India from the other major re-emerging power—China—but also indicate New Delhi's softening of its unquestioning endorsement of absolute sovereignty, particularly at the cost of liberal democracy and pluralism. This principle might also pave the way for a realistic rather than a dismissive approach to concepts like democracy promotion and responsibility to protect.

A policy called **Panchamrit** is in the process of development –

- **Samman:** dignity and honour
- **Samvad:** greater engagement and dialogue
- **Samriddhi:** shared prosperity
- **Suraksha:** regional and global security; and
- **Sanskriti evam sabhyata:** cultural and civilizational linkages.

→ INTERNATIONAL ETHICS DURING COVID-19

Global ethics is more relevant today than before as the world is struggling with issue of global concerns like global poverty and international aid, environmental emergencies, food security, human rights and world peace & security.

Without the acceptance of global ethics, many these common global problems cannot be resolved effectively.

ROLE OF INTERNATIONAL ETHICS

Draws parallels between self-interest of nations and the universality of these interests so a shared understanding of global problems such as disaster management, biodiversity conservation can be developed.

- **Creates moral pressure for countries** to come forward and aid when conditions in other countries are such that governments either will not or cannot address natural and human-made evils effectively. For instance, Common but Differentiated Responsibilities and Respective Capacities (CBDR-RC) acknowledges the different capabilities and differing responsibilities of individual countries in addressing climate change.
- **Establishes checks and balances** to avoid unilateral actions such as exporting environmental problems,

economic aggression etc that may involve violation of the interests of another country.

- **Provide space to countries to discuss and generate consensus** on issues of global importance such as fighting against terrorism or money laundering such as FATF that sets international standards to prevent terror financing.
- **Holding governments responsible** for domestic action which leads to violation of human rights. For example, UNHCR visiting countries alleged rights violations.
- **Developing an international institutional framework** so that collective efforts can be directed towards achievements of common goals. For ex., sustainable development goals.
- **Checking rise and growth of rogue nations and non-state actors** by taking collective actions against them for activities such as nuclear armament, terrorism, human trafficking, organ trafficking etc.

Considering the uncertain world scenario and differences among nations, global ethics can mobilize the nations; channelize their efforts in the right direction to deal with the emerging challenges and enable states to rise above the narrow self-interest and move towards enlightened self-interest.

► ETHICAL ISSUES IN INTERNATIONAL FUNDING

Reward and punishment has always been an important tool to form or change the attitude of a person. Funding by international agencies and western countries is also a kind of reward for persuasion or manipulating the behaviour of developing countries. This kind of funding can have many positives and negatives and depends on the condition on which funding has been done.

If it is done in context of unconditional regard, peace, altruist, fraternity, persuasion, humanity, empathy, compassion, justice, rights and duties, then it can be regarded as ethical. But if it is done in the context of maintaining hegemony, narrow self-interest, greed, violence, inequality, manipulation and control, then it is ethical.

Funding during cold war era was highly unethical based on favouritism and manipulation of newly independent countries to join one of two power blocks existing at that time. The process enhanced inequalities between north & south.

Towards the end of the cold war, institutions like World Bank Group took certain steps for the development of humankind. These steps were called as first-generation reforms or **Washington consensus**.

The World Bank and the IMF often attach loan conditionalities based on what is termed the 'Washington Consensus', focusing on –

- liberalisation—of trade, investment and
- financial sector— deregulation and privatisation of nationalised industries.

Often the conditionalities are attached without due regard for the borrower countries' individual circumstances and the prescriptive recommendations by the World Bank and IMF fail to resolve the economic problems within the countries.

FIRST GENERATION REFORMS: WASHINGTON CONSENSUS

- Fiscal policy discipline, with avoidance of large fiscal deficits relative to GDP.
- Redirection of public spending from subsidies ("especially indiscriminate subsidies") toward broad-based provision of key pro-growth, pro-poor services like primary education, primary health care and infrastructure investment.
- Tax reform, broadening the tax base and adopting moderate marginal tax rates.
- Interest rates that are market determined and positive (but moderate) in real terms.
- Competitive exchange rates.
- Trade liberalization: liberalization of imports, with particular emphasis on elimination of quantitative restrictions (licensing, etc.); any trade protection to be provided by low and relatively uniform tariffs.
- Liberalization of inward foreign direct investment.
- Privatization of state enterprises.
- Deregulation: abolition of regulations that impede market entry or restrict competition, except for those justified on safety, environmental and consumer protection grounds, and prudential oversight of financial institutions.
- Legal security for property rights.

IMF conditionalities may additionally result in the loss of a state's authority to govern its own economy as national economic policies are predetermined under IMF packages. IMF packages have also been

associated with negative social outcomes such as reduced investment in public health and education.

With the World Bank, there are concerns about the types of development projects funded. Many infrastructure projects financed by the World Bank Group have social and environmental implications for the populations in the affected areas and criticism has centred on the ethical issues of funding such projects. For example, World Bank-funded construction of hydroelectric dams in various countries has resulted in the displacement of indigenous people of the area.

The World Bank's role in the global climate change finance architecture has also caused much controversy. Civil society groups see the Bank as unfit for a role in climate finance because of the conditionalities and advisory services usually attached to its loans. Moreover, the Bank's role as a central player in climate change mitigation and adaptation efforts is in direct conflict with its carbon-intensive lending portfolio and continuing financial support for heavily polluting industries, which includes coal power.

There are also concerns that the World Bank working in partnership with the private sector may undermine the role of the state as the primary provider of essential goods and services, such as healthcare and education, resulting in the shortfall of such services in countries badly in need of them. First generation reform failed to create more equal and prosperous world as they were imposition of western style on developing country.

SECOND GENERATION REFORMS

The "second generation" reforms are aimed at "ensuring that the State fulfils its proper role in a market economy, by creating a level playing field for all sectors and implementing policies for the common good, particularly social policies that will help to alleviate poverty and provide more equal opportunity. These reforms focus on 4 areas in particular:

- i. the financial system – paying greater attention to the soundness of banking systems and encouraging greater transparency, better data dissemination and the liberalisation of capital accounts.
- ii. "Good Governance" – Good governance is defined by the IMF as:
 - o increased transparency of government operations to limit opportunities for corruption and enhanced public accountability,

- o enforcing a simple and transparent regulatory framework for the privatised sector,
 - o guaranteeing the professionalism and independence of the judiciary
 - o enforcing property rights
 - o respect for human rights and democratic values
 - o sustainable and inclusive development
- iii. Composition of fiscal adjustment – reducing unproductive expenditures such as military spending and focusing spending on social sectors; and
- iv. Deeper structural reform – including civil service reform, labour market reform, trade and regulatory reform, and agrarian reform.

BEIJING CONSENSUS

- i. Commitment to innovation and constant experimentation
- ii. Inclusive growth
- iii. Self-determination

► CORPORATE GOVERNANCE

Society has become an important stakeholder in every form of corporation. It is not only the society which depends on the corporate for different goods and services and overall socio-economic development but also the private sector depends on the society for human, physical and financial resources.

In this context investment by the society is ultimately an act of faith in the ability of the corporation management. This makes the corporate sector accountable to all the stake holders including the society at large.

There is a German saying, 'money is yours, but resources belong to the society'.

This is the essence of corporate governance. Resources are limited. Environment is a *common good*.

Corporate governance can be defined as a set of systems, processes and principles which ensure that a company is governed in the best interest of all stakeholders. It ensures:

- i. adequate disclosure and effective decision making to achieve corporate objectives
- ii. Transparency in business transaction
- iii. Statutory and legal compliances
- iv. Protection shareholder interest

- v. Commitment to values and ethical conduct of business
- vi. Credible and confident investors which leads to more stable and long-term capital at low cost.

CONSTITUENTS OF CORPORATE GOVERNANCE

i. **Board of directors:** function played by parliament (making law, passing budget, checking executive) is played by board of directors in private sector.

ii. Types of directors

- **Executive directors** are also called as inside directors. They also take position of CEO of different departments. People with huge share are appointed as executive directors.
- **Independent director** they have no material relationship with the company. They must just give their advice to the company. The nomination committee of the Board appoints them. They are appointed to keep check on the activities of the company, especially those who have taken money from the capital market. As per companies act 2013, one-third of the directors should be independent directors and relatives of promoters cannot become independent directors. Half of the nomination committee has to be independent director.

ROLE OF INDEPENDENT DIRECTORS

- **Safeguard corporate values** lie transparency, accountability, and responsibility in the best interest of all stake holders.
 - Their presence helps in **avoiding conflict interest and ethical dilemma** which promoters in family business often face.
 - **Make impartial and non-partisan analysis**
 - **Function as trustees of minority stakeholders**
 - **Bring objectivity to oversight functions** of the board and improve effectiveness.
 - **Play key role in detection and prevention** of fraud and corruption.
- (i) **Nominee directors:** e.g. – if a bank gives too much loan to a company, then a representative of bank can be appointed as a director in the company.
- (ii) **Shareholder:** same role as played by people in democracy.
- (iii) **Management:** same role as played by political and permanent executive.

REGULATORY MECHANISM OF CORPORATE GOVERNANCE

Legislation: Companies act 2013, The Securities Contracts (Regulation) Act, 1956 etc.

Independent regulatory agencies – SEBI, RBI, IRDA etc.

Lack of clear demarcation of role of regulatory bodies creates problem many a times. e.g.

- (i) A Unit Linked Insurance Plan (ULIP) is a product offered by insurance companies that, unlike a pure insurance policy, gives investors both insurance and investment under a single integrated plan. There was conflict b/w IRDA and SEBI regarding regulation of the plan.
- (ii) Saradha scam was result of confusion of regulation authority of RBI and SEBI.

Third part assurance providers: rating agencies like CRISIL, Standard & Poor's (S&P), Moody's Fitch Group etc

IMPORTANT PROVISION OF COMPANIES ACT 2013

- 1/3rd of the board of directors of every listed company should be independent directors.
- The board shall meet at least four times a year with maximum time gap of four months in between two meetings.
- A qualified and independent audit committee with independent directors following the majority.
- Performance valuation of independent directors to be done by entire board excluding the director being evaluated.
- Setting up of nomination and remuneration committee with not less than one-half of its members as independent directors.
- Setting up of stakeholder's relationship committee for participation, consultation etc
- Setting up of national company law tribunal and national company law appellate tribunal to fast-track company law cases.
- Establishing a vision mechanism for directors and employees to report genuine concern and rewarding employee for integrity (Whistle blowing mechanism).

SEBI RECOMMENDATION

- Aligning the pay of top-level executive in company with their performance. E.g., Mr. Kumar Mangalam Birla take 50 cr as salary, Mr. Naveen Jindal draws 55 cr as salary.
- Providing greater power to minority share holder
- Expanding the size of board for better representation of all the stakeholder.

- Concept of corporate governance rating by independent rating agencies to monitor the level of compliance by companies.
- Regular inspection by SEBI and stock exchanges. Eg – Sahara scam – Sahara raised the money from the market without listing itself in capital market. It ran like a chit fund agreement.
- About succession planning, it said that the best way to ensure that a company does not suffer due to sudden unplanned gap in leadership is to develop an action plan for successful transition.
- At least one female members in board of directors (SEBI did not add the clause that relatives of promoters cannot be appointed)
- Certification course and training for independent directors.
- Removal of independent directors should be done with concurrence of at least half of independent directors.
- Separating the position of chairperson and that of Managing director.
- E-voting for all resolution for listed company.
- Strengthening private sector enforcement.

CORPORATE SOCIAL RESPONSIBILITY

The very act of doing business creates inconvenience in society. Society must sacrifice a potential space for park and amusement, have to bear the pollutions, noise etc. This creates an obligation for corporation to pay back to the society. In this background Companies Act 2013 incorporates Corporate Social Responsibility.

Significance

- i. **Provide channel for fund mobilization:** Legal channel for social expenditure in the form of CSR.
- ii. **Obligation/ duty:** The act has made social expenditure a duty in the form of CSR.
- iii. **Societal Justice:** Justice is when benefit and burden is shared equally. Corporates derive benefit from the society so a payback in the form of CSR will bring Justice to the affected people.
- iv. **Trust & social cohesion:** The act will go a long in building trust in private companies and making them partner in development in the nation. This will have immense benefit in areas like Land acquisition. Eg: Tata motors face stiff resistance in Singur, West Bengal, for its Nano project. But same was less likely

to happen in Jamshedpur due to local social project of TATA in Jamshedpur.

- v. **Emotional connect and behavioral change:** It has been observed that companies which do CSR in the field of women empowerment have improved the gender ratio of their employee as well.

EFFECTS

- i. **Attitudinal change:** When companies do CSR Activity and get the benefit in the form of social capital, they develop a positive attitude towards it.
- Culture of CSR develops among corporates as it becomes symbol of responsibility towards the society. Even smaller companies take lead in CSR activity.
- ii. **Local connect:** Previously Companies used to do charity work as well, but the act recommends for local social investment.
- iii. **Demand driven:** People are now more aware and demand for expenditure in local areas. So, the obligations of corporates have increased.

→ ETHICAL DILEMMA IN CORPORATE GOVERNANCE IN THE TIMES OF COVID-19 PANDEMIC

- i. **Revenues Vs Safety:** Starting operation is important for revenue generation and cutting the loss. But balancing this with workers safety is challenging.
- ii. **Layoff vs social responsibility:** Due to reduced operations companies are laying off many employees. However, entire society is in stress. Corporates must share burden with their employees in the challenging times. This will give expression to **distributive justice** concept corporates draw benefit from the society, hence must also share burden of the society.
- iii. **Investment and risk-taking operations Vs cutting down on capital allocation:** Corporates must help revive the economy by investing more during the present economic slowdown.
- iv. **Responsibility towards environment** cannot be compromised to increase profitability. All environmental guidelines must be abided by.

SECTION-7

PROBITY IN GOVERNANCE

Previous Year Questions

YEAR	UPSC MAINS QUESTIONS	SUB THEME
2019	What do you understand by the term 'public servant'? Reflect on the expected role of public servant.	Concept of public service
2019	What do you understand by probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government.	Philosophical basis of governance and probity
2019	There is a view that the Official Secrets Act is an obstacle to the implementation of Right to Information Act. Do you agree with the view? Discuss.	Information Sharing and transparency in government, Right to Information
2019	Effective utilization of public funds is crucial to meet development goals. Critically examine the reasons for under-utilization and mis-utilization of public funds and their implications.	Challenges of corruption
2019	Explain the basic principles of citizens charter movement and bring out its importance.	Citizen's Charters
2019	"Non-performance of duty by a public servant is a form of corruption". Do you agree with this view? Justify your answer.	Challenges of corruption
2018	Distinguish between "Code of ethics" and "Code of conduct" with suitable examples.	Codes of Ethics, Codes of Conduct
2018	What is meant by conflict of interest? Illustrate with examples, the difference between the actual and potential conflicts of interest.	Challenges of corruption
2018	"The Right to Information Act is not all about citizens' empowerment alone, it essentially redefines the concept of accountability. Discuss.	Information Sharing and transparency in government, Right to Information
2017	Conflict of interest in the public sector arises when (a) official duties, (b) public interest, and (c) personal interest are taking priority one above the	Challenges of corruption

	other. How can this conflict in administration be resolved? Describe with an example.	
2017	Discipline generally implies following the order and subordination. However, it may be counter-productive for the organisation. Discuss.	Work culture
2017	Corporate social responsibility makes companies more profitable and sustainable. Analyse.	Citizen's Charters
2016	Discuss the Public Services Code as recommended by the 2nd Administrative Reforms Commission.	Codes of Ethics, Codes of Conduct
2015	Some recent developments such as introduction of RTI Act, media and judicial activism, etc., are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to take prompt decisions. Analyze this situation in detail and suggest how this dichotomy can be resolved. Suggest how these negative impacts can be minimized.	Information Sharing and transparency in government, Right to Information
2015	Today we find that in spite of various measures like prescribing codes of conduct, setting up vigilance cells/commissions, RTI, active media and strengthening of legal mechanisms, corrupt practices are not coming under control. A) Evaluate the effectiveness of these measures with justifications. B) Suggest more effective strategies to tackle this menace.	Information Sharing and transparency in government, Right to Information
2015	Public servants are likely to confront with the issues of 'Conflict of Interest'. What do you understand by the term 'Conflict of Interest' and how does it manifest in the decision making by public servants? If faced with the conflict of interest situation, how would you resolve it? Explain with the help of examples.	Challenges of corruption
2014	What do you understand by 'probity' in public life? What are the difficulties in practicing it in the present times? How can these difficulties be overcome?	Philosophical basis of governance and probity
2014	It is often said that poverty leads to corruption. However, there is no dearth of instances where affluent and powerful people indulge in corruption in a big way. What are the basic causes of corruption among people? Support your answer with examples.	Challenges of corruption

- ✓ Concept of public service
- ✓ Philosophical basis of governance and probity
- ✓ Information Sharing and transparency in government, Right to Information
- ✓ Codes of Ethics, Codes of Conduct
 - ✓ Citizen's Charters
 - ✓ Work culture
- ✓ Quality of service delivery
- ✓ Utilization of public funds
- ✓ Challenges of corruption.

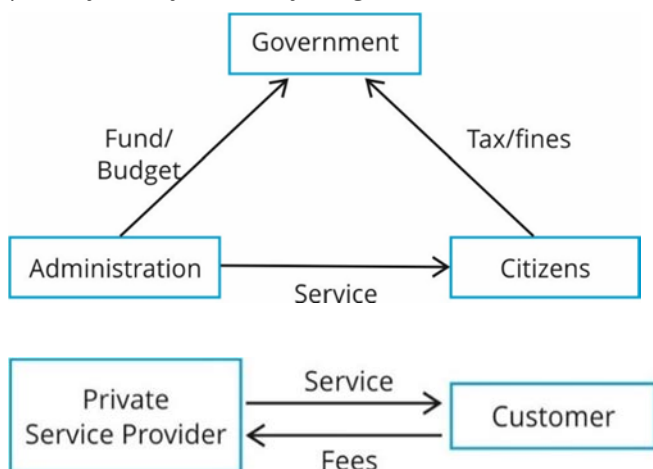
► PROBITY IN GOVERNANCE

CONCEPT OF PUBLIC SERVICE

In 1996, United Nations adopted an **International Code of Conduct** for public officials. As per the document, a

public service is defined as class and tasks of officials who act as delegates of elected officials. The elected representatives embody the legitimacy to define public interest, while public service ensures that public interest is served, and public trust is maintained.

Public services are defined as those services which are partially or fully funded by the government.



FEATURES OF PUBLIC SERVICE THAT ALSO DIFFERENTIATE IT FROM PRIVATE SECTOR

- Public service is provided by administration which works under political direction and scrutiny.
- Public services are usually provided by local or national mono poly especially in sector which are natural monopoly (eg: law & order, judiciary)
- Certain public services are vital for existence of community itself. Eg – water, transport, food etc
- These services involve outputs that are hard to attribute to specific individual effort. If anything, wrong happens people blame the government rather than an individual.
- They are provided by large scale administration which effect entire social-economic structure of society.
- Public accountability is the essence of public services in democracy.
- It is social-good oriented rather than profit oriented.
- They are provided by legal framework.
- Public service has to maintain fairness of treatment.

CONCEPT OF PROBITY

Probity contains for things:

- Integrity
- Moral Knowledge
- Decency, Humbleness
- Strong positive emotion

Probity is the quality of having strong knowledge of moral principle and integrity (in personal or public relations). It includes they honesty and decency of a person or organisation in applying their moral principles in personal and public life. Probity represents the maximalist approach to life in which a person adheres to the best principles and ideals rather than simply

avoiding corrupt or dishonest practices in personal and public relations.

- Non – Maleficence: Minimalist approach
- Beneficence: Maximalist approach

PROBITY IN PRIVATE LIFE

- Kant's principle
- Mahatma Gandhi
- Guru Nanak – Before doing an act ask this question to yourself, will I be able to place this in front of God?

Probity in public life is standards that society expects from those elected or appointed to public office to observe and maintain in their conduct. Probity in governance is an essential and vital requirement for an efficient and effective system of governance and for sustainable development. It incorporates:

- Rule of law
- Equity and inclusiveness
- Consensus orientation (persuasion)
- Participation
- Transparency
- Accountability
- Responsibility
- Selflessness
- Justice

DIFFICULTIES IN PRACTICING PROBITY

- High level of inequalities among communities
- No incentive
- No fear of accountability
- Lack of leadership
- Poor work culture
- Hedonism
- Discretion in absence of transparency
- Poor and ambiguous value system

HOW PROBITY CAN BE IMPROVED?

- Value education
- Transformational leadership
- High Emotional intelligence - optimistic attitude
- Developing altruism and ethical literacy
- Good and ethical governance system
- Independent Media
- Vibrant civil society
- Accountability
- People with right aptitude must be chosen
- Work culture

- Representative democracy to participative democracy

► PHILOSOPHICAL BASIS OF PROBITY

WESTERN THOUGHT

- **Socrates:** Country should be run by virtuous people, people who are knowledge seeker.
- **Plato:** Harmonious functioning –Part should work for the whole and whole must benefit the parts. He discusses five types of regimes (Republic). They are –
 - Aristocracy: Rule by philosopher king
 - Timocracy: People fight for their honour; philosopher king has developed ego; right to wealth
 - Oligarchy: Timocracy disintegrated into oligarchy.
 - Democracy: Different group fighting for their own agenda.
 - Tyranny: Strong dictator reversing the process democracy.

Plato argues that only an aristocracy led by the unwilling philosopher kings (the wisest men), is a just form of government.

 - **Aristotle:** He laid the foundation of good governance. The one that is ruled is like the master of flutes and the ruler is the flute player who makes use of it.
- **St. Augustine:** Just war theory
- **Machiavelli:** He laid the foundation of Real Politic emphasising on ends justifying the means.
- **Thomas Hobbes:** He gave the theory of social contract which resulted in all powerful ‘leviathan’ or state with all institutions secondary to it.
- **Bentham:** He gave the theory of Qualitative Utilitarianism where governance should be focussed on greatest benefits of greatest number as a measure of good governance.
- **J. S. Mill:** Qualitative utilitarianism

MAX WEBER

Theory of domination

Ways of Domination	Legitimacy	Apparatus required
Charismatic Domination	People accept the authority due to their faith in the exceptional	Apparatus is very loose and unstable. It usually consists of most faithful follower and

	qualities of ruler.	disciples who play the role of intermediary.
Traditional	People believe in goodness of past and traditional ways of doing things.	Personal retailers, servants, relatives
Legal – Rational	People believe in the rightness of Law which are enacted through uniform procedure.	Bureaucracy

FEATURES OF BUREAUCRACY

- Hierarchy
- Superior subordinate relations are there to maintain accountability and unity of command.
- Rules and regulations
- Merit based system
- Impersonal relationship
- Unified control
- Discipline – following rules and regulations, conformity, obedience.
- Maintenance of proper official records.
- Whole time employees
- Mean orientation and
- Complete de-humanisation.

BENEFITS OF THIS SYSTEM

- Rational
- Consistency in procedure
- Leads to equal treatment
- Merit based system
- Expertise
- No overlapping or conflict
- Better coordination
- Accountability
- Efficiency

WEBER DESIGNED THIS SYSTEM OF BUREAUCRACY FOR CAPITALIST SOCIETY WHERE -

- People are equal, uniformity is there
- Political executive is very strong
- There is surplus capital

MAX WEBER HIMSELF OBSERVED

- The power position of a fully developed bureaucracy is everywhere overpowering.
- A fully developed bureaucracy is among those social structures which are the hardest to destroy

FATE OF BUREAUCRACY DEPENDS ON THREE FACTORS

i. How social-economic power is distributed in the society. If society is equal, then bureaucracy will have less power with it. If inequality exists, then the bureaucracy will draw benefit out of it. Marx has criticised bureaucracy in this regard only.

Marx has said that bureaucracy has become tool in the hands of rich people to control the majority. The role of bureaucracy is to convert the will of rich people into the will of general people.

ii. Information distribution among people.

Weber said secrecy is the tool developed by bureaucracy to maintain hegemony. Secrecy can be controlled by providing information to the people.

iii. How politicians use it.

► INDIAN THINKERS

MAHATMA GANDHI

Philosophy of Trusteeship: According to Gandhiji, each businessman should take enough wealth to live honourably. He should distribute the remaining wealth back to the society. Trusteeship provides a means of transforming the present capitalist order of society into an egalitarian one.

Trusteeship is the socio-economic philosophy of Mahatma Gandhi. As per Mahatma Gandhi a non-violent system of governance is impossible as wide gulf is there between rich and poor. A violent and bloody revolution is a certainty one day, unless there is voluntary abdication of money and power by rich and sharing it for the common good.

Therefore, rich people should part away from their wealth and only maintain that much which is required for honourable living. Rest belongs to the community. Wealthy people should be the trustee of trust that loo after the welfare of people in general. Thus, the idea of trusteeship does not recognise any right of private ownership. State should put a cap on maximum and minimum wealth.

Trusteeship is a mean to convert capitalist society into an egalitarian one.

Concept of Rama Rajya: Trusteeship to help to achieve the goal of Rama Rajya. As per Mahatma Gandhi, Rama Rajya implies an ideal society, where values of justice,

equality, idealism and sacrifice are practices. It is the kingdom of God on earth.

Attributes of Ram Rajya

- No war
- Ruler is not only an ideal king but also ideal in personal sphere. Lord Ram is called Maryada Purushuttam – best among all men and always maintains decorum.
- Rule is based truth with dharma in its foundation.
- Harmony with nature.
- People should be virtuous and contended.
- They are free from disease, greed and sorrow.
- The real Rama Rajya implies kingdom of people with absolute control over fiver sense organs, five motor organs, mind, subconscious mind, intellect and ego with Ram dwelling in his heart.

MANUSMRITI

Written in 500 BC

Everyone is born as Shudra. Only after education is completed, *Varna* will be decided.

Manusmriti on State craft

- Social contract theory - People initially are in state of nature in which everyone is allowed to everything things which leads to war of all against all. In order to avoid this chaos people, come together and settle some of their rights to protect rest of their right.
- During that period people found themselves in trouble and fled in all direction. For their protection the lord created a king. Manusmriti proposes the divine theory of origin of state. God has created king to protect the people from anarchy and exploitation by powerful people.
- **Absolute authority has been given to the king (In social contract people can remove their king).** It is fear of punishment which leads to observance of law.
- The duty of monarch is to enforce its dharma and he must reign governance based on **rule of law.**
- Manusmriti has also talked about fair taxation.
- Certain principle of Just-war theory has also been given by Manusmriti.

IDEA OF GOVERNANCE OF KAUTILYA

Kautilya's philosophy is based on the principles of Saam (Persuasion), Daam (temptation), Dand (Punishment), and Bhed (Division).

King has dual function – Maintenance and welfare function

In the happiness of the subject lies the happiness of King. In their welfare is his welfare. What pleases his subject should also please him. (End based approach like Machiavelli)

Saptanga theory: Seven components of state.

- i. King
- ii. Amatya
- iii. Janapada (Land and people)
- iv. Durga (fort)
- v. Kosha (treasury)
- vi. Dand (Army)
- vii. Mirta (ally)

He equates political governance with economic governance – political stability will bring economic stability. Kautilya says that good governance and stability goes hand in hand. There is stability if rulers are responsible, accountable and removable.

A ruler who administers justice based on four principles,

- i. Righteousness
- ii. Evidence
- iii. History of the case
- iv. Prevalent law

shall conquer the world.

If there is conflict between established tradition and ethical principle, then ethical principle will prevail.

In conflict between what is right and just, justice shall be the valid criterion.

KAUTILYA'S VIEW ON CORRUPTION

- Corruption is in the nature of human.
- Just like it is impossible not to taste honey, which is at the tip of the tongue, it is impossible for civil servants not to take part of king's revenue.
- It is very difficult to catch public officials in act of corruption. Just like we can't say whether a fish swimming in water is drinking or not, similarly we can't say whether a public official is taking part of king's revenue or not.
- The only way to stop corruption is strict punishment.

REMEDY FOR CORRUPTION

- Changing the Psyche of public servant through training.
- Strict law and certainty of punishment.
- Public disclosure of corruption – naming and shaming.
- Non-corrupt supporters of corruption should also be punished.

- Continuous transfers in different department.
- Emphasis on preventing vigilance.
 - Guptchar who directly report to the king
 - Name of informers will not be disclosed.
 - Both money and jail as punishment.

► QUALITY OF SERVICE DELIVERY

The aim of public service delivery is to deliver cost-effective, high-quality services that private sector is unable or unwilling to deliver. A wide range of civic and welfare services are covered by any comprehensive definition of service delivery.

The key principles of good service delivery are people-centeredness, laying down clear standards, equity, transparency, accountability, integrity, fairness, good behaviour, rationality efficiency, convergence, right to service delivery, grievance redressal, continuous improvement, attitudinal change, sustainability, inclusiveness and holistic approach.

Thus, to make the government citizen centric, improvement of the service delivery is must.

10 POINT PLAN FOR SERVICE DELIVERY

Service Delivery Reform can be achieved by:

- **Progressively re-engineering services** to better meet people's needs. These universal services will become easier to access and use, reducing the burden on people, with more of the work happening 'behind the scenes'. Processes will be simplified, allowing people to undertake more transactions at a time and place of their choosing.
- **Supporting Government's social inclusion and workforce participation** agendas through initiatives to help vulnerable people. Additional community engagement officers and social workers will help people who are facing barriers to social inclusion like homelessness.
- **Implementing a customer needs assessment framework** to identify people who need more intensive support by drawing on existing information about a person's circumstances and asking questions to identify the services they need.
- Providing services and referrals to people based on their needs and circumstances across the following service levels:
 - **Self-managed:** People Who can independently access and navigate services without support or assistance.

- **Assisted:** People who, at certain times, are unable to self-manage as a result of a particular circumstance and require additional assistance to access or interpret services.
- **Managed:** People who require services to be coordinated into a support plan to meet compliance obligations or other obligations such as parole conditions or child protection issues.
- **Intensive:** people facing significant disadvantage or multiple complex challenges who require coordinated assistance.
- **Implementing a customer relationship management system** to give staff a broader view of a person and their dealings with the department and to provide a consistent view of a person's information to help identify the services they need, with the appropriate privacy protections in place.
- **Transforming the way people interact with government** to provide better access to services regardless of location and circumstances through:
 - **Improved mobile and outreach services** to people in rural and regional areas, and to others who are isolated.
 - **Co-locating offices to provide one-stop-shop access** to departmental services and extend the reach of the department; and
 - **A single telephone number and website to improve access** to the department's information and services through a single point of contact.
- **Implementing streamlined customer registration and proof of identity arrangements** that improve convenience for people while protecting their personal information, so they only need to prove who they are or tell their story once when accessing services, with their consent or where legislation already permits.
- **Integrating Human Services agencies into a single department of state** to better enable the departments to contribute to policy development and bring together key corporate and enabling services to drive efficiency, freeing up resources for frontline services.
- **Bringing together the department's frontline service delivery networks into a single customer facing network** to provide coordinated support to people. Staff will receive more training and will be able to deliver tailored services at the local level. Services will be delivered through a combination of shop fronts and specialist service centres (telephony and processing).
- **Implementation of a work management system** to optimize the way work is allocated to staff based on capacity and skills.

SECOND ARC RECOMMENDATIONS

Second ARC on Ethics in Governance, in its Fourth Report had suggested:

- a. **Simplification of procedures needs to be center of administrative reforms.** Broad principles of such reforms must be Adoption of 'single window' approach; Minimizing hierarchical tiers; Stipulating time limits for disposal etc.
- b. **Existing Departmental Manuals and Codes should be thoroughly reviewed and simplified** with a responsibility on Head of Department to periodically update such documents and make available soft-copies on-line and hard copies for sale. These manuals must be written in very precise terms, and phrases like 'left to the discretion of. 'As far as possible', 'suitable decision may be taken' etc should be avoided. This should be followed for all rules and regulations governing issue of permissions, licenses etc.
- c. A system of rewards and incentives for simplification and streamlining of procedures may be introduced in each government organization.
- d. The principle of 'positive silence' should generally be used, though this principle cannot be used in all cases. Wherever permissions/licenses etc are to be issued, there should be a time limit for processing of the same after which permission, if not already given, should be deemed to have been granted. However, the rules should provide that for each such case the official responsible for the delay must be proceeded against.
- e. It could be suggested that all Ministries/Departments should undertake the exercise of simplification of their internal procedures. This should be completed in a time-bound manner within one year. Similarly, the Ministries/Departments should instruct all organizations under their supervision to carry out this task. State Governments should also be advised accordingly.
- f. Doing a pilot study and getting it evaluated.
- g. Once the pilot stabilizes, analyzing the changes required in the rules/statutes.
- h. Implementing the change.
- i. Creating an incentive mechanism for sustaining the change.

There is a myth that 'complex processes - reduce discretion'. The remedy lies in taking quick deterrent action in cases of individual aberrations rather than abandoning simplification for complexity. Closely associated with the task of simplifying governmental procedures is the reduction in the number of layers in the decision-making process. One of the maladies of most organizations" is the existence of a multiplicity of layers in the organizational hierarchy. This delays decision making on the one hand and affects user accountability on the other. Therefore, structural change should be an integral part of any process simplification exercise.

But it is to be remembered that a policy, however sound, does not solve problems. Problem- solving requires high-level planning and management capability, efficient communication skills and elasticity and pragmatism in

directing the course of state action. Without these, policy will not move much beyond the drawing board stage and delivery for the masses remains a distant dream. The administration must reorient itself in regard to both policy planning and implementation in terms of actual delivery of goods and services. It must constantly look for more efficient management alternative. Innovation, even though it involves some uncertainties, must be emphasized and its success factors identified.

The gap should be bridged, not by smooth salesmanship but by a clear exposition of the social objectives and policies geared to their attainment. Feedback from the people can provide valuable correctives. This will not only hold in check unrealistic expectations but will contribute towards preparing the people for the desired changes.

SECTION-8

IMPORTANT THEMES

► REASONS FOR PEOPLE INDULGING IN UNETHICAL ACTS

Despite benefits of

INTERNAL REASONS

- **Emotions**
 - **Negative emotion of greed** compels us to amass wealth through illegal means.
 - **Absence of empathy and compassion** leads to abdication of responsibilities by professionals.
 - **Lack of dedication** (emotion + commitment).
- **Lack of fully developed conscience**
 - **Ethical blindness** towards our actions.
 - **We don't examine our life and actions** as asked by Socrates.
 - **Absence of 'moral compass.'**
- **Wrong Cognition:** The mindset that little bit of corruption will not hurt anyone. SC has said corruption is worst form of violence.
- **Negative Attitude:** Negative attitude develops due to negative emotion and wrong cognition.
 - Lack of respect for law
 - Apathy for poor
 - Circumvention of law
 - Hedonism

EXTERNAL REASONS

- **Lack of social influence** to maintain integrity.
- **Absence of ethical ecosystem.**
- **Narrow "perception of good life"**

- **Poor implementation of laws**
- **Crony capitalism:** Nexus between politician, builders and bureaucrats.
- **Lack of accountability**
- **Lack of active participation** of citizens

► ETHICS OF INTERNET ACCESS

Supreme Court has declared access to internet a fundamental right. Access to internet is a part of freedom of speech and expression.

RIGHT TO INTERNET ACCESS INCLUDES

- All people must be able to access the Internet to exercise and enjoy their rights to freedom of expression and opinion and other fundamental human rights.
- States have a responsibility to ensure that Internet access is broadly available.
- States may not unreasonably restrict an individual's access to the Internet.

Right to Internet access assumes more importance in the "Information Society".

Aristotle has said that man by nature desires to know. This desire is fulfilled in present time through information fetching from internet.

As per Immanuel Kant, dignity to human beings comes from ability to take decisions. In the present era internet is the source of information. It is crucial for us to choose and make decisions.

Recognizing the fundamental importance of internet in our life, United Nations Human Rights Council released a

non-binding resolution condemning intentional disruption of internet access by governments.

► RELEVANCE OF SARVA DHARMA SAMA BHAVA

Sarva Dharma Sama Bhava literally means that all dharmas (truths) are equal to or harmonious with each other. It is based on the belief of “*Ekam sat, viprah bahudha vadanti*” (There is a single truth but the wise call it by different names)

Greatest problem of present-day is decreasing tolerance for plurality and diversity. It is exemplified in the following manner:

- Communal disharmony; Sectarian violence; religious war; racial discrimination
- Non-acceptance of migrants and migration crisis
- Decreasing tolerance for dissent and alternative ideas. This exemplifies in murder and arrest of journalists and rationalists.
- Violence against LGBTQ community.

Sarva Dharma Sama Bhava idea accepts the possibility of more than one truth. This creates not only tolerance but also respect for other belief, faith, philosophies and ideas. It also helps to inculcate empathy and compassion in one section for others who are different biologically, ethnically, culturally or economically like tribals, women, differently abled etc.

This concept creates the possibility of unity in diversity, fraternity and universal brotherhood in the world.

► RIGHT TO REBEL IN A DEMOCRACY

Human Rights Declaration of the U.N states that *man has the right to rebel against tyranny*. As per *Edward Coke*, for rule of law to operate, people must be the source of rule of law.

- Rousseau in his *social contract theory* has said that people have the right to overthrow sovereign authority if sovereign authority fails to protect their liberty.
- Gandhiji says, “*An unjust law itself is specie of violence.*”
- St. Augustine who said, ‘*Unjust law is no law at all*’.
- In Bhagwad Gita, Lord Krishna asked Arjuna to raise his weapons and destroy the enemy to establish Dharma in the society.

- Dante's Inferno says, ‘*darkest places in hell are reserved for those who in time of moral crisis preserve their neutrality*’.
- Utilitarianism also supports violence, but only if the intended good is much more than the harm caused by violence - Harm principle of John Stuart Mill.

Theory of ‘Veil of Ignorance’ can help us decide more fairly how the rules of society should be structured.

All people are biased by their situations, so how can people agree on a “social contract” to govern how the world should work. John Rawls suggests that we should imagine we sit behind a veil of ignorance that keeps us from knowing who we are and identifying with our personal circumstances. By being ignorant of our circumstances, we can more objectively consider how societies should operate.

Two primary principles supplement Rawls’ veil of ignorance: the liberty principle and the difference principle.

According to the liberty principle, the social contract should try to ensure that everyone enjoys the maximum liberty possible without intruding upon the freedom of others.

According to the difference principle, the social contract should guarantee that everyone an equal opportunity to prosper. In other words, if there are any social or economic differences in the social contract, they should help those who are the worst off. And any advantages in the contract should be available to everyone.

So, according to Rawls, approaching tough issues through a veil of ignorance and applying these principles can help us decide more fairly how the rules of society should be structured. And fairness, as Rawls and many others believe, is the essence of justice.

► CORPORATE SOCIAL RESPONSIBILITY

It refers to the need for businesses to be good corporate citizens. CSR involves going beyond the law’s requirements in protecting the environment and contributing to social welfare. It is widely accepted as an obligation of modern business.

CSR goes beyond earning money for shareholders. It’s concerned with protecting the interests of all stakeholders, such as employees, customers, suppliers, and the communities in which businesses operate. Examples of CSR include adopting humane employee practices, caring for the environment, and engaging in philanthropic endeavors.

Some people contend that companies owe no duty to society outside making as much money as possible within the law. But those who support Corporate Social Responsibility believe that companies should pursue a deeper purpose beyond simply maximizing profits.

Gandhi ji termed **Commerce (business) without Morality (Ethics)** as one of the seven deadly sins. A society which does not actively take steps to ensure business morality would be vulnerable for creating an unjust political and economic system that favors the growth of only few over the majority. Measures to rectify this are the need of the hour.

► GANDHIAN IDEALS FOR PANDEMIC

Covid-19 situation has brought into limelight the need for moral and inclusive society to prevent such pandemics in future.

GANDHIAN IDEALS

- **Talisman:** Empathy towards poor, needy, underprivileged, and migrant labourers and mitigate their hardship during these testing times.
- **Trusteeship model:** Profiteering by some private companies supplying medicine and test kits (ICMR) and medicines. Trustee to help the society comes into play where corporates should rise above profit. The waiver of patents over vaccines as agreed by WTO reflects trusteeship.
- **Tolerance:** Continuous rumors about Tablighi Jamaat resulting in infodemics of fake news and doctors unwilling to treat Muslim patients.
- **Truth:** The administration needs to transparent in data and provide true figures on the extent of damage.
- **Ahimsa and Satyagraha:** Doctors working against odds like assaults depicted strength of holding onto truth.
- **Work as worship:** Policemen, sanitary staffs, medical staffs relentless service despite of risk to life.
- **Innate goodness of humanity:** Work done by volunteers to bury the dead covid-19 patients depict the need for humanity and its greatness above all ideologies. Many civil service organisations rising to provide food, shelter and other

Thus, repeatedly Gandhiji's ideas help and will help to deal emergencies like pandemic Covid-19.

► INTERNALLY INDUCED ETHICAL VALUES CAN STRENGTHEN ADMINISTRATION

Administration is a moral act and administrator is a moral agent. If an agent is well equipped with an internal value system, the act can be further strengthened.

Ethical values in administration can be externally as well as internally induced.

Internally induced ethical values involve inculcating values from within self like commitment, leadership, etc.

It can further strengthen administration by following ways:

- **Devotion to duty** is the highest form of worship (Swami Vivekananda). This can improve administration at all levels.
- **Faith in self:** Sense of responsibility and hope can bring marvellous results (e. g. struggle of Nelson Mandela in Africa, courage of Churchill in Germany).
- **Leadership:** An administrator should **lead by example**. Sense of Commitment, Motivation and Leadership can make the system efficient and effective.
- **Sense of Mission:** In the words of Ramakrishna Paramhansa, "If you are digging for water, keep digging till you find water".
- **Courage and fearlessness** can strengthen the system from within by containing corruption and malpractices.

Public administration is meant to serve the public. So, whether it is externally inducted or internally induced, it ought to be people-centred and people-oriented.

► STATE OF ETHICS & PROBITY IN MEDICAL EDUCATION

In medical practices, denial of right to medical access with corporatization of hospitals, has created an unhealthy environment. Further, certain doctors for quick money and greed indulged into unethical practices like illegal abortion, organ trading, sex determination, prescribing expensive medicines on which they get commission etc.

Dedication to work is lacking in the profession as seen by many doctors turning away from serving in rural and interior regions.

Certain steps can be taken to improve the declining social capital of doctors and public image of the profession:

- i. Zero tolerance of corruption at the medical entrance exam. Ghost writers, illegal use of ICT devices etc. must be curbed.
- ii. Bioethics paper must be introduced for doctors to check emotional aptitude apart from intellectual aptitude.
- iii. Reform in Medical Council of India as per the recommendation of Dr. Aravind Panagariya committee.
- iv. Targeting illegal practice of illegal surrogacy, organ trading, etc.
- v. Organ donation camps to persuaded citizens to donate organs so that enough organ is available and illegal trading can be stopped.
- vi. Encouraging doctors to prescribe generic drugs and raising public awareness about it.

Improving the lost social capital of doctors through programs like PM Matritva Yojana where private doctors and hospitals can participate.

► SUPREME ART OF WAR IS TO SUBDUE THE ENEMY WITHOUT FIGHTING.

Wars are fought to win battles. Battles in modern times are not fought in battlefields. Wars presently is economic, technological and one that uses soft power. This is the supreme art of war.

- i. India has won Afghanistan from Pakistan without any direct confrontation with Pakistan. India has won because of values of shared development, true friendship, not using other nation for shellfish gains.
- ii. The constant competition between companies to produce innovative technology and be on the top. Recently LG has produced OLEDs to make TV screens much thinner to capture the market.
- iii. Dongria Kondh won over the MNC Vedanta for their right to dwell in Niyamgiri hill by showing the extraordinary sacrifice and courage.
- iv. India recently joined MTCR (Missile technology control regime) without any opposition. This has created moral pressure on China to clear India's way to NSG (Nuclear supplier group) as well.

As individuals we should win over people through our values like integrity, uprightness, honesty, empathy, courage just like Malala Yousafzai who won over extremist forces without even fighting them.

QUALITY OF SERVICE AND REASONS BEHIND POOR QUALITY SERVICES

Quality of service is the measurement of the overall performance of public service as perceived by the user:

- a) Time bound delivery – for passport, driving license, Aadhar card etc.
- b) Responsiveness – towards need of people like health care, water supply, irrigation facility etc.
- c) Grievance redressal – feedback mechanism and allow the aggrieved to seek justice
- d) Environmental values – Quality service must also be sustainable.

REASONS BEHIND INFERIOR QUALITY OF SERVICES

- a) Lack of resources
- b) Corruption
- c) Lack of infrastructure
- d) Lack of dedication and public service values
- e) Lack of awareness

STEPS TO IMPROVE QUALITY OF SERVICE

- a) Development of infrastructure – Physical, social and digital.
- b) Innovation – in ICT to overcome the geographical and economical barrier.
- c) Curbing corruption - making the provisions of Prevention of corruption act more stringent.
- d) Awareness – about the mandate of service provider through citizen's charter and advertisement.
- e) Use of ICT – in PDS, Direct benefit transfer, Digi locker etc.

Inculcating the value of public service – values of dedication for the service of nation, empathy and compassion for poor and vulnerable must be inculcated in public servants.

► SOCIAL INTELLIGENCE VS EMOTIONAL INTELLIGENCE

While Emotional Intelligence (EI) focuses on the emotions and feelings about the individuals, SI takes it one step further and refers to how these are then used to function within a group or society. EI can help to make decisions for current scenarios while SI can help to make decisions for future with a wider social perspective. SI is an interpersonal skill whereas EI is an intrapersonal skill.

SIGNIFICANCE OF SOCIAL INTELLIGENCE

- Social intelligence is essential for unlocking the skills of effective communication, dialogue, and teamwork to create an optimal and productive work environment.

- **Persuasion skill:** as a socially intelligent person can carry on conversations with a wide variety of people.
- Knowledge of Social Roles, informal rules that govern social interaction help build **tolerance** in our society.
- In the impending danger of mass unemployment, SI is so vital to creating jobs only humans can do.

Combined, they form Emotional and Social Intelligence (ESI), which enables people to understand and manage their own and others' emotions in social interactions.

► STRATEGY TO TACKLE CORRUPTION

Corruption is defined as 'use of position of authority for private gains.'

STRATEGY TO TACKLE CORRUPTION

Internal strategy

- Control negative emotion of greed, hedonism etc. and development of positive emotion of *empathy and compassion*.
- Increase cognition – corruption is worst form of violence
- Emotional intelligence to understand suffering of those effected by corruption.
- Developing positive attitude for respecting law.
- Being motivated to dedicate oneself to the service of nation.

External strategy

- *Social influence* to maintain integrity – checking on each other's behaviour.
- *Ethical ecosystem* – encouraging individual and institutional integrity; No crony capitalism etc.
- Strict implementation of laws
- Institutional accountability
- Active participation of citizens – RTI, social audit etc.

Corruption in Public Distribution System of Madhya Pradesh decreased substantially due to:

- Use of GPS technology in vehicles carrying food grains
- Participation of youth in social audit
- Training and motivation of employees to serve the poor.

Corruption is considered as a serious threat to the rule of law, the stability and security of societies. It must be dealt with holistically.

► RELEVANCE OF MEDICAL ETHICS

Medical ethics is an applied branch of ethics which analyses the practice of clinical medicine and related scientific research.

RELEVANCE OF MEDICAL ETHICS

- Ethical decision making in involuntary treatment and involuntary commitment. A patient may be unable to relate relevant information to his/her own situation and may not be able to make a balanced decision for his/her treatment.
- Pragmatic approach to decisions about coercive treatment based on respect for autonomy, non-maleficence, beneficence and justice.
- Physician's motivations in the well-being of patients and society in general.

ISSUES IN IMPLEMENTATION OF MEDICAL ETHICS

- **Medical malpractice:** denying right to liberty and self-determination.
- **Issues in ethical decision making:** In many emergency situations, disposition decisions regarding involuntary treatment are made quickly, with incomplete knowledge and information about the patient.
- **Ethical standardization:** It is very difficult to decide the degree at which a patient is unable to give his/her consent.
- **Ethics vs Law:** In many countries, coercive treatment and involuntary treatment, especially for long term, has to pass judicial scrutiny and the law of land.

Medicine is a novel profession, and it will be bereft of its novelty without ethics.

► GANDHIAN CONCEPT OF TRUSTEESHIP

Trusteeship is the socio-economic philosophy of Mahatma Gandhi. As per this philosophy a violent and bloody revolution is a certainty one day, unless there is voluntary abdication of money and power by rich and sharing it for the common good.

Therefore, rich people should part away from their wealth and only maintain that much which is required for honorable living. Rest belongs to the community.

Following the trusteeship principle will need strengthening of ethical principles in public life as suggested by the Nolan Committee. Further, the recommendations of the 2nd ARC should also be followed, such as:

- Codifying ethical norms and practices for public functionaries.
- Disclosing personal interests to avoid conflict between public interest and personal gain. For example, Canada has a 'Guide for Ministers' to guide their ethical behaviour.
- Creating a mechanism for enforcing the relevant codes. For example, the Code of Good Governance of Spain.
- Laying down norms for qualifying and disqualifying a public functionary from office based on his/her ethical misconduct.

Thus, the trusteeship principle in democracy can help in ushering in an era of good governance in the real sense.

► VIOLATION OF CODE OF CONDUCT & ABUSE OF POWER

Custodial deaths and human right violation take away the most basic need of human beings – **dignity**.

Reasons for frequent violation of the code of conduct and abuse of power by law enforcement officers:

- **Emotion**
 - Negative emotion of anger, greed leads to injustice and violence.
 - Absence of empathy and compassion leads to abdication of responsibilities by civil servants.
 - Lack of commitment to constitutional civil service values.
- **Lack of fully developed conscience** – guilt does not develop after unethical action.
- **Ethical blindness** towards our actions.
- **Wrong Cognition** – e.g.: “little bit of corruption will not hurt anyone”.
- **Attitude**
 - Lack of respect for law.
 - *Circumvention of law.*
- **Absence of ethical ecosystem** in administration and justice delivery system.
- Poor implementation of laws
- **Crony capitalism**: nexus between politician, builders and bureaucrats.
- **Lack of accountability.**

Rule of law is bedrock of peace and justice in society. Law enforcement officers must uphold rule of law.

► TEACHINGS OF GURU NANAK

Guru Nanak, the founder of the Sikh religion was a great poet, an eminent philosopher, a notable humanist, and a leading social reformer.

TEMPLATE OF ETHICAL AND VALUE-BASED LIFE

- **Truthful Living**: He preached that goal of human life is to be a **sachiaara (truthful being)** that can be achieved by following path of truthful living.
- **Education as a tool of selfless service**: Guru Nanak advises to be well educated and the knowledge thus acquired should be used for the benefit of society by doing selfless service.
- **Ego as one's own limitation**: Egoistic consciousness is the cause of man's all problems and limitations. It is the root cause of the entire conflict between man and man, between one society and the other, and between one nation and the other.
- **Scientific temper**: Discussion, argument, and analysis are vital parts of scientific temper.
- **Inter-faith harmony**: Guru Nanak declares that the purpose of human beings is to achieve a blissful state and to be in harmony with all the God's creation.

Guru Nanak, through his life and teachings, set out to reform and remodel the social and communal structure among diverse societies and cultures of his contemporary times.

► DIGNITY IS THE MOST FUNDAMENTAL HUMAN NEED

Dignity is the right of a person to be valued and respected for their own sake, and to be treated ethically. The preamble to the Universal Declaration of Human Rights recognises the “inherent dignity” of “all members of the human family”. Human dignity is said to be source of all morality. For instance, one speaks the truth and behave honestly because psychologically these boost dignity and self-respect. Hence dignity can be considered to be most fundamental human need.

INSTRUMENTS OF HUMAN DIGNITY

- **Justice**: sense of injustice erodes dignity of people.
- **Equality**: equality brings inclusiveness and shows worth of people.
- **Fulfilment of basic rights**: like health, education, voting right must be given for one to self-actualize.
- **Public service**: with the principles of ‘good governance’ shows that government treats citizens in a dignified manner.

Immanuel Kant has said, "so act as to treat humanity, whether in their own person or in that of any other, in every case as an end withal, never as means only". Following this principle human dignity can be ensured.

► CONSCIENCE AS A SOURCE OF ETHICAL GUIDANCE

Whether conscience is the most reliable guide to ethical decision-making is determined by one's own interpretation of what conscience actually is.

Some philosopher argues that conscience is the result of environmental factors. It is linked to an individual's feelings of guilt and fear of punishment. Although directed towards increasing the happiness of others, conscience could be misled or misinformed. As Thomas

Hobbes mentions "and as the judgement, so also the conscience may be erroneous".

Conscience can create difficulty in decision making when it comes in conflict with established laws and beliefs. For example, a tiger preying on a deer. The conscience will say to save the deer, but it may go against the natural selection process and may harm the overall ecology. Therefore, it is important to give rational weightage to conscience and not wholly depend on it.

This combination of innate sense and reason is therefore the most reliable guide to ethical decision-making, as it acknowledges that conscience deliberates before choosing between good and bad.

The fact that conscience is a moral skill acquired over time and with experience would seem to be a great asset in making ethical decisions.

SECTION-9

ETHICS EXAMPLES

COMPASSION

- IAS Inayat Khan adopted two kids of Pulwama Martyr.
- IAS Ira Singhal recruited one transgender in her office.
- IGNOU announced that it will waive fee for transgender.
- Kochi metro gave job to transgender.
- Dr. APJ Abdul Kalam denied using glass pieces on compound walls of DRDO for security purpose because birds could be hurt.
- Compassionate Kozhikode – Prashant Nair.
- Armstrong Pame – People’s Road.
- Aruna Sundara Rajan – Headed Kudumbashree project.
- Uganda, a poor country, holds high number of refugees.
- Everyday examples:
 - Helping a blind person cross the road.
 - Helping an old person with their baggage.
 - Giving up one’s seat for a pregnant woman.

SPIRIT OF PUBLIC SERVICE

- MG Rajamanikyam carried rice sacks on his shoulder without hesitation during Kerala flood.
- Smita Sabharwal – “fund your city” project for infrastructure development.
- Sonam Wangchuk started operation New Hope – revolutionizing education in Ladakh.
- Compassionate Kozhikode – Prashant Nair

- Kannan Gopinathan – extraordinary work during Kerala flood.
- Armstrong Pame – People’s Road
- OP Chaudhary was posted at the Maoist hotbed, Dantewada.
- E. Sreedharan: His exemplary actions during his days as the head of Konkan railways and Delhi Metro. The construction of Delhi Metro caused minimal disturbance to the residents of NCR and Metro is known for its professional excellence.
- Police and medical personnel functioning during the pandemic despite they themselves were at risk of infection.
- Sonu Sood helping migrants’ workers reach their hometowns.

CITIZEN CENTRIC ADMINISTRATION

- Saurabh Kumar, Dantewada DM started ‘Lunch with Collector’ program to interact with tribal student.
- Prashant Nair is famously called as ‘Collector bro’ to remove the psychological barrier to approach him.
- Household delivery of ration in Delhi.
- Faceless income tax administration.
- Free LPG Cylinders, PDS supplies during the pandemic.

INNOVATION

- IPS Sandeep Patil refuses bouquets, asks for books.
- Prashant Nair started a project “Tere mere beach mein” – for waste management at Kozhikode beach.

- Surender Singh Solanki - PM's award (Best innovation) - started unique solar lamp project that turned women from most backward district to green entrepreneur.
- Harjinder Singh Kukreja built chocolate Ganesha - will be immersed in milk and distributed to children.

COURAGE

- T. N. Seshan for pursuing electoral reforms in India
- Ajit Doval - handled insurgency operation in Mizoram, Punjab and Kashmir.
- Satyendra Dubey - An Indian Engineering Services officer in the National Highways Authority of India. He showed extra ordinary courage in exposing serious financial irregularities got martyred.
- Ramnath Goenka - Journalism for courage.
- Kuldeep Nair - put behind bars during emergency for reporting human right violation.
- Women in Chipko movement who were willing to give their lives to save trees.
- Spirited acts of rebellious activities such those of Bhagat Singh, Chandra Sekhar Azad etc.
- Subhash Chandra Bose's determination to build the Indian National Army and overthrow the British rule.

INTEGRITY

- Erode Collector R. Ananda Kumar admitted his daughter in the government school
- Ministry of Railways - Mission Satyanistha
- Lal Bahadur Shastri condemned US attack on Vietnam despite threat of cancellation of food subsidy by U.S.
- Lal Bahadur Shastri resigned after a train accident.
- Sir M. Visvesvaraya, then Dewan of Mysuru, used Government vehicle while he went to tender his resignation. After tendering his resignation, he drove back by his private vehicle.
- Mr. Kuvempu as a vice-chancellor of Mysore University didn't use his position to pass his son in BA exam.
- Lal Bahadur Shastri resigning as the railway minister after a rail accident during his term in office.

NON-PARTISANSHIP

- Mr. Kuvempu as a vice-chancellor of Mysore University didn't use his position to pass his son in BA exam.
- Judges recusing themselves from cases where they there is conflict of interest.

IMPARTIALITY

- Despite having differences with Dr. B. R. Ambedkar, Nehru chose him in his cabinet.
- Appreciating a movie that goes against our culture.
- Supreme Court gave Ajmal Kasab a fair trial despite him participating in Mumbai Terror attacks.
- Judges recusing themselves from cases where they feel there is a conflict of interest.

TRANSPARENCY

- Sagayam, an IAS officer from Tamil Nadu has disclosed his and his family's assets on the website.
- RTI Law - a master key to good governance.
- Sunlight is the best disinfectant.
- Judgements of Supreme Court are reasoned and placed in public domain.
- Consultations with publics before framing of rules and laws.
- Use of e-governance, digital-governance and mobile governance strategies.
- Faceless income tax administration.

FRATERNITY

- Kerala temples offered hall for Eid Namaz. After mosques were submerged during flood.
- Ek Bharat Shresth Bharat Initiative which collaborates two states in different two different regions for cultural collaboration.
- Teaching of Bhakti and Sufi saints such as Kabir and Guru Nanak. They argued that there is one God who is same for every-one. They criticized religious dogmatism and associated true religious feeling with brotherhood, kindness, learning and self-improvement.
- Ashoka's & Akbar's Policy of Religious Syncretism.

ATTITUDE

- Vinod Rai
- Sanjiv Chaturvedi - Sanjiv Chaturvedi, an Indian Forest Service (IFS) officer, has been transferred 12 times between 2005 - 10, in the aftermath of his campaign to expose the corruption in Haryana's forest department.
- Sporting greats like Sachin Tendulkar, Virat Kohli, Abhinav Bindra & Neeraj Chopra etc. are examples of persons with very high aptitude in their respective sports.

APTITUDE

- Sachin Tendulkar
- Dipa Karmakar – came back strongly after her career threatening ligament tear.
- Painter M. F. Hussain, from poor background, non-supporting culture for painting, rose due to his attitude.

FAILURE

- Thomas Edison – I have not failed; I have just found 10000 ways that won't work.
- Napoleon, Mughals, Marathas,
- Abraham Lincoln defeated in 26 campaigns he made for public office.
- What is crucial in dealing with loss is not to lose the lesson. That makes you a winner in most profound sense. – Swami Dayanand Saraswati.
- No success is permanent; no failure is fatal.
- In Australia's marine seals recruitment an essential criterion is to make sure every trainee has a failure experience in his/her life so that he knows how to cope up with difficult situations.
- Freedom Struggle and efforts of Gandhi: Despite not achieving freedom his perseverance kept him going from 1919s to 1947, until India attained freedom.

PROBITY

- Supreme Court Judge Kurian Joseph was part of Indian delegation that visited the Vatican for the canonisation of Mother Teresa. He skipped the dinner that comprised senior officials of the Italian government. He had a professional reason, to avoid perceived conflict of interest. He is a member of the bench adjudicating the dispute between India and Italy over the jurisdiction to try two Italian marines for allegedly shooting two fishermen off the Kerala coast in 2012.
- Former Prime Minister Lal Bahadur Shastri retiring as the railway minister, when a railway accident took during his term.

WORK CULTURE

- ISRO: Despite being a public office has attained high degree of effectiveness and results.
- Overall work culture in Thar Jail improved when Kiran Bedi herself led the change.
- Narayan Murthy of Infosys always laid emphasis on work-life balance.

- Practices followed by Delhi Metro have led to efficient work culture.
- Abdul Kalam took the children of his workaholic engineer to exhibition
- Satish Dhawan was the chairman of ISRO during the first launch of SLV, the mission failed. He took the responsibility for failure. In the next attempt, when the launch was successful, he gave full credit to the team that had worked for it.
- Teacher's absenteeism and lack of motivations leads to poor learning outcomes for students.
- Lack of motivation among the sanitation staff among hospitals leads to infections for people visiting the premise.

PEOPLE'S PARTICIPATION

- Mexico - Every citizen adopts one officer for monitoring.
- Swift action in Chandigarh stalking case involving powerful parties.

PERCEIVED CONFLICT OF INTEREST

Supreme Court Judge Kurian Joseph was part of Indian delegation that visited the Vatican for the canonization of Mother Teresa. He skipped the dinner that comprised senior officials of the Italian government. He supposing did it to avoid perceived conflict of interest. He is a member of the bench adjudicating the dispute between India and Italy over the jurisdiction to try two Italian marines for allegedly shooting two fishermen off the Kerala coast in 2012.

CIRCUMVENTION OF LAW

- Recent ban on sale of diesel vehicles above 2000CC in Delhi to curb pollution; Mahindra contemplated to come with diesel SUVs of 1900 CC
- Using contract labour for regular production job to circumvent labour laws.
- Donations above Rs 20,000 given to political parties have to be registers. Parties take donation of Rs 19,900.
- Longer cigarette attracts more tax -> shift to shorter cigarette

PERSUASION

- Shop picketing during Swadeshi and boycott movement
- Bhodan and Gramdan movement
- Incredible India

- Give up campaign
- Income declaration scheme – incentive to declare black money.
- EC persuading young voters to register and practice their power of franchise.
- Enlarged picture depicting lungs cancer on tobacco product.

AREAS THAT NEED BEHAVIORAL CHANGE

- Drugs/ alcoholism/
- Self-prescription
- Open defecation
- Use of contraceptives
- Treating foreigners (especially Africans) with the spirit of “Atithi deva bhavo”
- Voting
- Paying taxes
- Helping accident victims
- Protecting whistle blowers
- Keeping environment clean

TRUST BETWEEN PEOPLE AND GOVERNMENT

- Self-certification
- Income declaration scheme
- Self-compliance of start-ups

- Police Mitra
- Private sector in manufacturing

CITIZENS AS PARTNERS IN GOVERNANCE

- Urja Mitra – power theft – Bithur model
- Police Mitra
- Fisherman can be effectively used for intelligence gathering in coastal areas.
- People living in forest areas can be very helpful in prevention and mitigating forest fire.
- Social audit
- PIL; RTI
- Aapda Mitra campaign to build a citizen volunteers specialized in handling disasters at district level.

SPIRIT OF SERVICE

- Helen Keller, Mother Teresa.
- Gandhiji’s attitude towards Harijans.
- Baba Amte’s devotion to the serve people suffering from leprosy.
- Sulabh International which has made immense contribution to making toilets available at public places in India.

SECTION-10

CASE STUDIES

► STEPS FOR SOLVING CASE-STUDIES

1. Identify core ethical issue in the case. Write that in the beginning. It will become introduction to the case.
2. Identify other peripheral ethical issues in the case. Mention them using vocabulary of the paper.
3. If the question has not asked to do the analysis, then the above will serve as short analysis and introduction to the case. If the question has specifically asked to do the analysis, then follow the next step.
4. Identify the stakeholders in the case:
 - Individuals – look at virtues of individuals, rights, duties etc.
 - Institutions – look for issues like autonomy, efficiency, common good, right to get paid for services, trust of people, institutional integrity etc.
 - Government – look for points like fiduciary responsibility, objectivity, economic and administrative value, fulfilling expectations of citizens etc.
 - Various communities – look for points like religious sentiment, fundamental right of drinking water etc.
 - Society – look for points like tolerance, cohesion, fraternity, peace etc.
 - Then look for relation between various stakeholders. For example,
 - Duty of government to maintain the standard of institutions of National Importance.
 - Loyalty of an employee towards his/her company.
5. If you have been given options in the case, then write pros and cons of all the options before choosing an appropriate option. **You have to do evaluation of the options before coming to a conclusion.**
6. If options have not been provided, then generate some options yourself. But do take care that the options should be either legally correct or ethically correct or both. **An option that is neither legally correct nor ethically correct is not an option!**
7. You can use point format or table to write pros and cons. Saves time and space!
8. Give reasons from philosophy, core theory of the paper to justify the final position you have taken in the case.
9. Your syllabus says regarding case study, '*Case Studies on above issues*'. If you can show that you know the *above issues* (read as topics of syllabus) then your job is done. For this have some checklist:
 - You write the case in the language of the ethics paper (and in general English).
 - You touch on various topics and sub-topics of the syllabus like human values, attitude, persuasion, civil service values, emotional intelligence, moral thinkers, good and ethical governance, probity etc.
 - Give proper structure to your thought – what comes first must come first – values must precede attitude which must precede persuasion and

likewise other concept.

► PRACTICE CASE STUDIES

CASE STUDY 1: You are the manager of a spare parts company A, and you have to negotiate a deal with the manager of a large manufacturing company B. The deal is highly competitive and sealing the deal is critical for your company. The deal is being worked out over a dinner. After dinner the manager of manufacturing company B offered to drop you to the hotel in his car. On the way to hotel, he happens to hit motorcycle injuring the motorcyclist badly. You know the manager was driving fast and thus lost control. The law enforcement officer comes to investigate the issue and you are the sole eyewitness to it. Knowing the strict laws pertaining to road accidents you are aware that your honest account of the incident would lead to the prosecution of the manager and as a consequence the deal is likely to be jeopardized, which is of immense importance to your company.

What are the dilemmas you face? What will be your response to the situation?

The case presents dilemma for me on various fronts:

- a) Dilemma to choose between profitability of my company and justice to the accident victim.
- b) To choose between my values of loyalty to my company and empathy and social responsibility.
- c) To choose between my professional well-being by facilitating the seal of the deal and my integrity.
- d) Whether to cooperate with law enforcement officer and suffer potential personal and social loss.

I will cooperate with the law enforcement agency. I will base my decision on following consideration:

- i. To avoid any inner dissonance and crisis of conscience I must act ethically. Then only I can be happy from within.
- ii. I will use Gandhiji's talisman to resolve the dilemma which says to act in the interest of the weak who in this case is the accident victim.
- iii. As per Kant's categorical imperative I have to treat humanity as an end and value the life of the accident victim.
- iv. I will take decision as per John Rawl's veil of ignorance. Tomorrow I or my family and friends could be victim of rash driving. So, it is in my own interest to cooperate with the authority.
- v. Rules like traffic rule cannot be enforced without citizen's cooperation. It is my legal responsibility to

help enforce the rule by punishing the violators and creating deterrence.

- vi. My decision will help the accident victim get justice.
- vii. My virtue and integrity will be safeguarded.

Along with this I will persuade my company to willingly accept my decision. My personal integrity might also increase managements trust in me and help me assume greater responsibility.

CASE STUDY 2: Monika is a District Collector (DC) of a coastal region in Southern India. An NGO has approached her regarding a complaint of illegal construction near a famous lake lying under her area of jurisdiction. When she enquired into the case, she found that high-rise apartments have been constructed eight years back, but they are in violation of coastal regulation zone (CRZ) norms. The owners had bought the highly expensive apartments after obtaining all permissions and licenses from the administration at that time. Thus, it may appear wrong to punish them for the possible mistakes committed by builders and others, but not taking action may also set a wrong precedent.

Any action or inaction on part of district administration can have serious repercussions on the ecosystem, especially in wake of the back-to-back floods that have ravaged the whole state over the last two years, triggering landslides leading to massive loss of life and property. Evaluate different options available with Monika and explain what shall be her action plan?

The case highlights corruption in administration in general and real estate in particular. It also highlights our apathy towards environmental concern.

Following are important issues involved in the case -

- a) Role of NGO in development sector.
- b) Lack of active administration in environmental governance.
- c) Financial and emotional loss to buyers in real estate sector.
- d) Loss to life and property due to aggravated disaster caused by violation of environmental norms.
- e) Courage and fortitude of Monika.

Monika faces an ethical dilemma. If she chooses to act on illegal construction of high-rise apartment there will be considerable loss to the genuine buyers.

Options available with Monika

- i. Don't act on the illegal construction and activate the administration to not let an illegal construction happen again.

- ii. This will not put financial and emotional burden on buyers. It will also acknowledge administration failure to act on time.
- iii. However, there will be no deterrence in place and more such illegal construction will be encouraged.
- iv. Demolish the structure and restore the greenery around the lake
- v. This will ensure environmental justice. A strong deterrence will be in place.
- vi. However, loss suffered by the people may make administration unpopular leading to loss of social capital.
- vii. Take action against the illegal construction but buyers must be paid the deposits back through fine imposed on the builders. Officers who granted the license and permission must also be tried under Prevention of corruption act.
- viii. This will ensure environmental and social justice. The violators of rule will also be punished.

Monica must choose the third option because –

- a) Sustainable development is one of the biggest challenges of present time.
- b) Strict environmental norms are required to mitigate the impact of disasters.
- c) Culprits must be punished for complete justice.
- d) Citizens must be protected from greed and deceptive sell by real estate builders.

CASE STUDY 3: Divorce rates have spiked recently in India. Though, they are still low in comparison to many other countries, yet they have become a matter of concern for Indian society. Divorce petitions have gone up manifold and most are being sought over spur-of-the-moment emotion outburst, and in some cases over trivial, issues. Reasons for divorce have also changed from the past. Such negative developments are deteriorating the basic fiber of the social institution of marriage.

Analyse this problem in detail from different perspectives and indicate various social, psychological and economic factors responsible for this problem? Also, distinctly bring out –

- a) Why divorce rates are high, especially in urban areas, when compared to rural areas.
- b) Why divorce rate is high even in the cases of love marriages.
- c) What steps can be taken to stop couples from taking such strong decisions.

Marriage in India has the sanctity attached to it - an element of divinity in it. However, now the institution of marriage is undergoing change:

- Individualistic, materialistic and self-oriented goals over family well-being.
- Tolerance threshold seems to have moved down while the egos of individuals have risen remarkably.
- The societal stigma attached to divorce is also diminishing.
- Priority of job over relationship
- Psychological tiredness - Couples are now getting mentally fed up with their spouse.

(a) Some of the major reasons for increasing rate of divorce in urban areas, as compared to rural areas are:

- Fast paced lifestyle of couple leading to less development of understanding and hence incompatibility issues.
- Economic independence of urban women allows them to move out of abusive marriages.
- The traditional counseling support to couples is missing in nuclear families.
- Work stress leads to frequent fights at home.
- Changing gender roles in cities leads to frequent fights.

(b) The divorce rate is high even in case of love marriage, because of the following reasons:

- Expectations Vs reality: When couples are in love, lots of positive attitude develops towards marriage. But, after marriage they realize the hard truth of relationship. Arranged marriages have much lower expectation, so they tend to survive.
- Arranged marriages have a firm root in society and culture. Couples get family support. But in love marriage this is missing.
- Unrest and inner dissonance are high as many a times such marriages are done against the wishes of family.

(c) Some of the steps which can be taken to prevent couples from taking such strong decisions are:

- Understanding balance between work life, social life and personal life.
- Formal and informal counseling professional expert counselors and family members of the couple.

- Bridging communication gap.
- Transparency and trust development.
- Spending quality time together.
- Sorting out differences, by making slight adjustments in thinking and lifestyle.

However, despite the new strains on the marriage and the increasing number of divorces, the faith in marriage as an institution remains unshaken in our society.

CASE STUDY 4: Mr. Raghav is working under Ministry of External Affairs as the officer on special duty (OSD) for South Asia region. A case has been referred to him regarding a business tycoon (Mr. Raman) of a neighboring country who is presently residing in India.

Mr. Raman is a big businessman from Sri Lanka and has businesses in many countries including India. He has invested a lot in India creating infrastructure and jobs for the youth. Also, he has donated a lot in charity whenever problem had been there in India.

However, Sri Lankan government has requested India seeking deportation of Mr. Raman against whom a non-bailable warrant has been issued in a money-laundering investigation. Mr. Raman has been declared as a proclaimed offender by many public sector banks for non-payment of loans. He is also accused of cheating thousands of people and tax evasion by the enforcement directorate. His passport has been revoked by the Sri Lankan government, but his Indian visa is still valid.

The Indian government has asked Mr. Raghav to resolve the situation. Analyze the situation and explain what action shall be taken by Mr. Raghav to resolve the situation? The following are some suggested options. Please evaluate the merits and demerits of each of the options:

- Mr. Raghav shall advise government to not take any action against Mr. Raman.
- He should ask Sri Lankan government to initiate extradition process which will take lot of time.
- He should ask Sri Lankan government to provide evidence to prove Mr. Raman guilty
- He should ask government to help Sri Lanka to deport Mr. Raman

Also please indicate (without necessarily restricting to the above options) what you would like to do, giving proper reasons.

Case involves following ethical issues:

- National interest Vs interest with respect to its neighbor
- Nationalism vs. internationalism
- Justice to people in Sri Lanka who got cheated
- Rights of a nation to punish offenders
- International cooperation and trust as a common good

Analysis of given options:

- No action against Mr. Raman.

Merits:

- Mr. Raman would continue to stay in India. India would benefit from his investments and charity work.

Demerits:

- It would not help us in securing our long-term interests with the neighboring country.
- Will set a wrong precedent

- Initiate extradition process

Merits:

- It will help in proper extradition of Mr. Raman, as per law.
- Our cooperation would help us in maintaining good relationship with our neighbor.

Demerits:

- It is very time-consuming process.
- Will buy time for Mr. Raman to prepare his defense

- Evidence to prove Mr. Raman guilty

Merits:

- It would not put the blame immediately on Mr. Raman. So, he can continue to stay in India.
- It would help us in taking concrete steps, based on evidence.

Demerits:

- Interfering in the internal matter. It is prerogative of Sri Lanka to declare him as proclaimed offender.
- It may sour our relations with Sri Lanka.

- Deport Mr. Raman

Merits:

- It will be a quick solution to the problem.
- Help by our government will help in maintaining good relations with Sri Lanka.

Demerits:

- a) We would lose investments, if Mr. Raman is deported quickly.
- b) Supporters of Mr. Raman may protest against deportation

Considering the above options, I would ask the government to deport Mr. Raman. Though he still holds a visa, but his passport has been revoked. This can be the basis of his deportation. It would save a lot of time, in the whole process. Also, our relations with Sri Lanka will remain good, because of our timely help. We would also be no longer using the unethically acquired money of Mr. Raman.

CASE STUDY 5: Mass cheating in examinations is not a recent phenomenon in India. In fact, in recent times it has become organized. Recently Indian and foreign media featured prominently parents and relatives scaling school walls and buildings, to pass answer chits to students taking secondary school examinations in Bihar. Recent topper's scam of Bihar is another blot on Indian education system. It has dented India's Image at global forum. With the advent of technology, it has become more sophisticated. These rackets are run by doctors, teachers, engineers and exam invigilators. Still a stringent law to tackle the menace is a distant dream.

What are the ethical issues involved in the case? Write your stand on the same and also suggest measures to tackle the menace.

Cheating in exam is an act of deceiving self and the system. Ethical issues involved are:

- It gives unfair advantage to the one who cheats, thus leading to injustice.
- Others are put to unfair competition. This will tempt them to indulge in cheating behaviour, especially when more value is given to marks today.
- Cheating kills the motivation to work hard. Quality of dedication, perseverance etc. are diluted.
- Dignity and self-respect are lost.
- The habit to cheat continues later in life and results in corruption and administrative inefficiency.
- Will be detrimental to economy and professionalism as inefficient people will join the work force.
- People will lose trust in education system and certification (common good will be destroyed)

Following steps can be taken to control this menace:

- Values like dignity, truthfulness, self-respect, honor, honesty, which are violated by cheating, must be inculcated in students from the very beginning.

- Strict action must be taken against regular offenders and even against those who assist students to cheat.
- Students must be encouraged to acquire knowledge, innovate and not just run before marks.
- Parents should not put pressure on students to race for better marks.
- The exam pattern should be changed to inculcate innovation and creativity among students rather than cramming bookish information. Open book exams can be held at different levels.
- Students must be given freedom to choose the subjects they like, and they must not be forced to study subjects in which they have no aptitude, so that they are not forced to cheat.
- Technological up gradation, strengthening school management, accountability of school authority etc. will also help.

CASE STUDY 6: You have been appointed as the district magistrate (DM) of a region in the eastern part of India. Being a DM, you have the authority to issue arms license (or deny it) to those who apply for it. In last few days, your office is receiving many applications from doctors and businessman for issuing a license for gun. When you enquired into the matter, you found that most of these people are victim of extortion and protection money demanded by the local goons. If not paid, these people are beaten or sometimes even shot. Police is also not doing its part to control the situation.

Explain, what can be the various repercussions of issuing or not issuing the gun license to these people. Also analyze the various repercussions such crimes have on society and economy. What steps you can take as a DM to control the situation?

Issue of arms license is based on degree of perceived threat. It may help in reducing the number of extortion cases as criminals will be deterred. It will, give the Doctors and businessman a sense of safety. It will help them to focus on their work, and not get intimidated by criminals. If they are issued arm license, this situation may be averted. However, issuing more licenses may open the floodgates for such applications. It may develop a gun-culture in the society. People, instead of having trust on the law enforcement agencies, will try to take law into their own hands.

Such crimes have serious repercussions for society and economy. It instils fear among the law-abiding citizens. Productive capacity of people is seriously affected in environment of fear. Also, many times these people have to move out of the state. So, it has bearing on the

economy as well. High degree of prevalent crime also prohibits investments in the state. It acts as a deterrent for industries and business to be setup in the state.

Not, issuing of arms license needs to be supplemented by increased law and order condition in the state. Police protection should be provided to those who are under threat. Police should also intensify steps to crackdown on criminals. As a DM, these are some of the steps which I will be taking:

- (i) Meeting the concerned senior police officials and appraising them of the situation.
- (ii) Informing the concerned ministry through detailed report.
- (iii) Intensifying police operations to crackdown on criminal gangs.
- (iv) Providing police protection to those receiving threat calls.
- (v) Activating local intelligence sources
- (vi) Persuading people to register complaint
- (vii) Issuing of arms license, in selective cases.
- (viii) Assuring people of protection of their life and property.

Such crimes have serious consequences for the society and economy. So, the district administration should put in all efforts to curb it and ensure peaceful environment for people to develop their full potential.

CASE STUDY 7: You are posted as the Environmental Ministry secretary to the government of India. Recently, Chief minister and various ministers of the Delhi government have been very vocal regarding the increasing air pollution in the capital during the winter season. Delhi as a city and Indian currently is ranked poorly among different environmental health indicators published internationally.

The major reason identified behind this enhanced level of pollution is the burning of stubble by the farmers in neighboring states of Delhi.

Stubble is the straw that stands behind after paddy, wheat and other crops have been harvested using a machine. Stubble burning is an age-old practice to prepare the fields for the next sowing season. Many believe that stubble burning enhances productivity of their land and also a cheap and fast way to dispose the waste after harvesting is done.

Environment Ministry has received complain from the Delhi government regarding rising air pollution. You have been asked to prepare report and give recommendation to control the pollution level. You are

in a state of dilemma as any one-sided decision can have serious repercussions. Analyze the situation from different perspectives and give your recommendations.

Environmental pollution is a major problem especially of the developing nations. It causes socio-economic distress, affects agriculture adversely, causes diseases to children and elderly and decreases the overall quality of life. It also brings bad name to the nation which will affect tourism.

Poor farmers who do not have enough resource for proper waste disposal will find it economically burdensome if asked to do so. Also, the age-old tradition of burning and believe that it adds to the productivity of the soil will require persuasion and attitudinal changes.

International pollution indices are representative of the character of the nation. It also affects investment and tourism.

There are also chances of inter-state dispute arising due to different environmental concerns and as one state is being affected by the pollution caused by the other states.

Issue of cooperative federalism may also arise. Hence amicable and mutually acceptable solutions have to be developed.

Following are some of the recommendations to resolve the issue –

- i. Some environment friendly method can be devised convert the waste to resource.
 - a) Renewable energy like Bioethanol can be produced. Decentralised small plant can be setup by government subsidy at community level.
 - b) Cardboard and paper industry can be setup in those states with waste collection chain.
 - c) Electricity can be generated from the waste.
- ii. MGNREGA can be used to collect the waste from the field and supply to industries.
- iii. Delhi and other neighboring states can purchase power from the agricultural states to encourage production of power from agricultural wastes.
- iv. Delhi can also provide expertise to develop those environmentally friendly states as it is an industrially developed.
- v. Centre and state government can do advertisement and mass education for attitudinal changes.

CASE STUDY 8: Rajiv has been working as the District Development Officer (DDO) in one of the backward districts of Maharashtra. The central government has

taken a major decision of constructing a 500 MW nuclear plant in your district which will not only boost the developmental activities but also solve the energy crises of the state. However, the project needs support of local people as large area is required which may lead to huge displacement and rehabilitation of local people.

People in the district are also worried about the apparent environmental degradation that will happen because of the project. It is alleged that the leftover from the plant will be buried in the local area itself. Fear is also there about destruction of fisheries since the plant may pollute the water resources by using that water for cooling purposes. Fisheries and related activities are the chief occupation for most of the people living there. However, it is also true that most of the confusion is due to the secrecy which has been maintained by the government till yet regarding the details of the project.

The government can use tough methods to get the land, but this may have huge repercussions in the long term. Thus, Rajiv has been given the to persuade the people for their cooperation. Analyze the situation from different perspectives and explain what steps Rajiv will take to ensure the completion of the project?

The case puts up the challenge of sustainable development and social justice. Government has constitutional responsibility of developing backward regions of the country. In the scenario of depleting conventional sources of energy alternative like nuclear energy has to be taken up.

Social justice must be ensured to local people. Justice is equal sharing of benefit and burden. The locals may not be benefitted out of the project as they mostly depend on primary activity like fishing. They may also have to be displaced.

High court of Uttarakhand has recently ruled that rivers Ganga and Yamuna also have right to life. In the spirit of environmental justice, it must be ensured that local ecology is not damaged.

The fear and anxiety among the locals are due to lack of transparency about the project. Democratic decentralization of decision making and involving locals in the project clearance is required to make development projects collective enterprise of whole society.

Following steps can be taken to ensure completion of project without use of force:

a) Bring transparency and sharing information about the project detail. Information about disposal of waste material must be put out in public. Any rumors

regarding this must be dislodged. Rumor mongers must be strictly dealt with as per the law.

- b)** Rajiv must develop social influence by participating in other local projects.
- c)** Government must develop social capital by taking more social sector initiatives in the region.
- d)** Gram Sabha and local government must be involved in implementation of the project. They can be used as effective tool for persuasion and attitudinal changes among the people for the project.
- e)** Provisions can be made for jobs of locals in the project. Skill development and training can also be provided.
- f)** Electricity connection must be provided to all the housed so that locals also benefit from the project.

CASE STUDY 9: Many recent studies have shown a spike in suicides rates in India, which has become a matter of concern for Indian society. Infact India has one of the world's highest suicide rates for youth aged 15 to 29. Suicidal deaths have gone up "manifold" in many states and most are being done over spur-of-the-moment and in some cases over trivial issues.

Analyze this problem in detail from different perspectives and indicate various social, psychological and economic factors responsible for this problem? Also, distinctly bring out —

- a) Why suicide rates are high, especially among youth.
- b) Why suicide rate is high even in some developed states like Sikkim, Maharashtra and Tamil Nadu.
- c) What steps can be taken to stop the youth to take such extreme steps.

Suicide is an expression of extreme emotional and mental distress, so much that the person can't bear it anymore and want to release himself/herself from it.

- a)** High suicide rates among youths can be explained on the following basis:
- i. High aspirations and expectations – like high marks or high rank in competitive exams; quick success in business etc.
 - ii. Low compromising attitude.
 - iii. Peer pressure
 - iv. More concern of social image.
 - v. Low emotional intelligence to realise that one incident in life is not the end and to keep alive the patience and perseverance.
 - vi. Absence of joint family or family support in time of emotional crisis.

b) Developed states in India also has high suicide rates due to following reasons:

- (i) Agricultural distress is present in developed states as well. So, farmer suicide is prevalent.
- (ii) There is absence of emotional crisis management centre or counselling centre.
- (iii) Aspirations of people are even higher. Any failure in education or business is perceived as huge embarrassment.
- (iv) Stress due to urban lifestyle adds to the mental suffering.
- (v) Incidents like failed marriage affect one professionally as well.
- (vi) Absence of joint family or family support in time of emotional crisis.

c) Suicide is huge loss to the nation and is affecting us economically, socially, culturally and emotionally. Following steps can be taken to stop the youth from taking such extreme steps:

- (i) Inculcate the value of perseverance, tolerance, courage along with ambition and aspiration.
- (ii) Develop emotional intelligence to deal with high emotional stress.
- (iii) Youth must be taught to find success in little things.
- (iv) Adding environmental values like planting trees taking care of pets will add joy in life and will help to cope with temporary setback in life.

Emotional crisis management centre or counselling centre should be opened in every district.

CASE STUDY 10: You are serving as a principal of a famous college in Delhi. A photocopy shop is there within the campus of your college. The shop is quite famous among the students as it provides readymade set of photocopied books for them. The books otherwise are very expensive and also not easily available as their copyrights are with foreign publishing houses.

A situation has come up where one foreign based publishing house has approached you and is requesting for orders to shut down the photocopy shop, as it is violating their intellectual property rights.

The publication house has also threatened to file a court case if no action is taken on its request. This may bring lot of bad publicity for a reputed college. However, the college has considerable proportion of students who cannot afford to buy the original books, which are important for their studies and good marks. Protest has

already started by the students against the closure of photocopy shop. In this context:

a) What are the ethical issues involved in this case?

b) Explain what can be done in this regard?

a) The case deals with the challenge of balancing right to education and safeguarding intellectual property rights of the book publishers. Following are some other ethical issues involved in the case:

- (i) Natural right of students to easy access to expensive educational material especially for poor students.
- (ii) Legal right of publishers over their intellectual products.
- (iii) Values and aptitude of the principle of the college to resolve the issue and not allow bad name to come to the institution.
- (iv) Respect for the law and trust on the college administration and judiciary is required.
- (v) Right and responsibility of photocopy shop must be balanced. Right to occupation must be balanced with duty to follow the law of the land.
- (vi) Duty of government and law to satisfy and protect the interest of two different groups of citizens.
- (vii) Obligation of the state to enforce international conventions of copyright.

b) The book is product of dedication and hard work. There is also a long-term impact on research and innovation if intellectual property rights are not protected. On the other hand, educational institutions are common good. Education helps poor and marginalised to overcome their vulnerabilities. However, access to education itself is a challenge, especially in developing countries. Hence the wisdom would lie in balancing the two conflicting rights of different group of citizens:

- i. Publishing houses in the interest of society must ease their claim to older editions or come up with cheaper student editions.
- ii. Universities must utilize funds earmarked for libraries for that purpose.
- iii. The students' demands can be met reasonably by permitting only the excerpts from the book as per the prescribed syllabus by the university.
- iv. ICT tools can be used to make e-library to allow multiple accesses from the copyright material.

Without constricting the right of publishers, we should try to achieve the vision of Rabindra Nath Tagore to make our society one where the mind is without fear and the head is held high and *"where knowledge is free"*.

CASE STUDY 11: Suresh Kumar has been recently appointed as the District Collector of a rural region in Western India. While going through the files passed by his predecessor, he found huge irregularities in one case pertaining to the construction of a factory manufacturing herbal medicines. Land was given to the factory owner at a very cheap rate. Above that, the building plan was cleared in much haste without following proper rules and regulations.

While further enquiring into the case, Suresh came to know that the factory owner has also illegally occupied agricultural land near the factory and has also not paid annual dues to the government. All this is possible because of rampant corruption and links of factory owner with the officials and politicians.

As per law, strict action is required but Suresh is confused as the factory is providing jobs to many local people and herbal medicines produced by it are cheap and useful for the poor. The medicines also have great international demand.

Discuss the ethical issues involved in the situation. Following are some suggested options that Suresh can take. Please evaluate the merits and demerits of each of the options:

- i. Not do anything as the file was signed by the predecessor.
- ii. Suspend the license of the factory and stop the production until all dues are not cleared.
- iii. Prepare a detailed report and pass it to the seniors and then do what they order.
- iv. Put a hefty fine on the factory owner and make him pay it within a stipulated time.

Also please indicate (without necessarily restricting to the above options) what you would like to do, giving proper reasons

The case involved ethical dilemma where punishing the law breaker will inadvertently cause harm to innocents in terms of employment, availability of cheap drug etc. Following are other ethical issues:

- i. Corruption in administration.
- ii. Crony capitalism
- iii. Injustice to poor farmers whose land has been forcefully grabbed.

- iv. Injustice to poor who get benefit of cheap medicine.
- v. Moral courage and fortitude of District Collector.

1. Not do anything as the file was signed by the predecessor.

Merit

- i. Factory will continue to supply cheap medicines to poor.
- ii. Export to foreign nation will continue and it may give soft power to our nation.

Demerit-

- i. Will create wrong precedence
- ii. Company will be encouraged to break more laws.
2. Suspend the license of the factory and stop the production until all dues are not cleared.

Merit

- i. Rule of law will be upheld.
- ii. Justice to farmer whose land has been grabbed.

Demerit

- i. Temporary suspension of supply of cheap medicines.
- ii. Image of India and Indian pharmaceutical companies will get hurt.
- iii. Loss of workdays to the employees of the factory.
3. Prepare a detailed report and pass it to the seniors and then do what they order.

Merit

- i. Wisdom of senior officers will be utilized.
- ii. A comprehensive action may be taken for all such cases.
- iii. Since preceding officer is also involved in the case, action against him can be taken only if seniors are looped in.

Demerit

- i. The case may take more time to resolve.
- ii. Company may pressurize senior officer to transfer the DM and then no action will be taken.
4. Put a hefty fine on the factory owner and make him pay it within a stipulated time.

Merit

- i. Burden will come directly on the one who has done the crime.
- ii. Punishment and deterrence for not following law.

Demerit

- i. Company may become financially unviable and ultimately get closed.

My task is to book corrupt owner of the factory under the law without hampering the life of innocent. I will ask owner to pay all due taxes and fine. He must also return the land grabbed or pay mutually agreed compensation. If this is not done, then evacuation or closing of factory can be taken. I will also use persuasion techniques to make him comply.

CASE STUDY 12: Mr. Ishan Purohit is working as Public Information Officer (PIO) in the ministry of Urban Development. He receives an application under RTI Act, seeking information regarding method of allocation of contract, to a local construction company, owned by an influential businessman. The contract pertains to a flyover construction, made by the aforesaid construction company. The flyover, just before the completion had collapsed resulting in death of two labourers.

Since the case didn't attain much hype by media or any NGO, it was suppressed silently. Mr. Ishan knows that some of his superiors are involved in suppression of the case. They have received heavy bribe from the construction company. If Mr. Ishan provides correct information, his superiors along with company officials will be in trouble. He is also being pressurized by his superiors to manipulate the information. Moreover, the company officials have also offered him a huge sum of money, in return of this favor. Mr. Ishan is also in need of financial assistance as his father is admitted in a private hospital for kidney transplantation.

Analyze the situation and explain what options are available to Mr. Ishan along with their merits and demerits? Which option he should go with?

In the case Mr. Ishan may be in state of dilemma to choose between his professional integrity and wellbeing of his family.

Mr. Ishan needs money due to medical condition of his father. But his professional ethics and public service value commands that he should furnish correct information to the RTI application. There has been death of two labour due to collapse of the flyover. They must get justice if death was caused by poor design and construction material. Flyover is also a common good. Its Collapse causes fear among travellers, loss to the exchequer, hampers local development apart from creating the traffic problem.

Following are the options of Mr. Ishan:

- i. Cooperate with the seniors and company officials and manipulate the information

Merit

- a) His professional and social wellbeing will be ensured.

Demerit

- a) Integrity of Mr. Ishan will be compromised.
 - b) RTI act will be rendered less effective due to dishonesty of PIO.
 - c) Will affect the work culture and more manipulation will occur in future.
- ii. Take leave or resign

Merit

- a) Pressure from the senior and company officials can be avoided.
- b) Mr. Ishan can borrow some money from office colleagues and seniors for treatment of his father.

Demerit

- a) Dereliction of official duty. He will be complicit in act of corruption.
 - b) Guilt and inner dissonance.
- iii. Furnish the correct information

Merit

- a) Integrity and uprightness will be maintained.
- b) Sanctity of RTI act.
- c) Justice to people who lost their life.

Demerit

- a) Mr. Ishan may suffer professionally and personally as he may face difficulty in treatment of his father.

Mr. Ishan must choose to furnish the correct information. He can take loan or borrow from his friends and relatives and use the benefit of health insurance of any for the treatment of his father. Taking money in form of bribe will be a short term gain but will come along with long term loss of himself in terms of loss of integrity and happiness, society and nation as a whole.

CASE STUDY 13: A building permitted for three floors, while being extended illegally for 6 floors by a builder, collapses. Therefore, a number of innocent labourers including women and children died. These labourers are migrants of different places. The government immediately announced cash relief to the aggrieved families and arrested the builder.

Give reasons for such incidents taking place across the country. Suggest measures to prevent their occurrence.

The case involves following ethical issues and values:

- a) Lack of respect for the law
- b) Safety of workers at the workplace
- c) Exploitation of migrant workers

d) Welfare nature of the government – cash relief to victim's family.

Reasons for such accidents taking place across the country are as follows:

- a)** Lack of respect for the law – building design and construction guidelines are violated very often.
- b)** Abdication of responsibility – by designer, engineers, contractors etc.
- c)** Lack of accountability – diffused accountability leads to less punishment and deterrence.
- d)** Crony capitalism – nexus between politician, builders and bureaucrats.
- e)** Poor law enforcement – lack of efficient policing and slow judicial process encourages illegal construction leads to culture of impunity.
- f)** Less active citizens – less awareness in citizens; fewer complaints against illegal construction.

Following steps can be taken to prevent such accidents –

- a)** Clear guidelines and policy – regarding building designs and construction.
- b)** Proper accountability – of builders & contractors, engineers, designers and authority giving the clearances etc.
- c)** Rule of law – efficient police, speedy justice against violation of law.
- d)** Regulation of real state sector – registration of all builders, ensuring safety at construction site, audit of quality of construction materials etc.
- e)** Use of ICT and technology for monitoring compliance – the height of buildings in the city.
- f)** Awareness of workers – regarding the permissible height of buildings and encourage them to not work at illegal sites. Emphasis on safety measures of workers at workplaces.
- g)** Encouraging participation of citizens – through RTI and complaining to appropriate authority against illegal construction.

Gunnar Myrdal, a Swedish economist-sociologist has termed Asian economies including India as soft state that does not have motivation to legislate laws or enforce the already legislated laws and does not have any discipline in public life. We need to overcome such impression of “soft state” and stop illegal constructions in our nation causing huge social, economic, political and environmental losses

CASE STUDY 14: Rakesh is a responsible district level officer, who enjoys the trust of his higher officials.

Knowing his honesty, the government entrusted him with the responsibility of identifying the beneficiaries under a health care scheme meant for senior citizens.

The criteria to be a beneficiary are the following:

- (a) 60 years of age or above.
- (b) Belonging to a reserved community.
- (c) Family income of less than 1 Lakh rupees per annum.
- (d) Post-treatment prognosis is likely to be high to make a positive difference to the quality of life of the beneficiary.

One day, an old couple visited Rakesh's office with their application. They have been the residents of a village in his district since their birth. The old man is diagnosed with a rare condition that causes obstruction in the large intestine. Therefore, he has severe abdominal pain frequently that prevents him from doing any physical labour. The couple has no children to support them. The expert surgeon whom they contacted is willing to do the surgery without charging any fee. However, the couple will have to bear the cost of incidental charges, such as medicines, hospitalization, etc., to the tune of rupees one lakh. The couple fulfils all the criteria except criterion 'b'. However, any financial aid would certainly make a significant difference in their quality of life.

How should Rakesh respond to the situation?

The case presents conflict between two foundational values of civil services, objectivity and empathy & compassion. On this account Mr. Rakesh will face ethical dilemma. Following are other values and issues involved in the case –

- a)** Trust reposed by higher officials on Mr. Rakesh to implement the scheme with responsibility.
- b)** Maintaining the integrity of criterion of the scheme.
- c)** Socio-economic justice to old couple in unreserved category.

If Mr. Rakesh accommodates the old couple without fulfilling the criterion, then significant difference in the quality of their life will happen. It will also amount to distributive justice of John Rawls. It will fulfil the spirit of equity of our constitution. State will also seem to oblige the social contract by helping citizens in need.

However, accommodation under the scheme without fulfilment of criterion will destroy objectivity of Mr. Rakesh. He will also breach the trust reposed on him by superiors. Taking ad hoc decision will destroy work culture and objectivity in decision making. It may also create discontentment in reserved category for whom the scheme has been formulated. This will impact the image

of civil service as being impartial and non-partisan. The decision will also go against the Weberian ideal for model of bureaucracy.

Mr. Rakesh must use emotional intelligence to deal with the situation. He must express the foundational values of empathy and compassion within the contour of legal and rational bureaucracy. Hence, he can adopt following course of action –

- a) Recommend to the concerned ministry/authority to amend the criterion of the scheme to fully or partially accommodate unreserved category as well.
- b) For this he can prepare a detailed report highlighting the need among unreserved category as a tool of persuasion.
- c) On immediate basis he can arrange for some financial help to the old couple from self, family and friends, NGO's working in health sector, Philanthropist etc.
- d) Also, there are other schemes of the government, where the patient can get treatment such as Ayushman Bharat. He should facilitate the patient to access the same. This will save Mr. Rakesh from possible crisis of conscience and inner dissonance.

Mr. Rakesh must show attitude of committed bureaucrat. He must work with dedication to fulfil the constitutional promise of justice and support to senior citizens.

CASE STUDY 15: As a senior officer in the Ministry, you have access to important policy decisions and upcoming big announcements such as road constructions projects before they are notified in the public domain. The Ministry is about to announce a mega road project for which the drawings are already in place. Sufficient care was taken by the planners to make use of the government land with the minimum land acquisition from private parties. Compensation rate for private parties was also finalized as per government rules. Care was also taken to minimize deforestation. Once the project is announced, it is expected that there will be a huge spurt in real estate prices in and around that area. Meanwhile, the Minister concerned insists that you realign the road in such a way that it comes closer to his 20 acres farmhouse. He also suggests that he would facilitate the purchase of a big plot of land in your wife's name at the prevailing rate, which is very nominal, in and around the proposed mega road project. He also tries to convince you by saying that there is no harm in it as he is buying the land legally. He even promises to supplement your savings in case you do not have sufficient funds to buy the land. However, by the act of

realignment, a lot of agricultural lands has to be acquired, thereby causing a considerable financial burden on the government, and also the displacement of the farmers. As if this is not enough, it will involve cutting down of a large number of trees denuding the area of its green cover.

Faced with this situation, what will you do? Critically examine various conflicts of interest and explain what your responsibilities are as a public servant.

This is a case of political corruption and test of my integrity and uprightness as a senior bureaucrat. The situation challenges my morality and professional ethics.

In this situation I have to fulfil my duty and responsibility as a senior bureaucrat –

- a) I have to work with integrity, honesty & truthfulness and diligence. I will make my intention clear for not being party to any form of corruption.
- b) I must give free and fair advice to political executive without any fear to usher good and ethical governance.
- c) I must also guide my minister against ills of corruption for him and society.
- d) I must act in the interest of farmers, poor, environment and society as a whole.
- e) I must protect myself and my wife from any potential loss of reputation and dignity on account of charges of corruption.
- f) Realignment will lead to loss to public exchequer in the form of larger financial burden for land-acquisition. As a custodian of limited public finances, it is duty to take measures so that public money is spent most rationally.
- g) To fulfill my above duties, I must muster courage and determination. I must protect myself from any internal hedonistic tendency and temptation through yoga, meditation and drawing motivation from literatures and life of great leaders and civil servants.

I will use Gandhiji's Talisman to take final decision. I will work in the interest of weak and vulnerable, farmers, environment and efficiently use public money to complete the project.

There are various conflicts of interest in the case –

- a) Professional interest of the concerned minister is in efficient execution of the road project. This will create social capital and increase trust and credibility of government. However, his personal interest is alteration of the project and increase in price of his farmhouse.

- b) For me as a bureaucrat, it is in my professional interest to have cordial relation with my minister. But professional values, accountability and responsibility to national is more important.
- c) For my wife there is opportunity to buy new asset, however not at the cost of my integrity, dignity and reputation.

Following are my responsibilities as a public servant -

- a) Safeguarding mine and my organizational values. I have to protect probity of my office, work culture of organisation and reputation of my ministry.
- b) I am responsible to guide my minister and persuade him against any act of corruption that will be subsequently known after audit or whistle blowing.
- c) I am responsible to fulfill fiduciary responsibility of government to complete the project cost effectively.
- d) In the spirit of ethical governance, I must ensure minimum land acquisition, farmer's suffering and deforestation and harm to environment.
- e) Trust reposed by people in government must not be breached.

First Cabinet Secretary of independent India N.R. Pillai said, "the public servant of the day, and still more of tomorrow, should be one rich in human sympathy and with a fully awakened social conscience." I will try to live up to his expectation.

CASE STUDY 16: It is a State where prohibition is in force. You are recently appointed as the Superintendent of Police of a district notorious for illicit distillation of liquor. The illicit liquor leads to many deaths, reported and unreported, and causes a major problem for the district authorities.

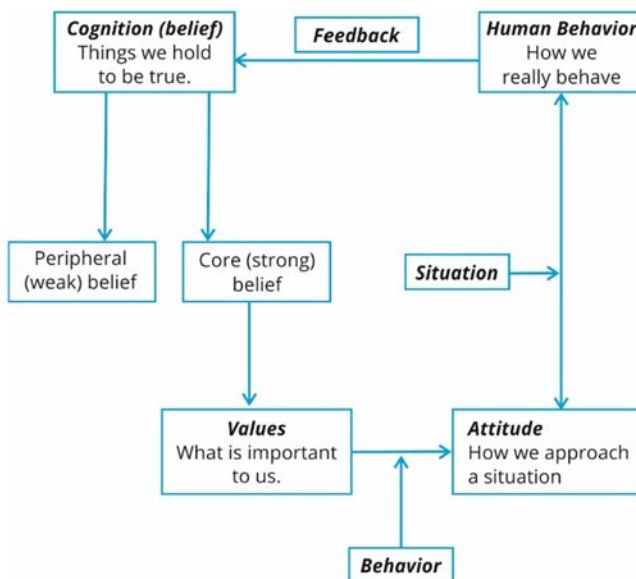
The approach till now had been to view it as a law-and-order problem and tackle it accordingly. Raids, arrest, police cases, and criminal trials - all these had only limited impact. The problem remains as serious as ever.

Your inspections show that the parts of the district where the distillation flourishes are economically, industrially and educationally backward. Agriculture is badly affected by poor irrigation facilities. Frequent clashes among communities gave boost to illicit distillation. No major initiatives had taken place in the past either from the government's side or from social organizations to improve the lot of the people.

Which new approach will you adopt to bring the problem under control?

This case highlights the importance of persuasion for attitudinal and behavioural change among people to develop a value-laden society.

The details mentioned in the case calls for change in strategy in the governance of illicit liquor distillation. Rather than punishing the unacceptable behaviour state must target determinant of behaviour - values and attitude. State must also alter the situation that encourages such behaviour - economic, industrial and educational backwardness, low prospect in agriculture and communal disharmony.



Following persuasion techniques must be adopted for change in value system and attitude -

- a) Value education in schools, panchayat and other social institutions to instill dignity and self-worth.
- b) Motivating youth through speeches, literatures, videos, workshops, Mohalla meetings to dream and work hard to achieve their dream. They must inculcate perseverance and discipline.

"Dream, Dream, Dream
Dreams transform into thoughts
And thoughts result in action."

— APJ ABDUL KALAM

They must be taught the message of Rudyard Kipling-
*If you can fill the unforgiving minute
With sixty seconds' worth of distance run,
Yours is the Earth and everything that's in it,*

*Insaaf K dagar pe bachoon dikhao chal k
Ye desh hai tumhara Neta tumhi ho kal k
[Oh youth, walk on the path of justice and righousness,
This country is yours; you are the leader of tomorrow]*

*Where the mind is led forward by thee
Into ever-widening thought and action
Into that heaven of freedom, my Father, let my country
awake.*

- c) Female members of society can be organised and trained to explain the harmful impact of liquor using emotional intelligence.
- d) Males can be motivated to provide better future to family by invoking values of love and compassion.
- e) Explanatory videos and short films illustrating harmful physical, mental, psychological and spiritual impact of liquor must be popularized.
- f) Role modelling by people who have successfully overcome their liquor addiction.
- g) De-addiction centre and gifts, credit facility for entrepreneurship, appreciation by village etc. for people who successfully overcome addiction.

Following administrative measures must also be taken to remove situation that favour such behaviour –

- a) Educational institutions must be strengthened through funds, teachers training, use of ICT and innovation like mid-day meal, sports etc. for high retention.
- b) Increasing agricultural investment for irrigation, productivity, marketing, food processing and entrepreneurship.
- c) Skill development and engaging youths in more productive jobs. Empty mind is devils' workshop.
- d) Ease of doing business to attract investment and industrialization in the region.
- e) Ensuring communal harmony through cooperation of local politicians, spread of message of peace on social media and regular media and implementing constitutional provisions.
- f) Police training to deal with the illicit liquor distillation seriously.

Human capital is the greatest asset of a nation. State must not allow its degradation through liquor consumption.

CASE STUDY 17. A big corporate house is engaged in manufacturing industrial chemicals on a large scale. It proposes to set upon the additional unit. Many states rejected its proposal due to the detrimental effect on the environment. But one state government acceded to the request and permitted the unit close to a city, brushing aside all opposition.

The unit was set up 10 years ago and was in full swing till recently. The pollution caused by the industrial effluents was affecting the land, water and crops in the area. It was also causing serious health problems to human beings and animals. This gave rise to a series of agitation thousands of people took part, creating a law-and-order problem necessitating stern police action. Following the public outcry, the State government ordered the closure of the factory.

The closure of the factory resulted in the unemployment of not only those workers who were engaged in the factory but also those who were working in the ancillary units. It also very badly affected those industries which depended on the chemicals manufactured by it.

As a senior officer entrusted with the responsibility of handling these issues, how are you going to address it?

This case presents the challenge of balancing environmental justice with growth and industrialisation. The competing rights of citizens have to be fulfilled by government to honour its social contract with the citizens.

I as a senior officer entrusted with the responsibility of handling this issue will have to consider demands and grievances of various stakeholders –

- a) Living in pollution free environment is a fundamental right of citizens.

As Rudyard Kipling has explained in his poem "The Dawn Wind" the joy of living in pristine environment.

"At two o'clock in the morning, if you open your window and listen,

You will hear the feet of the Wind that is going to call the sun."

- b) Degradation of land and water in the area will irreversibly destroy the ecology and also the way of life of farmers. Further, it will also threaten food security.

A nation that destroys its soils destroys itself. Forests are the lungs of our land, purifying the air and giving fresh strength to our people. - Franklin D. Roosevelt

Diseases caused by pollution will be passed on from generation to generation.

- c) Workers engaged in the factory and ancillary units have been denied right to work.
- d) Other factories dependent on the chemical factory will suffer because of decision taken by state government.

I will act under the principle of ethical governance to have empathetic, compassionate, sensitive & responsive governance –

- a) Law and order must immediately be restored as factory has already been closed.
- b) Compensation and medical help can be given to victim of mob confusion and protest.
- c) Workers unemployed must be upgraded in skill to be absorbed elsewhere or given some credit facility for self-employment.
- d) New supplier can be arranged for industries dependent on the chemicals from other parts of the country or neighboring countries. Import tariff can also be reduced temporarily to prevent economic shock.
- e) Scientific measures must be taken to restore soil and water health in the region.
- f) The root cause of the problem – discharge of untreated effluents, must be addressed. In this regard two steps have to be taken –
 - Environmental regulation and monitoring have to be strengthened. Transparency and accountability in this regard must be ensured.
 - Technology to treat factory discharge cost effectively has to be developed.

Gandhiji once said “I bow my head in reverence to our ancestors for their sense of the beautiful in nature and for their foresight in investing beautiful manifestations of nature with a religious significance.” Learning from him we must take holistic view of development to ensure rights of all citizens are protected.

CASE STUDY 18. Dr X is a leading medical practitioner in a city. He has set up a charitable trust through which he plans to establish a super-speciality hospital in the city to cater to the medical needs of all sections of the society. Incidentally, that part of the State had been neglected over the years. The proposed hospital would be a boon for the region.

You are heading the tax investigation agency of that region. During an inspection of the doctor’s clinic, your officers have found out some major irregularities. A few of them are substantial which had resulted in considerable withholding of tax that should be paid by him now. The doctor is cooperative. He undertakes to pay the tax immediately.

However, there are certain other deficiencies in his tax compliance which are purely technical in nature. If these technical defaults are pursued by the agency, considerable time and energy of the doctor will be diverted to issues which are not so serious, urgent or even helpful to the tax collection process. Further, in all

probability, it will hamper the prospects of the hospital coming up.

There are two options before you:

1. Taking a broader view, ensure substantial tax compliance and ignore defaults that are merely technical in nature.
2. Pursue the matter strictly and proceed on all fronts, whether substantial or merely technical.

As the head of the tax agency, which course of action will you opt and why?

The case raises the questions about the ethical principle that must guide our moral action.

If we look from the lens of utilitarian principle of Jeremy Bentham and John Stuart Mill, then taking a broader view and ignoring technical issues will have some utility –

- a) Tax agency will not have reputation of harassing citizens.
- b) Dr. X can focus more on his noble profession of treating patients.
- c) The proposed hospital prospect will not be marred.
- d) The neglected part of state will get justice in terms of medical facility.
- e) Social capital of tax agencies may increase resulting in more tax compliance.

However, if we pursue the matter strictly even on technical matters then –

- a) I will fulfill my professional duty.
 - ✓ Bhagwat Gita teaches to do one’s duty as highest dharma.
 - ✓ As per Kant’s categorical imperative if something cannot be made universal law it cannot be moral. We cannot accept violation of technical rules universally; hence it cannot be ignored here as well.
 - ✓ Gandhiji had remarked that “a duty well performed creates a corresponding right”.
- b) Integrity of the process of tax collection will be maintained. Diligence, work culture, and organizational values will be safeguarded.
- c) Values of impartiality and non-partisanship will be safeguarded which provides credibility and legitimacy to bureaucracy.

People should not perceive that the leading medical practitioner of the city has been favored.
- d) Corruption begins on a small scale and in benign form. However soon it snowballs into worst forms,

detrimental to socio-economic development of society.

Based on above analysis, I will follow the rule in totality. However certain steps can be taken to make the tax filing process for Dr. X and others easy and quick in the spirit of good and ethical governance.

CASE STUDY 19: Edward Snowden, a computer expert and former CIA administrator, released confidential Government documents to the press about the existence of Government surveillance programs. According to many legal experts and the US Government, his action violated the Espionage act of 1971, which identified the leak of State secret as an act of treason. Yet even though he broke the law, Snowden argued that he had a moral obligation to act. He gave a justification for his “whistle blowing” by stating that he had a duty “to inform the public as to that which is done in their name and that which is done against them.”

According to Snowden, the Government’s violation of privacy had to be exposed regardless of legality since more substantive issues of social action and public morality were involved here. Many agreed with Snowden. Few argued that he broke the law and compromised national security, for which he should be held accountable.

Do you agree that Snowden’s actions were ethically justified even if legally prohibited? Why or why not? Make an argument by weighing the competing values in this case (250 words)

Laws are part of ethics and purpose of making any law is enforcement of societal morality. But sometime laws may come in conflict with the prevailing morality, and this creates ethical dilemma.

If Edward Snowden followed the Espionage act of 1971 and did not leak state secret, then –

- a) He would have followed professional ethics and contract. He would be loyal to his organisation, CIA.
- b) He would have not allegedly put national security in jeopardy.
- c) International reputation of his government would not have been marred.

However, stand of Snowden can be justified based on following ethical principle –

- a) Gandhiji advocated for breaking the unjust law. He said, “An unjust law is itself a species of violence”.
- b) As per the Rousseau’s social contract theory people do give up some of their rights to the sovereign power to protect rest of their rights. However, how

much right has to be given up will be decided by people. In this case permission of surveillance will have to be taken by government; otherwise, social contact will be broken.

- c) Socrates also advocated for “speaking truth to power” if sovereign authority is using power unjustly.
- d) As per third Principle of Kant’s categorical imperative one has to behave like a “creature of kingdom of ends”. This means that one has to impose moral principle on oneself.
- e) This will also enable value of transparency and accountability in administration.

Based on above analysis I agree that Snowden’s actions were ethically justified even if legally prohibited. Government cannot break the trust reposed by people. Even Chanakya has mentioned ‘Spy System’ in ‘Arthashastra’, but it was declared state policy.

If such surveillance is in national interest, then government must pass a law on it and inform people. This will ensure apolitical use of it, only for national interest.

CASE STUDY 20: You are posted as the secretary to the environment ministry of India. The country is ranked poorly among different environmental health indicators published by various international agencies.

Under such scenario, the Central Government has received a complaint from the Delhi State Government regarding the increasing air pollution in the capital during the months of October and November. The major reason behind this enhanced level is the burning of stubble by the farmers in neighbouring states of Delhi.

Stubble is the straw that stands behind after paddy, wheat and other crops have been harvested using a machine. Stubble burning is an age-old practice to prepare the fields for the next sowing season. As per farmers, stubble burning enhances productivity of their land and also a cheap and fast way to dispose the waste after harvesting is done.

You are in a state of dilemma as any one-sided decision can have serious repercussions. Analyse the situation from different perspectives and explain what steps can be taken to resolve the situation.

Following are ethical issues involved in the case:

- i. Environmental justice – to people of Delhi.
- ii. Social justice – to poor farmers of neighboring state.
- iii. India’s image in international indices.
- iv. Inter-state dispute may occur due to conflicting concerns of different state.

v. Cooperative federalism – amicable solution to the problems must be devised by both center and states.

Environmental pollution is a major problem especially of the developing nations. It causes socio-economic distress, affects agriculture adversely, causes diseases to children and elderly and decreases the overall quality of life. It also brings bad name to the nation which will affect tourism.

Poor farmers who do not have enough resource for proper waste disposal will find it economically burdensome if asked to do so. They burn the stubble to cultivate the next crop, thus, this pollution from the farmers point of view is a livelihood issue. Also, stubble burning is an age-old tradition and farmers believe that it adds to the productivity of the soil. Thus, this will require persuasion and attitudinal changes.

International pollution indices are representative of the character of the nation. It also affects investment and tourism.

There are also chances of inter-state dispute arising due to different environmental concerns and as one state is being affected by the pollution caused by the other states.

Issue of cooperative federalism may also arise. Hence amicable and mutually acceptable solutions have to be developed.

Following are some of the steps that can be taken to resolve the issue –

- i. Some environment friendly method can be devised convert the waste to resource.
 - d) Renewable energy like Bioethanol can be produced. Decentralised small plant can be setup by government subsidy at community level.
 - e) Cardboard and paper industry can be setup in those states with waste collection chain.
 - f) Electricity can be generated from the waste.
- ii. MGNREGA can be used to collect the waste from the field and supply to industries. This apart from solving the problem of pollution will also generate employment.
- iii. Delhi and other neighboring states can purchase power from the agricultural states to encourage production of power from agricultural wastes.
- iv. Delhi can also provide expertise to develop those environmentally friendly states as it is an industrially developed. This will also create cohesion among states and take pollution as a common problem.
- v. Centre and state government can do advertisement and mass education against burning of stubble which

also causes pollution in the underground water. Attitudinal changes have to be brought about so that gradually farmers give up such practice.

- vi. Farmers can be made aware by how stubble burning adversely affects the biota and productivity of land and reduces farm outputs.

CASE STUDY 21. Sanjeev has been working as the District Development Officer (DDO) in one of the backward districts of Maharashtra. The central government has taken a major decision of constructing a 500 MW nuclear plant in your district which will not only boost the developmental activities but also solve the energy crises of the state. However, the project needs support of local people as large area is required which may lead to huge displacement and rehabilitation of local people.

People in the district are also worried about the apparent environmental degradation that will happen because of the project. It is alleged that the leftover from the plant will be buried in the local area itself. Fear is also there about destruction of fisheries since the plant may pollute the water resources by using that water for cooling purposes. Fisheries and related activities are the chief occupation for most of the people living there. However, it is also true that most of the confusion is due to the secrecy which has been maintained by the government till yet regarding the details of the project.

The government can use tough methods to get the land, but this may have huge repercussions in the long term. Thus, Sanjeev has been given the responsibility to persuade the people for their cooperation. Analyse the situation from different perspectives and explain what steps Sanjeev will take to ensure the completion of the project?

The case involves following ethical issues and values:

- i. Responsibility of government to develop backward district.
- ii. Societal apprehension and dissonance due to nuclear project.
- iii. Lack of faith and trust in government's decision and negative attitude towards developmental projects.
- iv. Environmental justice – sustainable development and environmental integrity must be maintained.
- v. Lack of grass root democracy in form of people's participation in clearance of projects.
- vi. Transparency and information sharing by the government.
- vii. Destruction of the way of living of local people.

viii. Need to produce electricity for the wider consumption of state. Also, nuclear energy is a less polluting source of electricity.

The case puts up the challenge of sustainable development and social justice. Government has constitutional responsibility of developing backward regions of the country. In the scenario of depleting conventional sources of energy alternative like nuclear energy has to be taken up. (Utilitarian justification as the nuclear power will serve electricity demand of the wider state and contribute to better life and economic development).

Social justice must be ensured to local people. Justice is equal sharing of benefit and burden. The locals may not be benefitted out of the project as they mostly depend on primary activity like fishing. They may also have to be displaced.

High court of Uttarakhand has recently ruled that rivers Ganga and Yamuna also have right to life. In the spirit of environmental justice, it must be ensured that local ecology is not damaged.

The fear and anxiety among the locals are due to lack of transparency about the project. Democratic decentralization of decision making and involving locals in the project clearance is required to make development projects collective enterprise of whole society.

Following steps can be taken to ensure completion of project without use of force:

- d) Bring transparency and sharing information about the project detail. Information about disposal of waste material must be put out in public. Any rumors regarding this must be dislodged. Rumor mongers must be strictly dealt with as per the law. Wider public consultations will build trust in the project.
- e) Sanjeev must develop social influence by participating in other local projects.
- f) Government must develop social capital by taking more social sector initiatives in the region. Involving the local people in the project and employment.
- g) Gram Sabha and local government must be involved in implementation of the project. They can be used as effective tool for persuasion and attitudinal changes among the people for the project.
- h) Provisions can be made for jobs of locals in the project. Skill development and training can also be provided.
- i) Electricity connection must be provided to all the housed so that locals also benefit from the project.

j) Information about the project in the local vernacular language can be published, which addresses the concerns of locals.

CASE STUDY 22. Mr. Ishan Purohit is working as Public Information Officer (PIO) in the ministry of Urban Development. He receives an application under RTI Act, seeking information regarding method of allocation of contract, to a local construction company, owned by an influential businessman. The contract pertains to a flyover construction, made by the aforesaid construction company. The flyover, just before the completion had collapsed resulting in death of two labourers.

Since the case didn't attain much hype by media or any NGO, it was suppressed silently. Mr. Ishan knows that some of his superiors are involved in suppression of the case. They have received heavy bribe from the construction company. If Mr. Ishan provides correct information, his superiors along with company officials will be in trouble. He is also being pressurized by his superiors to manipulate the information. Moreover, the company officials have also offered him a huge sum of money, in return of this favour. Mr. Ishan is also in need of financial assistance as his father is admitted in a private hospital for kidney transplantation.

Analyse the situation and explain what options are available to Mr. Ishan along with their merits and demerits? Which option he should go with?

In the case, Mr. Ishan may be in state of dilemma to choose between his professional integrity and well-being of his family. Following are other issues and values involved in the case:

- i. RTI a tool to bring transparency in government.
- ii. Vulnerability of government contract to corruption.
- iii. Vulnerability of Indian democracy to crony capitalism.
- iv. Flyover is a common good. Proper design and construction must be ensured.
- v. Safety of worker on construction site.
- vi. Role of media and NGO in social justice.
- vii. Value of Mr. Ishan like courage and fortitude.
- viii. Falling of the flyover means wastage of public money.

Mr. Ishan is in need of money due to medical condition of his father. But his professional ethics and public service value commands that he should furnish correct information to the RTI application. There has been death of two labour due to collapse of the flyover. They must get justice if death was caused by poor design and

construction material. Flyover is also a common good. Its collapse causes fear among travellers, loss to the exchequer, hampers local development apart from creating the traffic problem.

Also stopping corruption must be the priority of every public servant as it is major challenge to our socio-economic development.

Following are the options of Mr. Ishan:

- i. Cooperate with the seniors and company officials and manipulate the information

Merit

- b) His professional and social wellbeing will be ensured.

Demerit

- a) Integrity of Mr. Ishan will be compromised.
 b) RTI act will be rendered less effective due to dishonesty of PIO. If this come out, his reputation will be damaged.
 c) Will affect the work culture and more manipulation will occur in future.
 d) Injustice to people who lost their life.
 e) Social injustice and more corrupt practices in public tenders.
 f) Crony capitalism will be encouraged.
 ii. Take leave or resign.

Merit

- a) Pressure from the senior and company officials can be avoided.
 b) Mr. Ishan can borrow some money from office colleagues and seniors for treatment of his father.

Demerit

- a) Dereliction of official duty. He will be complicit in act of corruption.
 b) No direct help in treatment of father and compromise of integrity as well. It will be a double loss for Mr. Ishan.
 c) Guilt and inner dissonance.
 d) Will affect the work culture and more manipulation will occur in future.
 e) Injustice to people who lost their life.
 f) Social injustice and more corrupt practices in public tenders.
 g) Crony capitalism will be encouraged.
 iii. Furnish the correct information.

Merit

- a) Integrity and uprightness will be maintained.

- b) Sanctity of RTI act.
 c) Will improve work culture and reduce chances of manipulation in future.
 d) Justice to people who lost their life.
 e) Crony capitalism will be checked.
 f) Encourage more PIOs to act courageously.
 g) Corruption in awarding tender can be checked in future.

Demerit

- a) Mr. Ishan may suffer professionally and personally as he may face difficulty in treatment of his father.
 b) Mr. Ishan must choose to furnish the correct information. He can take loan or borrow from his friends and relatives and use the benefit of health insurance of any for the treatment of his father. Taking money in form of bribe will be a short term gain but will come along with long term loss of himself in terms of loss of integrity and happiness, society and nation as a whole.

CASE STUDY 23. Many recent studies have shown a spike in suicides rates in India, which has become a matter of concern for Indian society. In fact, India has one of the world's highest suicide rates for youth aged 15 to 29. Suicidal deaths have gone up "manifold" in many states and most are being done over spur-of-the-moment and in some cases over trivial issues.

Analyse this problem in detail from different perspectives and indicate various social, psychological and economic factors responsible for this problem? Also, distinctly bring out —

- a) Why suicide rates are high, especially among youth.
 b) Why suicide rate is high even in some developed states like Sikkim, Maharashtra and Tamil Nadu.
 c) What steps can be taken to stop the youth to take such extreme steps.

Suicide is an expression of extreme emotional and mental distress, so much that the person can't bear it anymore and want to release himself/herself from it.

Every life is valuable. We all are connected to each other with the value of fraternity and oneness. A suicide creates grief to even those who are unrelated. It represents failure of state to improve the condition of farmers, social pressure on students who suicide, lack of empathy, care and support to widows, girls facing torture and trauma.

To certain extent lack of emotional intelligence, courage to face people and tough situation and over expectation

and unwillingness to accept less than what one demands is also responsible for suicide.

a) High suicide rates among youths can be explained on the following basis:

- i. High aspirations and expectations – like high marks or high rank in competitive exams; quick success in business etc.
- ii. Low compromising attitude.
- iii. Peer pressure
- iv. More concern of social image.
- v. Low emotional intelligence to realise that one incident in life is not the end and to keep alive the patience and perseverance.
- vi. Absence of joint family or family support in time of emotional crisis.
- vii. Lack of emotional intelligence.
- viii. Taboo surrounding mental health stops people from seeking psychological counselling.

b) Developed states in India also has high suicide rates due to following reasons:

- i. Agricultural distress is present in developed states as well. So, farmer suicide is prevalent.
- ii. There is absence of emotional crisis management center or counselling center.
- iii. Aspirations of people are even higher. Any failure in education or business is perceived as huge embarrassment.
- iv. Increasing individuation has made people lonely.
- v. Stress due to urban lifestyle adds to the mental suffering.
- vi. Incidents like failed marriage affect one professionally as well.
- vii. Absence of joint family or family support in time of emotional crisis.
- viii. Taboo surrounding mental health stops people from seeking psychological counselling.
- ix. Lack of emotional intelligence.

c) Suicide is huge loss to the nation and is affecting us economically, socially, culturally and emotionally. Following steps can be taken to stop the youth from taking such extreme steps:

- i. Inculcate the value of perseverance, tolerance, courage along with ambition and aspiration.
- ii. Develop emotional intelligence to deal with high emotional stress.
- iii. Teach children from early-stage moral stories of perseverance like story of King Bruce and the ant

where king learnt lesson from the spider. Spider falls six times on his way to the ceiling of the cave, but it kept trying and in the seventh attempt he succeeded. Similarly, story of Thomas Edison and others.

- iv. Widen the concept of success in life. Success should not only be measured with rank in exam or financial success or fame. Youth must be taught to find success in small things like making one's family happy, acting as a good son/daughter, husband/wife, and father/mother.
- v. Adding environmental values like planting trees taking care of pets will add joy in life and will help to cope with temporary setback in life.
- vi. Emotional crisis management center or counselling center should be opened in every district.
- vii. Focus on implementing the Mental Health Act, 2017.

CASE STUDY 24. Sanjeev is posted as the District Magistrate in Kanpur district of Uttar Pradesh. The district has thousands of tanneries which provide jobs to lakhs of poor people in the area. The state government is making huge preparations for the grand celebration of Kumbh mela that is going to take place at Allahabad confluence. The government has asked you to make sure that no sewage or industrial effluent should flow into the Ganga to ensure that pilgrims could have a cleaner dip lower down at the Allahabad confluence for the duration of the Kumbh.

Providing clean water means that the tanneries need to be shut down for 3-4 months as tanning is a highly polluting process involving many toxic chemicals. However, this will take away the livelihood of daily wage earners. Also, the whole industrial chain will also get disturbed, thus affecting other industries. Most of the workers belong to a minority community. You are in a state of confusion. As a senior officer entrusted with the responsibility of handling this issue, how Sanjeev is going to address it?

The case presents the challenge of governance process in balancing the rights of various sections of society. Mr. Sanjeev faces an ethical dilemma - Right of livelihood of workers in tanneries Vs Rights of pilgrimage in clean holy river, Ganga.

There are other issues involves in the case -

- a) Environmental ethics - since tanning is highly polluting process.
- b) Cultural promotion - through successful conduction of Kumbh mela.

- c) Perceived sense of deprivation - should not occur in minority community, to which most of the workers belong.
- d) Mr. Sanjeev's conduct must be in line with civil service foundational values of empathy, compassion and impartiality.

Mr. Sanjeev must take a holistic approach, considering grievances of all stakeholders.

Pollution from tanneries must stop not only for rights of pilgrims but also for rights of people for clean drinking water, agriculture and conserving biodiversity. River Ganga is a common good and must be preserved.

At the same time in the spirit of good and ethical governance, citizens must not be given emotional and financial shock by stopping their means of livelihood suddenly.

Hence Mr. Sanjeev must take following steps -

- a) Following the instruction from the state government tanneries must be closed for the optimal period of time.
- b) There must be arrangement made for alternate livelihood for those who will lose it -
- o Work under MGNREGA can be offered to willing workers for income support or other social security schemes of government.
 - o Some of the workers can be employed as volunteers, on paid basis, for making arrangements in Kumbh mela.
 - o They may be encouraged to join skill development programs for better job prospects.
 - o Cheaper credit for entrepreneurship can also be arranged.
- c) Sense of inclusiveness must be spread through government support, participation of local government in information dissemination for alternate livelihood etc.

There must also be some long-term measures taken to avoid the conflict of livelihood and clean river -

- a) Technological advancements for effluent treatments.
- b) Subsidies to adopt new technology.
- c) Value inculcation to preserve environment and live in harmony with it.

Immanuel Kant said that "So act as to treat humanity, whether in their own person or in that of any other, in every case as an end withal, never as means only". Tanneries must be closed but steps must be taken to preserve human happiness.

CASE STUDY 25. Mr. Tripathi is the Principal Secretary (PS) to the Prime Minister of India. The hostilities between India and Pakistan are increasing and a recent terror attack in Jammu & Kashmir has further fuelled the enmity. India has clear evidence that these terrorists are getting support from Pakistan Government. Indian government wants to take strict action this time, not only on military front but also on economic front.

In this regard, a proposal is there from one of the ministers that the vegetable export from India to Pakistan shall be stopped. Pakistan is heavily dependent on India and any stoppage of trade will lead to skyrocketing of prices in Pakistan. However, this is also true that there is surplus growth of vegetables in India and stoppage will crash prices in India. The Prime Minister has asked Mr. Tripathi for his opinion. Analyse the situation and explain what advice Mr. Tripathi shall give to the Prime Minister?

War against terror is a complex issue and the challenge always is of targeted action. The case presents following important issues to deal with -

- a) State sponsored terrorism from Pakistan.
- b) Strict action is required to create deterrence.
- c) National integrity and safety of citizens.
- d) Welfare of our own vegetable farmers.
- e) Empathy for poor in Pakistan as skyrocketing of prices can happen there.
- f) Value of prudence in Mr. Tripathi, while giving advice to the prime minister.

If Mr. Tripathi advises the PM to take up the proposal of stopping export of vegetable to Pakistan-

- It could be a realist idea. Kautilya has given the principle of '*Saam Daam Dand Bhed*' (*dialogue, incentive, punishment and war*). All steps to persuade Pakistan to stop support to terrorism have failed. In this regard both military and economic action gets justified.
- If terrorism does not stop, then in national interest, India might have to go for full-fledged war. That will cause more harm to people on both sides.
- Short term losses to Indian farmers can be checked through price support mechanism.

If Mr. Tripathi advises otherwise -

- Farmers, already facing rural distress, will not further face emotional and financial shock.
- Economic activities can be kept free of war against terrorism.

- Growth of the nation will not be affected.
- Price-rise in Pakistan will not be in Indian interest. Terrorist can use the unstable social condition for recruitment and executing their plans.
- India's fight is against the terrorists and the military establishment of Pakistan which supports such activities. General population of Pakistan like citizens of any other country are peace loving. Stopping vegetable exports will create a further negative attitude about India in Pakistan's citizenry.

So, Mr. Tripathi should not advice to stop vegetable export. However other serious actions must be taken to stop of terrorist attack on India –

a) Use of International mechanisms –

- Banning of terrorist organisations and leaders through UNSC resolutions.
- Blacklisting of Pakistan in list prepared by Financial Action Task Force.
- Naming and shaming Pakistan for support to terrorism at international and regional forums.

b) Calibrated and informed military actions like surgical strike and hot pursuit.

c) Strengthening border management.

d) Fast track courts for terrorism related cases.

Life lost due to terrorism is much less compared to farmer's suicide. Fight against terrorism should not cost us welfare of our farmers and rural region. Mr. Tripathi must show prudence and use emotional intelligence to not get swayed by increase in enmity with Pakistan due to recent terror attack.

CASE STUDY 26. You are the CEO of a leading automobiles company in India. Your company has launched a new car which is first of its kind in its design and features and thus, has become an instant hit among the buyers. Your company has already sold two lakh cars and one lakh more have been booked in advance.

However, within first two months of launch, the head of technical department approaches you with the complaint about the airbags which inflates up during the time of accident and saves the passenger from getting injured. He told you that the airbags are over inflating due to some technical glitch and thus, are getting exploded. This explosion will hurt the passenger more rather than saving him from the jerk of accident.

However, this problem will be difficult to get identified as at the time of accident, everything happens very quick, and the passenger will not be able to observe the

problem with the airbag. The company has also not received any complaint in this regard. The glitch can be removed but it will cost huge money and recall of all the cars. The glitch can be removed from the upcoming cars and probability is very low that it will get caught in the already sold cars.

The situation has put you in a dilemma as calling back cars will have huge repercussions. What action you will take to resolve the situation? Justify your action?

Since I am the CEO of the automobile company, I have the responsibility to ensure profitability and customer confidence. Due to this I have ethical dilemma on various levels –

- a) Ensuring profitability of the company vs. justice to the customers.**
- b) Value of loyalty towards company vs. value of honesty towards society.**
- c) Professional wellbeing by higher sale of cars vs. personal wellbeing by maintaining integrity.**

To overcome the ethical dilemma, I must do ethical evaluation of the situation using some ethical standards:

- a) Using utilitarian principle, hiding the technical glitch will not serve the society well. This will be unethical.**
- b) As per Kant's categorical imperative hiding critical information from customers is wrong, even if company has to suffer loss.**
- c) Sooner or later the truth will come out. The social capital of the company will be lost. This will mean absolute loss of the market for the company. For short term gain company will face long term loss. This will lead to permanent loss of reputation and brand value.**
- d) The legal penalty for misinformation may be much higher than the cost of recalling the vehicle and fixing the glitch.**
- e) Gandhiji once said, "A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him.... We are not doing him a favour by serving him. He is doing us a favour by giving us the opportunity to do so."**

In the light of above moral analysis, I will take following steps –

- a) Public declaration of the technical glitch. Also, announcing that the technical glitch will be fixed at no extra charge. Honest declaration will increase the company's reputation and social capital.**

- b) Decentralised mechanism, if possible, to fix the glitch in authorised service stations, to reduce the cost.
- c) Proper testing of the cars yet to be delivered.
- d) Inviting customers to the company and showing them the proper functioning of airbags and other features, as a confidence building exercise.

There must be some long-term measures taken –

- a) Stronger quality checks mechanism to avoid such lapses in future.
- b) Steps to develop social capital through CSR to build greater trust among customers.

Intellectual spirit can take us to the top but moral spirit will keep us there.

CASE STUDY 27. In the context of increasing pace of privatization, State has a greater role to play in making available essential public goods and services. Do you agree? What are the tools to increase efficiency in public service delivery?

Approach

- **Introduction** – concisely give definition/concept of privatization.
- **Body** – write on the role/duty of state to provide essential goods and service to people. Write innovative tools for increasing efficiency in public service.
- **Conclusion** – reemphasize on the importance of responsibility in providing public goods and services.

It is argued that privatization of service delivery improves efficiency. It cuts through excessive bureaucracy and addresses problems associated with a lack of incentives for public administrators. However, the role of government in public services delivery of essential goods cannot be ignored.

Need for essential goods to remain with the government

- Every human being deserves to be treated with dignity and respect. Dignified life entails fulfilment of basic needs.
- Being part of social contract gives constitutional and legal rights to citizens.
- Welfare state must provide basic services like remote area connectivity, healthcare and schools to ensure larger welfare of the society.
- Private sector works on the principles of profit maximisation and seldom focuses on social security.

- Distribution and Redistribution of Income to a just and nonviolent society.

Tools to increase efficiency in public service delivery

- Internal motivational factors like compassion, dedication, commitment etc.
- External control like social audit, accountability & transparency etc.
- Recognising the meaning of 'service' in public service.
- People should be at the centre of all policy making. Treat people as participants and not mere beneficiaries or worse as liabilities. Involve NGOs and SHGs at planning, monitoring, evaluation, feedback stages
- E-governance – use ICT for single window, automated, swift and transparent delivery mechanism
- Robust legal system for consumer protection.

Privatisation can be used to aid efficient service delivery system without compromising on fulfilment of all basic requirements of all citizens.

CASE STUDY 28. You are a District Magistrate posted in a backward district of the country; Panchayat polls are due in the state. However, tribal groups are protesting against the decision to conduct polls and have called for boycott of panchayat election. They are saying that panchayat elections are not being held as per The Provisions of the Panchayats (Extension to Scheduled Areas) Act, 1996 which protects the traditional self-governance institutions of tribals. But the state government has taken the decision to conduct panchayat elections. Following this there has been cases of wide scale protest and violence.

What are the ethical dilemmas faced by you? Give one principle that will guide your action in this scenario?

Approach

- **Introduction** – Give the definition/concept of ethical dilemma.
- **Body** – Enumerate the ethical dilemmas in the case. Mention one ethical principle for the scenario.
- **Conclusion** – emphasize on the importance of resolving ethical dilemma and following moral principles.

The case presents difficulty in governance where the goal set by government may come in conflict with the traditional practices and aspirations of some section of people.

Ethical dilemmas:

- a) **Law Vs ethics:** as per the law panchayat elections must be held on time. But this will erode the traditional self-governing structure of tribal society.
- b) Use of force to control the violence Vs empathetic attitude towards the grievances.
- c) Integrity of process of election Vs aspiration of people.

A principle that will guide your action in this scenario – Larger public interest

Elections are bedrock of democracy. It enables people to express their will. It brings efficiency in administration, resulting in good governance and ethical governance. This will result in larger welfare of people.

Public administration includes various ethical dilemmas. However, the very purpose of existence of administration is to serve people. Larger public interest must be the guiding principle to resolve dilemmas.

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