

* case studies - Sheuti Sharma, Shakti Dubey

①

Intro:- Identify central value from c.s.

② Identify imp stakeholder (if specific explicitly)

③ Major ethical dilemmas/challenges/issue

conflicting $\left\{ \begin{array}{l} \text{action} \rightarrow \text{options available / choices of option} \\ \text{sequence} \rightarrow \text{future sol}^n \\ \text{of action} \end{array} \right.$ $\left. \begin{array}{l} \text{+ve} \\ \text{-ve} \end{array} \right\}$
 e.g. +ve & -ve impact of Corruption

④ long term measures

* option has merit & demerit

* solⁿ & e.g. (no elaboration)

* order of options

* 5-6 small Sanskrit shlok

* Identify your position in c.s.

* May refer actual event/incident from diff. countries.

e.g. Japan for DM building - 2% tax evasion

Pani Foundation - for water table ↑

⑤ conclⁿ - try to relate main value of case with other associated values.

* Type of Question :-

① Quote based - Simplification, depth of Ans., para format, Intro - only defⁿ & identification of value

② plain Qstⁿ - ethical values of c.s.

③ Quote + Qstⁿ

④ leading statement Qstⁿ → use leading statement in intro.

For Justify Qstⁿ → leading statement find dimension.

→ Depend on Directives

→ IF in Qstⁿ it has defⁿ start ans. with data/fact

⑤ Meaning/understanding based → depth matter, no point

→ show ethical importance of values in intro.

→ elaborate in structure

⑥ Moral teachings - e.g. Buddha, Mahavir

⑦ closed terms → diff.

⑧ Short Note → value if present in administration

* discuss - Universal Truth → एतन् → Elaborate

Quote '_____' discuss → Flip side - Criticism

↳ Extreme Statement

C.S types

*omkase shubale

- ① DM
- ② Forest & ecology; economical interest of org.
Social/ent. interest. → e.g.
- ③ org., decision, dilemmas
- ④ workers - MNREGA
- ⑤ National security
 - ↳ National internal cyber boarder
- ⑥ contemporary event - drug trials
- ⑦ Naxalite movt.
 - ↳ Naxal area & dev.
 - ↳ Naxal attacks
 - ↳ Urban
- ⑧ corporate ethics
- ⑨ empathy/compassion or moral values
- ⑩ sexual harassment
- ⑪ conflict with politicians

year	subject sub-topic	central Theme	changing Nature
			<ul style="list-style-type: none"> ↳ New areas ↳ Framing / lang ↳ leading ↳ Directives

*compare 2012 & 25th Qstⁿ

- ① General Qstn → point format → 6 point < 3 detail / 3 short
 - ② difficult / quote → para
 - ③ illustration → diagram + quote + example
 - ④ what do you understand → explain in 1 pg.
 - ⑤ explain → Intro < Defn / Meaning } 2 para
 - ⑥ Quote if 2 values — explain — meaning both value — Intro
e.g. Ethics + Morality + Law → multiple values integrate all in intro
Incorporate Qstn word in intro
 - ⑦ describe — in detail explanation (story format)
- Examine → Neutral approach < 30% — -ve/limitation
→ in depth investigation
- Topper highlight → Quote highlight
contemporary issue — Evening issue
It is not about

Ethics

* What ethics is not about

- ethics is objective & not subjective
(universal)
- culture is not ethics. culture has patriarchy not religion.
- Behavior → Individual × e.g. Harshad scam,

Ethics :- Ethics knowing the difference between what you have right to do & what is right to do.

* Ethics is the branch of philosophy that systematically studies what is right & wrong, good & bad in human conduct focusing on guiding human action towards moral responsibility, justice and social harmony → Peter Steuwer

Moral intuitionism
(inner voice / subconscious)

Moral consciousness
(Awareness)

* Human interface

↳ ① Individual → belief, ideas, creativity } Symbolic interactionism
↳ Feeling, thoughts

② Social institution {
→ Family - mythological theories by parent & grandparent e.g. Shivaji Maharaj
→ Religion -
→ Culture ← +ve - Vasudev Kutumbakam
 -ve - Patriarchy

③ Organisation {
Private → rules & regulation
Governance (state) → law & order - Strict punishment
Norms → may break

④ Technology & social media

⑤ Global - Human trafficking, climate change

Absolute ethics

→

Relative ethics

- LGBTQ+ , A377 ^(Navtej Singh Johar case)
 - passive euthanasia
 - Developing countries
 - energy security ^{Indian} v/s Global security
- Morality

Ethics

- Rationality
- universal values

Law

- Formal body, Rules
- may against ethics e.g. Adultery, A377, IPC 21A (sedition),

◦ social

Source philosophy

constitution

Social institution, mythological books

Implementation self Individual

Police Admⁿ, Judiciary

Jat/Khap panchayat, Aakanda, Dharmasabha, Madarsa

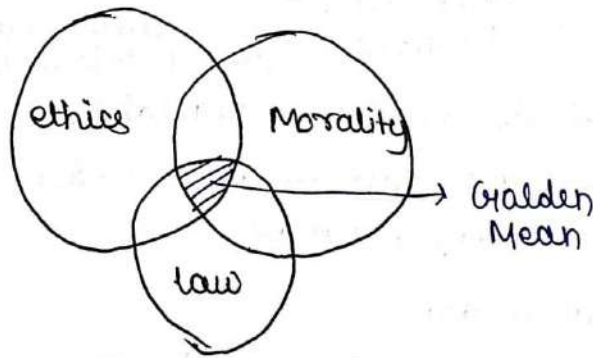
Guilt

punishment, Fine

outcaste, (बाकीत राकने), Fatwa, Ostracism

Essence/Need/Importance of Ethics in human action:-

- ① Guiding principles e.g. policy making
- ② Social Harmony e.g. Gandhian philosophy of non-violence
- ③ Universal co-operation
- ④ Maintain human dignity (self respect) e.g. puttaswamy judgment (Right to privacy), ethrusia (Right to death), Anti-defamation (cyberbullying), Manual scavenging
- ⑤ competing values e.g. Dev. v/s envt., National security v/s Right to property v/s legal right, Data privacy,
- ⑥ Moral character
- ⑦ call beyond duty (Roman concept) - e.g. officer



Q. What do you mean by ethics? explain importance of ethics in human life. (10m)

Determinants of Ethics / emergence / sources | ③

Factor contributing

- ① Individual level → Values, Beliefs, conscience (inner voice)
↳ life experiences (Trust, Respect)
- ② Societal level → Family - food choices, morals & stories
peer group / friend
- ③ Religious institution → Guru Granth Sahiba, Quran
- ④ Culture → Indian culture - tolerance * Religion diff. but culture same
(work culture) → Japanese - not accepting tip
- ⑤ State → constitutional values - equality, fraternity
- ⑥ Institution & organisation → UNESCO, sustainable dev., Tata group
against
- ⑦ Leaders → Martin Luther King, Abraham Lincoln (slavery),
Nelson Mandela (Apartheid system).
- ⑧ Judgement → New right emerge
- ⑨ Situational ethics → During COVID, disaster decision taking
- ⑩ Technical determinants - Social media - new cultural values, Me2
movt.
- ⑪ Code of conduct - Nolan committee

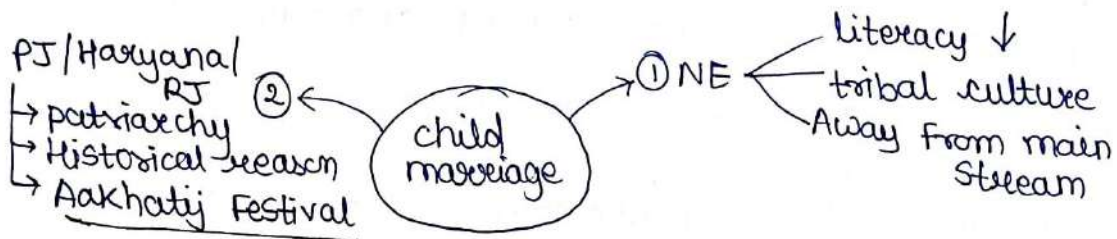
Consequences of ethics in human action

- ① Individual level - Satisfaction, Respect, Ethical character,
DM power (Ashok Khemka) - Haryana land mine case
- ② Organisation level - public trust / image / Brand image
e.g. J.R. TATA, Infosys
IF Not have ethics → ↓ public trust (traffic police system -
higher corruption rate),
↳ Bankruptcy - Satyam scandal, Kingfisher
↳ cooperative bank - highly corrupt
- ③ Social level -
↳ Social harmony & cooperation e.g. Anekantvad (Jainism) → tolerance
↳ conflict ↑ - e.g. Manipure → humanity compromise, Bihar
if not caste census, Weaponisation of lang.
- ④ Public trust on govt. institution e.g. DBT, PIL, RTI, ITR
↓
Transparency, Accountability
Faceless Assessment System
- ④ National / international level -
↳ ↑ Global cooperation / peace / trust →
↳ collective progress → SDG, lease free, FTA
↳ Global dignity & power - soft power - vaccine 'Maitri'
Panchsheel, Non-alignment movt.

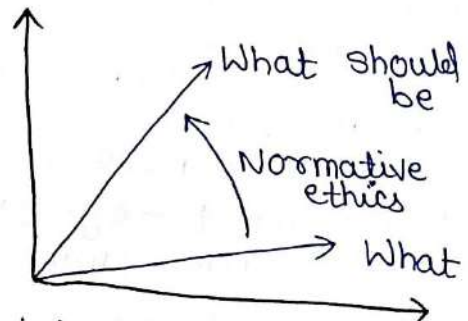
- International sanctions e.g. Russia - War crimes ;
N. Korea - H₂ bomb trial, FR compromise ;
Iran - Nuclear trials ,

Dimension (types) of ethics :-

- ① Descriptive ethics - on the basis of *consider 'what'
- i) Empirical Evidences - Data, survey
info. collected to see diversity of thoughts in society.
→ on emerging trend e.g. Same sex marriage
 - ii) Value Neutral Approach
 - iii) Cultural relativism - comparing with countries
e.g. corruption ; Moral policing (Bajrang dal)
 - iv) Historical sensitivity - caste system
- upper glass ceiling - women in upper hierarchy
- Manipur conflict
- v) Documentation of Norms - e.g. Manusmriti, Quran, Ikigai
vi) comparative analysis sheet
vii) Dynamic context - moral context quickly changing
↳ same sex marriage, War ethics



- ② Normative ethics
- ↳ Ought to act
 - ↳ Guiding principle & standard
 - ↳ creation of good & bad
 - ↳ Ideal behavior



- i) Deontologist → Duty with good intention outcome not matter. e.g. whistleblower, lockdown, satyendra dubey case, POKHEAN case (Duty of Secularity)
- consequences may be +ve or -ve

(4)

ii) **Consequentialist** - unintended consequences
 e.g. land reforms, Reservation ^{Good intention} → +ve consequences, Vishaka Guidelines, TN-sheshan ^{Animal lover}

* **ethical egoism** - self satisfaction/welfare → outcome Individual centric
 * **Utilitarianism** → Max. Welfare
 → Greatest happiness for greatest welfare
 * **ethical Altruism** → Individual & society (+vely impacted)
 e.g. Donation

* **John Stuart Mill** → 2 type of pleasure
 → Higher - intellectual moral satisfaction → ethical behavior
 → Lower - physical (Hunger, etc) * **state consequentialist** → Mohist
 → energy security * **pragmatic Approach** - previous experience → Realistic e.g. disaster management, game of choice / change

Individual right compromise, minority neglected

iii) **Virtue Ethics** → Aristotle - Golden mean
 social position / character / behavior
 - Individual with high moral character always has ethical behavior.

focus on character of the person performing the action.
 - leading examples for society → Gandhi, Mandela, Budha (Nirvana), Raja Rammohan Raj (Man of Rationality), EU (social media ethics), Gurusarvak (langar system - equality), Dr. tatypsaheb lane (Health sector), Jai Lal Satyarthi (Bachan Bachao Andolan).

③ **Meta Ethics** → use in emerging values

- **Origin** of ethics
- explore meaning, status and origin of value
- origin may be religion, cultural, Books of values
- some values are morally objective & some are moral relativism (e.g. secularism in India & France) (Guidelines)
- values are Emativism e.g. Hijab, prescription format

* **Andha Shradha Himulan committee**
 → imp for identifying source

→ Pune pact → Reservation — separate electorate.
 → Mixed economy
 → NAM
 → equal but differentiate responsibility
 → Not in higher crime



Aspect	Deontology	Normative	Meta
Focus	what is happening	what should be?	what does good or wrong mean?
Nature	Empirical observation, Fact data	Prescription / Guiding principle	Analysis of Philosophical origin
Judgement	No, only description	Evaluation of action $\left\{ \begin{array}{l} \text{right} \\ \text{wrong} \end{array} \right.$ & Judgement pass	Basis of Judgement

Q: explain How ethics contribute to ^{social &} human well being?
 Intro :- Defⁿ - ethics

① Individual $\left\{ \begin{array}{l} \text{self satisfaction} \\ \text{Guiding principle} \end{array} \right.$

② Society $\left\{ \begin{array}{l} \text{law making} \\ \text{Harmony} \\ \text{welfare} \\ \text{unto the last} \\ \text{Global cooperation \& transparency} \end{array} \right.$

④ Applied Ethics (practice ethics) \rightarrow Applⁿ

\rightarrow Branch of ethics which deals with practical applⁿ of moral principles, to real world situation and specific fields of human ~~ethics~~ activity.

\rightarrow Applied ethics test the theories from normative ~~ethics~~ virtue, Deontologist, consequentialist and put them in practise in specific context.

① Bio ethics

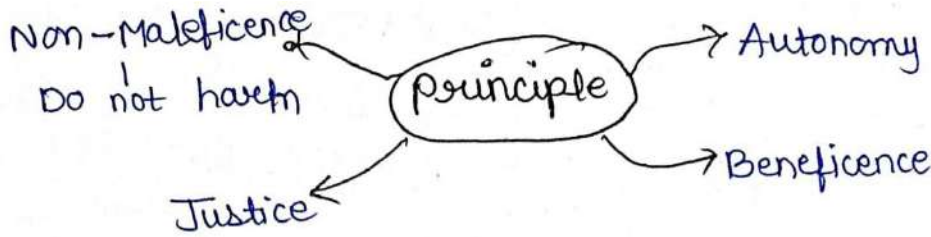
Ethics which deals with qstion surrounding the life sciences, medicine, health care, Biotechnology & human life intervention.

Four principles :-

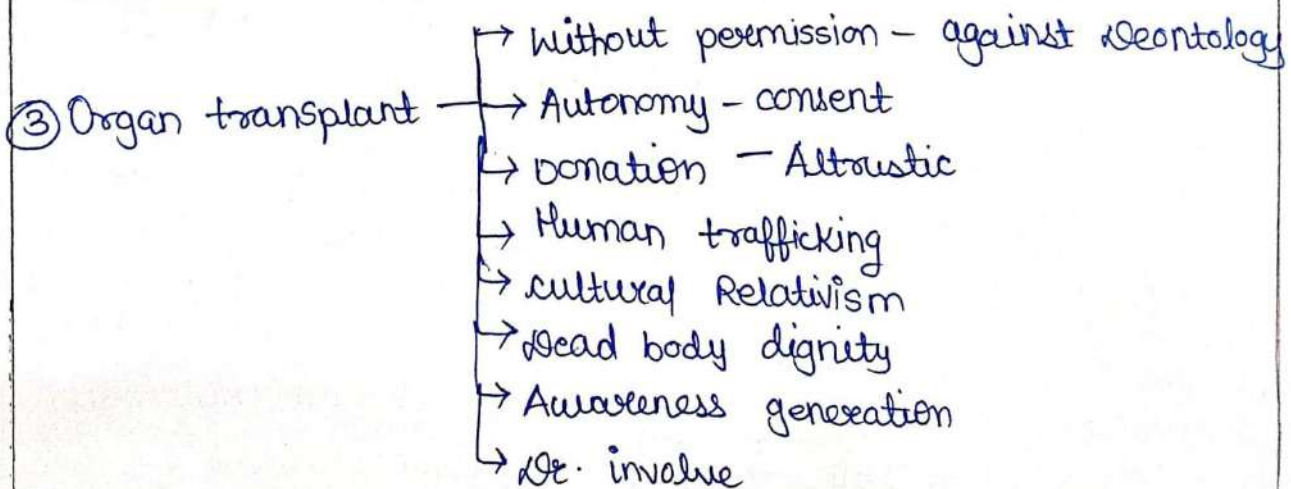
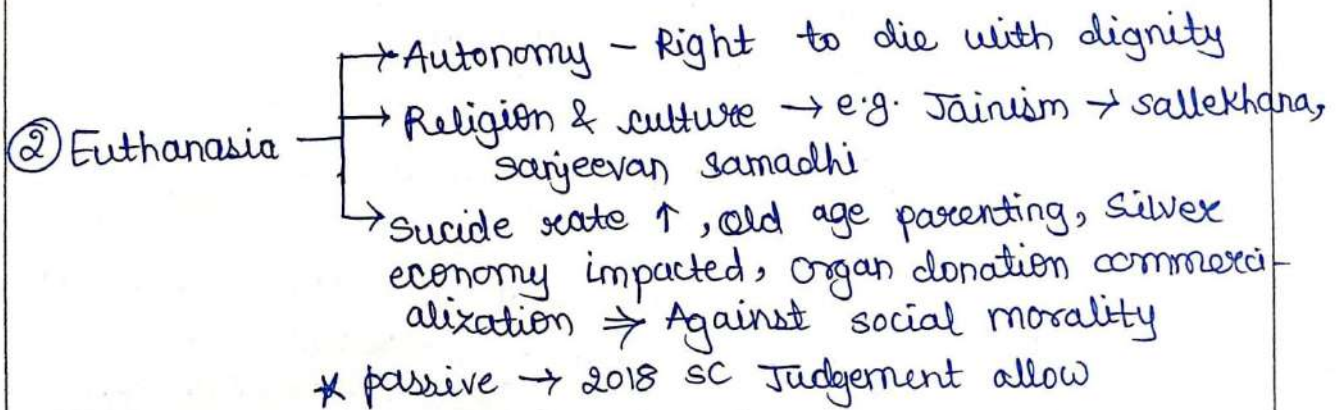
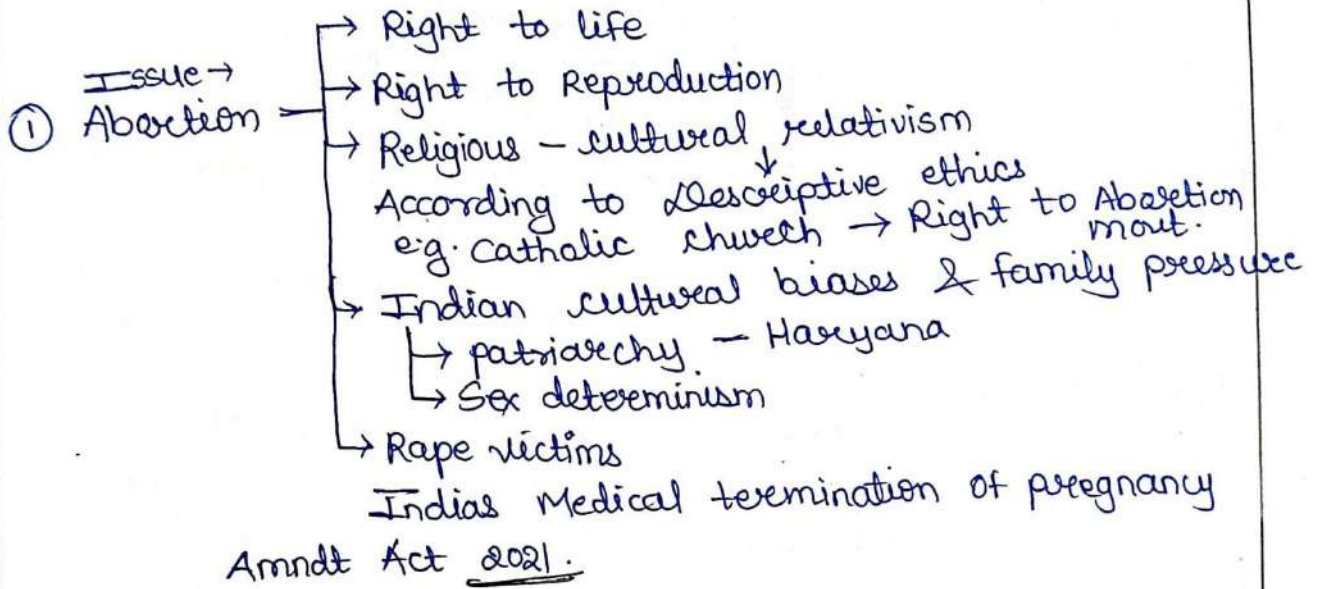
1) Autonomy

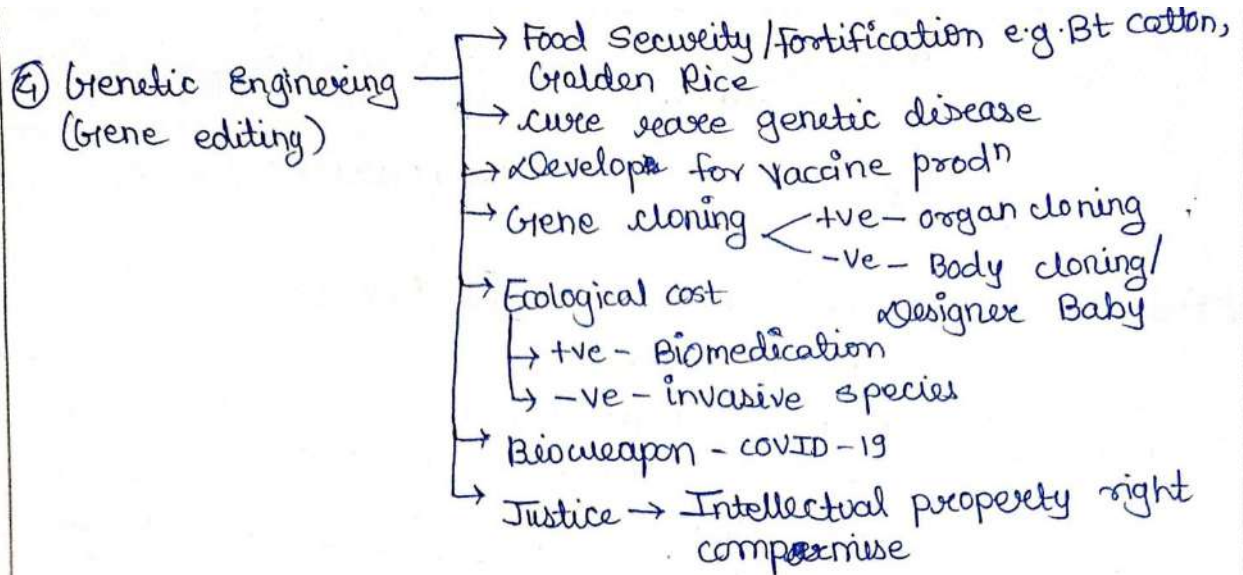
2) Beneficence

3) Non-malifacence

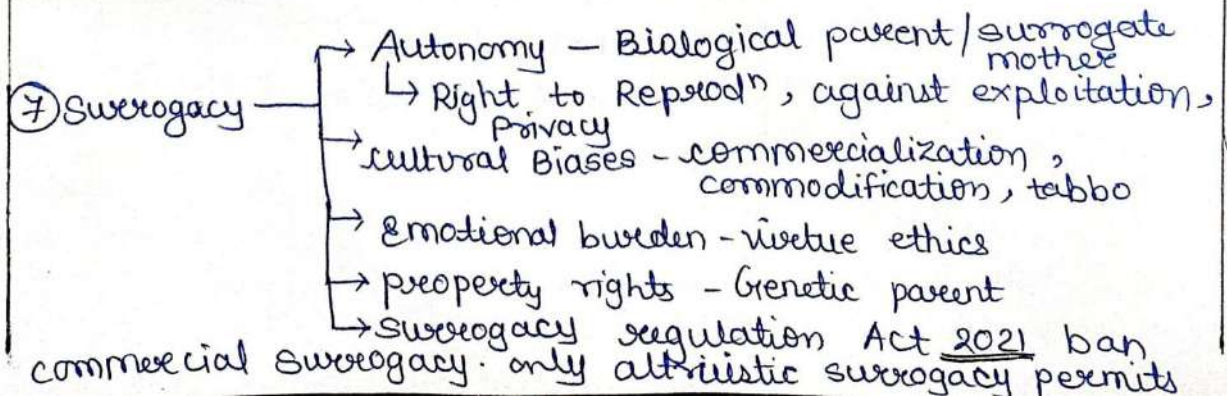
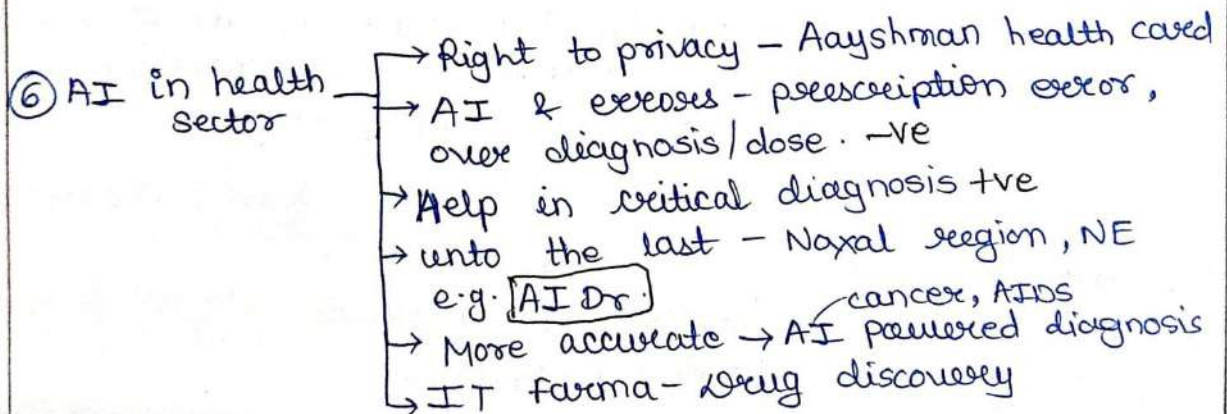


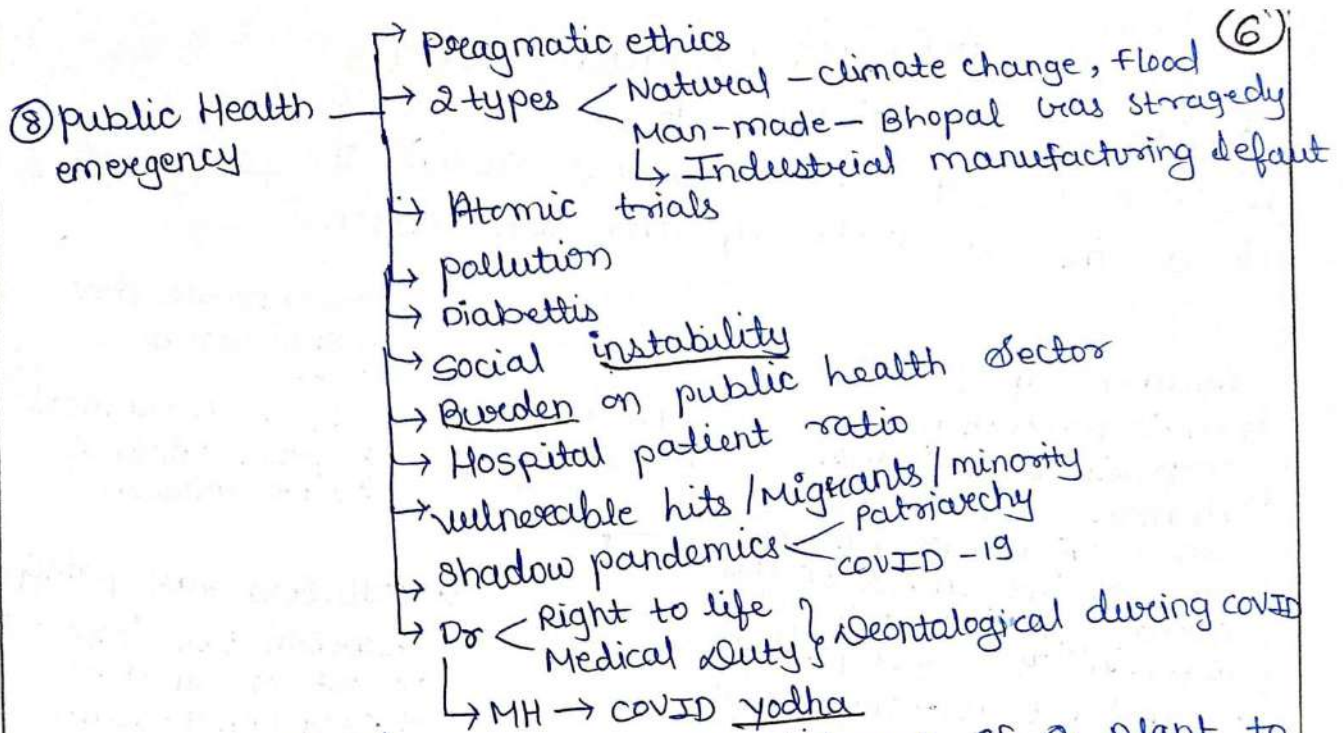
Ethical issues → concern about Abortion





Act → New drugs & ~~chemical~~ ^{clinical} trials Rules 2019.





Dr. Rajendra Bharad → Nandurbar - establishment of O₂ plant to avoid 2nd wave of COVID
 → operation cost (turkey) → soft power

Q: What do you mean by Bio ethics? what is its imp to study. Discuss ethical issues of public health emergencies.

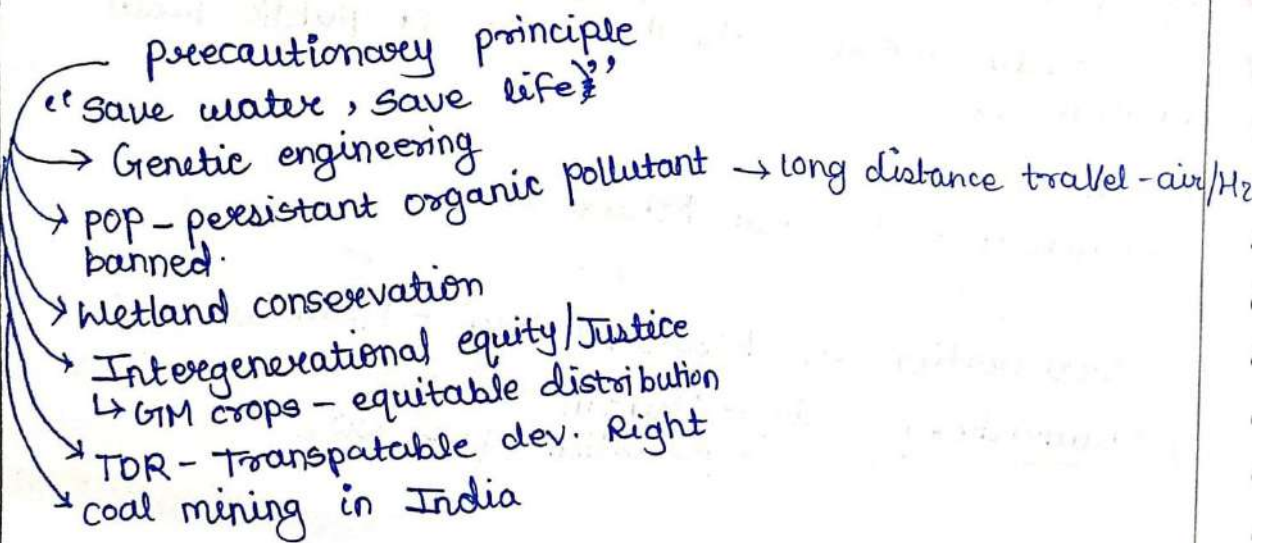
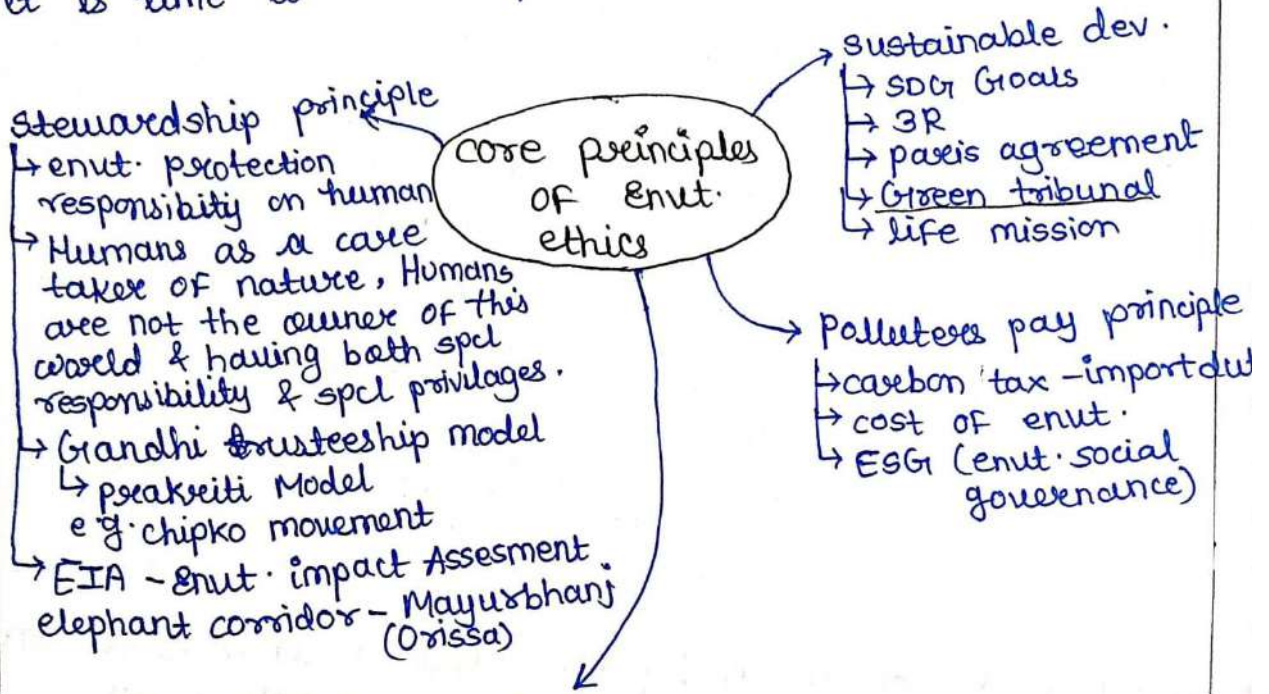
Bio ethics

• Guidelines for Bio Ethics :-

- ① UNESCO - Universal declaration on Bioethics & human rights
- ② Declaration on Helsinki (WMA) - Medical ethics
- ③ Nuremberg code - Human trials
- establish after WW2

Environmental Ethics

* There is no planet B
 Leonardo-de-caprio → Our planet alone is going off & it is time to wake up and take action.



Key ethical theories

- ① Anthropocentric th^y - Human centric decision
 - ↳ Goal and means theory ⇒ Deontological theory/ethics
 - ↳ Human welfare/- central idea
 - ↳ Self welfare
 - e.g. Fertilizers, Metro cashade, Samrudhi mahamang.
 - Assam - Jhum cultivation

② Ecocentric - envt. welfare for envt. dev. compromise
 → MH Jaitapur case - Nuclear power plant → Konkan → max protest
 → W. ghat - silent valley movt. (Kerala) → to stop hydroelectric dam project.
 → chipko movt.

⑦

③ Biocentric Approach - only living being
 → Wildlife protection Act 1972
 → cheetah Reintroduction, project elephant
 → Namame Gange program, Narmada Bachao

* Theocentrism - Sacred Groove
 ↓
 God like treatment
 - MH → Sahyadri alevrai project
 - Bishnoi
 - Sabara tribe
 - Kantara Movie
 - Gramata

* Ecofeminism - Env. + female
 - Greta Thunberg
 - Rai bai thopre
 - chipko, Narmada Bachao

Env. ethics in Indian context :-

① culture & Religious - Savna tribe - Faith on Jal, Jangal, Zameen.
 - Van Utsav
 - Gramatha

Jainism - Ahimsa - vegetarian
 → kabutarakhana case - BMC stop pigeon feeding on traditional spot
 Odisha - Gohite matha - Olive ridley turtle.

② Indian constitution - A21 - Right to clean envt.
 - A48 (A) →
 - A51 (A) →

③ Judgement - M.C. Mehta vs Union of India
 ↓
 3 sub-cases → Gas leak - oleum (1986) → Absolute liability
 → Ganga Pollution case → polluter pay
 → Taj Trapezium case → precautionary case
 → Corporate environmental ethics

- ecocentric responsibility of human
- cultural & environmental preservation

- ② Indian council for envt. legal action v/s UOI
↳ polluters pay principle
- ③ Vellore citizen welfare forum v/s UOI
↳ sustainable dev. is recognized as constitutional principle
- ④ Narmada Bachao Andolan v/s UOI
↳ Rehabilitation & envt. safeguard
- ⑤ Mohammad Salim v/s State of Uttarakhand
↳ Ganga & Yamuna declared as living entity

◦ National & International practices

- ① National
 - Green Tribunal
 - Wildlife protection Act
 - envt. protection Act
 - Forest right Act 2006

- ② Satoyama initiative (Japanese)
- ③ Green Islam movt. (Indonesia)
- ④ Industrial Symbiosis (Denmark) → cyclic use of resources

◦ Way forward for environmental issue :-

- ① Forest, trees, Animals, rivers & mountain as end in themselves (ecocentric approach, deontology)
e.g. Biosphere, chipko, living entity, UNESCO world heritage site, envt. hotspots.
• envt. end in itself
 - ② safe rehabilitation of wildlife in nearby habitats
eg. Green corridor, elephant corridor, Samudhi mahamarg (Narmada Bachao case)
- Reestablishment of ~~Natural~~^{Water} flow of ecosystem
e.g. panna TR → Rehabilitation of tigers during Ken-betwa project
- Reintroduction of cheetah

- ③ ^(सिद्धांत) Feasibility & envt. impact assessment check ⑧
- Jaitapur (MH) project
 - POSCO (Odisha)
 - Lavasa project - farmers tribal (MH-pune)
- ④ Disaster Management plan based on environmental Analysis :-
- e.g. Tadoba TR - Water conservation for animal/strategy (Biocentric)
 - NDM authority Guideline
 - Sendai Framework (Japanese)
- ⑤ Minimal deforestation & compensatory ^{plantation!} afforestation
- e.g. Delhi Mumbai expressway
 - Chandigarh compensatory afforestation scheme
- ⑥ Effective implementation of policy & Anti deforestation laws
- e.g. Anti poaching laws
 - Animal trade (cities)
 - World wide forum
 - Green belt initiative (Sahara, RT)
- ⑦ 3R (Reduce, Reuse, Recycle)
- Biodiesel
 - Ethanol Blending
- Adaptation & mitigation strategy - International Solar Alliance

Q. Should humans cut down forest for dev. even if destroys animal habitat & ^{contributes} ~~contributes~~ to climate change. Suggest ethical guidelines or measures to ^{above} ethical issues.

cyberethics

- * The real question is not whether machine things ^(g) but whether men do - B.F. Skinner
- * Technology is a useful servant but a dangerous master - Christine Lange
- * The great power comes with great responsibility.

* principle of cyberethics

- ① Privacy - Individual personal info. and data.
 - e.g. Aadhar mask
- ② Security - To protect it from unauthorised access
 - e.g. Hot mail Security System, BCT
- ③ Integrity - ensuring accuracy & reliability of information system
 - e.g. Digi locker
- ④ Transparency - clear disclosure of algorithm, data usage and consent mechanism.
 - e.g. whatsapp end to end encrypted messages.
- ⑤ Accountability of organisation :-
 - Holding individual and organisation responsible for cyber action.
 - e.g. Media trial of FB in America, Judiciary trials, Aadhar case (social capital)
- ⑥ Fairness - Avoiding biases and discrimination in AI and digital system
 - ↳ Digital Apartheid System

Bully Bai app
 sport person - like Hardik Pandey
 e.g. boycott culture in Bollywood

* Major ethical issues :-

- ① Digital awareness and illiteracy
- ② Identity theft
- ③ Issue of trolling
- ④ Cyberbullying & Harassment
- ⑤ Cyber Grooming
- ⑥ Child pornography / Deep Fake

- ⑧ Fake loan schemes
- ⑨ KYC Fraud / courier
- ⑩ Dating app trap
- ⑪ Digital Arrest
- ⑫ proxy fraud

* ethical dilemma between national security & personal issue :-

- * pegasus privacy controversy 2021.
- * AI based discrimination e.g. Algorithm based info., profiling and machine learning system.
 - e.g. Gemini AI biases for image discrimination, Boarder security integrity issue, Deepfake issue.
 - AIMS data breaching
- * Misinfo. and fake news - Disturb social harmony and cooperation. e.g. Mob lynching, Radical Radicalization of youth, erode public trust, Religious Revivalism.
- * Individual faces - suicidal thoughts, depression
- * Polarisation of society - Palghat mob lynching issue 2022.
 - Cambridge analytica standard.
- * Darkweb - unethical, illegitimate activity unauthorized by state, govt., org.
 - e.g. Human trafficking, drugs, smuggling, money laundering, Hawala network
- * IPR - Digital piracy issue, music steaming
- * Digital Biasness → e.g. IT sector Amazon recruitment system bias toward women.
- * AI Blackbox system →
- * Cyberbullying → Anaya Bangar - gender change case
- * International invention
 - ① Budapest convention on cybercrime
 - ② Paris called for trust and security in cyberspace.
 - ③ OECD AI principle and privacy guidelines
 - ④ Australia AI governance and ethical security framework
 - ⑤ USA - safe, secure and trust worthy AI
 - ⑥ Principles for responsible AI.

* Business ethics (10)

① Corporate ethics

Corporate ethics defines the relationship between a company's management, its Board, Shareholders and other stakeholders ensuring decisions are made responsibly, transparently and in the best long term interest of all.

Quote :- Good ethics is a good business - Peter Drucker

- A Business that makes nothing but money is a poor business - Henry Ford

- In the long run character counts more than capital.

* Importance / positive outcome of corporate ethics :-

① creation of public trust and reputation → creation of brand image e.g. TATA group → Tata namak desh ka namak

② long run sustainable dev.

③ corporate decision considering broader societal, environmental and stakeholder impact. (sustainability of business) e.g. Serum institute, Bajaj, Axim premji educational institute, CSR, Zomato menstrual paid leaves.

④ Gives branding to company & sense of pride to workers. e.g. Sun Pharma, Infosys, Google (work culture)

⑤ Helps to even more connect with local people and respect in society - LNT (LNK) → distributing computers for local school.

⑥ Helpful in wealth redistribution → A39(B) of DPSP, SDG 10

⑦ Inspire people to perceive philanthropy at various level - e.g. J.M. tata, Bill Gates foundation

⑧ Discourage material growth and materialistic attitude e.g. parivartan initiative by indian oil

⑨ prevention of corporate fraud & protect from mismanagement. e.g. Integrity pact, whistleblowers in pubt sector.

⑩ Strengthen investment confidence crucial for raising capital and market reputation.

Q. Discuss the ethical challenges arising from misuse data on privacy violation on digital platform.
Suggest measures.



* Principles of corporate ethics :-

① Fairness :- equal distribution of benefits towards stakeholders, shareholders.

② Responsibility :- responsibility towards employees, stakeholders, shareholders, customer, ^{owner} emt.

③ Responsibility of consequences held by ^{owner} shareholders or corporate body.

④ Trust / Integrity :- for trust every business org. should follow the integrity of product & customer services. e.g. use of palm oil in ice-cream (claim Real milk - Real ice-cream).

* Issues with Business ethics :-

① Insider trading

② Conc. of ownership & control - family or individual hold dominant stakes. e.g. Reliance, Ratan tata and failure of Nano car.

③ lack of truly independent director - 'yes man ideology'. Independent directors have personal & financial ties with promoters. e.g. MH DSK org. lack of independent directors → Real estate.

- (19)
- ④ Weak enforcement of regulation :- poor inconsistent enforcement leads to superficial compliance.
e.g. Misleading advertisement, Breaching ^{sec} labour codes and social security benefits, lay off issue & payment cut offs, Satyam computers scandal.
 - ⑤ Insider trading and fraudulent disclosure :-
e.g. Harshad Mehta, 2G spectrum scam
 - ⑥ Short term profit focus :- ignoring safety standards or environmental standards.
e.g. Vixag, Bhopal gas tragedy, cup syrup issue & MP.
 - ⑦ Misleading advertisement and manipulation
e.g. Green washing - ~~the~~ Volkswagen emission scandal, complain add, Vimal
 - ⑧ Reaffirming the belief that only rich can do philanthropical work
 - ⑨ Use as a security capitalist & used false ~~brand~~ brand image.
e.g. Ozypich festival funding,
 - ⑩ Lack of monitoring of funds & their effectiveness :-
lack of CSR monitoring & regulation org.
- * Imp committees & ^{their} Recommendation for corporate ethics
- ① Kumar Mangalam Birla committee (1999) - clear definition of independent director & their role.
 - ② Formation of Auditing committee \leftarrow
 - social Auditing
 - Insider
 - outsider
 - ③ Narayan Murthy committee - whistleblower mechanism for ethical Reporting
 - ④ Risk management policy to ensure Stakeholder ~~potential~~ protection
 - ⑤ J. J. Irani committee - corporate social responsibility as a ethical obligation.
e.g. formation of companies Act 2013 \rightarrow CSR as a ethical obligation.

⑥ Uday Kotak committee for women - increase independent director Spdy women.
 e.g. OECD principle of corporate governance
 3 p approach - people, planet & profit
 (Triple Bottom line approach)

* Measures/solutions :-

① Ethical code of conduct - every organisation should have clearly defined code of ethics
 e.g.

② Incorporate ethical training & Awareness -
 Incorporate Regular ethical sensitization program should be conducted.
 e.g. SHE box initiative, Vishaka guidelines, Menstrual leaves (Zomato & ethics), Infosys safety standard for workers, Mission Karmayogi, Finalex company.

③ Enforce ethical DM framework - Balancing profit with moral responsibility & long term Sustainability

④ Integrity ^{envt.} ethics & moral sustainability ethics
 e.g. Green governance practices
 ↳ Mechanisation of waste collection & disposal →
 ↳ other poonawala institute
 ↳ collective Business → Denmark initiative of Industrial symbiosis

⑤ promote diversity inclusion & gender equity :-
 ethical corporation must ensure equal opportunity, respect and dignity for all stakeholders.

⑥ pp ethical partnership -

* focusing on sustainable works like focusing on ~~skt~~ skilling youth, educating poor & vulnerable →
 forse initiative - hilly area school

* Aspirational Dist. program.

* Vipro care - envt. & DM, Health care

* Sunera Kal by ITC - though core motive of business are to earn profits by utilising resources

but trusteeship model of gandhiji suggest all the enterprise is on behalf of society and should be utilises for societies welfare. (Intro & conclⁿ of moral responsibility of org.) (12)

⑤ political ethics

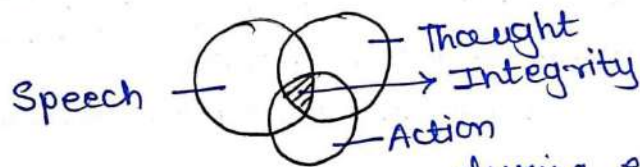
Quote :- Gandhi ji - politics without ethics is like Body without soul

James Clarke - politics A politician thinks of the next election, a statesmen thinks for next generation.

* political ethics refers to applⁿ of moral principles and ethical reasoning in political DM. in governance & public conduct. It ensures that power is exercised with integrity, fairness & accountability in service of public welfare rather than personal or partisan gain.

* core principle of political ethics :-

① Integrity - Moral uprightneous and consistency between words and deeds.



e.g. Jayprakash Narayan during emergency, Lal Bahadur Shastri ^{resign} as a min. after train accident

② Accountability - ensures that political leaders remain answerable to the people. e.g. RTI 2005, Jansunwai movement (

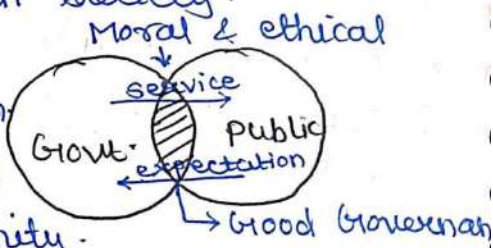
③ Transparency - promotes openness in decisions & policies. e.g. Andhra pradesh govt. e-procurement system, khajane project (KN govt.), disclosure of crime records and property by election candidate.

④ Justice and Fairness - It demand impartiality & equal treatment. (No Favouratism)
e.g. Nari Shakti vandan Adhiniyam, Representation of transgenders in Panchayat Raj election.

⑤ public interest - It emphasizes collective welfare over private benefit. e.g. Bhodan & gramdan movt. by Vinoba bhave, Nationalisation of Bank of Baroda by ~~bank~~ Crickwad Family

* Importance of political Ethics :-

- ① political ethics builds public trust in govt.
e.g. Scandinavian countries transparency system.
- ② It ensures moral governance where ethical norms shapes policy.
- ③ Moral Governance - Gandhij's vision on Gram swaraj
- Addition of FD, Welfare state
- ④ It prevents corruption & misuse of authority
e.g. Hongkong independent commission against corruption
- Lokpal and lokayukta system 2013
- ⑤ It promotes justice equality in society.
- ⑥ It strengthens democracy by ensuring peaceful power transform.
e.g. India's regular election since 1951
- ⑦ It protects human rights & dignity.
e.g. B.R. Ambedkar - Dalit movement, Reservation of Indian govt.
- ⑧ It enhance credibility of leadership through honesty. RTI, social auditing,
- ⑨ It inspires ethical policy making rooted in long term welfare. e.g. Reservation of women, MNREGA, PDS
- ⑩ It encourages citizens participation in Governance
e.g. Jan sunwai
- ⑪ upholds constitutional morality & democratic spirit
e.g. Desh ka loktantra Amare sehnna chahiye.
- ⑫ decriminalisation of politics
- ⑬ Recognition as a global leadership
e.g. Nehru NAM movt.



* Problems & issues of political ethics :-

- ① Criminalisation of politics weakens moral legitimacy.
e.g. 43% of MP's in LS have criminal cases.
- ② Corruption & money power :- e.g. Adarsh scam, 2G Spectrum, Common wealth.
- ③ Vote bank & identity politics promote division & polarisation of vote.
e.g. Regionalism, son of soil movement, opaque political funding leads to unethical influence, electoral bonds and currency capitalism
- ④ Ideological issue defection & horse trading -
e.g. Aaya sam gaya sam politics, split in congress 1969.
- ⑤ Napatism and dynastic politics - family based political party → up samajwadi party, DMK, Bangladesh pol. party
- ⑥ Erosion of political decorum
- ⑦ Populist politics - Short term electoral gains.
(Conflict of interest / self interest / political parties interest). e.g. Khasadi system, ladki behan
- ⑧ Misinformation and propaganda - e.g. love jihad issue,
- ⑨ Moral decline in leadership -

* Measures / Suggestion :-

- ① Introduce a mandatory code of ethics for all elected representative.
e.g. Mahua Mohatra, Lok Sabha ethics committee (2000)
- ② Perceive comprehensive electoral record.
e.g. VVPAT
- ③ Promote clean political funding
- ④ Ensure inner party democracy e.g. AAP
- ⑤ Provide ethics and values in training to politicians.
e.g. Similar to ethics modules in LABASNA for civil servant
- ⑥ Strengthening whistleblower and RTI mechanism
e.g. satyendra dubey case

- ⑦ Debarred criminal politicians from election - (Law Commission - 244th report).
- ⑧ Institutionalize citizen charter and social Audit.
e.g. Andhra Pradesh social audit mechanism for MNREGA
- ⑨ use digital transparency tool, platform like e-Governance, e-lokpal.
- ⑩ Reward ethical political leadership
e.g. Sardar Ratna Award

* International initiative

- ① UN convention against corruption
- ② Council of Europe 'GRECO' (Group of ~~states~~ against corruption)
- ③ G-20 Anti working group
- ④ lokpal / lokayuktat
- ⑤ Nordic ethical AI expert group
- ⑥ Transparency international integrity pact.

Q. Highlights major ethical issue in Indian politics.
Suggest measures for improving political ethics.

PRAYAAS

Ethics in private Relationship

(14)

Quote :-

Walai lama → The strength of a relationship lies not in perfection, but in mutual respect & forgiveness.
* love without ethics becomes possession; ethics without love became judgement.

* Respect in private relationships is not given by status, but earned through empathy & truth - M. Gandhi

• Key ethical principle :-

① love and care :- Genuine concern for well being of close ones, expressed through emotional support and kindness.

② Honesty & truthfulness :- Transparent communication, admitting mistakes and being truthful even ~~with~~ when difficult

③ Decency and manners :- Maintaining respectfulness in words & behavior, avoiding insults ~~and~~ disrespect in everyday interactions.

④ Respect for elders :- Recognizing the wisdom, contribution & dignity of senior family members.

⑤ equality between male & female members :- Male & female ensuring fairness, equal opportunities and respect for individual choices irrespective of gender role.

⑥ dedication and commitment :- Standing by family & friends during difficulties, fulfilling promises and responsibilities.

⑦ Sharing & empathy :- Sharing time, resources, emotions, responsibilities, fostering mutual understanding.

⑧ confidentiality & loyalty :- Maintaining privacy & loyalty in sensitive matters shared within closed relationships.

* Why ethics in ^{priv.} relationships matters/ importance of ethics in ~~priv.~~ life.

- ① **Build trust and honesty** :- Ethical behavior creates mutual trust and openness.
e.g. Being truthful to a friend even when it's uncomfortable strengthens long term trust.
- ② **Promote Respect and equality** :- Treating family or partners with fairness ensures dignity in relationship
e.g. Respecting a spouse's opinion in DM reflect moral equality.
- ③ **Develops emotional stability** :- Ethical conduct reduces conflict and promotes emotional peace.
e.g. Handling disagreements calmly at home shows self control and maturity.
- ④ **Strengthen responsibility & care** :- Ethics teaches care and accountability towards love ones.
e.g. Taking care of aging parents out of moral duty, not compulsion.
- ⑤ **Encourage forgiveness and compassion** :- Ethical values help personal conflict and maintain harmony.
e.g. Forgiving a friend's mistake instead of seeking revenge.
- ⑥ **Ensuring moral consistency** :- Acting ethically in private life ensures integrity across all spheres.
e.g. A person honest with family is more likely to be honest at work.
- ⑦ **Enhances personal growth & self respect** :- Living ethically bring inner satisfaction and self esteem.
e.g. Admitting one's own fault in a relationship builds moral strength.
- ⑧ **Lay the foundation for public ethics** :- Ethical private life prepares individual for ethical leadership in society. e.g. A leader who practices fairness at home tends to act justly in public life.

* Ethics in public relationship

The greatest assets of public relations is public trust - and it can only be earned through integrity

- Asethur W. Page

- Key ethical principles in public relationships
- Nolan principles (1995) were developed by the UK's committee on standards in public life but have universal relevance to public ethics

7 Nolan principle :-

① Selflessness :- public office holders should act solely in the public interest, not for personal gain.

② Integrity :- official must avoid placing themselves under any obligation to external parties that might influence their official duties.

③ Objectivity :- decision should be made impartially, fairly and on merit, using evidence & transparent criteria.

④ Accountability :- office holders are accountable to the public for their actions and must submit to appropriate scrutiny.

⑤ Openness :- decisions and actions should be taken openly, providing reasons when required, & information should not be withheld unless clearly justified.

⑥ Honesty :- officials must declare any private interests relating to public duties & resolve conflicts in a way that protects public confidence.

⑦ Leadership :- leaders should promote & uphold these principles through personal conduct, setting an example for others.

* Additional principles :-

- ① Responsiveness :- Timely and sensitive response to the needs & grievances of citizens.
- ② Respect for Rule of law :- Acting within the frameworks of legal and constitutional provisions.
- ③ Fairness and justice :- Ensuring that policies and actions promote equity and protect the rights of all especially vulnerable groups.

* Impact/why ethics in public relationship is crucial :-

- ① Builds public trust - Ethical behavior in public dealings promotes transparency and credibility.
e.g. Government officials sharing accurate information during a crisis builds citizens confidence.
- ② ensures Accountability - Ethics makes individuals and institutions answerable for their actions.
e.g. public servants declaring assets promotes ethical accountability.
- ③ promotes fairness and justice - Ethical relations prevents favoritism and discrimination in public decisions.
e.g. = treatment of all citizens in welfare schemes reflects moral fairness.
- ④ Enhance transparency in Governance - Ethical communication ensures openness and reduces misinformation.
e.g. RTI act promotes transparent & ethical public interaction.
- ⑤ Strengthen democratic values - Ethics in public life upholds integrity, equality & citizen participation.
e.g. Honest election campaign encourage faith in democracy.
- ⑥ prevents corruption & Misuse of power - Ethical standards acts as a moral barrier against unethical practices. e.g. officials refusing undue favors from corporations maintain ethical integrity.

⑦ Improves Reputation and credibility - Institution that acts as morally ethically even long term respect from the public.

e.g. Transparent CSR activities by companies enhance public goodwill.

⑧ Encourage responsible communication - ethical PR ensures truthfulness and avoids manipulation of public opinion.

e.g. Sharing verified information during health emergencies reflects moral responsibility.

* Interconnection between public & private ethics:-

• Key points :-

① Character continuity :- A person^{who} is 'honest, empathetic & responsible in personal life is more likely to display the same virtues in public role.

② Moral foundation :- private ethics serve as the moral foundation upon which public ethics stand.

③ Emotional intelligent :- Emotional skill development in managing private relationships (e.g. empathy, listening, conflict resolution). are essential for ethical leadership & governance in public life.

④ Consistency & integrity :- Integrity demands consistency between private & public conduct. A civil servant who is corrupt in personal dealing is unlikely to remain ethical in official matters.

⑤ Public trust :- public officials private actions often influence public perceptions. personal scandals (dishonest, abuse, misconduct) can undermine public trust in leadership.

⑥ Conflict of interest :- Ethical conflict sometimes arise when personal relationships (family, friends, business interest) interfere with public duties. Managing these overlaps demands strong ethical judgements.

⑦ Role model conflict :- Ethical leaders who demonstrates virtue in both public and private life inspire confidence, set moral standards and become role models in society.

① Nelson Mandela - private forgiveness Guiding public Reconciliation. (Reunion)

② Ashoka's conversion - personal Guilt transforming public Governance.

Q. Enlist public ethical values provided by Nolan committees and highlight the ethical values importance of public ethics.

* Conflict between private & public ethics :-

Sometime personal ^{ethical} values may come into tension with public duties & responsibility leading to ethical dilemmas.

① Sources of conflict :- Family interest vs public duty
- Favourelism, promotional priorities, recruitment biases, Nepotism and corruption in contracts.

② Emotional attachment vs impartiality (Rational role) :-
- PDS vs aule ; lockdown vs migrants
- personal sympathy may influence decisions that require objective judgement.

③ cultural values vs constitutional principle :- culture may include language, food, norms & religious practices (A 350 of indian constitution v/s, three protest against language formula).

④ privacy vs public accountability :- Issues with official ~~trap~~ Secrecy act - Honey trap case of DRDO head.

⑤ lack of clarity in policies & structure :- calamities and disaster. e.g. situation during COVID.

⑥ Differences in ideology & perspective :- caste, religion & gender related issue, Industrialisation, Westernization, rise of IT sector, generation gap & rising dilemmas

- ⑦ Ministerial responsibility & civil servant Anonymity (Nameless) e.g. ⑩ Public welfare vs personal welfare - Use of government for public and private use.
- ⑧ Rule base vs Role base - Issue of eligibility of scheme, issue with documentation.
- ⑨ Democratic Attitude vs Bureaucratic Attitude - e.g.

17

Examples & case studies

- ① Vinobha bhave bhodan movement against the personal interest of landlords. and promote the welfare of Scheduled caste.
- ② Environmental aspect - Man-Animal conflict → choice of farmers to use non-electric fencing against welfare of wild animals or use of alternative protective devices.
- ③ Instead of America's first policy / Ideology vs Germany implemented humanitarian implementation and incorporate refugees and migrant.
- ④ professional ethics of an actor such as Amitabh to reach on time on film sets.

* ~~Major~~ Measures / suggestion

- ① Disclosure and transparency -
- a) Always declare personal interest before making decision
 - b) Maintain setwen record of potential conflict
 - c) encourage culture openness in institution. e.g. civil servant & political leaders declaring assets shareholder & family members.
- ② Withdraw -
- a) If there is direct conflict personal. should withdraw themselves from DM. e.g. A Judge stepping down from a case of relatives & friends.

③ Institutional Mechanism -

- a) Establishment of ethics committee e) lokpal & lokayuktat
- b) Vigilance officer
- c) Monitoring officer
- d) Enforcement of code of ethics

④ periodic training & Awareness -

conduct ethical sensitizations workshops & integrity training. e.g. LABASNA, Mission Jyotirmoyogi, YASHADA

⑤ Whistleblower protection -

Encourage citizens & employees to report unethical practices.

* Steps to resolve ethical dilemmas

① Recognition of ethical issues - Identify what values & principles are in conflict.

Issue e.g. conflict of dev. & growth, dev. & envt. protection, transparency & secrecy.

② Gather fact - collecting all relevant information objectively before deciding avoiding acting base on partial or bias data.

Fact

③ Evaluate the options - use ethical ^{reasoning} ~~reasoning~~ models to assess alternatives. e.g. Utilitarian approach, deontological approach, pragmatism, Justice.

option

④ consult with others - seek advise from superior ethics committees, mentors & technical experts.

consult

⑤ Make the decisions and take the responsibility - Be prepare to justify and own the decision.

⑥ Reflect and learn - After action reflect on outcomes learn for future dilemmas.

* Initiatives

① Act of living and vipashna →

② Meditation initiative by SN. Goenka, ISHA foundation

③ UN convention against corruption 2003

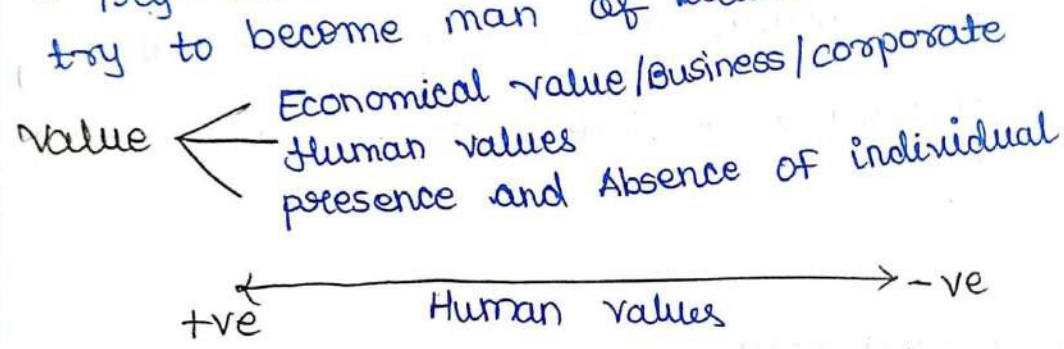
④ IInd ARC, lokpal lokayuktat act

⑤ Transparency international - integrity pact

- ⑥ Japan national service public ethics based.
- ⑦ Brazil national trust & initiative integrity initiative
- ⑧ Switzerland - city of 'Aarau' → data driven participatory budgeting process.
- ⑨ WHO workplace well being framework

(lecture 12) Human Values

“Try not to become a man of success but try to become man of values” - Einstein



Defn/quote (7)
 Try ← +ve
 Initiatives/suggestion
 Success but

Human values are fundamental ~~being~~ ^{guiding} principles and belief that shape human behavior relationship and decision making.

Classification of Human values :-

* classification based on nature

① Ethical values - These values guides decision about right and wrong, good or bad and govern individual and social conduct.

i) Honesty - 'Honesty is the first chapter in the book of wisdom' - Thomas Jefferson
 ↳ Balanced opinion

Defn - Honesty is the quality of being truthful, transparent and fair in one's action, words, intention.

Theory -

① Aristotale - virtue ethics

Honesty is the moral virtue essential for good character.

② Deontologist - duty

Telling the truth is a moral duty and universal value.

* Key components :- Meaning

- ① Truthfulness - Speaking fact and avoiding lie.
- ② Transparency - Openness in motives, decisions & procedures.
- ③ Sincerity - Acting genuinely without hidden motives.
- ④ Reliability - Being consistent in word & deed.
- ⑤ Moral courage - Upholding truth even in the pressure.

Examples :-

- Tukaram Munde against political pressure.
- Sachin Tendulkar and sports ethics.
- TN Sheshan honesty & transparency in election process.
- M. Gandhi - Truth & Non-violence.

Importance & Functions :-

- ① In human life - builds self respect and moral strength.
- ② creates trust in relationship and communities.
- ③ Ensure psychological peace and coherence between action and thoughts.
- ④ promotes authentic communication and credibility.

In Administration :-

- ① Essential for public trust and legitimacy of governance.
- ② Strengthen accountability & transparency mechanism.
- ③ Reduce corruption and misuse of power.
- ④ Encourage ethical decision making and credibility of institution.

problems :-

- ① corruption, Misuse and Nepotism in administration.
- ② Erosion of public trust in institution & officials.
- ③ Distortion of trust in media, politics & governance.

- ④ loss of credibility in leadership & decline in moral standards (19)
- ⑤ policy failure due to manipulated data & false reporting.

* Initiatives :- Govt.

- ① Right to information 2005 → ensures transparency and reduce misinformation.
- ② lokpal & lokayukta Act 2013 → strengthen accountability among public servant.
- ③ Award and reward system → Recognition of individual^{work} in particular field. Sachin tendulkar Bharat Ratna → Honesty towards sports ethics & cricket.

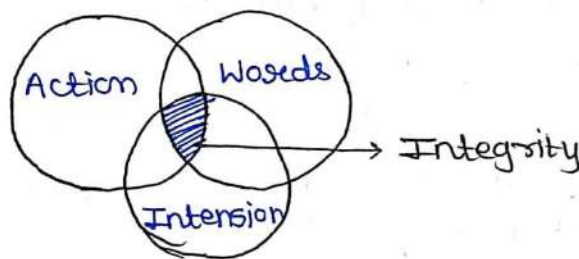
* Corporate initiatives :-

- ① corporate governance code
- ② SEBI Guidelines
- ③ Ethical ^{training/} guidelines and value based leadership program. e.g. Infosys and TCS

* International → UN convention against corruption.

ii) **Integrity**

'Integrity is doing a right thing even no one is watching.'
- C.S. Lewis



DEFN :- Integrity means unity of thoughts, words and action based on moral principles.

* key components/meaning :-

- ① consistency → uniformity in ethical conduct across situation.
- ② Moral courage → standing for right values despite oppositions.
- ③ commitment to the principle → Acting based on conscience and ethical standards. Not opportunistic

④ Transparency - Ensuring that one's motives and actions are open to scrutiny.

Examples :- ① Dr. ApJ Abdul Kalam personal & professional integrity throughout his career & in DRDO & president of India.

② Sonam Wangchuk - integrity towards envt., eduⁿ, nation despite pol. pressure

③ Ratan Tata - Quality of product & service

④ J.P. Narayan - movement & protest against emergency because of integrity towards constitution.

⑤ Mahatma Phule towards women education.

* Importance & function :-

① Ensure coherence between public duty & personal morality → Integrity prevents ethical dualism its beings moral consistency.

② Integrity ensures decision are taken based on rules and fairness.

③ Ensure / strengthen public trust on institution.

④ Encourage ethical relationship & role modelling → A leader with integrity encourage ethical organisational culture ^{influences}

⑤ create moral courage in Beaucroatic environment → Integrity empowers civil servant to resist unlawful orders or political misde . e.g. Ashok Khemka.

* Issues with integrity deterioration :-

① Erosion of public faith in governance - scams like 2G spectrum, reduce legitimacy of entire system not just of individual.

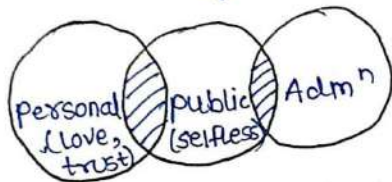
② policy captured by western interest - when integrity weaks corporate lobbies, political elite or criminal network start dictating policy outcome.

③ Normalisation / Sanskritisatation of corruption :-
 Detrioration of integrity make corruption look like part of the system. 'chalta hai Attitude'.

④ Misue of discretionary power leads to subjective DM.
 ⑤ When integrity decline decision focus on immediate gain or political favour not long term good.

⑥ International reputation damage - Nations with systematic integrity failure face investors distress and lower global ranking. e.g. corruption perception index.

3 Format of Human Values :-



iii) Fairness - depend on situation need
 'Fairness is not giving everyone same thing but giving each person what they need to success - ^{Rock} Riordan?'

Defn :- Fairness refers to ethical principle of impartial and just treatment to all individual ensuring that decisions are free from bias favoritism & discrimination.
 * Fairness - Justice delivery ; equity - need / equal distribution.

Theoretical Foundation :-

① Aristotle - Distributive justice
 → 'Treats equals equally & unequal unequally'.

② John Rawls - Theory of justice
 Justice as fairness, ensures equality of opportunity and benefit least advantage.

Components :-

- ① Absence of Favoritism -
- ② Treating people based on needs & context
- ③ Adherence of moral & legal principle
- ④ Ensure process are open & revivable

⑤ consistency - similar cases are treated alike.
 e.g. Immigrants from behave in MH - son of soil movement emerge but same done by Americans/Australian against Indian diaspora - it is not fair.

- * positive Discrimination → Indian Reservation System.
- * FC distribution of fund framework
- * common but differentiate responsibility
- * Tukaram Munde - Nitthal mandir VIP line issue
- * PDS
- * Land Reform

* Importance

- ① It reduces conflict and promotes cooperation.
- ② Fairness allows balance evaluation beyond emotional and group loyalties.
- ③ Ensure procedural justice - Fair recruitment, promotion and DM.
- ④ welfare benefits should reach genuine beneficiaries.
- ⑤ enhance efficiency

* Issues when fairness deteriorate :-

- ① lack of level playing field
- ② Institutional biases - Decisions favouring particular group like religion, political or corporates it erode neutrality.
eg. Bias transfers
- ③ Nepotism and crony capitalism.
- ④ Policy distortion - welfare Schemes diverted to vote bank politics.

* Initiatives

- ① Right to equality (A 14 to 18)
- ② ARC - Ist & IInd
- put. org. ① VIPro & Infosys decision analysis system.
- ② UN Sustainable dev. goal.
- ③ Training models

v) Compassion

Pity (दरिद्र)

When u simply feel sorry for someones suffering.

There is no emotional connection & no intention to help.

e.g. seeing a begger & thinking what a sad life.

Empathy (understand)

• means you understand and feel another person's emotions as if they were your own.

you try to step into their shoes and see the situation from their perspective.

Sympathy (Feel) (21)

• Means you acknowledge someones pain & express concern.

• you are sure that they are suffering but you don't fully feel their emotion.
e.g. telling a friend I am sorry you are gaining through this

Compassion (करुणा)

• compassion is a empathy + desire to help.

• you feel their pain & understand it & you take step to reduce it
(Feeling + understanding + Action = compassion)

① Bureaucratic insensitivity → Instead of role based we prefer rule based org. (colonial perspective) - problem solⁿ - put org. → CSR

Employee's compassion program → Google's search inside yourself.

Global compassion summit Geneva.

v) Selflessness

• Selflessness is a ethical value of placing public interest above personal gain without expecting any reward or recognition.

• 'The best way to find yourself to lose yourself in the service of others'. - M. Gandhi

• 'A life is not live for others is not life - Mother Teresa.

• 'service before self'.

• Nishkam Karma (Mahabharata), deontology.

• Importance :-

① Disaster relief allocation → Choosing to stay in flood

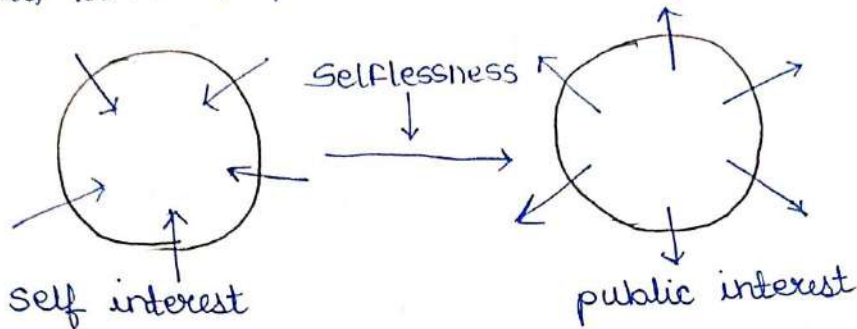
• affected areas continuously despite personal discomfort,

• prioritizing citizen safety over personal convenience, Avoiding

• perks, refusing benefits offered by contractor while executing

• project.

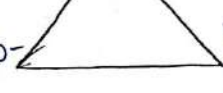
- ② Public grievance hearing - stretching office hours to resolve citizen grievances without prioritizing personal schedule.
 e.g. Asemtoem Fajem, pani foundation,
 ↳ Build 100 km people's road in manipure without govt. fund



v) Probity

probity is Adherence to highest standards of integrity uprighteous and strict moral conduct ensuring that public office is exercised with absolute ethic correctness.

'probity in public life is soul of Trustworthiness good governance'.

• public office is a public trust - Incorruptibility  Moral Discipline
 us constitution principle

* Importance ① procurement process - ensuring no manipulation of tender specification to favour contractor.

② File noting - Recording decisions with clarity & reasons without hiding facts or altering document for political convenience.

Examples :- CDS Bisim Rawat probity in defence sector.
 Manohar parikar - Goa

vi) Truth :-

Truth is adherence to factual accuracy & transparency in records, document & public communication.

* Satyamev Jayate - Mundakopanishad

Importance in Adm - ① providing complete & correct information instead of hiding procedural lapses.

② public statements - Avoiding misleading announcement about projects schemes and disaster situation.

③ Enquiry committees - Reporting true finding even if exposes internal failure.

vii) Competency - competency is a possession of necessary knowledge, skills and efficiency to perform official duty effectively. (क्षमता) (22)

John W. Gaudner :- competency is doing ordinary things extra ordinary way.

Function / specific use in Admⁿ :- +ve use

- ① Budget preparation - sound financial knowledge ensure scarce free allocations.
- ② Urban planning applying technical knowledge instead of relying solely on subordinate advice.
- ③ Disaster management techniques :-
- ④ Digital governance :- skill adaptation of e-office and automation to reduce delays.
eg. Food inspector and technical knowledge of food adulteration.

viii) Objectivity - Objectivity is a decision making based on facts, rules without personal biases or emotions.
Objectivity is a hallmark of professionalism?

positive outcome / use of value :-

- ① Recruitment process
- ② Land acquisition → e.g. L.K. Advani → Introduce objectivity in film certification guidelines
- ③ Transfers & postings reducing discretionary censorship Biases.

ix) Anonymity (deontological value) - Namelessness
Means remaining neutral & invisible while representing the institution not personal identity.
'civil service is a institution not a personality'.

specific uses in Admⁿ :-

- ① Avoiding media & publicity -
 - a) Not giving personal interviews about their own achievement.
 - b) Anonymous file work - signing documents only as a part of institutional hierarchy not personal branding.

c) Not attending personal events that highlights personal names instead of office.

~~ii~~

Impartiality
↓
No biasness

Non-partisanship
↓
Neutral view for pol. Party

x) Impartiality

means treating all individuals and groups equally without favour, prejudices or biases.

‘Justice without fear or favour’.

→ Indicate coverage in cardinal virtue of Aristotle.

* Specific use in Admⁿ :-

① law and order management - Treating all protest group equally regardless of religious affiliations.

② Recruitment, promotion, posting, tender.

xi) Non-partisanship

Non-partisanship is remaining politically neutral not aligning with any party or ideology while performing with public duties.

Quote :- Serve the constitution not political master.

* Specific use :-

① Transparent election process

② policy making formation & implementation

③ public fund utilisation - not allocating funds based on ruling party preferences.

xii) Tolerance -

Tolerance is willingness to accept diverse opinion, cultures and behaviours without hostility.

Quote :- live and let live (जगत आणि जगू यथा)

e.g. Jainism - 'Anekantavadi'

Akbar's - Din-a-Ilahi, Sul-a-Tulk

Samrat Ashok - principle of Dharma

Grandhi - Sarvadharmasambhav

Indian constitutional principle of Secularism.

Use in Admⁿ :-

① Public Hearings - listening patiently to angry citizen's without biasness.

② communal tensions~~at~~ area's - Handling sensitive issues without reacting emotionally.

Communist motto

→ Marx ideology
(casteless/classless/stateless society)

Communalism

→ caste conflict, religious conflict, societal conflict

③ Work place management - Respecting differences in views among team members.

xiii) Transparency

Transparency

→ openness in Admⁿ

→ Democracy without transparency ✗ Work

e.g. Budget scrutiny, CAG

Responsibility

→ Obligations

→ Dueing Service/official
Follow certain rules, regulation, moral obligation

Accountability

→ Answerable to society

→ Dueing action, planning rule are outcome generating & impacting society at large through reports, etc.

Responsiveness

→ Quick action / React

→ Quickly grievance redressal

Transparency is an ethical obligation to make decisions & processes and actions open, visible and verifiable to the public, ensuring that information is accessible & understandable.

Quote :- John C. Maxwell → 'Transparency breeds legitimacy.'

xiv) Accountability - means an official is answerable for decisions, actions and outcomes, including accepting the consequences of failure.

Quote :- 'Responsibility is what you do, Accountability is who you are.'

e.g. CEC made officers accountable by suspending non-performing district magistrates during election duty.

xv) Responsibility - means the moral & professional duty to perform assigned tasks with reliability and ownership.

Winston Churchill :- 'The price of greatness is responsibility.'

e.g. Dist. collector ensuring timely rehabilitation & compensation distribution after natural disaster.

xvi) Responsiveness - is the ability of administration to respond quickly, effectively & empathetically to citizens' needs.

→ call beyond duty / Moral obligation.

xvii) Prudence - visionary / forecasting / long term impact. Prudence is a wise DM balancing risk, resources and long term consequences.

'Prudence is the art of making right choices at right time.'

e.g. Green revolution in India
Economic reforms - LPG

ix) Workmanship, spirit of service & devotion to duty.
It is ethical commitment to perform one's duty with excellence, sincerity and dedication beyond mere compliance. (Quality of work imp).

→ 'Work is Workship?'
e.g. duty of doctors during COVID period.

xix) Rule of law - Rule is same for everyone means everyone is subject to the law equally and administrative action must be legal, rational and ^{non-}arbitrary.

John Locke - Where law ends, tyranny begins.

Kautilya - law is king of ~~law~~ kings.

e.g. criminal procedure code

xx) Efficiency - May be ethical/unethical

$$\text{Efficiency} = \frac{\text{Output}}{\text{Input}}$$

Efficiency means achieving maximum output with minimum waste using time & resources optimally.

Peter Drucker - 'Efficiency is doing better what is already being done'.

Specific use :-

- ① Using digital file movement system to reduce file processing times from weeks today.
- e.g. Sanjay Kumar IAS Bihar → Initiative of e-office.

xxi) Leadership -
 leadership is the ability to motivate, inspire and guide individual's or organisation towards a share goal.
 John Maxwell - 'a leader is one who knows the way, goes the way and shows the way'.

Specific use :-

- ① Disaster management → dist. collector coordinating disaster management teams during floods -
- ② IAS Vinod Rai shows leadership during his CAG tenure exposing the 2G spectrum scam.

xxii) Courage of conviction

→ cardinal virtues of Aristotle

Courage of conviction is moral strength to stand firm with one's principles even under pressure or personal risk.

'stand off for what is right even if you stand alone?'

Use of value -

- ① An officer refusing political pressure regarding illegal land allocation.

xxiii) Quality of service - quality beyond time means delivering timely, accessible, reliable, and citizen friendly public services.

'service to man, is service to god' - swami Vivekananda

'service to jiva is service to Shiva - Lingayat'

e.g. Implementing single window system for business licenses to reduce delays.

xxiv) Constitutional Morality - Following implicit values of constn²⁵ is a concept that refers to principles and values underline a constitution that guide the actions of both the government and citizen.

It goes beyond literal meaning of constitution.

B.R. Ambedkar - Constitution is not mere ~~lawyer~~ lawyers doc. it ^{is} the vehicle of life.

e.g. IAS Officer Jagan Gopinath resign because of erosion of constitutional values showing constitutional morality

- Transgender in Bihar have equal opportunity in public employment (India's 1st transgender PSI exam)

xxv) kindness

Kindness is a moral virtue that involves being helpful towards others and it reflects genuine concern for the well being of others and promotes harmony & empathy in society.

Mark Twain - Kindness is a language that deaf can hear and blind can see.

e.g. providing universal designs in infrastructure and public building which provides easy accessibility in general services.

→ 'Sugam Bharat' - Disabled friendly infrastructure.

→ Kindness towards fellow workers.

→ Green corridors, environment protection Act, Environment ^{impact} assessment shows the kindness towards wildlife.

→ Injustice against stray dogs or slaughtering of stray dogs shows the inhuman activities which against the kindness.

→ Prioritising vulnerable & weaker section while designing social schemes. e.g. Antodaya.

→ Use of sign language for disabled

xxvi) Love

love is an ethical value ~~that~~ ^{means} deep concern and goodwill for human well being rooted in dignity & respect.

Grandhi - 'Where there is a love, there is a life'.

e.g. Ritu sane

- Mother Teresa, Baba Amte, Sindhu tai Sapkal, Guani samant → Transgender rights → case.
- Pandit Nehru (Nehru Chacha) love towards children.
- Friday for future movement of Greta Thunberg.
- Princess Diana → British royal family work towards Universal disease burden

xxvii) Hatred/Hate

Hatred is an intense feeling of dislike, hostility and repulsion towards an individual ~~and~~ ^{or} groups. It leading to prejudice, injustice and unethical behavior.

'Darkness cannot drive out darkness, only light can do that, hate cannot drive out hate only love can do that'. - Martin Luther King

Specific use - Negatively

① clash between thoughts and habits (disagreement) → clashes due to thoughts in ideologies - communal

violent.

② Hatred breeds Jealousy - son of soil movement - Regionalism

③ Untouchability & Historical discrimination among the caste.

Positive Hatred :-

① Hatred against white collar terrorism - 2025 Delhi terror attack

② Hatred against Untouchability, injustice, poverty, patriarchy.

xxviii) Conscience - Inner voice / eternal guide
 conscience is an inner moral compass guiding
 an individual right from wrong beyond external rules.

‘There is a Higher court than court of justice
 than the court of justice’ - M. Gandhi

Use in Admⁿ :-

① civil servant refusing ^{to follow} unethical political & instructions
 that violate law and morality.
 e.g. procedure establish by law to due process of law.

xxix) Forgiveness

Forgiveness is moral act of letting go of
 resentment even when wrong to promote harmony & peace.

‘The weak can never forgive, forgiveness is the
 attribute of strong’ - M. Gandhi

e.g. Samjota express is the hallmark of India's
 forgiveness towards Pakistan illegal activities.
 - Bhushan Gavai

- Nelson Mandela after serving 27 years in jail
 for his anti-apartheid movement after achieving
 his goal never talks about taking revenge from
 white rather advocated peace & brotherhood in society.
 - Japan & USA relation.

xxx) Gratitude -

Gratitude is the moral emotion of thankfulness
 and appreciation towards others for help & service.

‘A Thankful heart is a happy heart’.

- e.g. leaders gratitude towards public after winning general election.
- Gratitude towards NDRF for effective handling of disaster management.
 - Gratitude towards soldier for national security.
 - Gratitude towards nature for mineral resources. (Nature worship) → Vasundhara
 - Ekalavya gratitude towards his teacher Dronacharya.
 - A senior administration recognizing the contribution of field workers and thanking them publically during service delivery reviews.
 - Recognizing the contribution of all team players by captain of team during public interviews.
 - Success of Chandrayan mission - team leader appreciate the contribution of all ISRO or mission scientist.

xxx) perseverance / diligence / consistency / continuity / Avg. performance
 Self discipline → time bound manners → lack of consistency
 → self control

* perseverance is the continuous efforts and hardwork towards a goal despite difficulties & delays.
 Success is a sum of small efforts repeated day in and day out.

- e.g. sport person, soldiers, Govt. officials
- Farmers despite natural disaster & calamities carried out agriculture practices year after year. (Agriculture is Gambling).
 - long journey of ISRO to become 4th largest space organisation.

xxii) self discipline
is the ability to control ~~set~~ one's impulses, emotions and behavior in pursuit of ethical and professional goals.

Confucious — He who conquers himself is the mightiest warrior.

e.g. Arunima Simha conquers the mount everest despite having physical disability and challenges.

— Bhairav Lal Minha (IPS) who had provided speech on anti-corruption initiative but found guilty in corruption allegation.

xxiii) punctuality -

punctuality is the habit of being on time and respecting deadlines reflecting professionalism and respect for other's time.

“Better three hours too soon than one minute too late”. — Shakespeare

xxiv) peace

peace is the state of harmony, non-violence and balance.

In Admⁿ :- essential for justice and ethical governance.

“Be the change to see in the world”. — M. Gandhi

→ peace is not an absent of conflict but the ability to handle conflict peacefully.

x calmness - mind level , peace - societal level

e.g. IAS Bal Subramaniam work with tribal groups ~~through~~ to restore peace through participatory governance rather than force.

Importance of Values in Public Admⁿ

- ① Values gives meaning and strength to the personal character.
- ② The decision we make are the reflection of our values and beliefs.
- ③ Values reflects one's personal attitude & judgement.
- ④ They influence our thoughts, feelings & action.
- ⑤ Sustainable development (transfer of values generation after generation) and social justice. Values like equity, environmental responsibility and intergenerational justice.
- ⑥ Values gives direction and firmness to the life.
- ⑦ It link between private and public ethics. Strong personal values ensures the consistency in behavior across private and public life.
- ⑧ prevents corruption and ^(misuse) abuse of power. Strong ethical values act as an internal restraint against corruption.
- ⑨ protecting human dignity and rights.
- ⑩ They maintain balance between procedural efficiency and social justice especially in welfare scheme and resource allocation.
- ⑪ Values guides administrator in ethically supervising algorithms used in the welfare targeting, predicting policies and digital surveillance.
- ⑫ Without strong values AI system can reinforce biases or violating citizens right.
- ⑬ Values guides administrator to identify all affected stakeholders including silent or invisible groups.
- ⑭ Efficient use of resources.

- ⑮ For developing efficient working culture. Values help in coordination among co-workers.
- ⑯ It provides unique social skill set (communication, leadership, persuasion, presence of mind).
- ⑰ It enhance the adaptability of institution. in use of digital technology, management of epidemic diseases.
- ⑱ Good Building good representation / image of nation at international level.

⑲ Limitation / challenges of values :-

- ① Diversity of values - individual subjectivity & biases create major hurdle in true universalisation of values.
- ② societal Morality - social culture, social religion, regional institution radicalized traditional belief and values. e.g. Jharp panchayat & ^{Jat} caste panchayat
- ③ Role models. e.g. various religious leaders accused for sexual harassment.
- ④ vested interest can deteriorates values & its impleme-ntation. e.g. various conservatives organisation advocated women to not join workforce.
- ⑤ Boycott culture it suppress individual FR like freedom of expression (movies) express intolerance in society. e.g. hashtag culture on social media.
- ⑥ chalta hain attitude incorporates immoral activities.
- ⑦ Repeated transfers creates inertia among administrator for implementing his values.
- ⑧ lack of independent public service board for incorporating ^{supervision of} moral values. (Supreme court)
- ⑨ lack of ethical literacy creates non-enthusiatic work culture in administration.
- ⑩ lack of mechanism which provide or incorporate public opinions and grievances to government & Organisation.

① Huge interference of social media in administration and general life. e.g. Fake news, propaganda politics, hatred and other sexual assault.

② Lack of constitutional protection for few administrative positions.

Sources of values :-

① Role of Family

- a) primary source of value socialisation.
- b) Transmission of culture & moral tradition.
- c) development of emotional intelligence & empathy.
- d) Moral guidance during formative years. (सिखाई देना)
- e) Support system when individual face difficulties in life.

② Role of Society

- a) Reinforcement of collective ethical norms - Society shapes values through cultural institution, tradition and customs.
- b) Influence of peer groups and community network.
- c) Role of media and public discourses (literature, cinema, social media, public debates can either strengthen or weaken ethical standards.
- d) social approval and social disapproval (Reward) Individual often internalise value based on rewards of social acceptance or fear of social sanction for unethical behavior.
- e) community based moral learning - participation based in social service, cultural events and civic activities. e.g. Swachh Bharat Abhiyan.

- ③ Role of educational institution
- a) Structured moral education - schools formally introduced ethical theories, civil duties and moral dilemmas through curriculum.
 - b) Development of critical thinking and ethical judgment
 - c) Influence of teacher as moral examples (Role model)
 - d) Creation of inclusive ethical environment.
 - e) Promotion of civic responsibility (NSS, NCC)

Dynamic nature of values :-

- ① values evolved over time and context.
- ② values influence by social, economic, political changes.
e.g. Industrialisation, urbanisation, digitisation.
- ③ Impact of cultural interaction and globalisation.
e.g. Anthony Giddens - Macdonaldisation; Uberisation, weekend family culture.
- ④ Technological advancement and reshaping of privacy
e.g. data protection & privacy
- ⑤ legal and institutional development influencing values.
e.g. Constitutional reinterpretation by judiciary, Rise of basic structure doctrine.
- ⑥ Generational differences in value system - each generation may prioritize different values based on their experiences.
- ⑦ Response to crises and adversity.
e.g. COVID 19 epidemic period

* Crises of Values :-

- Dilemma - 2 equally imp things create orientation diff. during deciding the goal.
- Crises - unethical value choose.
- Crises of values refers to a situation where fundamental moral principles are increasingly disregarded or compromised.

At individual level :-

① Conflict between ambition & ethics -

Factor behind this crises -

- Desire for quick success
- Emergence of self centered attitude -
- Modern consumer ^{or} culture aptitude increasingly promote self interest, material gain & consumerism.
- Weakening of internal moral compass (feeling directionless) - exposure to repeated unethical behavior in surroundings. e.g. padbhoschy slowly introduced
- Mental stress and ethical disorientation - Individual who violates their values due to psychological stress and long term emotional exertion. e.g. Kailash Mane ~~प्रसन्न~~
- competitive pressure e.g. paper leak scandal

At societal level :-

- ① Erosion of community solidarity. e.g. COVID-19 pandemic
→ Black market of medicine (Individualism ↑), vaccine Nationalism.
- ② Normalisation of unethical behavior - Sanskratization of corruption - chalta hai Attitude.
- ③ Growing economical inequality undermine social values in terms of class, rising inequality, injustice, poverty.

At intellectual skill :- technical knowledge Superior

- ① Excessive Focus on technical skills over ethical reasoning. e.g. Match fixing, yes bank scam, ICICI bank scam, hacking.
- ② Intellectual dishonesty and manipulation - deliberately misrepresentation for political and corporate interest. e.g. Advertisement sector.
- ③ Decline of independent critical thinking - (ideological biases of editorial/News channe) → public intellectual spaces increasingly discourage independent thoughts. with ideological conformity. e.g. social media conformity.

At cultural level :-

- ① Commercialisation of culture and tradition - Kumbh mela, commercialisation of marriage.
- ② Erosion of indigenous ethical system under global influence. e.g. Macdonaldisation (disturb unique culture), political exploitation of cultural identity - ethnicity, caste based, religion based violence.

At political level :-

- ① Misuse of power
- ② Criminalisation of politics
- ③ Crony capitalism / Nepotism
- ④ Ideological crises → Rising defection case - Aaya Ram, Gaya Ram.
- ⑤ Corruption
- ⑥ Family based political parties

At Global level :-

- ① Rising Nationalism and Weaponisation of Nation - e.g. Russia - ukraine war, India's stand for energy security, Israel stand for national security, America

Stand for America's first during vaccination.

- ② Terrorism - weapon trade, religious revivalism and religious fundamentalism.
- ③ Global unethical trade practices - Hawala Network, organ trafficking, deep web trading, Human / sex / Animal / women (Amartya Sen → Missing women) trafficking
- ④ Digital platforms & fostering misinformation.
e.g. Cambridge Analytica scandal shows data driven manipulation
- ⑤ exploitation of Natural resources & global inequality → Global competition often leads economic interest over long term envt. responsibility.

Human Values lessons from lives ~~of~~ & teachings (31)
of Great leaders :-

① Guru Nanak :-

a) EK Onkar - Unity of god
↳ promotes universalism and ethical public reasoning

b) Kirat Karo - Karm Karo → Deontology (duty based)
↳ strengthen integrity, probity and dignity of labour in the governance

c) Vand chhako and langar → against discrimination (equality).
↳ uphold social equality, fraternity and inclusive service delivery. It shows rejection of caste ritualism and gender biases, ~~reinstitution~~ ^{forces} constitution morality.

d) Naam Japo → Meditation therapy
↳ Foster self discipline ~~at~~ duty and emotional balance for ethical decision making.

② Mahavise :- Deontologica → Means more imp.

a) Ahimsa (Non-violence)
↳ conflict resolution - internationally (war), caste based, mob lynching, insurgency.

b) Satya (truth) - Accountability & transparency

c) Anekantvad (plurality) ^{Religious} - there are multiple ways to single truth
↳ It develops tolerance in the society.

d) Asteya (Against Robbery) - Business ethics

e) Aparigraha (Non-possession) - Against consumerism

f) concept of Jeena (Self control) - self discipline and self conquest.

③ Chanakya :-

- a) Rajniti - state decisions and policies
- b) yogakshema - public welfare → welfare state policy of indian constitution.
- c) Arthashastra - It provides strategical foresight
- d) saptanga theory (deontological ethics) → Duties of King → public duties which are complimentary to fundamental duties.
- e) Sam - Dam - Dand - Bhed → teleological ethics

④ Sant Kabir Das :- Vishn^{av}ism

Philosophy of religion
 ↳ dvait - spirit (अद्वैत) ; Advait - Spirit & Body same
 ↳ Nirguna Shakti

* Charvak → pleasurable things do, × Karma (कर्म)

a) Nirguna ^{Nirgun} devotion - philosophy against idol worship, universal faith.

b) Equality - Religious + caste + Human

c) Saralta (simplicity) - He promoted a simple life free from greed, material attachment, emphasizing inner purity over external display.

d) pluralism - It aids communal harmony & counter sectoral policies.

e) Timeliness & Discipline - 'kal karo so aaj'.....

⑤ Tulsidas - Ramcharita Manas → It involves / integrate / involves moral stories of Lord Rama. (32)

- a) Dharma (Duty) -
- b) Bhakti (Devotion) - consistency, passion, faith, selflessness.
- c) Vinay (Humility) (Humble/अभिमान) - He value humility as a sign of inner strength. Ego, arrogance & harsh speech were seen as a moral weaknesses.
- d) Sayam (Self discipline / control) - Desire, anger, greed.

⑥ Rabindranath Tagore - Greetanjali
 a) Mindfulness / Mental peace → different artform from Shantiniketan.

- b) Freedom of thought support academic freedom critical administration and deliberative policy processes.
- c) Cultural pluralism guides culturally sensitive programs and participatory governance in heterogeneous society.
- d) Encourage innovative human solution and safeguard civil liberties.
- e) Vishvashanti (universality)

⑦ Raja Rammohan Roy :-

- a) Secular legal reform & gender just policies.
- b) Anti-superstition & scientific temper promotes evidence based administration and legal rationality.
- c) Leadership skills like positive persuasion by using culturally accepted sources.
 e.g. Sati system and use of knowledge of vedas.
- d) Vedant school
- e) Anti Discrimination

⑧ Swami Vivekananda -

- a) Universal humanitarianism - Ram Krishna Mission (seva)
'service of man is service of god?'
- b) Character building and universal representation of nation. (Chicago conference)
- c) Youth potential guiding principle
- d) concept of supreme self - involves Karma, Bhakti, Yoga (Duty, elevation, mindfulness).

⑨ Sri Aurobindo Ghosh - The divine life

- a) Importance of unity, cooperation, national brotherhood, liberty and value of spiritual nationalism.
- b) Purna swaraj - courage → concept/value of self governance.
- c) Methodologist of Sri Aurobindo Ghosh related to self awareness and self consciousness related to mindfulness of an individual.
- d) self governance - decentralisation of governance at local level.
- e) Inner transformation - addresses ethical maturity among leaders.

⑩ M.K. Gandhi - My experiment with truth

- a) Satyagrah / Ahimsa
- b) ontological ethics (means are imp)
- c) Inner conscience
- d) Trusteeship
- e) Antodaya / Sarvodaya (unto the last)
- f) A40 (DPS) - local panchayat
A47 (intoxicants)
- g) simplicity
- h) power of mass
- i) Atmanirbhar Bharat (Khadi promotion)

- j) Social inclusion - Harijan / Giseijan
- k) Ramsrajya / Gram^{swa}rajya - Good Governance
- l) Truth
- m) Wardha 3H^{edu} policy → Head, Hand, Heart
 (self consciousness) (self employment) (compassion)

11) S. Radhakrishnan -

- a) Mindful education
- b) Radhakrishnan fusion of spirituality and reason support and ethics of public service. Grounded in compassion and rational discourse emphasis on education as moral uplift inform ethical training and civic education, capacity building for policy making.
- c) policy of dialogue and tolerance - which enables consensus building.

12) B.R. Ambedkar - periyar / S.N.D.P mont. / phule / shahu

- a) Education
- b) Intercaste marriages
- c) Constitutional morality
- d) laborer laws - Swatantra Major paksh
- e) Minority
- f) Justice - policy of Reservation - +ve Discrimination
↳ Aristotle
- g) Newspaper - Samta, Mukhnayak, Bahishkrut Bharat
- h) Annihilation of caste

↳ Anti-discrimination laws and affirmative policies.

⑬ Maulana Abul Kalam Azad -

a) Educational humanism - that means education as an empowerment not ritual learning. He emphasises on secular education. He contributed in secular education policy. (wardha education Plan).

b) Hindustanizat over religious identity (secularism)

c) Rational faith which having reason with curiosity

d) emphasise upon intellectual courage. fearless truth telling.

e) prioritizing mass education, advance human development & strengthen democratic citizenship.

⑭ ~~14~~ Jeeb Nayal Upadhyay

a) Antodaya - moral duty to uplift last person, integral humanism - holistic synthesis of material, moral & social welfare.

b) Ethical citizenship - dignity of common person.

c) Ethical stewardship / trusteeship

d) policies that prioritize vulnerable groups - we can integrate his approach of Antodaya to last mile delivery. as well as human dignity centric program.

⑮ Ram Manohar Lohiya

a) Saptkranti - Seven revolution for moral social transformation.

b) Social equity and Anti elitism (against VIP culture) - for redistributive and participatory policy to empower grassroot actor.

- (16) Dalai Lama - Nobel for peace
- a) praitiya samutpada (interdependence) → your happiness depend on other's happiness.
 - b) Mental hygiene - work culture
↳ keeping the mind clean through meditation, self reflection and ethical discipline.
 - c) emotional ecology - Anger creates social pollution, compassion creates social harmony.
 - * compassion, peace, Non-violence, mindfulness & universal responsibility.
 - d) Shamma - spread

(34)

- (17) Mother Teresa - Noble/Bharat Ratna/Saint
- a) Find your own calcutta here phrase utroine individual to serve his own community.
 - b) self service
 - c) dignity of poor
 - d) compassion of action
 - e) care for marginalised
 - f) selfless service during pandemic
 - g) Hands to serve, hearts to love (service & compassion)

- (18) Amartya Sen :-
- a) Niti that means just rules & Nyaya that means just outcome.
 - b) capability approach - Sen reframes development of expansion of real freedom and capabilities.
 - c) ~~Re~~ Guiding metrics beyond GDP health, education and agency (delivery mechanism - institution).
 - d) For administrator Sen's work prescribe designing policies that expand capabilities.
e.g. Tukaram Munde (IAS) - Skill dev. camp - during COVID quarantine period.

19) APJ Abdul Kalam -

- a) Fail is equal to 1st attempt in learning.
- b) Indomitable spirit - His favourite phrase for resilience and moral strength facing adversity without losing hope.
- c) Visionary leadership (prudence) - Forecast of Develop nation 2020.
- d) Kalam blends scientific temper and ethical leadership encourages evidence based innovative public policies and technology led social solutions.
- e) value of direct communication

20) Nelson Mandela

- a) Ubuntu - I am because ~~you~~ ^{we} are. emphasises share humanity, compassion, mutual care and collective responsibility.
- b) Rainbow nation (Diversity) - which shows unity
- c) Restorative justice under Ubuntu which shows the value of brotherhood, social cooperation and specifically use for persuading human nature in positive way.
- d) His insistence on equality and human right mandates policies tackling structural exclusion and discrimination.

21) Confucianism / Confucius - Chinese philosophy (like Kautilya)

- a) ~~Ren~~ Confucius emphasis on benignance and (Ren) proper conduct (Li), supports an ethics of care, duty and role based responsibility in public institution prioritizing trust and reactualize probity and social harmony.

- b) Filial piety - and social duties translate into policies reinforcing ~~into~~ civil responsibility and inter-generational welfare.

22) Fukuzawa Yukichi -

a) Fukuzawa's modernist ethics reinforces evidence based governance education led development and cultivation of responsible independent citizens essential for democratic resilience.

* Independent citizen - No political pressure, Neutral, unique thoughts → liberal, can ask qstn to authority.

23) Martin Luther King Jr. :-

a) His fusion of Non-violence protest with legal reforms provides a model for rights based activism and policy change. His moral framing of civil rights strengthen ~~and~~ legal protection.

b) I have a dream (equality, social justice, against discrimination).

24) Aristotle :-

a) virtue ethics - courage, ~~prudence~~ prudence, Justice, temperance and liberty (qstn on courage)

b) Golden Mean - It informs balance policy choices and moderation of public action. (Middle path)

c) practical wisdom - Emphasises context sensitive deliberation over rigid rules. fostering prudential decision making.

25) Emmanuel Kant - Zero compromise value qstn

a) Kantian duty ethics demand that administrators act from principle respecting person as a end and preserving universal norms.

b) The categorical imperative guides policy that can be build as universal laws. strengthening consistence non-arbitrary decision making.

Q6) Plato

a) Justice as an ideal state → ~~stretches~~ Plato's model stresses wise virtues leadership and education for decision makers which urges meritocratic selection and moral formation of public elite.

b) His philosopher king idealise the central lesson for administrator is primacy of moral competence exercise and justice in governance.

c) Ethical training and check to ensure leaders are both competent and committed to public interest.

Q7) Socrates :-

a) Questioning the authority

b) Ethical self examination - enquiry / scrutiny of decision

c) Grievance redressal Mechanism rise

d) Knowledge as a supreme virtue

Q8) John Locke :-

a) Social contract theory - Rule of state based on social contract developed by the community. where community surrenders its rights fulfillment of the aspirations of all community. These theory challenge divine right of king.

b) Limited Government - protect the individual from the overreach of authority and exploitative nature of state.

c) Natural Rights - Art 21 of Indian constⁿ still in developing state. which shows the liberal interpretation of life, liberty and property right

29) J.S. Mill :-

- a) Theory of justice -
- b) J.S. Mill utilitarian concept assess policies by aggregate well being. for public administrator mill advises balances welfare maximization with civil liberties.

30) Swami Vyaranda Saraswati :-

- a) Monoethism
- b) Shudhi movement
- c) Vedic Rationalism
- d) Anti - Superstition
- e) Kirivanto (Vishvam Aaryam) (make the world noble) - universal ethical duty to uplift humanity.
- f) welfare of all / Antodaya / Holistic approach → Sarvopkare.

31) Thiruvalluvar

- a) Aaram (sightfulness)
- b) Oli (inner light) - ethical clarity that guides your conduct
- c) porai (passion)
- d) Aran (universal moral standard) - ~~the~~ ethics is higher than personal benefit → self sacrifice
- e) Dharmam of kinship (ऋतम्)

32) Charvaka philosophy :- Materialistic consumption more.
(Lokayat philosophy)

- a) Charvak represent Indian materialistic ethics. bold rational, Anti - ritual pleasure centric philosophy.
- b) pratyaksh (Only sense perception is valid) - direct perception → ethics must be based on observable consequences.
- c) lokayat (this worldliness) - focus on practical and this worldly happiness.

- d) Sukata (pleasure as the highest good) - Ethical life aims at maximising happiness.
- e) Deham eva purushartha (body is a basis of all values)
 → to glorify materialistic condition → Ranam Kartava
Gurtham tibet (अर्थो एतेन युज्यते शीतम्) → Hedonism.
- f) Ekam Shavinam (life is only one)

6 Stages of ^{hel} Kohlberg :- for moral development

① pre conventional level

a) Based on consequences - Morality perform for avoid punishment or getting rewards.

b) Morality based on self interest - you help me, I help me.

→ Family

② conventional Morality level.

a) Based on social approval (Good boy, Good girl orientation) → Behavior to please other.

b) law and order orientation - we follow the order due to the law & order.

→ Authority

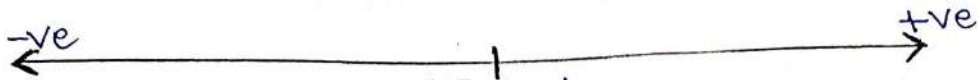
③ post conventional Morality

a) social contract and individual rights - laws are important but can be change for the public goods.

b) universal ethical principle - conscience is higher than the law.

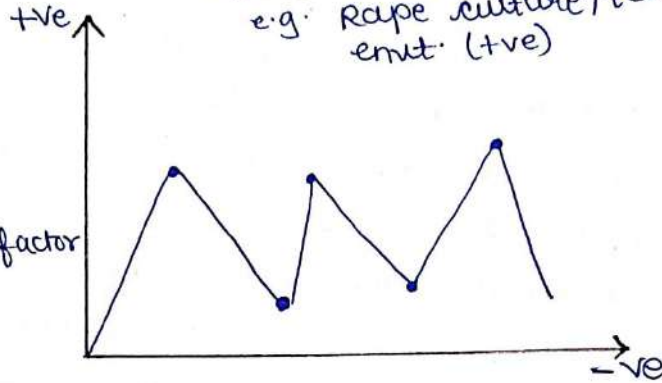
→ Inner voice

Attitude



* Unidirectional th^y of Attitude
 ↳ Use in qstⁿ - sharp opinion
 e.g. Rape culture/terrorism (-ve)
 emot. (+ve)

* Two dimension theory of +ve
 ↳ use - c.s. many factor
 सही वाक्य +ve / -ve



Attitude is a psychological deposition that reflects an individual consistent evaluation ~~about~~ in terms of positive or negative about a person, object, event or situation. It represents how a person generally views and responds to think based on their personal experiences, learning and social influences.

Types of Attitude

① 1 Dimensional representation of Attitude (Scale of Attitude).

a) positive Attitude - A person with positive attitude tends to view situations people and events with optimism hope and confidence. They are generally more open to challenges cooperative and more adaptable to change. e.g. provisional officers adjust with Naval area posting.

b) Negative Attitude - It involves a ~~person~~ pessimistic (निराशावादी) & critical approach towards people or situation. Such individual often complain, resist change and unfavourable outcome. e.g. Govt. employee who consistently ~~avoid~~ ^{criticise} reforms, avoid responsibility.

c) In some situation individual may neither shows ^{nor} positive ^{nor} negative feeling is called as Neutral Attitude.

* Reasons

- lack of information
- lack of experience
- Misperception about things
- For instance a citizen who has no clear opinion on foreign policy issue.

d) Ambivalent Attitude (द्विविधा अवस्था / कबल नहि काय करयच)

This refers to holding both positive and negative feeling toward the same object. Such conflicting feeling creates confusion. e.g. voter may admire political leader economic policy but dislike their stand on social issue.

Factors / component / content of Attitude :-

① Affective component - This part of Attitude refer to emotion or feeling that a person/ (issue) has towards a particular object. This feeling can be positive like love, happiness or negative like fear or anger. e.g. Some people feel scare of snakes even if they know snake are not always be dangerous; TATA NAMAK DESH KA NAMAK (emotional appeal)

② cognitive attitude - (Based on ^{experiences} beliefs and thoughts) This parts involves a person's belief, knowledge and thought about object and issue. It include what people thinks are the good or bad features of object. e.g. A Buying car involve feature like fuel efficiency, cost, etc. (opinion change - cognitive)

③ Behavioral component - (Experience-based on action or behavior) this part refers to how a person has behave towards an object in the past and how they plan to behave in the future.

e.g. Movies of particular director & his direction style may impact your experience for his upcoming movies.

Functions Of Attitude :-

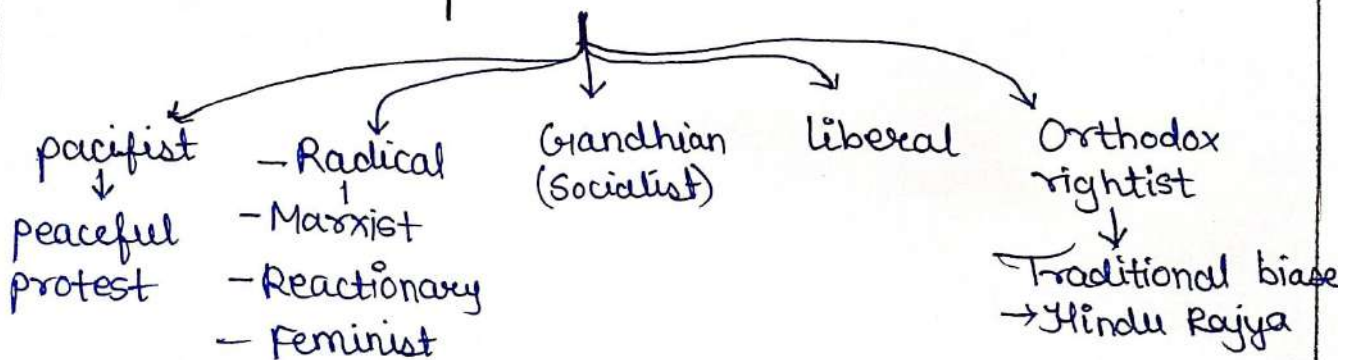
- Attitude depend on society
 ↳ contemporary situation effectively analyse (COVID)
- ① Knowledge function :- Attitude helps individual make sense of the world organising and simplifying information. They act like mental shortcuts that allow people to quickly evaluate situation. are people without much thought everytime. e.g. Gout. job syndrome.
- ② Utilitarian function :- Attitude help people maximise rewards and minimise punishment. e.g. Gambling, Share market, competitive exams.

3 Social adjustment :- Attitude help individuals fit into social groups and maintain relationships. people often adopt the attitude of groups they belong to or admire to gain acceptance & approval.

Factors behind the Attitude formation :-

- ① Social Norm and peer pressure - people may modify their behavior to align with the expectation of society and peer group. e.g. opinion of individual about the intercaste marriages
- ② legal and institutional changes - laws, rules and regulation may generate individual positive and negative attitude. e.g. A 377 or LGBTQ marriages.
- ③ Fear of punishment or reward - School prayers/HW - following traffic rules, Taxation system.
- ④ Availability of resources and opportunity - Even if individual holds strong positive attitude lack of resources and opportunity may prevent corresponding behavior. e.g. Rain water harvesting.
- ⑤ Situation urgency and emergency - In certain situations immediate needs may override personal attitude temporarily. e.g. Separatist tendency among Sikh community, America's 1st policy.
- ⑥ Social roles and expectations :- people may behave according to the expectation tie to their professional or social role.
- ⑦ Group dynamics and conformity :- In groups setting individuals may conform to group behavior to avoid standing out or facing criticism. e.g. Students who dislike ragging may silently tolerate if entire peer group participating in it.

political Attitude



How to change Attitude / Factors behind change in Attitude (39)

- Social influence - short term
- persuasion - long term → change in knowledge base.



→ social influence is the process through which an individual attitude beliefs or behavior are shape or modified by the presence or action of social pressure or observation.

Types of social influence :-

- ① **Conformity** - Adjusting one's behavior and thinking to align with group norms even without explicit pressure. e.g. National Anthem.
- ② **Compliance** - (follow because of someone's request) → change Behavior change in response to you direct request. e.g. Segregation of waste into dry or wet.
- ③ **Obedience** - Following explicit information / instruction or orders from someone in authority. e.g. obedience towards senior order.
- ④ **Minority influence** - when small group and individual through persistence and moral conviction causes the majority to reconsider their beliefs. e.g. Walkout of minority by parliament, Medha pathkar - Narmada Bachao Andolan.
- ⑤ **Informational social influence** - COVID Awareness campaign

conclⁿ - Rule provide framework, but attitude determines performance, hence change in attitude directly improve administrative outcome.

persuasion

persuasion is a deliberate efforts to influence a person's beliefs attitude or behavior through reasoning, emotional appeal, credibility without coercion (बलवर्ती)

Elements :-

The source (who say it) → The Message (what is said)
 (Yudhishtar → trustworthiness) → clarity, logical & model framing

→ ~~Audience~~ The Medium (how it is said) → Audience (to whom it is said)
 (platform) (Background, motivation & level of Awareness matters)
 (use of communication channel - social media)

Types :-

- ① Rational Appeal - Use of data, fact & info.
- ② Emotional Appeal - Beti Bachao, Beti padhao
- ③ Ethical Appeal - Gandhi's call of Non-cooperation movement, Swadeshi
- ④ peer influence -

Q. what do you mean by persuasion & social influence. describe its impact on individual's attitude.

* Where an administrator can display positive attitude?

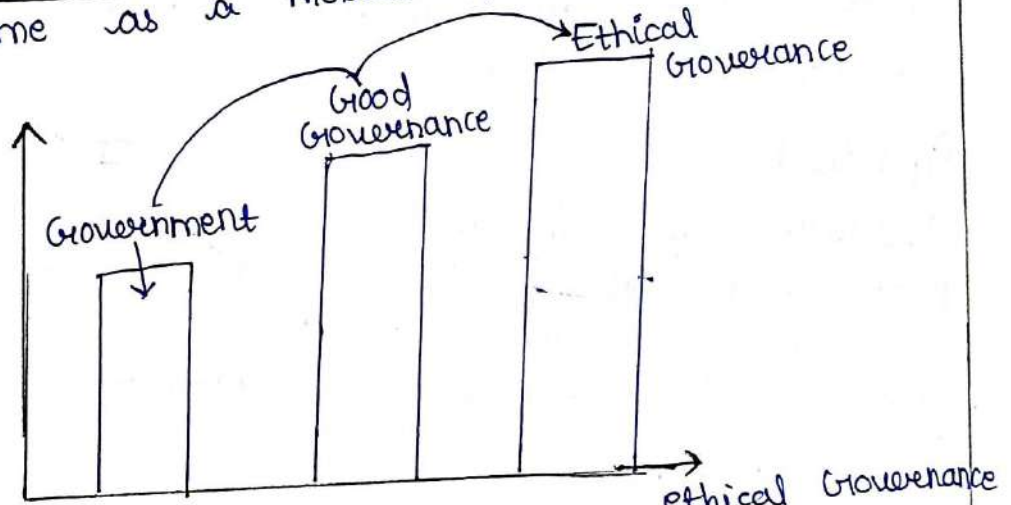
- ① During an flood an officer stays overnight to coordinate rescue team and personally ensures food reaches stranded families.
- ② At public grievance camp the administrator listens patiently to an elderly women pension issue and get it resolve same day.
- ③ While handling the protest the officer engage with an dialogue with protestee instead of using force. ensuring peaceful resolution.

- ④ Sawabh pandey → lunch with collector, Bihar (Bastar) ④
- ⑤ In a remote tribal village posting the officer learn basic local language to communicate respectfully with the community.
- ⑥ During COVID 19 an administrator provided/arranged transport and food for migrant workers walking long distances.
- ⑦ When poor widow lacks document for welfare scheme the officer help her complete the papers work instead of rejecting an application.
- ⑧ Facing pressure from an political leader for an illegal transfer the officer firmly upholds rules with the moral courage.
- ⑨ During election duty the official ensures elderly and disabled voters are assisted and polling remains completely impartial.
- ⑩ Handling a domestic violence case the officer provides a counselling and ensure a safe environment ~~and~~ instead of dismissing it as a family matter.
- ⑪ In major road accident the officer rushes to the spot mobilises ambulances and ~~also~~ supervises medical aid for all injured persons.
- ⑫ While granting forest clearance the officer conduct a fair public hearing and protect environmental concern despite protest from contractor.
- ⑬ In an inter-departmental dispute officer convene out joint meeting and iron out clashes and ensure coordination.
- ⑭ During school inspection the officer ensure mid day meal policy without threatening staff.

*Unique Measures to cultivate a positive attitude

- ① Cognitive reframing workshop :-
Training individual to view problem not as a threat but as a challenge and improve the constructive thinking.
- ② Shifting from an complaint approach to solution Focused approach / dialogue :-
- ③ Works place as a gratitude round
- ④ Giving weekly meeting each member acknowledges colleague's positive action.
- ⑤ community story circle and inspirational rounds.
e.g. Citizens share real story of kindness, honesty, courage
- create positive role model.
- ⑥ Shadowing or role modelling an ideal officers :-
- ⑦ Mindfulness and emotional regulation practices.
↳ Breathing exercise, short meditation session, counselling and self awareness practices.
- ⑧ Feedback with the dignity
↳ Praise - constructive improvements and motivation.
↳ Constructive criticism
↳ Motivation
- ⑨ community volunteering days :- Activities such as cleanliness drives, blood donation, tree plantation, fostering civil responsibilities and positive citizenship.
- ⑩ Small wins strategy - Breaking large goals into smaller achievable step. Strengthen confidence & positivity.
- ⑪ Assets based community development :- Identifying strength, skill and capabilities.
- ⑫ Behavioral Judges :- positive ques such as village of honest citizens.
- ⑬ Active listening training - practising patient interruption
Free listening reducing conflict & Build trust.

- ④ Visioning Exercises collectively imagine a future :- ④
 It creates a hope, motivation.
- ⑤ Exposure visits to model workplaces and villages :-
 eg. Ralegan Siddhi / Hivaregaon in Maharashtra.
 ↳ water harvesting measure
- ⑥ Supportive peer Network :- peer group which offers constructive guidance helps to reduce negativity and promote collective upliftment.
- ⑦ Digital detox periods :- Resigning a weekly hour or fix time as a mobile free digital detox period.



→ Governance
 process of DM
 & implementation
 done by the state.

GGI
 → Governance that
 is effective, transfe-
 rable & responsive
 to people's need.

ethical Governance
 → Government
 guided by moral
 value & ethical
 principle like
 integrity, fairness
 & compassion.

Aptitude

Aptitude :- Excellence in particular field. Inborn

IQ :- By birth, slow to change

→ Aptitude refers to a natural ability or potential of an individual to ~~see~~ acquire specific skills or perform particular task appropriately / effectively in given appropriate training and environment.

→ It reflects an individual inborn capacity & succeed in a given field.

Aptitude

→ Aptitude refers to a person potential ability to learn or develop specific ^{skill} fields in future.

→ It is a task or domain specific ability

→ It predicts success in particular field.

→ It can improve through training & practices.

IQ

→ IQ refers to person's overall intellectual ability measure to standardise intelligence test.

→ It is a general mental ability (memory, reasoning & problem solving)

→ It measures overall cognitive capacity.

→ It comparatively more stable & changes overtime

Key Features of Aptitude :-

① It is inborn or inherent. However, it can be refined through education or ~~refin~~ experiences.

② Aptitude is a domain specific.

③ It determines person's suitability for particular role.

Aptitude

Attitude

- | | | |
|---|--|--|
| Def ⁿ - | | → Acquire through socialization. |
| Nature - In born or innate capacity | | → Influences how a person <u>response</u> emotionally to a given object. |
| Function - How well person can perform in domain. | | → More <u>flexible</u> & can change with new experiences. |
| Stability - Relatively <u>stable</u> over time. & can change | | |

Types :-

- ① Verbal Aptitude :- Ability to understand and communicate effectively through language and crucial for drafting policies.
e.g. A district magistrate closely communicating with evaluation teams.
- ② Numerical Aptitude :- Skill in handling Numerical data, interpretation and logical analyse useful for budgeting and auditing.
e.g. An IRS officers analysing tax returns.
- ③ Administrative Aptitude :- Composite ability involving decision making planning and leadership.
e.g. Officers during COVID time.
- ④ Social Aptitude :- Interpersonal sensitivity, Empathy and ability to build public trust.
- ⑤ Moral Aptitude :- Inclination towards ethical conduct which ensures integrity in administrative decision.

Necessity / why aptitude Necessary in public service?

- ① Efficient DM in complex situation
- ② leadership and team management
- ③ public service orientation

- ④ Handling the pressure and ethical dilemmas.
- ⑤ Effective policy implementation
- ⑥ Crises and disaster management
- ⑦ Building trust with a citizenship.
- ⑧ Adaptability in diverse role.

Q. Attitude is an important component that goes as an input in a development of women. How to build a suitable needed attitude for public servant

Individual $\xrightarrow{\text{+ve Attitude}}$ Expected Human Dev.

Q: can attitude be measured objectively? discuss the limitation of attitude in measurement in selection & training of civil servant?

Defn :- ^{Attitude-defn} Attitude + objectivity + civil servant \Rightarrow issue

Body :- ~~the~~ Measurement of attitude \times objectivity \rightarrow calculate
 limitation of Attitude measurement \rightarrow civil

Methods $\left\{ \begin{array}{l} \text{one dimensional} \\ \text{Two Dimensional} \end{array} \right.$

- limitations $\left\{ \begin{array}{l} \rightarrow \text{Role play} \\ \rightarrow \text{regional biases} \\ \rightarrow \text{Tradition bureaucratic attitude} \\ \rightarrow \text{Nepotism} \\ \rightarrow \text{Sanskritization of attitude} \end{array} \right.$

IQ :-

Factors :-

- ① To Response situation very quickly.
- ② To take the advantage of right time, right ^(peaking) place.
- ③ To make sense of ambiguous & contradictory messages.
- ④ To recognize the importance of different element OF situation.
- ⑤ To Find the similarities between situation despite differences that may separate them.
- ⑥ To draw distinction between situation despite similarities that may link them.
- ⑦ To synthesis new concept by taking old concept
e.g. Remix Songs
- ⑧ To develop ideas those are Novel.
- ⑨ Classical intelligent can be defined as what is measured by the IQ test. This test are about logical reasoning ability, spatial orientation, analytical skills, language skills. In short it is an series of skill which require to analyse or solve a problem.

3 phases OF Problem Solving :-

- ① Identification + describe ② solⁿ ③ Implementation

① problem description :-

To gather the fact together in a comprehensive overview of problem.

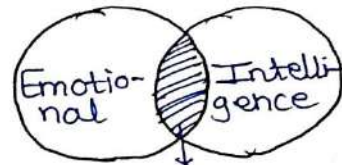
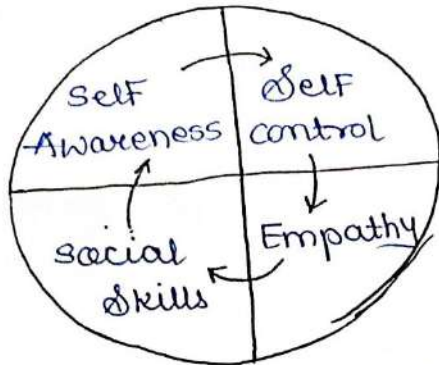
② problem Solving :-

To propose a theoretical solution which test into account all the elements identified in the problem description.

③ Implementation of solution :-

The way of applying chosen solution.

Emotional Intelligence (EI)



Attitude
↓
perspective

Aptitude
↓
capacity

EI
↓
emotion
Management

→ EI means the ability to recognized, understand and manage your own emotions as well as emotions of other people

Goleman's Model :-

① Self Awareness :- Recognised and understand personal emotions and their effect on others.

It includes self confidence realistic self assessment and self deprecating sense of humance.

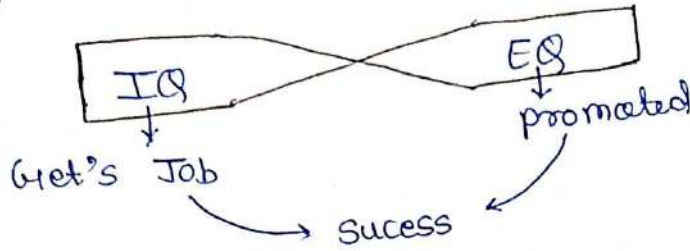
② Self Regulation :- The ability to control or redirect disruptive and mood and the propensity to suspend judgement to think before acting.

③ Openness to change / Empathy :- Empathy means understanding about other people emotions.

- A skill interacting people according to their emotional reactions. It includes expertise in building and retaining talent and cross cultural sensitivity.

④ social Skills :- Managing relationship and building networks and an ability to find common ground and build rapport / friendly relations. It includes skills like effectiveness in leading change. persistence and expertise building and leading change.

⑤ Motivation (Recently Goldman Remove it from domain of EI)
 A passion to work for reason that go beyond money ~~th~~ and Status. (4)



* Functions OF EI

- ① One became aware of himself or others can take holistic decisions.
- ② Individual ~~with~~ ^{would} know how to check disruptive emotions ~~at~~ ⁱⁿ check.
- ③ A self regulated person enhance integrity, trust & Fortitude to make ethical decision. e.g. T.N. sheshan
- ④ It develops the ability to delay satisfaction OF desires.
- ⑤ person develops optimism, resilience and leadership qualities.
- ⑥ EI helps government professionals cope up with stresses and focus on mission and getting work done in calmer.
- ⑦ EI influences organisational effectiveness in a number of areas.
- ⑧ It improves team coordination and work culture. leaders with high EI promotes collaboration reduce feare of failure and improve administrative culture.
- ⑨ Support citizen centric administration → It creates ~~sensitivity~~ ^{sensitivity} to reality and emotions of citizens Specially the vulnerable.
- ⑩ Disaster management & crises response EI enables calm communication empathy for affected population

and moral building

(11) Grievance Redressal and public interactions → daily citizens engagement often creates frustration. However, EI allows officers to listen without reacting defensively ensuring the dignity & effective redressal. (e.g. Kannan Gopinathan)

(12) policy implementation and behavioural change → EI enables officers to align messaging with people's fears, aspiration & dignity. e.g. Swatchh Bharat Mission.

(13) EI ensures that response is not emotionally defensive, arrogant or dismissive. e.g. S. Jaishankar in global media.

(14) Ethical dilemma management → Civil servant frequently navigates conflict between rules & moral responsibilities. EI helps assess such situation with self awareness, restraint and clarity of values.

*EI's component can be learned under :-

(1) Self awareness :- a) constructive feedback

b) By being patient listener c) By observing things around us.

d) Name the emotions (labelling technique) e) The Mood general - daily emotional mapping

f) Trigger mapping g) Active listening technique

h) LAST rule (listen carefully acknowledge it, Summarize it, talk).

(2) Self control :- a) Meditation b) Training

c) Sports d) 10 seconds pause rule

e) emotional boundary setting (I do not have capacity right now, let us talk about it later).

(3) Gratitude Shift :- This trains your brain to recognize positive emotion & improve resilience.

g) empathy switch

h) practice Assertive communication

↳ Respect
↳ Clarity
↳ Firmness

Q. 2023 → Intro :- EQ + IQ → comparison

Heading :- EQ more imp than IQ or complimentary both

Reasons

conventional IQ narrow

Intro → EI = EQ + IQ

• ~~Gratitude~~ Empathy ^{situational} :-

③ Social Skills

a) program framing

b) setting goals & objectives

c) practising interpersonal communication

d) Issues with lack of EI

e.g. custodial death, paniness,

Favouritism (Neutrality)

→ Reacting with anger during public grievances.

→ Dismissing citizen emotion during crises. (ignorance / lack of empathy).

→ Insensitive communication with subordinate / disrespectful treatment (lack of compassion)

→ lack of patience with vulnerable groups (patience → elderly citizens)

→ Favouritism - due to personal liking & disliking

→ Mismanagement of conflict between the departments.

→ Responding emotionally to social media criticism.

Lecture 24

* parts of Quote writing :-

- Intro :-
- ① Identification of given value e.g. parent (addition)
 - ② simplification of given quote with highlight of diff. ethical key term. e.g. agent of socialisation
 - ③ use of diff. thinkers and theories with diff. terminology for similar and parallel values
 - ④ Hybrid intro method - simplification of given quote / elaboration with use of appropriate quote. addition

⑤ Thinker who provided quote can be explained in intro. if quote provided by Gandhi ji you may start with a Gandhi but remember that you have to highlight same central value with the help of that thinker.

parent of quote 9th

⑥ you have to use double para intro in which secondary para should contain elaborated meaning of quote.

⑦ Quote based intro - Used the central value (main) → character for making quote. Avoid secondary value → e.g. persuasion
* Use simple diagram

Before Heading :- Use appropriate diagram immediately after simplified version of intro.

Heading - Breaking the mould → 2 parts
- we have to break the heading into two small Subheading.

Any Quote do not provide the universal truth, but if it sounds like a universal truth like peace, love, happiness then provide weaknesses & lacuna in contemporary societies.

However, it has several issues as well :-

Common Heading
↓
Heading 2

provide suggestion & way forward

- Heading 3

whenever argument provides flip side work of Arguments in favour / against

use the frame -
e.g. laws are silent during war
↳ Favour
↳ Against

- whenever you find difficult quote in exam hall then shift towards para format & consider quote essay topic. (No heading)

- Hybrid Format $\left\{ \begin{array}{l} \text{para} \\ \text{points} \end{array} \right.$
 # Arguments :-

- ① each argument should have its own unique example.
- ② Avoids examples without argument / do not provide multiple example for same argument.
- ③ Each heading should incorporate atleast four arguments with example.

→ Attentive words → likely, leading by immediate e.g after argument in para

conclusion :-

* Use of quote, metaphors, phrases as a heading.
 e.g. If quote says about failure you may use failure as a stepping stone to success.

~~Use~~ ① Use of quote, phrases, vedic hymns as conclⁿ remarks
Don't elaborate (Mata Devobhava, pitra Devo Bhava)
 ↳ That's why vedas says

② Use of quote in conclⁿ should not reflect similar tone or meaning of intro or originally quote it should go beyond wordy meaning of sentence.

③ Do not use example in conclⁿ

④ Use of international initiatives & convention having sound of solution e.g. Geneva convention. $\left\{ \begin{array}{l} \text{Qstn} \rightarrow \text{law are} \\ \text{Silent during} \\ \text{war.} \end{array} \right.$

⑤ philosophers & thinkers in conclⁿ with unique th^y & methodology. but it should be attach with central value. → Solⁿ oriented

⑥ Perfect~~s~~ conclⁿ is myth avoiding stretching of conclⁿ.