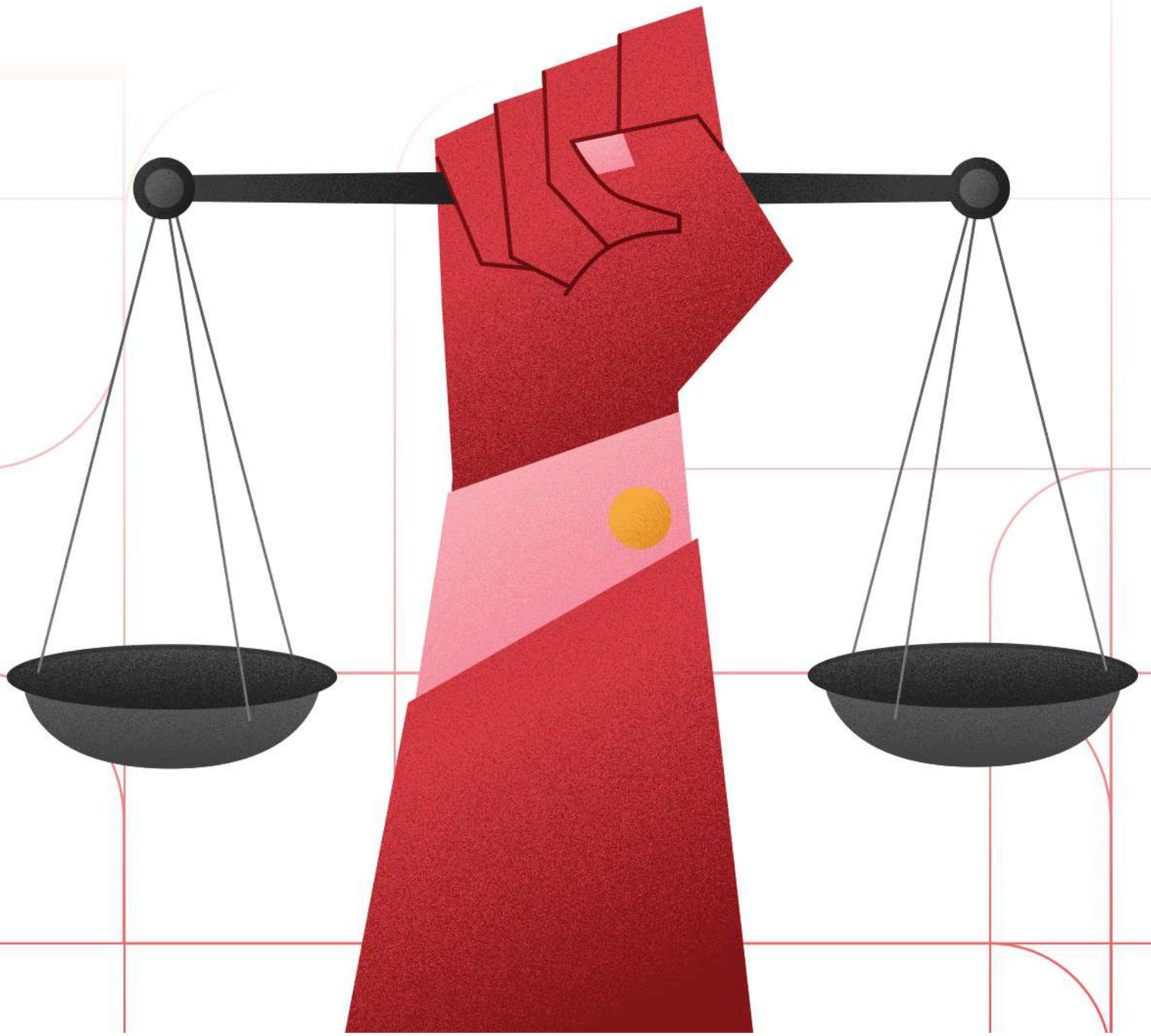




Ethics

MPSC Mains

General Studies IV
Class Notes





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Published by

PRAYAAS Education

CTS No, 1262/B, Plot No.594B,
Office 301A, 301, Second Floor,
Starling Plaza, J.M. Road, Pune

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MPSC MAINS

ETHICS

GENERAL STUDIES - IV

(Class Notes)

Year 2025-26

Features of the “Ethics GS Paper IV Notes” for MPSC Mains

1. Based on Latest MPSC Mains Trends

- Incorporates new question types, including applied ethics, ethical dilemmas in governance, and real-world case studies.

2. Rich with Innovative & Contemporary Examples

- Unique real-life examples drawn from daily newspapers, public administration, governance, and current affairs.
- Goes beyond repetitive textbook examples, helping your answers stand out with originality and relevance.
- Covers examples from bureaucratic conduct, public policy, judiciary, environmental ethics, AI ethics, and social service.

3. Value-Enriched with Ethical Terminology

- A comprehensive glossary of key ethical concepts and terminologies used in MPSC Mains answers.
- Helps you articulate moral reasoning clearly and score better in theory and case study questions.
- Includes terms inspired by philosophical, sociological, and psychological perspectives — ideal for analytical depth.

4. Quote Integration for Impactful Answers

- Curated collection of ethical and philosophical quotes from global and Indian thinkers (e.g., Gandhi, Kant, Rawls, Vivekananda, Buddha, Aristotle).
- Each quote is contextually linked to governance and administration, helping you use them effectively in introductions and conclusions.

5. Case Study Ready

- Ready-to-use ethical frameworks and model approaches for solving case studies systematically.
- Includes practical applications of concepts like empathy, objectivity, transparency, accountability, etc.
- Designed to help you structure your answers quickly under exam pressure.

6. Concise Yet Comprehensive

- Crisp, exam-oriented presentation — no redundant theory.
- Notes structured topic-wise as per MPSC syllabus:
 - Ethics and Human Interface
 - Attitude, Aptitude, Emotional Intelligence
 - Public/Civil Service Values and Ethics in Public Administration
 - Probity in Governance
 - Case Studies

7. Integrated with Mentorship Insights

- Infused with practical guidance and tips from answer-writing mentorship experience.
- Includes model introductions, conclusions, and value-add points that can be directly replicated in the exam.

8. Ideal for Quick Revision

- Structured in bullet-point format for rapid recall before Mains.
- Includes visual memory aids — flowcharts, ethical mapping, and quick reference tables.

9. Designed for High Scores

- Crafted to help aspirants bridge theory with practical ethics, ensuring depth, originality, and clarity.
- Enhances ethical articulation, answer presentation, and content diversity — the three pillars of scoring 110+ in GS Paper IV.

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Navigating the Syllabus: What You Need to Know

Ethics and Human Interface

- Meaning of Ethics
- Human Interface — Interaction of Ethical Principles with Human Actions, Decisions, and Relationships
- Different Views in Ethics
- Distinction between Ethics, Morality and Law
- Essence of Ethics in Human Actions
- Determinants of Ethics in Human Actions
- Consequences of Ethics in Human Actions

2. Dimensions of Ethics

- Descriptive Ethics
- Normative Ethics
- Meta Ethics
- Applied Ethics

3. Ethics in Private & Public Relationships

- Ethics in Public & Private Relationships
- Interconnection between Private and Public Ethics
- Conflict between Private and Public Ethics

4. Human Values: Role of Family, Society and Educational Institutions in Inculcating Values

- What are human values?
- Classification of Values
- Importance of Human Values
- Role of Family Society and Educational Institutions in Inculcating Values.
- Crisis of Values

5. Human Values - Lessons from the Lives and Teachings of Great Leaders, Reformers and Administrators

UPSC Previous Year Questions

Question	Nature of Question	Core Demand
Ethics encompasses several key dimensions that are crucial in guiding individuals and organizations towards morally responsible behaviour. Explain the key dimensions of ethics that influence human actions. Discuss how these dimensions shape ethical decision-making in the professional context. (2024)	Ethical Dimensions + Decision-making	Explain dimensions of ethics and how they shape decisions.
Corruption is the manifestation of the failure of core values in the society. In your opinion, what measures can be adopted to uplift the core values in the society? (2023)	Corruption + Core Values	Suggest measures to strengthen core societal values.
In the context of work environment, differentiate between 'coercion' and 'undue influence' with suitable examples.	Workplace Ethics + Conceptual Differentiation	Differentiate coercion vs undue influence with examples.

(2023)		
Refugees should not be turned back to the country where they would face persecution or human right violation. Examine the statement with reference to ethical dimension being violated by the nation claiming to be democratic with open society. (2021)	Refugee Ethics + Human Rights	Examine ethical concerns regarding refugees.
Discuss the role of ethics and values in enhancing the following three major components of Comprehensive National Power (CNP) viz. human capital, soft power (culture and policies) and social harmony. (2020)	Ethics + National Power	Explain role of ethics in national power components.
Education is not an injunction; it is an effective and pervasive tool for all round development of an individual and social transformation. Examine the New Education Policy, 2020 (NEP, 2020) in light of the above statement. (2020)	Education Ethics + Transformation	Examine NEP 2020 as tool of personal and social development.
The current internet expansion has instilled a different set of cultural values which are often in conflict with traditional values. Discuss. (2020)	Culture + Technology Ethics	Discuss cultural conflicts from internet expansion.
The will to power exists, but it can be tamed and be guided by rationality and principles of moral duty. Examine this statement in the context of international relations. (2020)	Power + Global Ethics	Examine rationality limiting power hunger in IR.
What are the basic principles of public life? Illustrate any three with suitable examples. (2019)	Public Life Principles	List 3 public life principles with examples.
What is meant by the term 'constitutional morality'? How does one uphold constitutional morality? (2019)	Constitutional Morality	Define and explain ways to uphold constitutional morality.
With regard to the morality of actions, one view is that means is of paramount importance and the other view is that the ends justify the means. Which view do you think is more appropriate? Justify your answer. (2018)	Means vs Ends Debate	Justify stand on means vs ends.
The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss. (2017)	Modern Ethics Crisis	Explain how narrow views erode ethics.

Increased national wealth did not result in equitable distribution of its benefits. It has created only some enclaves of modernity and prosperity for a small minority at the cost of the majority. Justify. (2017)	Wealth Inequality + Justice	Justify unequal wealth distribution effects.
Without commonly shared and widely entrenched moral values and obligations, neither the law, nor democratic government, nor even the market economy will function properly. What do you understand by this statement? Explain with illustration in the contemporary times. (2017)	Shared Values + Institutions	Explain importance of common morality for institutions.
Explain how ethics contributes to social and human well-being. (2016)	Ethics + Human Wellbeing	Explain ethics' role in well-being.
What is meant by 'environmental ethics'? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics. (2015)	Environmental Ethics	Define environmental ethics; discuss one issue.
Social values are more important than economic values. Discuss the above statement with examples in the context of inclusive growth of a nation. (2015)	Social vs Economic Values	Discuss importance of social values for inclusion.
Differentiate between: (i) Law and ethics (ii) Ethical management and management of ethics (iii) Discrimination and preferential treatment (iv) Personal Ethics and Professional Ethics. (2015)	Conceptual Differentiation	Differentiate between each concept pair.
All human beings aspire for happiness. Do you agree? What does happiness mean to you? Explain with examples. (2014)	Happiness + Personal Ethics	Explain personal view of happiness.
In the context of defense services, 'patriotism' demands readiness to even lay down one's life in protecting the nation. According to you, what does patriotism imply in everyday civil life? Explain with illustrations and justify your answer. (2014)	Patriotism + Civic Ethics	Define patriotism in civil life.
The current society is plagued with widespread trust-deficit. What are the consequences of this situation for personal well-being and for societal well-being? What can you do at the personal level to make yourself trustworthy? (2014)	Trust Deficit	Explain consequences of trust deficit and personal remedy.
Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the Gist of his/her teachings. Giving specific examples, describe how you have been able to apply these teachings for your own ethical	Role Model Ethics	Describe ethical teachings of role model with personal examples.

development. (2014)		
What does ethics seek to promote in human life? Why is it all the more important in Public Administration? (2014)	Purpose of Ethics	Explain aim of ethics & importance in administration.
The good of an individual is contained in the good of all. What do you understand by this statement? How can this principle be implemented in public life? (2013)	Collective Welfare	Explain and suggest ways for public implementation.
It is often said that 'politics' and 'ethics do not go together.' What is your opinion? Justify your answer with illustration. (2013)	Politics & Ethics	Justify view on politics and ethics coexistence.
Some people feel that values keep changing with time and situation, while others strongly believe that there are certain universal and eternal human values. Give your perception in this regard with due justification. (2013)	Values: Universal vs Relative	Give view on values changing vs universal.
What do you understand by 'Values' and 'Ethics'? In what way is it important to be ethical along with being professionally competent? (2013)	Values & Ethics Definitions	Define values, ethics and relation to professional competence.

Introduction

"Ethics is knowing the difference between what you have a right to do and what is right to do." — Peter Stewart

- In a world marked by rapid technological changes, complex governance challenges, and diverse cultural contexts, **ethics serves as the fundamental compass** that guides individual and collective human behavior. As Peter Stewart aptly emphasizes, legality does not always ensure morality; what is permissible may not always be just, fair, or humane. This distinction becomes crucial when individuals and institutions navigate situations where **personal interests, social expectations, legal frameworks, and moral principles intersect**.
- Thus, ethics and human interface is not merely a theoretical construct but a **practical, evolving discipline** that empowers individuals to make just decisions, fosters social harmony, and strengthens the moral foundations of governance.
- In other words, ethics is central to human interface because it transforms self-interest into social responsibility, power into accountability, and decisions into justice

Meaning of Ethics

- Having established that ethics guides us beyond mere legal compliance, it becomes essential to understand **what ethics truly means** and why it occupies a central role in both personal character and institutional governance.
- At its core, Ethics is a branch of philosophy that systematically studies what is right and wrong, good and bad, in human conduct, focusing on guiding human actions towards moral responsibility, justice, and social harmony. It seeks answers to fundamental questions:
 - *What ought I to do?*
 - *What is a good life?*
 - *How should one live in relation to others?*
- Ethics is not simply about abstract ideals; it directly influences **everyday decision-making** — from personal relationships to public policy choices.



Human Interface — Interaction of Ethical Principles with Human Actions, Decisions, and Relationships

- Having understood what ethics is, and how it differs from morality and law, the next natural question is: **Where does ethics meet real life?** This meeting point is what we call the **Human Interface**.
- Human beings constantly make decisions that affect themselves, others, and society. Every action — whether private or public — involves choices that may carry ethical implications. Ethics is not an abstract idea sitting in textbooks; it is deeply woven into daily human interactions — in families, workplaces, governments, markets, and even digital platforms.
- For civil servants, leaders, businesspersons, and ordinary citizens alike, this interface between ethical principles and human action becomes the space where theory transforms into practice.

Key Areas of Human Interface as follows

Domain	Nature of Ethical Interface
Individual Level	Personal choices influenced by conscience, values, intentions, and self-reflection. E.g., choosing honesty even when no one is watching.
Interpersonal Relationships	Ethics governs trust, loyalty, empathy, fairness, and respect in family, friendships, marriage, and professional ties. E.g., maintaining confidentiality in counseling or administration.

Organizational / Workplace	Decisions often involve competing interests — efficiency vs fairness, profit vs responsibility, loyalty vs whistleblowing. E.g., an administrator resisting corrupt practices despite pressure.
Governance & Public Administration	Civil servants must apply ethical principles while implementing laws and policies, balancing legal duties with public welfare. E.g., discretion in applying welfare schemes for deserving but technically ineligible applicants.
Societal Level	Ethics influences social justice, inclusiveness, tolerance, and human rights. E.g., promoting policies that protect minorities or vulnerable sections despite opposition.
Global Level	Ethics plays a role in cross-border decisions — climate change, war, international trade, AI regulation, global health crises. E.g., equitable vaccine distribution during global pandemic.
Emerging Digital Interface	New challenges emerge: AI decision-making, data privacy, misinformation, surveillance capitalism, cyberbullying. E.g., ethical debate on facial recognition technology.

● **For example:**

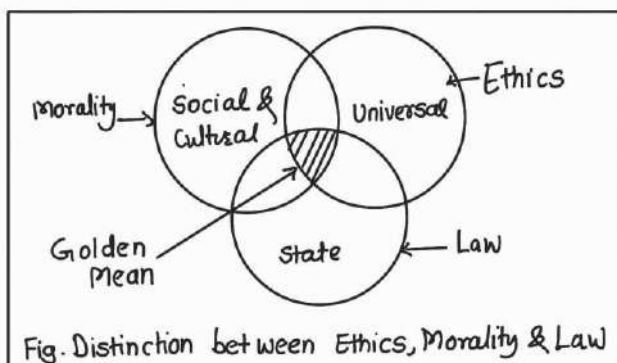
- A bureaucrat may face a situation where a legal order is valid under law, but violates broader ethical principles of justice.
- A social custom (morality) may be accepted by a community, but may not align with universal ethical standards or the constitutional law of the state.
- Understanding the distinction between these three domains is crucial because **most ethical dilemmas arise when these frameworks come into conflict.**

Tabular Distinction

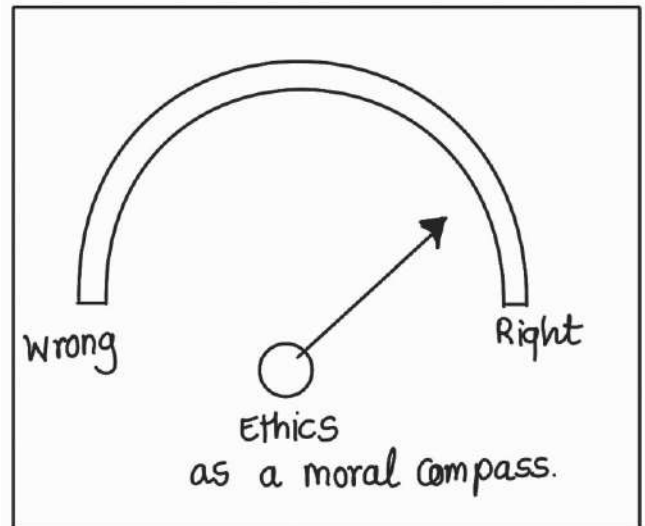
Aspect	Ethics	Morality	Law
Meaning	The rational and systematic study of right and wrong; focuses on what <i>ought</i> to be done universally	Socially accepted norms and personal beliefs shaped by culture, religion, and tradition	Formal body of rules enacted and enforced by the state
Source	Philosophy, reason, universal values, conscience	Family upbringing, societal customs, cultural traditions, religion	Legislature, Constitution, statutes, judicial rulings
Nature	Universal in aspiration; objective and reason-based	Relative and subjective; varies between cultures and individuals	Fixed and objective within a defined legal system
Enforceability	Internal: self-regulation by conscience	Social enforcement: family, community, peer pressure	External: state agencies like police, courts, regulators
Sanction	Guilt, self-condemnation, loss of respect	Social disapproval, ostracism, stigma	Punishments like fine, imprisonment, legal penalties

Distinction between Ethics, Morality and Law

- In real-life situations, ethical decisions do not exist in isolation. Public servants, leaders, and ordinary citizens constantly operate within overlapping frameworks of **law, morality, and ethics**. While they are interrelated, they are not identical.

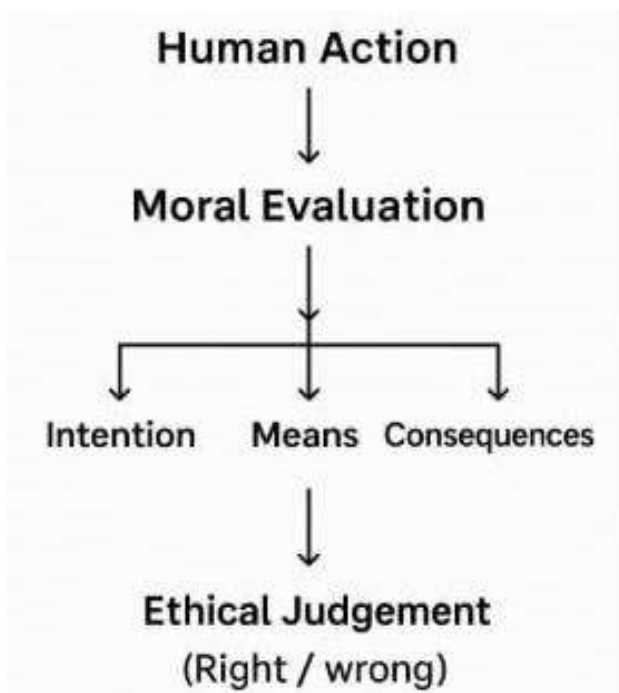


Flexibility	Evolves with emerging issues (e.g., AI, climate change)	Very dynamic; adapts with changing social beliefs	Rigid; changes only through formal legal amendments
Conflict Example	Civil disobedience against unjust laws (ethical, but illegal)	Dowry seen as morally acceptable in some communities but unethical and illegal	Capital punishment legal in some countries but considered unethical by many
Core Purpose	Promote fairness, justice, universal good	Maintain social cohesion and identity	Ensure social order, protect rights and resolve disputes



- **Foundation for Social Harmony:**
 - Ethical conduct fosters trust, cooperation, and peaceful coexistence in society. For example, honesty in trade, fairness in justice, and compassion in administration contribute to social stability.
 - Example: Mahatma Gandhi's principle of non-violence promoted national integration and social harmony.
- **Intrinsic Value of Actions (Intentionality):**
 - The essence of ethics lies not just in the outcomes but also in the intent behind actions. For example, helping a person purely out of compassion reflects high ethical intent, even if results are limited.
 - **Example:** A doctor treating poor patients free of charge, motivated purely by compassion.
- **Universal and Situational Components:**
 - Some ethical principles are universal (e.g., non-violence, truthfulness), while others may depend on situational contexts (e.g., whistleblowing in cases of public interest).
 - **Example:** Edward Snowden's whistleblowing on mass surveillance was situationally ethical though legally contentious.
- **Promotes Human Dignity and Autonomy:**
 - Ethical action respects the dignity and autonomy of others, preventing exploitation or harm. Like, respecting patient consent in medical treatment reflects ethical respect for autonomy.
 - **Example:** Right to die laws (e.g., France's Assisted Dying Law 2024) respecting individual autonomy in end-of-life decisions.

Essence of Ethics in Human Actions



- **Moral Compass for Human Conduct:**
 - Ethics provides normative guidance to individuals to differentiate right from wrong, good from evil in their day-to-day actions. It helps individuals align their actions with moral principles even in complex situations.
 - **Example:** A public servant refusing bribes despite pressure shows adherence to ethical norms.

- **Balancing Competing Values:**

- In real-life situations, ethics helps individuals balance competing values like individual rights vs public welfare, truth vs loyalty, or justice vs mercy.
- **Example:** Judges balancing national security concerns with protection of fundamental rights in privacy-related judgments (e.g., Puttaswamy case 2017).

- **Development of Moral Character:**

- Ethics is not limited to isolated actions but shapes the character of individuals which foster virtues like honesty, integrity, courage, and responsibility.
- **Example:** E. Sreedharan ('Metro Man') consistently demonstrates professional integrity across multiple public infrastructure projects.

- **Beyond Legal Compliance:**

- Ethical behavior often goes beyond legal obligations, demanding higher standards of conduct. For example, a bureaucrat avoiding conflict of interest even when legally permissible reflects ethical maturity.
- **Example:** A civil servant declining post-retirement corporate offers to avoid any perception of prior favouritism.

- **Conscience as Internal Regulator:**

- Ethics activates the human conscience, which acts as an inner voice evaluating one's own actions against moral standards.
- **Example:** IAS officer Armstrong Pame building a 100 km road in Manipur with community participation, driven by inner moral conviction despite limited government support.

Determinants of Ethics in Human Actions

- **Determinants** refer to the various internal and external factors that shape whether a person's actions are ethical or unethical.
- Human actions are rarely made in isolation; they are influenced by multiple forces that impact moral judgment and behavior.
- **Individual Determinants**
 - **Personal Values and Beliefs**
 - Deeply held principles shaped by upbringing, religion, and life experiences.

- **Example:** Dr. B.R. Ambedkar's personal conviction against caste injustice made him a lifelong advocate of social equality and constitutional safeguards for the marginalized.

- **Moral Development and Character**

- Ethical maturity develops through life experiences, education, and self-reflection.
- **Example:** A senior officer may better handle conflicts of interest compared to a junior officer with limited exposure.

- **Conscience**

- The inner voice guiding one toward right or wrong.
- **Example:** Ashok Khemka (IAS officer) cancelling illegal land deals in Haryana despite political pressure, acting purely out of inner moral obligation.

- **Emotional Intelligence**

- Ability to manage emotions and empathize with others.
- **Example:** On the battlefield of Kurukshetra, Lord Krishna demonstrated profound emotional intelligence by recognizing Arjuna's moral dilemma and guiding him through rational counsel in the Bhagavad Gita, helping him overcome emotional paralysis and uphold his duty.

- **Moral Reasoning Ability**

- Capacity to analyze complex situations logically while balancing competing values.
- **Example:** Gandhi used moral reasoning to justify non-violent resistance, believing that ethical means were as important as ethical ends.

- **Social and Cultural Determinants**

- **Family Influence**

- Early moral conditioning starts at home, shaping lifelong ethical tendencies.
- **Example:** A.P.J. Abdul Kalam's father, a boat owner, lived a simple yet principled life, teaching young Kalam discipline, hard work, and responsibility, which deeply shaped his ethical approach to leadership and nation-building."

- **Societal or Cultural Norms and Traditions**

- Society's collective beliefs often dictate acceptable conduct.
- **Example:** In Japanese corporate culture, CEOs voluntarily resign after major failures, reflecting deep-rooted cultural norms of honor and accountability.
- **Peer Pressure**
 - Colleagues and peer groups influence ethical behavior positively or negatively.
 - **Example:** Children may engage in bullying or unethical behavior at school under peer pressure to gain group approval, despite knowing it is wrong.
- **Religious and Spiritual Teachings**
 - Moral codes derived from scriptures and religious practices.
 - **Example:** Sikhism emphasizes Seva (selfless service), encouraging individuals to serve society without expectation of personal rewards.
- **Institutional and Legal Determinants**
 - **Laws and Regulations**
 - Provide a formal framework to guide ethical behavior.
 - **Example: Whistleblower Protection Act** encouraging reporting of wrongdoing.
 - **Organizational Culture and Code of Conduct**
 - Institutional values set standards for ethical behavior within organizations.
 - **Example:** UN Code of Conduct for Peacekeepers-The UN mandates peacekeepers to maintain neutrality, respect local populations, and avoid exploitation, shaping ethical conduct through formal guidelines..
 - **Leadership Example (Tone from the Top)**
 - Ethical or unethical behavior of leaders sets precedents for subordinates.
 - **Example:** Elon Musk's personal risk-taking, boundary-pushing leadership has influenced entire industries to prioritize innovation, though sometimes criticized for neglecting ethical boundaries — showing the complex nature of leader-driven culture
 - **Professional Codes and Standards**
 - Professions like medicine, law, or civil services have specific ethical guidelines.
 - **Example:** Medical ethics requiring confidentiality of patient information.
- **Situational Determinants**
 - **Resource Scarcity**
 - Lack of resources may test ethical decision-making.
 - **Example:** Managing limited ICU beds during pandemics requires prioritizing based on medical need rather than social status.
 - **Power Dynamics**
 - The ability to exercise authority influences ethical choices.
 - **Example:** Senior officials may misuse power for personal gains if unchecked.
 - **Emergency and Crisis Situations**
 - Under pressure, ethical judgment may get compromised or strengthened.
 - **Example:** Disaster management teams ensuring fair aid distribution despite political favoritism.
- **Technological and Global Determinants (Emerging)**
 - **Digital Ecosystems and AI**
 - Data privacy, algorithmic biases, and misinformation challenge ethical decision-making.
 - **Example:** Ethical debate on facial recognition technology violating privacy.
 - **Globalization and Cultural Diversity**
 - Cross-cultural interactions demand sensitivity to diverse ethical standards.
 - **Example:** International humanitarian organizations balancing local customs with universal human rights.

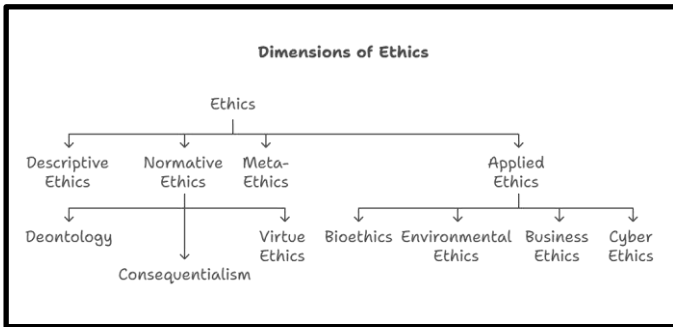
Consequences of Ethics in Human Actions

- Every human action creates **direct or indirect consequences**, not only for the individual but also for society and future generations.
- The consequences of ethical or unethical behavior can be analyzed at multiple levels:
- **Individual Level Consequences**
 - **Personal Growth and Integrity**
 - Ethical actions strengthen one's character, build moral courage, and foster long-term integrity.

- **Example:** An honest officer gains respect and self-confidence even if facing short-term hardships.
- **Peace of Mind and Mental Well-being**
 - Acting ethically reduces guilt, anxiety, and inner conflicts.
 - **Example:** A whistleblower finds mental peace after exposing corruption, despite facing risks.
- **Loss of Trust and Guilt (If unethical)**
 - Unethical actions cause guilt, inner conflict, and potential psychological distress.
 - **Example:** A bureaucrat misusing funds may suffer from long-term remorse and loss of self-respect.
- **Organizational Level Consequences**
 - **Positive Organizational Culture**
 - Ethical conduct by individuals promotes a culture of transparency, accountability, and efficiency.
 - **Example:** Clean procurement processes build trust within the bureaucracy.
 - **Erosion of Organizational Trust (If unethical)**
 - Corruption or favoritism damages the credibility and effectiveness of the institution.
 - **Example:** Financial scams erode public trust in banking or regulatory bodies.
- **Societal Level Consequences**
 - **Social Cohesion and Harmony**
 - Ethical actions foster social trust, cooperation, and peaceful coexistence.
 - **Example:** Transparent welfare distribution promotes faith in public institutions.
 - **Conflict, Division, and Social Injustice (If unethical)**
 - Unethical actions lead to injustice, inequality, and potential conflicts.
 - **Example:** Discriminatory policies based on caste or religion breed social unrest.
 - **Public Trust in Governance**
 - Ethical governance enhances legitimacy and citizen confidence.
 - **Example:** Timely, fair disaster relief efforts strengthen faith in government agencies.
- **National and International Level Consequences**
 - **Sustainable Development**
 - Ethical policies ensure long-term well-being of people and environment.
 - **Example:** Following environmental regulations prevents irreversible ecological damage.
 - **Reputation and Soft Power (Globally)**
 - A nation practicing ethical diplomacy and governance earns global respect.
 - **Example:** India's leadership in vaccine diplomacy during COVID-19 enhanced its soft power.
 - **International Sanctions (If unethical)**
 - Violation of human rights or corruption leads to global sanctions, isolation.
 - **Example:** Countries involved in war crimes face global condemnation and sanctions.
- **Long-Term Historical Consequences**
 - **Creation of Ethical Legacy**
 - Ethical leadership leaves behind models for future generations.
 - **Example:** Nelson Mandela's commitment to reconciliation shapes global views on leadership.
 - **Institutional Decay (If unethical persists)**
 - Systemic corruption leads to institutional breakdown and failure of democratic governance.
 - **Example:** Collapse of states under prolonged kleptocratic regimes.

Introduction

Ethics, while unified in its ultimate concern for right and wrong, can be studied through multiple dimensions, each offering a different lens to analyze moral questions. These dimensions help us understand **how ethical decisions are reasoned, applied, and interpreted** in real-life situations.



1. Descriptive Ethics

- Descriptive ethics studies actual moral behavior, values, customs, traditions, and beliefs that people hold in various societies.
- It does not judge whether these moral beliefs are right or wrong; rather, it observes and records them as social facts.
- The approach is empirical, meaning it relies on data collection, field studies, surveys, observations, and analysis of real-life moral practices.
- Scholars examine how different communities, religions, or cultures define concepts like justice, honesty, loyalty, or duty.
- Descriptive ethics helps in understanding the diversity of moral practices across different times, places, and communities.
- For example, in some societies polygamy is socially accepted, while in others it is considered immoral; descriptive ethics studies both without making a judgment.

Key Features of Descriptive Ethics

- **Empirical Observation**
 - Descriptive ethics relies on systematic observation, surveys, and data collection to study moral behavior in society.
 - For example, researchers may study patterns of bribe-giving in different countries to understand cultural attitudes toward corruption.

- **Value-Neutral Approach**

- It does not label behaviors as good or bad; it simply records what people believe and practice.
- For example, documenting practices of arranged marriage in different cultures without judging their ethical validity.

- **Cultural Relativism**

- Recognizes that moral beliefs differ widely across cultures and communities.
- For example, consumption of beef is widely accepted in some cultures while considered unethical in others.

- **Historical Sensitivity**

- Studies how moral beliefs evolve over time.
- For example, slavery was once widely accepted but is now universally condemned.

- **Documentation of Social Norms**

- Descriptive ethics records the unwritten social rules that guide behavior in specific societies.
- For example, documenting social expectations of gender roles in traditional vs modern societies.

- **Influenced by Sociology and Anthropology**

- Often overlaps with fields that study human behavior in its social context.
- For example, studying tribal communities' ethical codes regarding resource sharing.

- **Highlights Gap Between Practice and Ideal**

- Often reveals discrepancies between people's professed moral values and their actual behavior.
- For example, societies may publicly condemn corruption but still engage in it widely at the grassroots level.

- **Cross-Cultural Comparative Analysis**

- Compares moral norms across different societies and religions.
- For example, comparing attitudes toward euthanasia in Western vs Eastern cultures.

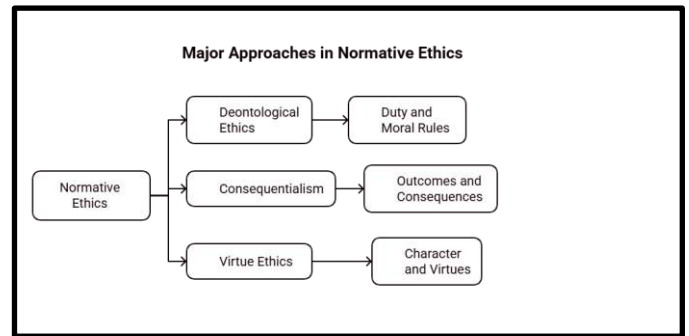
- **Dynamic and Contextual**

- Recognizes that moral behavior is shaped by specific historical, economic, and political contexts.
- For example, wartime moral choices may differ dramatically from peacetime standards.

- **Provides Raw Material for Normative Ethics**

- Helps philosophers and policymakers understand the real ethical landscape before developing universal ethical standards.
- For example, observing systemic gender biases informs feminist ethical theories.
- **Focuses on Actual Behavior, Not Moral Reasoning**
 - Studies how people behave rather than how they justify their behavior.
 - For example, studying widespread environmental indifference despite professed concern for nature.

- What duties do we have toward others?
- What kind of actions are morally permissible or impermissible?
- Normative ethics provides frameworks that guide individuals and societies in making ethical decisions across personal, professional, and public life.



Case study to Understand Descriptive Ethics

Case Study: Child Marriage in Rural India

In certain rural parts of India, child marriage continues to be practiced despite legal prohibitions. Descriptive ethics examines this practice by studying the community's beliefs, customs, and social pressures that sustain it. Researchers observe that families marry off daughters early due to concerns over dowry costs, safety, social reputation, and traditional norms. Religious customs and economic insecurity also contribute to this practice. Rather than judging whether child marriage is right or wrong, descriptive ethics focuses on understanding *why* it continues to exist, how it is justified by the community, and how these moral beliefs are passed across generations. This understanding helps policymakers craft culturally sensitive interventions such as awareness programs, financial incentives for girls' education, and community engagement to bring about gradual change.

2. Normative Ethics

- Normative ethics deals with questions of how people *ought* to act and what moral standards they should follow.
- It seeks to establish rules, principles, and guidelines that define morally right or wrong conduct.
- The focus is on prescribing ideal behavior based on ethical reasoning, rather than merely observing actual behavior.
- It addresses fundamental moral questions like:
 - What is a good life?

A. Deontological Ethics

- Deontological ethics is an approach within normative ethics which emphasizes duties, rules, and moral obligations as the basis for ethical behavior.
- The word "Deontology" comes from the Greek word *deon*, meaning "duty" or "obligation."
- Immanuel Kant is the most influential philosopher associated with deontological ethics.
- Kant's famous idea is the **Categorical Imperative**, which means that one should act only according to that rule which one can will to be a universal law.
- For example, if one believes that lying is wrong, it must be considered wrong universally, even if lying could produce good outcomes in some situations.

Key Features of Deontological Ethics

- **Primacy of Duty Over Consequences**
 - The ethical value of an action depends on whether it fulfills a moral duty, not on the results it produces.
 - For example, telling the truth is morally obligatory even if lying may bring short-term benefits.
- **Universal Moral Principles**
 - Actions must be guided by universal rules that apply equally to everyone.
 - For example, if stealing is wrong for one person, it must be wrong for all under all circumstances.

- **Intentions Matter, Not Outcomes**

- The ethical worth of an action lies in the agent's intention to act morally, not in the accidental or unintended consequences.
- For example, donating with genuine compassion is ethical even if the money is misused later.

- **Intrinsic Rightness of Actions**

- Some actions are right or wrong in themselves, independent of their context or effects.
- For example, torture is inherently unethical even if it could extract useful information.

Case study to Understand Deontological Ethics

Case Study: Refusal to Falsify Government Records

An honest revenue officer is ordered by a senior political leader to manipulate land ownership records to favor a private builder. The officer knows that if he refuses, he may face political harassment, transfer, or career setbacks. However, guided by his duty to uphold the law, truthfulness, and fairness, he refuses to falsify the records. He believes that tampering with official records is inherently wrong, regardless of any personal or political consequences. His decision reflects deontological ethics — choosing to fulfill his moral and legal duties, strictly adhering to rules, and respecting the rights of all citizens, without considering the potential outcomes for himself.

B. Consequentialism (Utilitarianism)

- Consequentialism is an approach in normative ethics that judges the morality of an action based on its consequences or outcomes.
- The central idea is that an action is morally right if it leads to good consequences; wrong if it leads to bad consequences.
- Among various forms of consequentialism, **Utilitarianism** is the most prominent and influential theory.
- Utilitarianism holds that the morally right action is the one that maximizes overall happiness, well-being, or pleasure, and minimizes suffering or pain.
- The focus is on collective welfare rather than individual duties or rights.

- It uses a **cost-benefit analysis** approach to assess the outcomes of different actions.
- The principle of "**Greatest Happiness for the Greatest Number**" summarizes the essence of utilitarian thought.
- Early thinkers like **Jeremy Bentham** introduced the idea of a *hedonic calculus* — a method to measure and compare pleasures and pains resulting from actions.
- **John Stuart Mill** refined the theory by introducing the distinction between higher (intellectual, moral) and lower (physical, basic) pleasures, emphasizing the quality of happiness.
- Utilitarianism is flexible — sometimes lying, breaking a promise, or violating a rule may be justified if it produces a better overall outcome.
- For example, a doctor may choose to reveal partial information to a patient if it helps reduce anxiety and promotes better treatment compliance, aiming at overall well-being.
- In public policy, utilitarianism often guides cost-effective welfare schemes where resources are allocated to maximize benefits for the majority.
- For instance, in times of disaster, relief operations may prioritize areas with higher population density to save more lives, even if some remote areas get less immediate aid.
- Utilitarianism is widely applied in fields like economics, healthcare, environmental policy, criminal justice, and corporate governance.
- However, utilitarianism is often criticized for ignoring individual rights, minority interests, and moral duties when they conflict with majority welfare.
- It may justify morally questionable actions if they produce overall benefit — for example, sacrificing one innocent person to save many others.
- Despite its weaknesses, utilitarian reasoning remains widely used because of its practical approach to resolving policy dilemmas where trade-offs are unavoidable.

Contemporary examples of Consequentialism (Utilitarianism)

- **Lockdowns During COVID-19**
 - Lockdowns caused significant economic losses and personal hardships.
 - However, they were imposed to prevent

mass infections and save lives.

- The action was based on utilitarian reasoning — short-term suffering for long-term collective safety and well-being.
- **Demolition of Illegal Encroachments**
 - Authorities often demolish illegal constructions in ecologically sensitive zones (e.g., floodplains, forests) to prevent long-term environmental disasters.
 - Though individuals lose homes or businesses, the action protects larger populations from floods, landslides, and ecological collapse.
 - Utilitarian principle: sacrificing short-term individual interests to secure long-term collective welfare.
- **Traffic Diversions for VVIP Movements**
 - When heads of state visit cities, traffic is diverted causing inconvenience to thousands.
 - But it is justified for security reasons and national interest.
 - The temporary inconvenience to some is considered acceptable for overall national diplomatic benefits.
- **Affirmative Action and Reservation Policies**
 - Reservation policies in education and employment give preference to historically disadvantaged groups.
 - Although some meritorious candidates from general categories may lose opportunities, these policies are justified as they promote long-term social equity and justice for a larger section.
 - Utilitarian logic: short-term sacrifices to achieve broader social harmony.
- **Environmental Regulations (Ban on Single-Use Plastics)**
 - Banning plastic causes short-term economic loss for industries but ensures long-term environmental sustainability.
 - The larger benefit of protecting oceans, rivers, and health of millions justifies the decision on utilitarian grounds.

C. Virtue Ethics

- Virtue ethics focuses on the *character* of the person performing the action, rather than on duties (like deontological ethics) or consequences (like utilitarianism).

- The central question it asks is: “*What kind of person should I be?*” instead of “*What should I do?*”
- It emphasizes the development of good moral character and virtuous habits that enable a person to lead an ethical life.
- Actions are considered ethical if they are performed by a virtuous person who possesses good moral traits like honesty, courage, compassion, humility, integrity, and fairness.
- The roots of virtue ethics lie in ancient Greek philosophy, particularly in the works of **Aristotle**.
- According to Aristotle, the purpose of life is to achieve **Eudaimonia** — often translated as *human flourishing* or *the good life*, which is achieved through cultivation of virtues.
- Virtues are not innate but are developed through practice, education, habituation, and moral upbringing.
- A virtuous person naturally tends to act ethically, not because of rules or fear of consequences, but because it aligns with their good character.
- Virtue ethics recognizes that moral decision-making is often complex and context-dependent; hence, practical wisdom (**phronesis**) is essential for applying virtues in real-life situations.
- Unlike rigid rule-based ethics, virtue ethics accommodates the nuances of human relationships, emotions, and cultural contexts.
- In public administration, virtue ethics emphasizes the cultivation of virtues like impartiality, integrity, accountability, empathy, and dedication to public service.
- For instance, a civil servant who consistently shows empathy towards citizens' problems and remains committed to justice demonstrates virtue ethics in practice.
- Virtue ethics is particularly relevant for leadership roles where personal integrity and moral character heavily influence ethical governance.
- It also promotes *leading by example*, where the conduct of leaders sets moral standards for others in society or institutions.
- One of its strengths is its holistic approach — ethics is not just about isolated decisions but about building a consistently good character.

- A criticism of virtue ethics is that it may not always provide clear guidelines for resolving specific ethical dilemmas or conflicts between virtues.

- It investigates whether moral statements (e.g., "stealing is wrong") describe objective facts, express emotions, reflect personal attitudes, or are simply cultural constructs.

Contemporary Examples :

- **Dr. Tatyasaheb Lahane (Ophthalmologist, Maharashtra):**
 - Born in a poor family, Dr. Lahane performed over one lakh free or low-cost cataract surgeries for the poor, rejecting lucrative private practice offers. His compassion, humility, and lifelong dedication to public service reflect virtue ethics, where ethical actions stem from deeply cultivated moral character rather than external compulsion.
- **Dr. KK Aggarwal (COVID-19):**
 - During the COVID-19 pandemic, Dr. KK Aggarwal selflessly conducted hundreds of free public awareness sessions, educating people on health precautions despite his own health issues. His compassion, sense of duty, and professional responsibility came from his virtuous character. This aligns with virtue ethics, where inner moral qualities guide actions aimed at human well-being.
- **Manjunath Shanmugam (IOCL, Karnataka):**
 - Manjunath exposed oil adulteration rackets, fully aware of the threats involved, ultimately losing his life. His honesty, courage, and integrity were products of strong moral character. Virtue ethics is evident here as his ethical conduct was rooted in personal virtues, not external regulations or rewards.

3. Meta Ethics

- Meta ethics deals with the *philosophical study of the nature, meaning, and foundations of ethical concepts and judgments.*
- While normative ethics discusses *what is right or wrong*, meta ethics goes one level deeper and asks *what do we mean when we say something is "right" or "wrong"?*
- It explores the *origin, status, and meaning* of moral values, rather than prescribing any particular behavior.
- The central focus of meta ethics is not human actions, but **moral language, moral reasoning, and the nature of moral facts.**

Key questions in meta ethics include:

- Are moral values objective (exist independently) or subjective (dependent on individuals or societies)?
- Is morality universal or relative?
- Do moral statements express truths or just opinions?
- What is the meaning of terms like *good, bad, duty, virtue, obligation*, etc.?

Major Approaches within Meta Ethics

- **Moral Realism (Objectivism):** Believes that moral facts exist objectively; actions are truly right or wrong, regardless of personal beliefs (e.g., murder is wrong everywhere).
- **Moral Subjectivism (Relativism):** Argues that moral judgments are based on personal or cultural beliefs; right and wrong vary across individuals or societies.
- **Emotivism:** Claims that moral statements express emotional attitudes rather than objective facts (e.g., saying "stealing is wrong" really means "I disapprove of stealing").
- **Prescriptivism:** Suggests that moral statements serve as prescriptions or recommendations for action, rather than stating facts or emotions.

Practical Relevance

- Helps administrators understand that people's ethical views often arise from deep cultural, emotional, or subjective foundations.
- Useful in cross-cultural administration where diverse moral perspectives exist.
- Explains why ethical disagreements persist even when facts are agreed upon — because the disagreement may be about underlying moral meanings.
- Enables tolerance, empathy, and open dialogue while resolving ethical conflicts in pluralistic societies like India.

Case study to Understand Meta Ethics

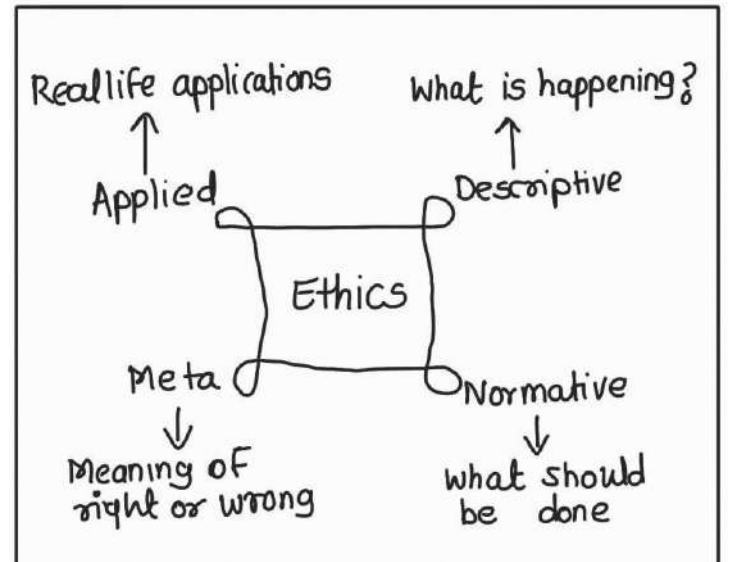
Meta-Ethics

In 2024, during debates on banning lab-grown meat, one group argued that killing animals for food is always wrong because life has inherent value (objective ethics). Others argued that what is "wrong" depends on cultural beliefs — in some societies eating meat is normal, in others it is unethical (subjective ethics). The disagreement wasn't about whether killing animals is bad in practice, but about whether moral values are universal facts or created by society — the core question of meta-ethics.

			whether moral truths exist objectively or are relative
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Descriptive Ethics vs Normative Ethics vs Meta Ethics

Aspect	Descriptive Ethics	Normative Ethics	Meta Ethics
Focus	Studies how people <i>actually</i> behave morally	Prescribes how people <i>ought to</i> behave	Analyzes the <i>nature, origin, and meaning</i> of moral principles
Core Question	"What is happening?"	"What should be done?"	"What does 'good', 'right', or 'wrong' mean?"
Nature	Empirical, observational, fact-based	Prescriptive, evaluative, action-guiding	Philosophical, analytical, foundational
Approach	Describes moral beliefs, practices, customs without judgment	Provides moral rules, duties, or principles to guide action	Examines whether moral terms have objective meaning or are expressions of emotion, culture, or reason
Judgment	Does not judge whether practices are right or wrong; only observes and records	Evaluates actions as morally right or wrong according to ethical standards	Questions the basis on which judgments of right and wrong are made;



4. Applied Ethics

- Applied ethics is the branch of ethics that deals with **practical application of moral principles to real-world situations and specific fields of human activity**.
- It answers the question: *"How should ethical principles be applied in particular situations, professions, or policy decisions?"*
- Applied ethics takes the theories from normative, virtue, deontological, or consequential ethics and puts them into practice in specific contexts.
- It focuses on solving actual moral problems faced in personal life, professions, public administration, science, medicine, business, technology, environment, and governance.
- Unlike general ethical theories, applied ethics directly engages with complex, often conflicting interests in real-life dilemmas.
- It recognizes that real-world situations involve **ethical grey zones** where rules may conflict, and judgment is required.
- It promotes **context-sensitive moral reasoning** — ethical decisions vary depending on cultural, social, economic, and institutional realities.
- Applied ethics is highly dynamic, as new technologies, social movements, and policy

challenges constantly generate fresh ethical questions.

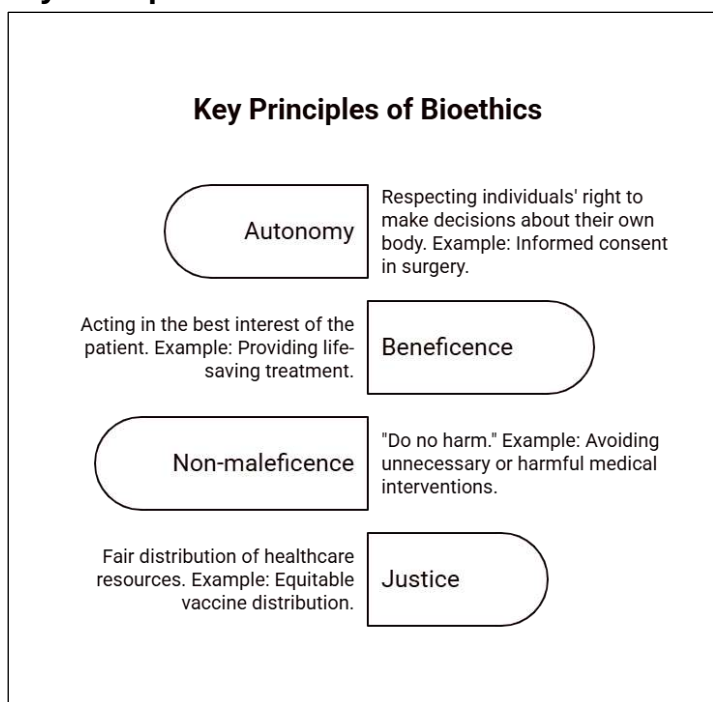
• **Major areas of applied ethics include:**

- **Bio-Ethics** — issues like euthanasia, organ transplantation, patient confidentiality, clinical trials.
- **Business Ethics** — corporate governance, consumer rights, insider trading, environmental responsibility.
- **Environmental Ethics** — sustainable development, climate justice, intergenerational equity.
- **Technology Ethics** — AI regulation, data privacy, genetic engineering, cybersecurity.

a. Bioethics

What is bioethics ? : Bioethics deals with ethical questions surrounding life sciences, medicine, healthcare, biotechnology, and human life interventions. As scientific advancements increase, bioethics ensures that human dignity, rights, and social justice are preserved.

Key Principles of Bioethics



Key Areas of Bioethical Debate

• **Abortion**

- Ethical dilemma between:
 - *Right to life of fetus* (pro-life argument).
 - *Woman's reproductive autonomy* (pro-choice argument).
- Raises questions: At what stage does life begin? Whose rights take precedence?

- **Example: India's Medical Termination of Pregnancy (Amendment) Act 2021** allows abortion up to 24 weeks in specific cases, balancing rights and health risks.

• **Euthanasia (Mercy Killing)**

- Dilemma: *Right to die with dignity vs. Sanctity of life.*
- Active euthanasia (administering lethal substances) vs. passive euthanasia (withholding treatment).
- India: **Passive euthanasia legalized (2018, Supreme Court, Common Cause Case)** under strict guidelines.

• **Stem Cell Research**

- Potential to treat diseases like Parkinson's, Alzheimer's, etc.
- Ethical concern: Destruction of human embryos (embryonic stem cells) raises debate on the moral status of embryos.
- India: **ICMR Guidelines on Stem Cell Research (2017, updated 2021)** permit adult stem cell research but restrict embryonic stem cell research.

• **Organ Transplantation**

- Ethical concerns:
 - Consent and autonomy of donor.
 - Organ trafficking and commercialization.
 - Equity in allocation of scarce organs.
- India: **Transplantation of Human Organs and Tissues Act 1994** regulates transplantation and penalizes trafficking.

• **Genetic Engineering (Gene Editing, CRISPR)**

- Promises to eliminate genetic diseases but raises concerns:
 - "Designer babies" → social inequality, eugenics.
 - Unforeseen long-term consequences.
- 2018: CRISPR-edited babies controversy in China triggered global debates on ethics and regulation.

• **Clinical Trials**

- Testing drugs on humans raises ethical issues:
 - Informed consent of participants.
 - Protection of vulnerable groups (poor, illiterate, marginalized).
 - Compensation for adverse effects.

- India: **New Drugs and Clinical Trials Rules (2019)** tightened regulations on informed consent and compensation.
- **Artificial Intelligence (AI) in Healthcare**
 - Ethical questions:
 - Algorithmic bias affecting diagnosis.
 - Data privacy and confidentiality.
 - Accountability in AI-based decisions.
 - Example: AI-powered diagnostics (e.g., in cancer screening) are being used in India but need robust data protection laws.
- **Surrogacy**
 - Dilemma between:
 - *Reproductive autonomy* (right to bear a child via surrogacy).
 - *Exploitation and commodification* of poor women acting as surrogates.
 - India: **Surrogacy (Regulation) Act 2021** bans commercial surrogacy; permits altruistic surrogacy under strict conditions.
- **Cloning**
 - Raises fundamental concerns on:
 - Human identity and individuality.
 - Playing God; violation of natural order.
 - While therapeutic cloning (for organ/tissue generation) is debated, reproductive cloning (copying humans) is widely condemned.
- **Public Health Emergencies (e.g., Pandemics)**
 - Ethical debates during crises:
 - Vaccine nationalism vs. global equity.
 - Balancing public health restrictions with individual freedoms.
 - **Example: COVID-19 Vaccine Equity debates (2021-23)** exposed global inequality in vaccine access.

International Guidelines / Declarations about bioethics

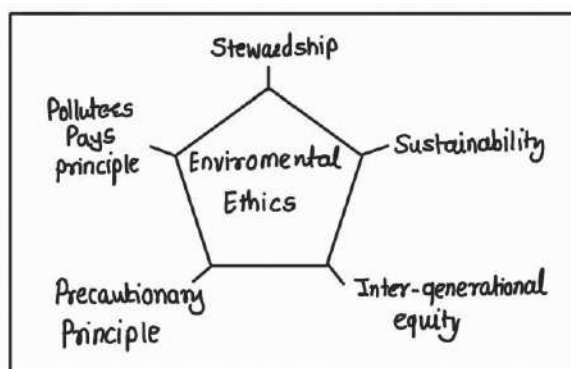
- **Declaration of Helsinki (WMA)** – Ethical principles for medical research.
- **Universal Declaration on Bioethics and Human Rights (UNESCO, 2005)** – International framework.
- **Nuremberg Code** – Post-WWII guidelines on human experimentation.
- **Belmont Report (USA)** – Respect for persons, beneficence, justice.

b.Environmental Ethics

What is environmental ethics ? : Environmental ethics examines **moral relationships between humans and the natural environment**. As climate change, biodiversity loss, and resource depletion escalate, ethical considerations have become central to policy-making, governance, and international relations.

Core Ethical Principles in Environmental Ethics

- **Sustainability** — Meet present needs without compromising future generations.
- **Inter-generational Equity** — Ethical obligation towards unborn generations.
- **Precautionary Principle** — Act cautiously when environmental harm is uncertain.
- **Polluter Pays Principle** — Those who cause environmental harm must bear the costs.
- **Stewardship** — Humans as caretakers of nature.



Key Ethical Theories in Environmental Ethics

Theory	Core Idea	Example
Anthropocentrism	Nature has value only as it serves human interests.	Cutting forests for urbanization if it benefits humans.
Ecocentrism (Deep Ecology)	Nature has intrinsic value, independent of human utility.	Preserving entire ecosystems, even if no immediate human benefit.
Biocentrism	All living beings have inherent moral worth.	Protecting endangered species, even if not useful to humans.
Theocentrism	Nature as divine creation; duty to protect it.	Religious conservation movements (e.g.,

		Bishnoi community in India).
Eco-feminism	Links environmental degradation to patriarchal structures; women's role in conservation.	Chipko Movement led by women in Uttarakhand.

Environmental Ethics in Indian Context

- Indian culture emphasizes deep ecological ethics rooted in traditions like **Ahimsa, Sarva Bhuta Hita (welfare of all beings)**, and reverence for nature, where rivers, mountains, forests, and animals are seen as sacred entities deserving moral consideration.
- Constitutional provisions:
 - **Article 48A:** Protection and improvement of environment.
 - **Article 51A(g):** Fundamental duty to protect environment.
- Judicial activism:
 - **MC Mehta Cases (Ganga Pollution, Oleum Gas Leak, Taj Trapezium).**
- Traditional practices:
 - Bishnoi community (Rajasthan): Animal and tree protection.
 - Sacred groves, rivers considered divine.

Contemporary Examples

- **Loss and Damage Fund (COP28, 2023-24)** — Addressing climate justice for vulnerable nations.
- **Cheetah Reintroduction Project (India, 2023-24)** — Raises debates on ecological balance vs species revival.
- **Zoonotic Diseases and Biodiversity Loss (Post-COVID-19 lessons)** — Human encroachment ethics.
- **Hydrogen Energy push in India (2024 onwards)** — Ethical transition to greener technologies.

c. Cyber Ethics

What is Cyber Ethics?

Cyber ethics refers to the **moral principles and guidelines** that govern behavior, decision-making, and conduct in the digital and cyber world. It ensures responsible use of technology, protects individual rights, promotes fairness, and addresses ethical

challenges in areas like data privacy, cybersecurity, artificial intelligence, and online behavior.

Key Principles of Cyber Ethics

- **Privacy** – Respecting personal data, digital identity.
- **Security** – Protecting systems from unauthorized access or harm.
- **Integrity** – Ensuring accuracy and reliability of information.
- **Transparency** – Clear disclosure of algorithms, data usage, consent mechanisms.
- **Accountability** – Holding individuals and organizations responsible for cyber actions.
- **Fairness** – Avoiding bias and discrimination in AI and digital systems.

Major Ethical Issues in Cyber Ethics

Issue	Ethical Concerns	Example
Data Privacy	Consent, data ownership, surveillance	Pegasus spyware controversy (India, 2021)
AI Bias & Discrimination	Algorithmic bias, profiling	AI-based hiring discriminating against certain groups
Cybersecurity	Hacking, ransomware attacks, national security threats	Colonial Pipeline ransomware attack (USA, 2021)
Misinformation & Fake News	Social polarization, democracy undermining	Cambridge Analytica scandal
Cyberbullying & Online Harassment	Trolling, mental health impact	Targeted harassment of public figures, women
Dark Web & Illicit Trade	Drugs, arms, human trafficking	Darknet drug markets
Intellectual Property Rights (IPR)	Digital piracy, software theft	Unauthorized film, music streaming
Digital Divide	Inequality in digital access	Rural-urban gap in digital education during COVID-19

d. Business Ethics -

(We will study more about this under **Corporate governance** topic)

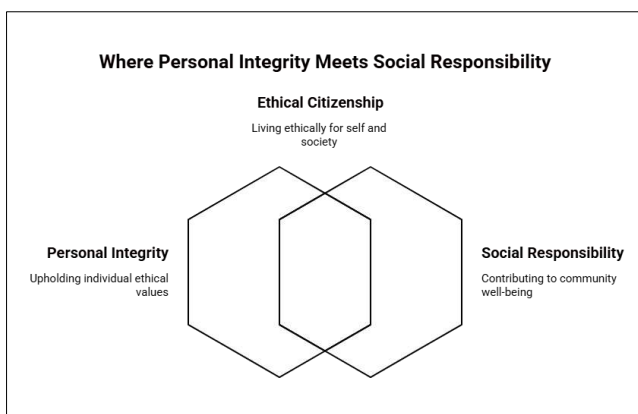
Introduction

Human beings constantly interact within two broad spheres: the private and the public. While private relationships are driven largely by emotions, personal bonds, loyalty, and affection, public relationships demand adherence to duty, impartiality, objectivity, and rule-based conduct. Ethics acts as the guiding force that helps individuals maintain integrity across both spheres by balancing personal emotions with professional responsibilities.

A. Ethics in Private Relationships

What does it mean ?

- Ethics in private relationships refers to **moral duties, values, and conduct in close personal spheres** — family, friends, marriage, parenting, and intimate social bonds.
- Unlike public ethics, private ethics operate within **informal but deeply significant moral expectations** like trust, love, care, loyalty, and mutual respect.
- It forms the foundation of one's **moral character and emotional maturity**, which often reflects later in public and professional life.



Key Ethical Principles in Personal Relationships:

- **Love and Care:** Genuine concern for the well-being of close ones, expressed through emotional support and kindness.
- **Honesty and Truthfulness:** Transparent communication, admitting mistakes, and being truthful even when difficult.
- **Decency and Manners:** Maintaining respectfulness in words and behavior, avoiding insults or disrespect in everyday interactions.

- **Respect for Elders:** Recognizing the wisdom, contribution, and dignity of senior family members.
- **Equality between Male and Female Members:** Ensuring fairness, equal opportunities, and respect for individual choices irrespective of gender roles.
- **Dedication and Commitment:** Standing by family and friends during difficulties, fulfilling promises and responsibilities.
- **Sharing and Empathy:** Sharing time, resources, emotions, and responsibilities, fostering mutual understanding.
- **Confidentiality and Loyalty:** Maintaining privacy and loyalty in sensitive matters shared within close relationships.
- **Forgiveness and Reconciliation:** Willingness to resolve conflicts with compassion rather than prolonging bitterness.

Why Ethics in Private Relationships Matters:

- Forms the **foundation of character development** — virtues like honesty, empathy, patience, and responsibility are first learned in private relationships.
- Strong personal ethics shape **ethical behavior in public life** (administrators, leaders, professionals carry forward values learned in family/social settings).
- Failures in private ethics often lead to **serious public ethical failures** (corruption, abuse of power, conflicts of interest).

Case Study for Ethics in Private Relationships

In June 2025, Elon Musk and Donald Trump, once allies, engaged in a public war of words on the X platform. Musk criticized Trump over fiscal policies and made personal allegations, while Trump retaliated with threats against Musk's businesses. This public breakdown of their prior association reflects an **ethical failure in private relationships where personal loyalty, trust, and discretion gave way to public hostility, personal attacks, and misuse of power, violating the principles of trust, respect, and emotional integrity** that should guide private bonds even when disagreements emerge.

B.Ethics in Public Relationships

What does it mean ?

- Ethics in public relationships refers to **ethical conduct in interactions between individuals and the larger society, institutions, government, organizations, and professional roles.**
- It involves maintaining **moral standards in public roles** where decisions and actions affect not just individuals, but large groups and society at large.
- Public relationships are governed not only by personal virtues but also by **rules, responsibilities, accountability, fairness, and justice.**

Key Ethical Principles in Public Relationships:

- **Impartiality:** Treating all citizens or stakeholders equally without favoritism, bias, or discrimination.
- **Transparency:** Ensuring openness in decision-making, providing clear information to the public.
- **Accountability:** Taking responsibility for decisions and actions, answering to the public and institutions.
- **Integrity:** Upholding honesty and strong moral principles even under pressure or temptation.
- **Objectivity:** Making decisions based on facts, laws, and reason, not personal preferences or emotions.
- **Responsiveness:** Timely and sensitive response to the needs and grievances of citizens.
- **Respect for Rule of Law:** Acting within the framework of legal and constitutional provisions.
- **Fairness and Justice:** Ensuring that policies and actions promote equity and protect the rights of all, especially vulnerable groups.
- **Public Service Motivation:** Commitment to serve society selflessly, placing public welfare above personal interest.

Why Ethics in Public Relationships is Crucial:

- Public officials wield **power and authority** that directly impact people's lives — thus, ethical responsibility is higher.
- Ethical public conduct builds **public trust, legitimacy, and credibility** in institutions.

- Failures in public ethics lead to **corruption, abuse of power, injustice, and erosion of democratic values.**
- Strong public ethics are vital for **social harmony, peace, and equitable development.**

Nolan Principles of Public Life

Nolan Principles

- The **Nolan Principles** (1995) were developed by the UK's Committee on Standards in Public Life (headed by Lord Nolan), but have universal relevance to public ethics.
- These principles lay down the **ethical foundation for integrity in public office**, guiding how public officials should conduct themselves.

The 7 Nolan Principles

- **Selflessness** : Public office holders should act solely in the public interest, not for personal gain.
- **Integrity** : Officials must avoid placing themselves under any obligation to external parties that might influence their official duties.
- **Objectivity** : Decisions should be made impartially, fairly, and on merit, using evidence and transparent criteria.
- **Accountability** : Office holders are accountable to the public for their actions and must submit to appropriate scrutiny.
- **Openness** : Decisions and actions should be taken openly, providing reasons when required, and information should not be withheld unless clearly justified.
- **Honesty** : Officials must declare any private interests relating to public duties and resolve conflicts in a way that protects public confidence.
- **Leadership** : Leaders should promote and uphold these principles through personal conduct, setting an example for others.

Case Study for Ethics in Public Relationships

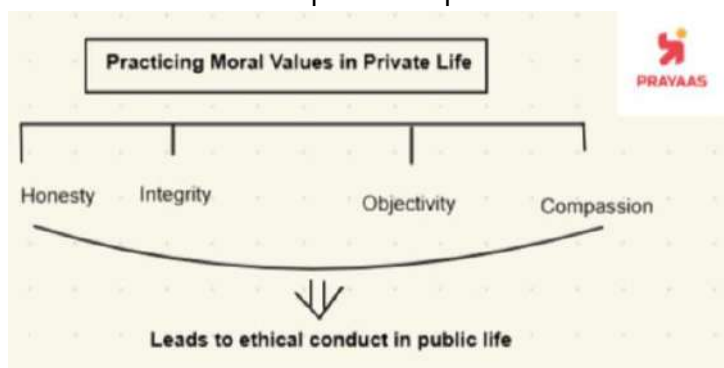
Recently, Goa's Health Minister publicly scolded and suspended the chief medical officer of Goa Medical College and Hospital (GMCH) during the minister's surprise visit to hospital over alleged negligence. The act bypassed due process, publicly

humiliated the doctor, and reflected abuse of official power. This incident highlights ethical failure in public relationships, where respect, procedural fairness, and accountability toward subordinates were compromised under political pressure and personal authority.

In June 2025, Madhya Pradesh Minister publicly made derogatory remarks against Colonel Sofiya Qureshi, a senior army officer. The incident attracted widespread condemnation, leading to an FIR and a Supreme Court intervention, which called it "a source of national shame" and ordered an SIT probe. This reflects an ethical failure in public relationships, where dignity, respect, and responsible speech by public officials were grossly violated.

Interconnection between Private and Public Ethics

- Ethics in private and public spheres may operate in different contexts, but they are **deeply interlinked and mutually reinforcing**.
- A person's ethical conduct in public life is often shaped by the **moral values and virtues cultivated in private life** (family, friendships, personal upbringing).
- Core virtues like **honesty, integrity, compassion, patience, respect, and fairness** are first developed in private relationships and then extended to public responsibilities.



Key Points of Relationship:

- **Character Continuity:** A person who is honest, empathetic, and responsible in personal life is more likely to display the same virtues in public roles.
- **Moral Foundation:** Private ethics serve as the moral foundation upon which public ethics

stand. The strength of personal character determines ethical resilience in public pressure.

- **Emotional Intelligence:** Emotional skills developed in managing private relationships (e.g., empathy, listening, conflict resolution) are essential for ethical leadership and governance in public life.
- **Consistency and Integrity:** Integrity demands consistency between private and public conduct. A civil servant who is corrupt in personal dealings is unlikely to remain ethical in official matters.
- **Public Trust:** Public officials' private actions often influence public perception. Personal scandals (dishonesty, abuse, misconduct) can undermine public trust in leadership.
- **Conflict of Interest:** Ethical conflicts sometimes arise when personal relationships (family, friends, business interests) interfere with public duties. Managing these overlaps demands strong ethical judgment.
- **Role Model Effect:** Ethical leaders who demonstrate virtue in both private and public life inspire confidence, set moral standards, and become role models in society.

Case studies to understand how ethics in private & Public Relationship interconnected to each other :

1. Nelson Mandela - Private Forgiveness Guiding Public Reconciliation

After 27 years of imprisonment, Nelson Mandela forgave his oppressors and avoided personal revenge, despite having every personal reason to seek retribution. His personal ethics of **forgiveness, tolerance, and humility** became the cornerstone of South Africa's peaceful transition from apartheid to democracy. His private virtues guided national policies on truth and reconciliation, uniting deeply divided communities.

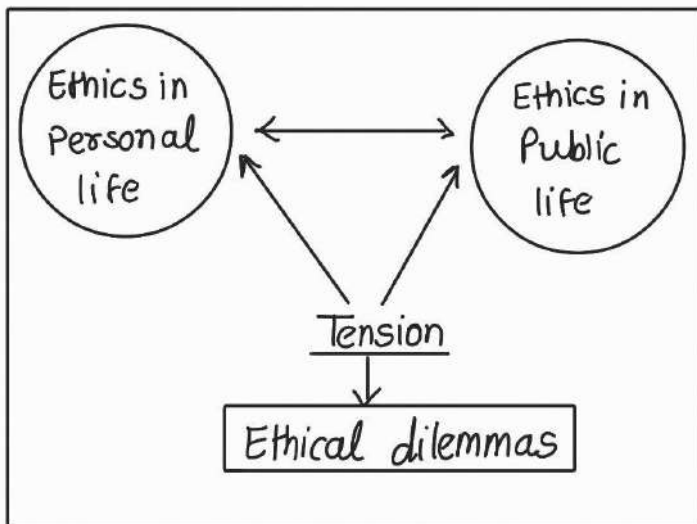
2. Ashoka's Conversion — Personal Guilt Transforming Public Governance

The extreme personal remorse Ashoka experienced after the Kalinga war led him to adopt principles of non-violence, tolerance, and welfare (Dhamma), radically transforming public governance across his empire. Personal moral awakening directly reshaped state policy toward

peace, animal welfare, social justice, and religious tolerance.

Conflict between Private and Public Ethics

- Sometimes, personal (private) ethical values may come into tension with public duties and responsibilities, leading to **ethical dilemmas**.
- These conflicts challenge an individual's ability to balance **personal loyalty, emotional bonds, and public obligations**.



Sources of Conflict:

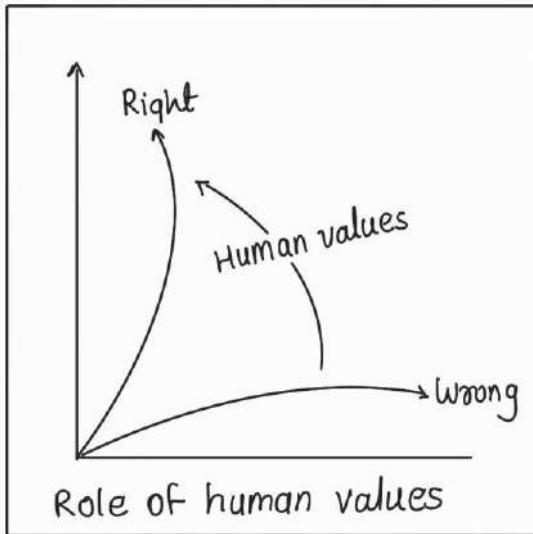
- **Family Interests vs Public Duty:**
 - When relatives or friends seek undue favors, promotions, contracts, or exemptions.
 - **Example :** A district magistrate's brother owns a construction firm bidding for a government infrastructure project. The officer faces pressure from family members to influence the tendering process. Granting favors would violate principles of impartiality and public trust, even though personal loyalty to family exists.
- **Emotional Attachments vs Impartiality:**
 - Personal sympathy may influence decisions that require objective judgment.
 - **Example :** A police officer's childhood friend is caught violating traffic rules. The officer feels personal sympathy but recognizes that exempting the friend would compromise fairness, public perception, and professional integrity. Upholding the rule equally reflects ethical impartiality.
- **Cultural Values vs Constitutional Principles:**
 - Personal cultural beliefs may conflict with constitutional mandates of equality,

secularism, or rule of law.

- **Example :** A municipal officer belonging to a conservative community opposes allowing same-sex couples to rent public housing, citing cultural discomfort. However, denying housing rights violates constitutional principles of equality and non-discrimination, demanding that personal cultural biases be set aside.
- **Privacy vs Public Accountability:**
 - Public officials may face scrutiny into their personal life that feels intrusive but serves public interest.
 - **Example :** A senior civil servant resists disclosing detailed financial holdings during mandatory asset declaration, claiming it invades personal privacy. However, as a public servant, transparency is essential to maintain public trust and prevent conflict of interest, outweighing personal discomfort.
- **Professional Secrecy vs Personal Loyalty:**
 - Whistleblowers may struggle between loyalty to colleagues or friends and their duty to report wrongdoing.
 - **Example :** A senior officer learns that a close friend in the department is leaking confidential policy drafts to lobby groups. Though personally attached, the officer decides to escalate the matter, recognizing that protecting institutional confidentiality overrides personal loyalty.

Introduction

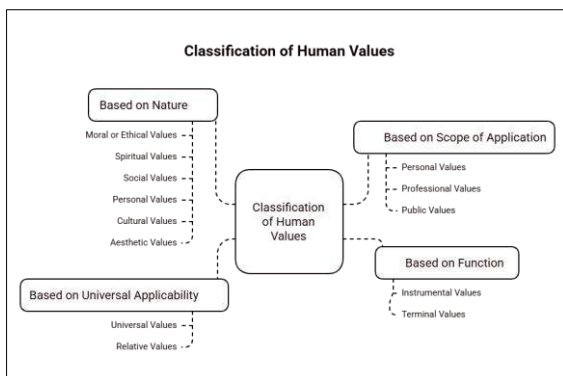
Human values are the core principles that guide individual behavior and decision-making. As values are not inherited automatically, institutions like family, society, and education play a vital role in shaping them. Family offers the first moral lessons, society reinforces social norms, and education develops ethical reasoning, ensuring individuals grow into responsible and ethical citizens.



What are human values?

- Human values are **fundamental guiding principles and beliefs that shape human behavior, relationships, and decision-making.**
- They reflect what individuals and societies consider desirable, good, and worthy of pursuit for a meaningful life.
- Human values act as **moral compasses**, influencing how people interact with others and contribute to social harmony, personal well-being, and ethical conduct.
- These values are **universal in nature** though their expression may vary across cultures and societies.

Classification of Values



1. Based on Nature

- **Moral or Ethical Values** : These values guide decisions about right and wrong, good and bad, and govern individual and social conduct.
 - **Examples** :
 - **Honesty**: Speaking truthfully, not engaging in deceit even when lies may bring personal benefit.
 - **Integrity**: Consistently adhering to moral principles even under pressure; maintaining the same standards in both private and public life.
 - **Fairness**: Giving equal opportunities and treating everyone impartially, without bias or favoritism.
 - **Non-violence**: Resolving conflicts peacefully, avoiding physical, emotional, or verbal harm to others.
- **Spiritual Values** : These relate to self-realization, inner peace, connection with higher purpose, and transcending selfish desires.
 - **Examples** :
 - **Compassion**: Feeling deep empathy for others' suffering and actively helping to relieve it.
 - **Forgiveness**: Letting go of resentment or desire for revenge, allowing healing of relationships.
 - **Humility**: Acknowledging one's limitations, avoiding arrogance, and being open to learning from others.
- **Social Values** : These regulate harmonious interaction and coexistence within society, promoting collective well-being
 - **Examples** :
 - **Tolerance**: Respecting differing opinions, beliefs, and lifestyles without hostility.
 - **Respect**: Recognizing the dignity, rights, and worth of every individual, regardless of status.
 - **Justice**: Ensuring fair treatment and protection of rights for all individuals, especially the vulnerable.
 - **Equality**: Providing equal opportunities and resources to all, eliminating discrimination.
 - **Gratitude**: Acknowledging and appreciating the kindness, support, or efforts of others.

- **Personal Values** : These are internal principles that influence an individual's personal behavior, choices, and daily actions.
 - **Examples** :
 - **Self-discipline**: Exercising control over impulses, maintaining focus on long-term goals despite temptations.
 - **Hard work**: Consistently putting effort into tasks to achieve excellence and personal growth.
 - **Punctuality**: Valuing time, being dependable, and honoring commitments by being timely.
 - **Gratitude (again included here as well)**: Recognizing and appreciating the good received in personal life, building positive outlook and humility.
- **Cultural Values** : Values rooted in the traditions, customs, and shared identity of a particular community or society.
 - **Examples**
 - **Respect for elders**: Valuing the experience, wisdom, and contributions of older generations.
 - **Family loyalty**: Upholding commitment and emotional support towards family members, even during adversity.
- **Aesthetic Values** : These relate to the appreciation of beauty, art, creativity, and harmony in nature or human creation.
 - **Examples** :
 - **Artistic expression**: Valuing creativity in forms like painting, music, literature, or architecture that inspire and uplift.
 - **Appreciation of nature**: Recognizing beauty in natural surroundings and striving to preserve environmental balance.
- **Perseverance**: Continuing to work towards objectives despite obstacles, failures, or discouragement.
- **Courage**: Taking ethical actions in difficult situations, even when facing personal risk or opposition.
- **Punctuality**: Managing time effectively, honoring commitments, and respecting others' time.
- **Diligence**: Consistent, careful, and energetic effort toward tasks and responsibilities.
- **Terminal Values (End Values)** : These represent ultimate life goals or ideal states of existence that people strive to achieve.
 - **Examples** :
 - **Happiness**: A state of overall well-being, satisfaction, and inner contentment in life.
 - **Peace**: Inner tranquility and harmony, free from internal and external conflicts.
 - **Salvation (or Moksha)**: Spiritual liberation, transcending worldly attachments and achieving self-realization.
 - **Freedom**: The ability to live one's life without undue external restrictions, while respecting the freedom of others.
 - **Social Justice**: A condition where fairness and equality prevail in society, ensuring dignity and rights for all.

2. Based on Function

- **Instrumental Values (Means Values)** : These are values that serve as tools or means to achieve higher ends. They are not ultimate goals but help in reaching desired outcomes.
 - **Examples** :
 - **Discipline**: Developing control over one's actions and behavior to stay focused and achieve personal or organizational goals.

3. Based on Universal Applicability

- **Universal Values** : These are values recognized and accepted across different cultures, societies, and time periods as inherently good and desirable for humanity as a whole.
 - **Examples** :
 - **Human Dignity**: Recognizing the inherent worth and respect due to every individual, regardless of social status, gender, or background.
 - **Equality**: Treating all individuals fairly, ensuring equal rights, opportunities, and protection under law.
 - **Justice**: Upholding fairness, impartiality, and protecting the rights of every individual, especially the marginalized.

- **Non-violence:** Promoting peaceful coexistence and resolving conflicts without physical or emotional harm.
- **Compassion:** Caring deeply for the suffering of others and actively seeking to alleviate their pain.
- **Relative (Contextual) Values :** These values are shaped by specific cultural, social, historical, or situational contexts and may vary across communities or circumstances.
 - **Examples :**
 - **Dress codes or rituals (customs):** Reflect underlying values of modesty, identity, respect for tradition, or community belonging.
 - **Dietary norms:** May reflect purity, non-violence, religious devotion, or ecological responsibility.
 - **Family structures:** Reflect values like collectivism, interdependence, respect for elders (in joint families) or individual autonomy (in nuclear families).
 - **Attitudes toward authority:** Reflect values like hierarchy, respect, discipline, or freedom.

4. Based on Scope of Application

- **Personal Values :** Values that guide an individual's behavior in private life, shaping personal decisions, habits, and interactions.
 - **Examples :**
 - **Integrity:** Consistently adhering to personal moral principles even in private situations where no external accountability exists.
 - **Honesty:** Speaking truthfully and being transparent in personal relationships and decisions.
 - **Self-discipline:** Exercising control over desires and impulses to pursue long-term personal goals.
 - **Gratitude:** Appreciating and acknowledging the support, kindness, and contributions of others in one's personal life.
 - **Responsibility:** Owning up to one's actions and fulfilling obligations toward family and self.
- **Professional Values :** Values that guide ethical behavior in one's professional role, ensuring

competence, responsibility, and fairness in the workplace.

- **Examples :**

- **Accountability:** Taking responsibility for one's professional decisions and actions, accepting consequences for errors or failures.
 - **Transparency:** Maintaining openness in decision-making processes, especially in financial, administrative, or operational matters.
 - **Neutrality:** Avoiding personal biases while performing official duties, particularly in public service or governance.
 - **Competence:** Maintaining the necessary skills, knowledge, and standards of performance expected in professional roles.
 - **Confidentiality:** Protecting sensitive information entrusted during professional interactions.
- **Public Values :** Values guiding conduct when dealing with society at large or while holding positions of public authority and responsibility.
 - **Examples :**
 - **Rule of Law:** Ensuring that all actions are in accordance with legal and constitutional principles.
 - **Equity:** Distributing resources and opportunities fairly, with special attention to disadvantaged groups.
 - **Public Welfare:** Prioritizing actions and policies that promote the well-being of the general population.
 - **Political Neutrality:** Making decisions based on merit and law rather than political pressures or affiliations.
 - **Service Orientation:** Demonstrating commitment to serve the public with empathy, efficiency, and integrity.

Importance of Human Values

- **Foundation of Ethical Conduct :** Human values serve as the internal compass that guides individuals in distinguishing right from wrong, ensuring ethical behavior in personal, professional, and public life.
- **Formation of Character and Personality :** Values like honesty, compassion, and integrity

shape one's moral character and influence long-term personal development, building trust and respect from others.

- **Social Harmony and Cohesion** : Shared values like tolerance, respect, and justice enable peaceful coexistence, reduce conflicts, and foster mutual understanding in a pluralistic society.
- **Public Trust in Institutions** : In governance and administration, adherence to human values like accountability, transparency, and fairness builds citizens' trust in public institutions and democratic systems.
- **Emotional and Psychological Well-being** : Practicing values such as gratitude, forgiveness, and empathy promotes inner peace, reduces stress, and strengthens emotional resilience.
- **Conflict Resolution** : Values provide a moral basis for resolving disputes through dialogue, compassion, and fairness rather than violence or hostility.
- **Sustainable Development and Social Justice** : Values like equity, environmental responsibility, and intergenerational justice ensure inclusive development while protecting the interests of future generations.
- **Leadership and Governance** : Ethical leadership grounded in human values ensures that power is exercised responsibly, decisions are made fairly, and public interest is prioritized over personal gains.
- **Link Between Private and Public Ethics** : Strong personal values ensure consistency in behavior across private and public roles, reducing conflicts of interest and enhancing integrity.
- **Universal Relevance** : Certain core human values (e.g., dignity, compassion, non-violence) are universally recognized, providing common ground for global cooperation and international ethics.

Role of Family Society and Educational Institutions in Inculcating Values.

What is Value Inculcation?

Value inculcation refers to the **process of internalizing moral principles, ethical norms, and social responsibilities** that guide human conduct.

Family, society, and educational institutions act as primary agents in this moral development.

1. Role of Family

- **Primary source of value socialization:** The family is the first and most intimate environment where a child learns basic values such as honesty, empathy, discipline, respect, and responsibility through observation and imitation.
- **Transmission of cultural and moral traditions:** Families play a key role in passing on cultural beliefs, religious practices, ethical customs, and social norms from one generation to the next.
- **Development of emotional intelligence and empathy:** Close familial relationships help children learn compassion, sensitivity, and conflict resolution in personal interactions.
- **Moral guidance during formative years:** Parents serve as role models, teaching children right and wrong not merely through instructions but through their own ethical behavior in daily life.
- **Support system during ethical dilemmas:** The family often provides emotional and moral support when individuals face difficult ethical decisions later in life.
- **Examples to show role of family in inculcating values :**

1.Chhatrapati Shivaji Maharaj and Mother Jijabai:

Jijabai inculcated values of **courage, patriotism, leadership, dharma, and justice** in young Chhatrapati Shivaji Maharaj through stories of Indian epics, spiritual guidance, and moral instruction. This early ethical grounding helped Shivaji later emerge as a just and visionary ruler.

2. Sane Guruji:

Sane Guruji, a great social reformer and teacher, often recalled how his mother's sacrifices and ethical discipline inspired his lifelong commitment to **service, compassion, and social justice**, especially towards the marginalized.

3.Dr. APJ Abdul Kalam:

Kalam credited his father Jainulabdeen's simplicity, honesty, spiritual discipline, and selflessness for shaping his values of **humility, integrity, hard work, and service to the nation**.

2. Role of Society

- **Reinforcement of collective ethical norms:** Society shapes values through cultural institutions, traditions, customs, and collective expectations that define acceptable moral behavior.
- **Influence of peer groups and community networks:** Interactions with friends, neighbors, and social organizations influence individuals' attitudes towards honesty, cooperation, and social responsibility.
- **Role of media and public discourse:** Society communicates values through literature, cinema, social media, public debates, and news, which can either strengthen or weaken ethical standards.
- **Social approval or disapproval of conduct:** Individuals often internalize values based on the rewards of social acceptance or the fear of social sanction for unethical behavior.
- **Community-based moral learning:** Participation in social service, cultural events, and civic activities nurtures values of collective welfare, tolerance, and mutual respect.
- **Examples to show role of society in inculcating values :**

1.Mawlynnong Village (Meghalaya) - "Cleanest Village of Asia"

The entire community collectively enforces cleanliness as a shared social responsibility, fostering strong civic discipline, environmental stewardship, and participatory community ethics. Social norms, peer monitoring, and collective pride ensure sustainable cleanliness without external enforcement.

2.Khap Panchayats (Negative Example)

In parts of North India, Khap Panchayats enforce regressive norms like honor killings and caste-endogamy. This shows how society, if misguided, can promote **discriminatory, unethical, and oppressive values**, stressing the importance of progressive social reforms.

3. Role of Educational Institutions

- **Structured moral education:** Schools and colleges formally introduce ethical theories, civic

duties, and moral dilemmas through curriculum, fostering reflective ethical reasoning.

- **Development of critical thinking and ethical judgment:** Educational institutions encourage debate, dialogue, and ethical analysis, enabling students to form independent and principled moral positions.
- **Influence of teachers as moral exemplars:** Teachers serve as secondary parents, modeling integrity, fairness, and professionalism in their conduct, influencing students' ethical development.
- **Creation of an inclusive ethical environment:** Respect for diversity, gender equality, social justice, and environmental responsibility can be cultivated through school practices and institutional policies.
- **Promotion of civic responsibility:** Participation in student councils, NSS, NCC, and other extracurricular activities fosters leadership, accountability, and service-oriented values.
- **Examples to show role of educational institutes in inculcating values :**

1.Navodaya Vidyalayas (Since 1986, Nationwide)

Navodaya schools promote **social integration, equity, and national unity** by bringing together rural students from diverse backgrounds to learn in a merit-based, fully residential environment, fostering values of **diversity, tolerance, discipline, and equal opportunity**.

2.Dr. B. R. Ambedkar — Columbia University & London School of Economics

Ambedkar's education at Columbia and LSE exposed him to ideas of **liberty, equality, justice, individual dignity, and constitutionalism**. These institutions deeply shaped his lifelong ethical commitment to **social justice, legal reform, and rights of the marginalized**, which became the foundation of India's Constitution.

Dynamic Nature of Values

- **Values evolve over time and context:**
 - Values are not static; they change as societies, cultures, technologies, and global realities evolve. What was once accepted as

moral may later be seen as unethical, and vice versa.

- **Influenced by social, economic and political changes:**

- Changes in economy (industrialization, globalization), politics (democracy, revolutions), and society (urbanization, education) alter collective values.
- **Example:** The value of gender equality has gained prominence globally due to sustained women's rights movements and changing social roles.

- **Impact of cultural interaction and globalization:**

- Exposure to global cultures leads to hybrid value systems, where traditional and modern values coexist, sometimes conflicting or mutually reinforcing.
- **Example:** Traditional joint family values are adapting to nuclear family structures under modern urban pressures.

- **Technological advancements reshaping values:**

- New technologies create fresh ethical challenges that redefine societal values.
- **Example:** Data privacy and digital ethics have become crucial in the age of artificial intelligence and surveillance capitalism.

- **Legal and institutional developments influencing values:**

- Legal reforms often reflect evolving moral standards and contribute to value shifts at the societal level.
- **Example:** The decriminalization of Section 377 (homosexuality) in India shows a shift in societal values towards LGBTQ+ rights.

- **Generational differences in value systems:**

- Each generation may prioritize different values based on their experiences, education, and exposure to social realities.
- **Example:** While elder generations may prioritize loyalty and duty, younger people may emphasize individual freedom and innovation.

- **Response to crisis and adversity:**

- Values may transform in response to national or global crises (pandemics, wars, economic depressions), forcing societies to re-evaluate priorities.

- **Example:** The COVID-19 pandemic emphasized values like public health, community support, resilience, and empathy across the globe.

- **Dynamic but rooted in core human principles:**

- While many values change, certain fundamental ethical principles such as honesty, justice, compassion, and respect for human dignity remain relatively stable across time and culture.

Crisis of Values

Crisis of values refers to a situation where fundamental moral principles like honesty, integrity, empathy, and justice are increasingly disregarded or compromised. In today's world, materialism, rising self-interest, political polarization, and weak institutional accountability have eroded shared ethical standards. This leads to corruption, inequality, loss of trust in institutions, and social conflict, making value-based leadership and ethical governance more urgent than ever.

1. At Individual Level

- **Conflict between ambition and ethics:**

- Individuals face situations where personal ambitions, desires for quick success, or competitive pressure push them towards unethical choices, even if they know such actions violate their moral values.

- **Example:** In the 2023 Haryana Public Service Commission paper leak scandal, candidates resorted to unfair means to secure government jobs, sacrificing ethical principles for career ambitions.

- **Emergence of self-centered attitudes:**

- Modern consumer culture increasingly promotes self-interest, material gain, and personal advancement over empathy, compassion, and responsibility towards others.

- **Example:** People investing in risky Ponzi schemes like the Rose Valley chit fund scam prioritize personal profit over ethical financial responsibility, even when such schemes exploit vulnerable investors.

- **Weakening of internal moral compass:**

- Exposure to repeated unethical behavior in surroundings—whether in workplaces, politics, or media—gradually erodes personal moral judgment, leading

individuals to accept wrongdoings as normal.

- **Example:** In the IL&FS financial fraud, several employees continued to participate in unethical practices simply because senior executives normalized such conduct.
- **Ethical dilemmas in professional roles:**
 - Professionals often face conflicting pressures where performing duties may require compromising fairness, integrity, or justice due to political, social, or organizational demands.
 - **Example:** In various irrigation scams, public officials manipulated tendering processes under political pressure to benefit favored contractors.
- **Mental stress and ethical disorientation:**
 - Individuals who violate their values or face constant ethical conflicts often experience psychological stress, guilt, and long-term emotional exhaustion.
 - **Example:** IAS officer Ashok Khemka, who exposed land scams in Haryana, faced repeated transfers and harassment, leading to prolonged professional and emotional strain.

2. At Societal Level

- **Erosion of community solidarity:**
 - Urbanization, individualism, and social fragmentation have weakened traditional community bonds and collective responsibility, making societies less responsive during crises.
 - **Example:** During the 2020 migrant worker crisis in India, millions of stranded laborers faced tremendous hardship due to lack of community-level support mechanisms.
- **Normalization of corrupt practices:**
 - Bribery, favoritism, and dishonesty have become so routine that they are often seen as acceptable shortcuts rather than serious ethical failures.
 - **Example:** In many states, citizens openly admit paying bribes for driving licenses or property registrations, viewing it as an unavoidable part of the system.
- **Growing economic inequality undermining social values:**

- Widening gaps between the rich and the poor fuel resentment, social tensions, and cynicism about fairness and justice.
- **Example:** According to the Oxfam 2024 report, India's top 1% owns over 40% of national wealth, while millions struggle with poverty and unemployment.
- **Disrespect for meritocracy and fairness:**
 - The erosion of merit-based systems leads to the perception that personal connections, wealth, or political patronage matter more than talent or hard work.
 - **Example:** Several recruitment scams and backdoor appointments in state public sector jobs reflect how favoritism trumps meritocracy.
- **Rising social fragmentation through identity politics:**
 - Increasing political mobilization along caste, religious, or linguistic lines weakens national unity and fosters intolerance.
 - **Example:** The 2020 Delhi riots demonstrated how identity-based politics can incite violence and polarize communities.

3. At Intellectual Level

- **Excessive focus on technical skills over ethical reasoning:**
 - Educational institutions prioritize market-driven technical skills while neglecting ethical training, leaving professionals ill-equipped for moral decision-making.
 - **Example:** In the Yes Bank crisis, highly skilled financial professionals manipulated systems for personal gain, highlighting a lack of ethical grounding despite technical competence.
- **Intellectual dishonesty and manipulation:**
 - Some researchers, consultants, and academics deliberately misrepresent data to serve political or corporate interests, compromising the integrity of knowledge.
 - **Example:** Environmental Impact Assessment reports in the Vedanta mining case were manipulated to downplay environmental damage, benefiting corporate interests.
- **Decline of independent critical thinking:**

- Public intellectual spaces increasingly discourage independent thought, with ideological conformity replacing genuine debate and open inquiry.
- **Example:** Social media algorithms often create echo chambers where users are repeatedly exposed to similar opinions, limiting exposure to diverse viewpoints and reducing opportunities for independent critical thinking
- **Use of distorted intellectual narratives to justify unethical actions:**
 - Complex but flawed arguments are used to legitimize actions that undermine rights and justice, masking unethical conduct under the garb of national or public interest.
 - **Example:** The prolonged internet shutdown in Jammu & Kashmir after abrogation of Article 370 was defended as a security measure, despite ethical concerns over fundamental rights.
- **Lack of ethical discourse in public narratives:**
 - Policy debates often prioritize financial or political benefits, neglecting ethical consequences and long-term societal impact.
 - **Example:** The POSCO project in Odisha saw industrial growth debates dominate, while displacement of tribal communities received inadequate ethical consideration.

4. At Cultural Level

- **Commercialization of culture and traditions:**
 - Cultural festivals and religious practices are often exploited for commercial or political purposes, reducing them to mere spectacles without their original ethical depth.
 - **Example:** The Kumbh Mela 2021 was promoted as a grand event despite the pandemic, prioritizing political display over public health ethics.
- **Erosion of indigenous ethical systems under global influences:**
 - Traditional ethical values rooted in simplicity, self-restraint, and community welfare are increasingly overshadowed by global consumerist culture.
 - **Example:** Traditional Indian diets emphasizing balance and health are being

rapidly replaced by fast food culture, contributing to lifestyle diseases.

- **Political exploitation of cultural identities:**
 - Religious, linguistic, or cultural identities are increasingly used to polarize voters, eroding inclusive and harmonious social ethics.
 - **Example:** The politicization of the religious sensitive issue for electoral mobilization reflects this trend.
- **Value conflict between generations:**
 - Younger generations often reject rigid traditional codes but may struggle to develop stable alternative value frameworks, leading to ethical confusion.
 - **Example:** Rapid changes in marriage practices, career choices, and family structures often create value conflicts between parents and children.
- **Superficial observance of cultural ethics:**
 - Cultural rituals may be performed for social image rather than genuine ethical commitment, turning values into symbols without substance.
 - **Example:** Publicized charity donations during disaster relief sometimes become exercises in public relations rather than authentic compassion.

5. At Political Level

- **Moral decline of political leadership:**
 - Many political leaders prioritize electoral gains, short-term popularity, and personal power over long-term ethical governance and principled leadership.
 - **Example:** Frequent defections and party-switching for political benefits, as seen in Maharashtra's post-2019 assembly crisis, reflect opportunistic leadership.
- **Subversion of constitutional morality:**
 - Bypassing parliamentary debate or undermining institutions for political gain violates the spirit of constitutional governance.
 - **Example:** The passage of farm laws in 2020 without adequate consultation and public discourse exemplifies this subversion.
- **Weakening of accountability mechanisms:**
 - Watchdog institutions often fail to hold powerful individuals accountable due to

political interference or institutional weakness.

- **Example:** The underperformance of Lokpal, despite being a statutory anti-corruption authority, highlights this accountability deficit.
- **Rising identity-based politics:**
 - Politicians often stoke caste or religious divides to consolidate voter bases, compromising national unity and social harmony.
 - **Example:** The caste-based mobilization during the Hathras gang-rape case diverted focus from justice to identity politics.
- **Erosion of neutrality in public institutions:**
 - Constitutional bodies face credibility crises when perceived as politically biased, weakening public trust in their impartiality.
 - **Example:** Allegations of bias against the Election Commission during some recent state elections raised concerns about institutional ethics.

6. At Global Level

- **Neglect of environmental ethics for economic growth:**
 - Global competition often leads nations to prioritize short-term economic interests over long-term environmental responsibility
 - **Example:** Many countries continued fossil fuel subsidies even during climate change negotiations at COP28, reflecting weak environmental ethics.
- **Global injustice in resource distribution and crisis response:**
 - Wealthier nations often prioritize their own interests during global crises, leaving vulnerable countries at a disadvantage.
 - **Example:** The COVID-19 vaccine hoarding by rich nations, while poorer countries struggled, exposed deep global ethical inequalities.
- **Rising militarization undermining peace ethics:**
 - Nations prioritize defense build-ups and arms races over peaceful conflict resolution, escalating violence and suffering.

- **Example:** The prolonged Russia-Ukraine war reflects how geopolitical rivalries continue to overshadow global peace ethics.

- **Digital platforms fostering misinformation:**
 - Social media has become a breeding ground for misinformation, polarizing societies and undermining democratic processes.
 - **Example:** The Cambridge Analytica scandal revealed how data-driven manipulation of voters through targeted disinformation impacted democratic elections.

Case Study to show crisis in values :

Crisis of Values in Social Media and Reel Culture

The rise of reels and short-video platforms has fueled a culture of instant gratification and self-promotion, where personal fame often overrides ethical responsibility. Influencers prioritize viral content, sometimes spreading misinformation, glorifying materialism, or promoting unhealthy trends. Algorithm-driven echo chambers reinforce biases, limiting critical thinking and open dialogue. Cyberbullying and cancel culture reflect declining tolerance and empathy. The ease of manipulating information, including deepfakes, further erodes trust and honesty in public discourse. This digital ecosystem illustrates how technological progress, without ethical guardrails, deepens the ongoing crisis of values.

Introduction

Values are not abstract concepts; they are constantly shaped, redefined, and reinforced by human actions. Great leaders, reformers, and administrators not only upheld existing moral values but often challenged prevailing norms to create new ethical benchmarks for society. Through their lives and conduct, they serve as enduring role models, demonstrating how values can guide personal behavior and influence collective social progress.

1. Chhatrapati Shivaji Maharaj

- **Strategic Foresight and Pragmatic Statecraft**
 - Shivaji combined long-term vision with calculated diplomacy and military strategy to establish a stable and independent Maratha state.
 - **Example:** His use of guerilla warfare (Ganimi Kava), strategic forts, and alliances with different powers demonstrated his ability to adapt tactics while protecting his kingdom from superior Mughal forces.
- **Religious Tolerance and Secular Governance**
 - Although a devout Hindu, he respected all religions and ensured that governance was inclusive.
 - **Example:** Appointed Muslims like Siddi Ibrahim and Qazi Haider as senior officers; respected Muslim religious sites during military campaigns, avoiding forced conversions or desecrations.
- **Code of Military Ethics**
 - He imposed strict ethical conduct on his army — no harm to women, civilians, or religious places during campaigns.
 - **Example:** After capturing Surat (1664), he ensured that the civilians were not harmed and temples, mosques, churches were left untouched — rare in contemporary warfare.
- **People-Centric Governance and Welfare Orientation**
 - He prioritized welfare of common people, ensured fair taxation, justice delivery, and protection from exploitation by feudal elites.
 - **Example:** Abolished oppressive taxes like Jagir and Zarib, rationalized revenue collection through Ryotwari system, ensuring direct relations between state and farmers.

- **Decentralized and Accountable Administration**

- He established the Ashta Pradhan council — a team of 8 ministers with defined responsibilities, ensuring collective decision-making and administrative accountability.
- **Example:** The council handled distinct areas such as foreign affairs, defense, finance, internal security, reflecting an early model of checks and balances.

- **Personal Courage and Ethical Leadership**

- Led from the front with personal bravery, but balanced it with caution to minimize unnecessary bloodshed.
- **Example:** His daring escape from Aurangzeb's captivity in Agra (1666) reflects personal courage and presence of mind without resorting to unnecessary violence.

2. Mahatma Gandhi

- **Truth (Satya)**

- Gandhi considered truth as God itself. For him, speaking the truth and adhering to it in actions was the highest form of morality.
- **Example:** In his autobiography My Experiments with Truth, Gandhi candidly admitted his personal failures (e.g., his confession about stealing a piece of gold from his brother's bracelet as a child), showing his lifelong commitment to truth.

- **Non-Violence (Ahimsa)**

- He upheld non-violence not just as absence of physical violence, but as avoidance of hatred and ill-will even in thoughts.
- **Example:** In 1922, after the Chauri Chaura incident where protesting villagers set fire to a police station, killing 22 policemen Gandhi immediately called off the entire Non-Cooperation Movement. Despite widespread momentum against British rule, he prioritized non-violence over political gains, showing his unwavering commitment to ethical conduct.

- **Self-Discipline and Simplicity**

- He voluntarily chose a simple lifestyle, minimal possessions, vegetarianism, and self-reliance, demonstrating ethical restraint over desires.

- **Example:** Gandhi adopted Khadi, spun his own cloth, and lived in a simple hut in Sabarmati Ashram, promoting self-sufficiency and rejecting material excess.
 - **Moral Courage**
 - He displayed moral courage by standing firm on his principles even in face of threats, criticism, and imprisonment.
 - **Example:** During the Quit India Movement (1942), Gandhi was imprisoned for demanding British withdrawal from India, but he never compromised on his demand for complete independence.
 - **Leadership by Example**
 - Gandhi believed that a true leader must personally embody the values he advocates for others.
 - **Example:** During communal riots post-Partition, Gandhi fasted in Calcutta (1947) to restore communal harmony, persuading both Hindus and Muslims to stop violence.
 - **Empathy and Inclusiveness**
 - Gandhi recognized the dignity of all, including the marginalized sections like Dalits (whom he called Harijans — children of God).
 - **Example:** He personally cleaned latrines to break caste barriers and worked closely with Dalit communities to promote their inclusion in temples and public life.
 - **Constructive Work and Grassroots Empowerment**
 - He emphasized community-level reforms such as sanitation, education, village industries, and women’s empowerment as part of his ethical politics.
 - **Example:** In villages like Sevagram, Gandhi established models of self-sufficient rural economies, involving local communities directly.
- 3. Dr. B. R. Ambedkar**
- **Social Justice and Equality**
 - Ambedkar firmly believed that no society can claim to be just if discrimination based on caste, gender, or class persists. Equality was both a moral and constitutional imperative for him.
 - **Example:** He led the Mahad Satyagraha (1927), asserting Dalits' right to access public water sources. This movement challenged entrenched caste hierarchies and aimed at securing dignity for the oppressed.
 - **Constitutional Morality**
 - For Ambedkar, democracy was not just about majority rule but about respecting individual rights and constitutional principles. He emphasized that institutions must function within the framework of constitutional values.
 - **Example:** As Chairman of the Constitution Drafting Committee, he incorporated provisions like Fundamental Rights, Directive Principles, and protection for minorities, ensuring equality and justice were embedded into the legal framework.
 - **Rationality and Scientific Temper**
 - He encouraged using reason and evidence to challenge irrational traditions, particularly oppressive religious practices.
 - **Example:** His decision to convert to Buddhism in 1956 was a rational rejection of caste-based discrimination in Hindu society, choosing a faith that aligned with equality and human dignity.
 - **Dignity and Self-Respect**
 - Ambedkar believed that real empowerment of marginalized communities begins with restoring their dignity and self-respect.
 - **Example:** In his speeches to Dalit communities, he consistently urged them to “educate, agitate, and organize,” stressing self-empowerment rather than dependence on external sympathy.
 - **Leadership through Personal Sacrifice**
 - Despite facing systemic discrimination and personal humiliation throughout his life, he rose through relentless hard work and academic brilliance to become a voice for millions.
 - **Example:** Born in an untouchable family, he faced severe social exclusion during his schooling, such as not being allowed to sit in class or drink water from common vessels. Yet, he pursued higher education abroad (Columbia University, London School of

Economics) and returned to lead social reform.

- **Inclusive Economic Justice**

- Ambedkar recognized that political democracy without economic and social democracy would remain hollow. He emphasized state responsibility in ensuring social welfare and equitable resource distribution.
- **Example:** As Labour Member of Viceroy's Executive Council, he introduced laws on minimum wages, maternity benefits, and labor welfare — far ahead of his times in social security legislation.

4. Swami Vivekananda

- **Self-Confidence**

- Vivekananda strongly believed that inner strength and self-confidence are the key to personal and national transformation. He considered lack of faith in oneself as the root cause of individual and societal weakness.
- **Example:** At the 1893 Chicago World Parliament of Religions, despite being relatively unknown, he confidently addressed the world gathering, beginning with "Sisters and Brothers of America," which instantly captivated the audience and established India's spiritual stature globally.

- **Universal Brotherhood and Religious Tolerance**

- He advocated that all religions are different paths leading to the same ultimate reality. He opposed sectarianism, bigotry, and religious intolerance.
- **Example:** In his Chicago speeches, he condemned narrow-mindedness in religion and urged for acceptance of all faiths, laying the foundation for India's pluralistic ethos.

- **Service to Humanity (Daridra Narayana Seva)**

- He taught that serving the poor, sick, and needy is the highest form of worship — "Jiva is Shiva."
- **Example:** After returning to India, he founded the Ramakrishna Mission, which undertook various philanthropic activities like education, healthcare, disaster relief, and rural development, translating spiritual ideals into social service.

- **Youth Empowerment and Nation-Building**

- He believed youth are the architects of national regeneration and emphasized the need for their character-building, discipline, and moral responsibility.
- **Example:** His famous exhortation — "Arise, awake, and stop not till the goal is reached" — continues to inspire youth towards ethical nation-building.

- **Integration of Spirituality with Practical Life**

- He rejected the idea of renunciation that escapes societal duties, advocating spirituality that actively engages with the world's problems.
- **Example:** In his discussions with Indian rulers and elites, he consistently advised them to pursue material progress while upholding moral responsibilities towards the masses.

- **Social Equality and Dignity of Labour**

- He challenged caste-based discrimination, advocated education for all, and emphasized the inherent dignity of every human being, irrespective of caste or gender.
- **Example:** In his speeches and writings, he frequently criticized oppressive caste practices and championed empowerment of marginalized groups.

5. Mother Teresa

- **Compassion and Empathy**

- Mother Teresa demonstrated deep compassion by caring for the sick, abandoned, and dying. She believed that no one should die unloved or unattended.
- **Example:** She established the Nirmal Hriday (Pure Heart) hospice in Kolkata, where the terminally ill were cared for with dignity, comfort, and love, regardless of their caste, religion, or nationality.

- **Selflessness and Service without Expectation**

- Her service was entirely selfless, performed without seeking recognition or material rewards.
- **Example:** Despite winning the Nobel Peace Prize in 1979, she lived a life of poverty and humility, dedicating every resource received towards the care of the destitute.

- **Dignity of Every Human Life**

- She believed every life, however vulnerable or marginalized, is sacred and worthy of care.
- **Example:** She personally tended to lepers, abandoned children, and dying individuals, treating them with the same respect she would offer to any dignitary.
- **Ethics of Care over Ethics of Rights**
 - She practiced an ethic that prioritized care, empathy, and compassion over mere legalistic rights discourse.
 - **Example:** Many of her initiatives in the slums of Kolkata provided unconditional care even to those who had been neglected by state institutions and society.
- **Silent Leadership by Action**
 - Rather than advocacy or rhetoric, she led by her consistent daily actions, inspiring millions through quiet example.
 - **Example:** The global network of Missionaries of Charity was built without political campaigns or mass mobilizations — simply through the power of her consistent, humble work.
- **Inclusiveness and Non-Discrimination**
 - She served people from all religious and social backgrounds, never allowing any prejudice to interfere with her humanitarian work.
 - **Example:** The Missionaries of Charity welcomed all destitute individuals regardless of their faith, caring for Hindus, Muslims, Christians, and others alike in Kolkata and across the world.

6. Dr. A. P. J. Abdul Kalam

- **Integrity and Honesty**
 - Dr. Kalam consistently maintained high ethical standards in his professional and personal life, never misusing his authority for personal benefit.
 - **Example:** As President of India (2002-2007), he returned the Office of Profit Bill for reconsideration, showing his independent judgment despite political pressures.
- **Humility and Accessibility**
 - Despite his immense scientific achievements and highest constitutional

position, he remained humble, accessible, and deeply connected with ordinary citizens.

- **Example:** He often personally replied to letters from students and common people. He would sit among children in schools, inspiring them to dream big.
- **Scientific Temper and Rationality**
 - He integrated spirituality with a rational and scientific approach, believing that science and ethics must go together for sustainable progress.
 - **Example:** As a scientist, he always stressed transparency, teamwork, and moral responsibility in scientific research and public service.
- **Compassion and Public Service Orientation**
 - He displayed genuine empathy towards disadvantaged sections and emphasized inclusive growth.
 - **Example:** He visited remote villages, advocated for providing PURA (Providing Urban Amenities to Rural Areas), and promoted affordable healthcare and education for the poor.

7. Nelson Mandela

- **Forgiveness and Reconciliation**
 - Mandela prioritized forgiveness over revenge even after enduring decades of oppression and imprisonment. He believed reconciliation was the key to healing a divided nation.
 - **Example:** After his release from 27 years of imprisonment (1962-1990), he led South Africa's peaceful transition from apartheid to democracy, promoting unity between black and white citizens instead of retaliation.
- **Moral Courage and Perseverance**
 - He showed extraordinary moral strength by standing firm on principles of equality, justice, and dignity, despite immense personal suffering.
 - **Example:** During his long imprisonment on Robben Island, he endured physical hardship without compromising his commitment to ending apartheid.
- **Commitment to Equality and Human Rights**

- He consistently upheld the universal value of equality, rejecting racial discrimination and emphasizing the dignity of every human being.
- **Example:** As South Africa's first black President (1994), he oversaw the drafting of a new constitution guaranteeing equal rights to all citizens, regardless of race.
- **Leadership with Compassion and Humility**
 - Despite achieving global fame, he remained humble, emphasizing collective leadership and empathy towards adversaries.
 - **Example:** He invited his former jailer as a guest to his presidential inauguration, symbolizing his inclusive approach to leadership.
- **Constitutionalism and Rule of Law**
 - Mandela firmly believed that lasting peace and justice could only be secured through strong democratic institutions and adherence to constitutional values.
 - **Example:** He voluntarily stepped down after a single presidential term, strengthening South Africa's democratic tradition by setting a personal example of respect for constitutional limits.
- **Ethics of Negotiation and Dialogue**
 - He advocated dialogue and negotiation over confrontation, even with former adversaries, to achieve peaceful resolution of conflicts.
 - **Example:** His secret talks with apartheid leaders while still in prison laid the foundation for a negotiated end to apartheid.
- He upheld the highest standards of public accountability, taking moral responsibility even in difficult situations.
- **Example:** As Railway Minister (1956), he resigned voluntarily accepting moral responsibility for a major train accident in Tamil Nadu, demonstrating ethical leadership.
- **National Unity and Collective Spirit**
 - He emphasized collective discipline and unity during national crises, appealing directly to citizens for moral contribution.
 - **Example:** During the 1965 Indo-Pak war and food shortage, he gave the slogan "Jai Jawan Jai Kisan," highlighting the importance of soldiers and farmers together in safeguarding the nation.
- **Crisis Leadership with Ethical Resolve**
 - Shastri combined firmness with ethical restraint while managing military conflicts, ensuring that national security was upheld without unnecessary aggression.
 - **Example:** During the 1965 war with Pakistan, he took bold military decisions but simultaneously pursued peace through the Tashkent Agreement, balancing security with diplomacy.
- **Empathy and Emotional Intelligence**
 - He remained deeply sensitive to the problems of common people, inspiring voluntary citizen participation during economic hardships.
 - **Example:** He appealed to people to voluntarily observe 'meatless Mondays' and skip meals to conserve food during the 1965 food crisis — a rare example of empathetic leadership mobilizing moral responsibility.

8. Lal Bahadur Shastri

- **Simplicity and Humility**
 - Shastri lived a simple, austere life, setting an example of personal integrity and detachment from material luxuries despite holding high office.
 - **Example:** Even as Prime Minister, he did not own a car. After his death, his family took a loan to repay the government for a car they purchased — reflecting his personal honesty and simplicity.
- **Integrity and Personal Accountability**
 - Shastri consistently maintained ethical conduct in public life, earning wide public trust.
 - **Example:** Throughout his political career, there were no allegations of corruption or misuse of power against him, strengthening the public's faith in clean governance.

9. Raja Ram Mohan Roy

● Rationality and Scientific Temper

- Roy emphasized reason, rational inquiry, and scientific thinking as essential for social reform and moral progress.
- **Example:** He challenged superstitions, blind faith, and orthodox rituals. Through his works like Tuhfat-ul-Muwahhidin, he argued against idolatry and promoted rational monotheism.

● Social Reform and Human Rights Advocacy

- He championed the rights of women and fought against oppressive social practices like Sati, child marriage, and polygamy.
- **Example:** His persistent advocacy led to the abolition of Sati through the Bengal Sati Regulation Act, 1829, passed by Lord William Bentinck.

● Religious Tolerance and Interfaith Harmony

- While a devout Hindu, Roy advocated for harmony between different religions and encouraged comparative study of religious texts.
- **Example:** Founded the Brahmo Samaj (1828), which promoted monotheism, universalism, and interfaith dialogue while rejecting religious dogmas.

● Freedom of Press and Expression

- He believed a free press is vital for accountability and public discourse in governance and social progress.
- **Example:** He founded newspapers like Sambad Kaumudi (in Bengali) and Mirat-ul-Akhbar (in Persian), using journalism as a tool for social awakening and policy critique.

● Education and Empowerment through Knowledge

- Roy emphasized modern, secular, and scientific education for national awakening and individual empowerment.
- **Example:** He established Hindu College (now Presidency University, Kolkata) and promoted Western education alongside Indian philosophical studies, encouraging critical thinking among youth.

● Advocacy for Constitutionalism and Rule of Law

- He argued for rule of law, civil liberties, and constitutional governance even under

colonial rule.

- **Example:** He submitted petitions to the British Parliament demanding judicial equality for Indians and representation in administration.

Navigating the Syllabus: What You Need to Know

Attitude

- Understanding the concept of Attitude
- The Content of Attitude
- Structure of Attitude
- Functions of Attitude
- Influence and Relation of Attitude with Thought and Behaviour
- Situational Influence on Attitude-Behaviour Relationship
- Moral and Political Attitudes
- Social Influence and Persuasion.

UPSC Previous Year Questions

Question	Nature of Question	Core Demand
The Rules and Regulations provided to all the civil servants are same, yet there is difference in the performance. Positive minded officers are able to interpret the Rules and Regulations in favour of the case and achieve success, whereas negative minded officers are unable to achieve goals by interpreting the same Rules and Regulations against the case. Discuss with illustrations. (2022)	Attitude + Administrative Ethics	Discuss how positive vs negative attitudes impact rule interpretation.
Attitude is an important component that goes as input in the development of humans. How to build a suitable needed for a public servant? (2021)	Attitude Development + Public Service	Suggest measures to build appropriate attitude for civil servants.
A positive attitude is considered to be an essential characteristic of a civil servant who is often required to function under extreme stress. What contributes to a positive attitude in a person? (2020)	Positive Attitude + Stress Management	Explain factors contributing to positive attitude in civil servants.
Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world. – A.P.J. Abdul Kalam (2019)	Moral Values + Societal Harmony	Interpret the quote and explain its ethical implications.

A man is but a product of his thoughts. What he thinks he becomes. – M.K. Gandhi (2019)	Thoughts + Personal Ethics	Interpret Gandhi's statement on attitude shaping character.
Young people with ethical conduct are not willing to come forward to join active politics. Suggest steps to motivate them to come forward. (2017)	Political Ethics + Youth Motivation	Suggest measures to encourage ethical youth to enter politics.
How could social influence and persuasion contribute to the success of Swachh Bharat Abhiyan? (2016)	Social Influence + Behaviour Change	Explain how persuasion can promote public participation in SBA.
Two different kinds of attitudes exhibited by public servants towards their work have been identified as the bureaucratic attitude and the democratic attitude. Distinguish between these two terms and write their merits and demerits. Suggest more effective strategies to tackle this menace. Is it possible to balance the two to create a better administration for the faster development of our country? (2015)	Bureaucratic vs Democratic Attitude	Differentiate, evaluate pros/cons and suggest a balance for better administration.
Social values are more important than economic values. Discuss the above statement with examples in the context of inclusive growth of a nation. (2015)	Social vs Economic Values	Discuss importance of social values for inclusive growth.
What factors affect the formation of a person's attitude towards social problems? In our society, contrasting attitudes are prevalent about many social problems. What contrasting attitudes do you notice about the caste system in our society? How do you explain the existence of these contrasting attitudes? (2014)	Attitude Formation + Caste System	Explain factors affecting attitudes and contrasting views on caste.
The current society is plagued with widespread trust-deficit. What are the consequences of this situation for personal well-being and for societal well-being? What can you do at the personal level to make yourself trustworthy? (2014)	Trust Deficit + Personal Ethics	Explain effects of trust deficit and personal ways to build trust.

Introduction

Human behavior is complex and shaped by a variety of internal and external influences. Among these, internal predispositions play a pivotal role in determining how individuals perceive, interpret, and respond to situations around them. In the realm of ethics, these internal orientations often serve as the bridge between abstract moral principles and real-life decisions. Attitudes, as enduring mental frameworks, significantly influence how individuals approach ethical dilemmas, exercise judgment, and translate values into action, making them a critical component in understanding ethical behavior both in personal conduct and in the domain of public administration.

Understanding the concept of Attitude

A. What is Attitude ?

- Attitude is a psychological disposition that reflects an individual's consistent evaluation—positive or negative—toward a person, object, event, or situation.
- It represents how a person generally views and responds to things based on their personal experiences, learning, and social influences.
- Attitude influences perception, decision-making, interpersonal relations, and ethical behavior in both personal and professional life.
- Attitudes are **learned**, relatively stable over time, but capable of change through new experiences, education, or conscious effort.
- In public administration, the attitude of civil servants significantly affects their approach to governance, service delivery, and ethical conduct.

B. Correlation between Belief, Value and Attitude

- Beliefs form the **foundation** of both values and attitudes. What a person believes to be true shapes what they consider important (values) and how they feel about specific situations (attitudes).
- **Beliefs → Values:**

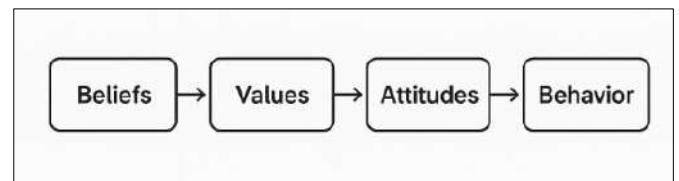
- When certain beliefs are consistently held over time and internalized with ethical or moral importance, they evolve into values. Example: The belief that all humans are equal leads to the value of equality.

- **Values → Attitudes:**

- Values influence attitudes by guiding how individuals evaluate specific objects, people, or situations. Example: A person who values honesty is likely to have a negative attitude towards corruption.

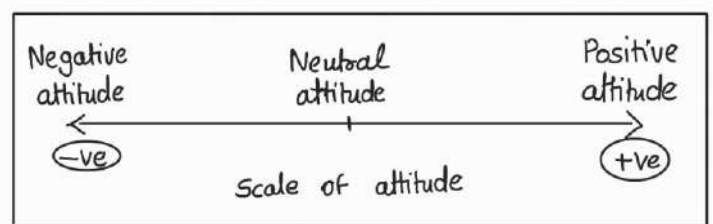
- Attitudes are thus the **practical expression** of values in particular contexts, reflecting likes, dislikes, favorability, or disfavor.

- In summary, beliefs provide the knowledge base, values define ethical priorities, and attitudes shape behavior in daily interactions based on those values.



C. Types of Attitude

Attitudes can be classified into different types based on various criteria. Understanding these types helps to analyze human behavior in different personal, social, and professional contexts.



- **Positive Attitude:**

- A person with a positive attitude tends to view situations, people, and events with optimism, hope, and confidence.
- They are generally more open to challenges, cooperative, and adaptable to change.
- For example, an officer who sees a difficult assignment as an opportunity to learn and serve better reflects a positive attitude.

- **Negative Attitude:**

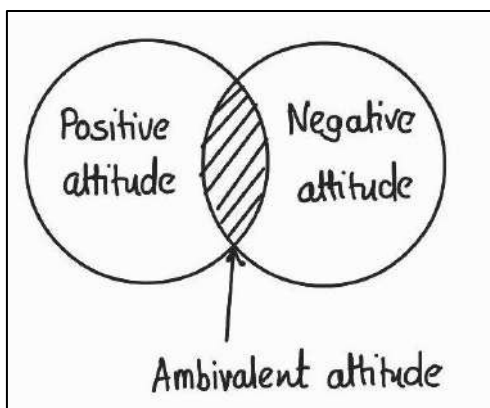
- A negative attitude involves a pessimistic and critical approach towards people or situations.
- Such individuals often complain, resist change, and expect unfavorable outcomes.
- For example, a government employee who constantly criticizes reforms and avoids new responsibilities shows a negative attitude.

- **Neutral Attitude:**

- In some situations, individuals may neither show strong positive nor negative feelings — this is called a neutral attitude.
- They remain indifferent or non-committal towards the object or issue.
- For instance, a citizen who has no clear opinion on a foreign policy issue may hold a neutral attitude.

- **Ambivalent Attitude:**

- This refers to holding both positive and negative feelings simultaneously towards the same object.
- Such conflicting feelings create confusion or indecisiveness.
- For example, a voter may admire a political leader's economic policies but dislike their stand on social issues.



- **Explicit Attitude:**

- These are consciously held attitudes that individuals are aware of and can express openly.
- They are usually based on deliberate thinking and can be easily measured through direct questioning.

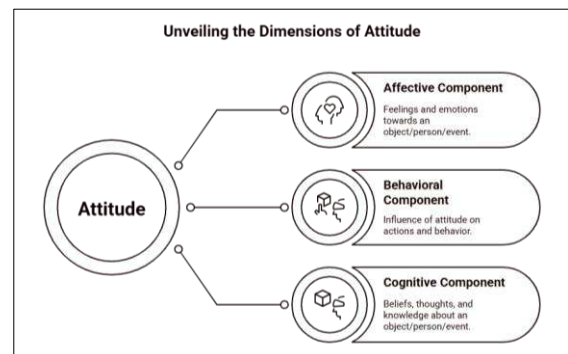
- For example, a person clearly expressing support for environmental conservation reflects explicit attitude.

- **Implicit Attitude:**

- These are unconscious, automatic attitudes that people may not be fully aware of.
- They influence behavior subtly and may not always match what a person says openly.
- For example, someone may claim to support gender equality (explicit attitude) but may unknowingly prefer male candidates for leadership roles (implicit attitude).

The Content of Attitude

The content of attitude refers to the various components that together form an individual's attitude. It reflects how an individual thinks, feels, and tends to behave toward a particular object, person, situation, or idea. The most widely accepted model to understand this is the **ABC Model of Attitude**, which includes:



Content of Attitude

- **Affective Component (Feelings and Emotions):**

- This part of attitude refers to the emotions or feelings that a person has towards a particular object, person, or issue. These feelings can be positive (like love, happiness) or negative (like fear, anger).
- Often, these emotional reactions develop automatically without conscious thinking. For example, some people feel scared of snakes even if they know snakes may not always be dangerous.
- Emotional associations can develop through **classical conditioning**, where a neutral object gets linked with positive or negative

experiences. For example, if a person always hears happy music while visiting a certain café, they may start feeling good about that café.

- Sometimes, emotional reactions are influenced by **subliminal priming**, where individuals are exposed to emotional cues for a very short time, not even long enough to consciously notice them, yet it still affects their attitude.
- The **mere exposure effect** also plays a role, where repeated exposure to something increases liking. For example, the more times we hear a song, even without paying much attention, we may start liking it over time.
- **Cognitive Component (Beliefs and Thoughts):**
 - This part involves a person's beliefs, knowledge, and thoughts about an object or issue. It includes what people think are the good or bad features of that object.
 - For example, when buying a car, a person may think about its safety features, fuel efficiency, cost, design, and resale value. Based on these factors, they form an overall opinion about which car is better.
 - According to the **expectancy-value model**, people calculate their attitude by considering two things:
 - How likely it is that the object has certain features (**expectancy**).
 - How important or valuable those features are (**value**).
 - The final attitude is formed by combining these calculations for all important features.
 - In the case of social groups, these beliefs often take the form of **stereotypes** — generalized beliefs about a group of people, which can lead to positive or negative attitudes. For instance, believing that a particular community is hardworking may create a positive attitude towards them.

- **Behavioral Component (Actions and Behaviors):**

- This part refers to how a person has behaved towards an object in the past, or how they plan to behave in the future.
- Sometimes, people develop attitudes by observing their own actions. This is explained by **self-perception theory**, which says that when people are unsure about their feelings, they look at their own past behavior to figure it out. For example, someone who has donated many times to environmental causes may realize they care deeply about environmental protection.
- **Cognitive dissonance** also affects attitudes. When people do something that conflicts with their existing beliefs, they may change their attitude to reduce the mental discomfort. For instance, if a person supports a policy for political reasons but personally disagrees with it, they may eventually change their personal opinion to match their action.
- Even simple physical actions can influence attitude. For example, studies have shown that when people nod their heads while listening to an argument, they tend to agree with it more, as nodding is naturally linked with agreement. Similarly, actions like pulling something closer or pushing it away can unconsciously affect whether we like or dislike it.

Structure of Attitude

The structure of attitude explains **how the different components of an attitude are organized** in a person's mind. It deals with the way positive and negative elements (thoughts, feelings, behaviors) are combined to form an overall attitude.

There are two main models of attitude structure:

- **One-Dimensional Structure:**
 - This model assumes that positive and negative feelings about an object are placed on a single scale or continuum.

- A person can either have a positive attitude, a negative attitude, or somewhere in between (neutral), but not both at the same time.
- For example, if a person has very strong positive feelings towards renewable energy, their negative feelings about it are automatically low or absent in this model.
- This structure works well when attitudes are clear and simple, but it fails to explain situations where a person has mixed feelings.
- **Two-Dimensional Structure:**
 - In this model, positive and negative feelings are stored separately. A person can have both positive and negative evaluations about the same object at the same time.
 - This allows for **Attitudinal Ambivalence**, where individuals simultaneously experience conflicting emotions or thoughts.
 - For example, a person may strongly support nuclear energy for its efficiency (positive) but fear its safety risks (negative) at the same time.
 - This model better explains the complex nature of many real-life attitudes where people hold mixed or ambivalent views.

Attitudinal Ambivalence:

- Ambivalence occurs when both strong positive and strong negative evaluations exist together.
- Ambivalent attitudes are often unstable and highly influenced by the situation or context.
- For instance, a voter who appreciates a leader's economic policies but disapproves of their social agenda may change their voting decision depending on which issue becomes more prominent during the election.

Functions of Attitude

Attitudes serve important psychological roles in helping individuals adapt to their environment and

fulfill their personal needs. Social psychologists like **Katz (1960)** and **Smith et al. (1956)** have described various functions of attitudes:

- **Knowledge Function (Object Appraisal):**
 - Attitudes help individuals make sense of the world by organizing and simplifying information.
 - They act like mental shortcuts that allow people to quickly evaluate situations, objects, or people without much thought every time.
 - For example, a person who believes that government jobs offer stability may immediately view such jobs positively without analyzing every detail.
- **Utilitarian (Instrumental) Function:**
 - Attitudes help people maximize rewards and minimize punishments.
 - Positive attitudes are often formed towards things that bring personal benefits or advantages.
 - For instance, a student may develop a positive attitude towards studying because good grades lead to better job prospects.
- **Ego-Defensive Function:**
 - Attitudes protect a person's self-esteem and help avoid anxiety or guilt by justifying one's own actions or failures.
 - They allow individuals to blame external factors rather than accept personal shortcomings.
 - For example, a bureaucrat blaming political interference for administrative failures may be protecting their self-image.
- **Value-Expressive Function:**
 - Attitudes allow individuals to express their personal values, beliefs, and identity.
 - People adopt certain attitudes to reflect what they stand for or believe in strongly.
 - For example, a person campaigning against corruption reflects their deep commitment to honesty and integrity.

- **Social Adjustment Function (Group Acceptance):**

- Attitudes help individuals fit into social groups and maintain relationships.
- People often adopt the attitudes of groups they belong to or admire to gain acceptance and approval.
- For example, a youth may adopt progressive views to align with their peer group's ideology.

- **Externalization Function (Defense against Internal Conflict):**

- Sometimes, attitudes are formed to deal with internal psychological conflicts by projecting personal frustrations onto external objects or people.
- For example, a person struggling with career failure may develop a negative attitude towards the entire corporate system.

Influence and Relation of Attitude with Thought and Behaviour

Attitude plays a crucial role in shaping how individuals think, process information, and behave. The connection between attitude, thought, and behaviour works in both directions — attitudes influence behaviour, and behaviour can also shape attitudes.

A. Influence of Attitude on Thought

- **Acts as a mental filter:**

- Attitudes influence how individuals perceive and interpret information.
- When people encounter new information, they often process it in ways that confirm their existing attitudes. This is known as **confirmation bias**.
- **Example:** A person who supports a particular political party, say "Party A", may focus only on news highlighting Party A's welfare schemes, while dismissing reports about corruption allegations against the party.

- **Selective attention and memory:**

- People tend to pay more attention to information that supports their attitudes and may quickly forget or disregard information that challenges them.
- This helps reduce internal conflict and maintain consistency between their beliefs and new information.
- **Example:** A student who believes that private universities offer poor quality education may recall only stories of fraud or poor placements in private institutions, ignoring cases where private universities have excelled.

- **Simplifies decision-making:**

- Attitudes help individuals process complex situations by reducing the need for detailed analysis every time.
- Based on existing attitudes, people can quickly form judgments without starting from scratch.
- **Example:** A health-conscious individual with a strong belief in organic food will instantly avoid packaged snacks at a store without reading the detailed nutritional labels every time.

- **Influences evaluation and judgment:**

- Attitudes shape how people evaluate people, events, or objects.
- Positive attitudes lead to favorable judgments, while negative attitudes lead to unfavorable ones.
- **Example:** A civil servant who believes that community participation improves governance may evaluate citizen-led initiatives more favorably, even if there are minor flaws in execution.

- **Resistance to opposing information:**

- Strongly held attitudes can make individuals resistant to changing their views even when presented with logical or factual counter-arguments.
- This is why public opinion on controversial issues often remains stable over time

despite debates and discussions.

- **Example:** A person strongly opposed to genetically modified crops may continue to reject scientific studies proving their safety, holding on to fears of unknown long-term effects.
- **Creates cognitive consistency:**
 - Attitudes help maintain consistency between thoughts, beliefs, and experiences.
 - People experience discomfort (cognitive dissonance) when their thoughts conflict with their attitudes and seek information that restores balance.
 - **Example:** A government officer who believes in ethical governance may feel uncomfortable if they accept a favor from a contractor, and may later justify the action by convincing themselves that the favor was insignificant and did not affect their decisions.

B. Influence of Attitude on Behaviour

- **Direct influence on behaviour:**
 - In many situations, attitudes directly guide how individuals behave.
 - When people hold strong, specific attitudes, they are more likely to act in line with those attitudes.
 - **Example:** A civil servant with a positive attitude towards transparency may voluntarily disclose department data proactively, even if not legally required.
- **Stronger influence when attitudes are specific and relevant:**
 - Attitudes influence behaviour more strongly when they relate specifically to the behaviour in question, rather than being general or vague.
 - **Example:** A person who strongly opposes single-use plastic bags (specific attitude) will likely carry a reusable bag while shopping, whereas someone with a general concern about pollution may not necessarily avoid

plastic bags.

- **Influence of attitude strength:**
 - Strong attitudes that are important to an individual's identity or core values are more likely to guide consistent behaviour over time.
 - **Example:** An environmental activist deeply committed to climate change action may consistently use public transport, reduce personal carbon footprint, and engage in environmental campaigns.
- **Influence through moral obligation and social pressure:**
 - Attitudes combined with a sense of moral duty or strong social norms can make people behave according to their beliefs, even at personal cost.
 - **Example:** A whistleblower exposing corruption may act based on their strong attitude towards honesty and accountability, even if it risks their career or safety.
- **Theory of Planned Behaviour:**
 - Behaviour is influenced not just by attitude, but also by perceived social expectations (subjective norms) and belief in one's ability to perform the behaviour (perceived behavioural control).
 - **Example:**
 - **Attitude:** A citizen believes blood donation is good.
 - **Subjective Norm:** Their friends and family encourage it.
 - **Perceived Control:** They feel physically healthy and confident to donate blood.
 - In this case, all three factors together make the person likely to donate blood.

C. Influence of Behaviour on Attitude

- **Self-Perception Theory:**
 - Sometimes, individuals infer their own attitudes by observing their own behaviour, especially when their prior attitude is weak

or unclear.

- People observe, "I have done this, so I must believe in it."
- **Example:** A student who volunteers for a literacy drive several times may start believing that they genuinely care about social causes, even if they were initially unsure about it.
- **Foot-in-the-door phenomenon:**
 - Small initial behaviours can gradually lead to larger attitude changes.
 - Once a person agrees to perform a minor action, they become more likely to adopt attitudes consistent with larger related behaviours.
 - **Example:** A person who starts donating small amounts to a charity may develop stronger support for the cause over time and take up active campaigning.
- **Public commitment reinforces private attitude:**
 - When people publicly commit to a behaviour, they are more likely to adjust their private attitudes to match that behaviour, as inconsistency would create social or internal discomfort.
 - **Example:** A politician who publicly promises to promote renewable energy may strengthen their personal attitude towards green policies over time to stay consistent with their public stand.
- **Behaviour shapes identity and self-concept:**
 - People often adopt attitudes that fit with how they view themselves based on their actions.
 - **Example:** An individual who consistently helps disaster victims may start seeing themselves as a socially responsible citizen and form strong attitudes about humanitarian values.
- **Influence through role-playing or professional responsibilities:**
 - When people take up new roles that require

certain behaviours, their attitudes may change to fit the expectations of the role.

- **Example:** A newly recruited IAS officer may initially have neutral views about administrative reforms but, through exposure to governance challenges, may develop a strong pro-reform attitude.

Situational Influence on Attitude-Behaviour Relationship

While attitudes strongly influence behaviour, sometimes actual behaviour may not always reflect personal attitudes due to situational factors. External circumstances can either support or prevent people from acting according to their attitudes.

- **Social Norms and Peer Pressure:**
 - People may modify their behaviour to align with the expectations of their family, community, or peer groups, even if it conflicts with their personal attitudes.
 - **Example:** A young person who personally supports inter-caste marriage may hesitate to openly express or act on this belief due to fear of family disapproval or societal pressure.
- **Legal and Institutional Constraints:**
 - Laws, rules, and regulations can restrict or compel behaviours regardless of personal attitudes.
 - **Example:** A person who opposes wearing helmets may still wear one while driving a two-wheeler due to mandatory legal enforcement and fear of penalties.
- **Fear of Punishment or Reward:**
 - The possibility of punishment or reward can influence people to act against or in line with their attitudes.
 - **Example:** An employee who disapproves of unnecessary bureaucratic paperwork may still follow the procedure to avoid conflict with superiors or avoid disciplinary action.
- **Availability of Resources and Opportunities:**
 - Even if individuals hold strong positive

attitudes, lack of resources or opportunities may prevent corresponding behaviour.

- **Example:** A citizen strongly in favour of rainwater harvesting may not be able to implement it due to lack of space or financial resources.
- **Situational Urgency and Emergencies:**
 - In certain situations, immediate needs may override personal attitudes temporarily.
 - **Example:** A person who believes in peaceful dialogue may support strict law-and-order measures during a sudden outbreak of communal violence to restore peace quickly.
- **Social Roles and Expectations:**
 - People may behave according to the expectations tied to their professional or social role, even if their private attitudes differ.
 - **Example:** A police officer may personally feel sympathetic towards protestors but still take strict action as part of law enforcement duties.
- **Group Dynamics and Conformity:**
 - In group settings, individuals may conform to group behaviour to avoid standing out or facing criticism.
 - **Example:** A student who dislikes ragging may silently tolerate it if the entire peer group participates in it and expects new members to conform.

Moral and Political Attitudes

A.Moral Attitude

Moral Attitudes

- **Definition:** Moral attitudes are stable mental dispositions that reflect a person's judgments about what is ethically right or wrong, good or bad, based on internalized values, conscience, and moral reasoning. These attitudes guide individuals in making ethical decisions even when external pressures exist.
- **Characteristics:**
 - Rooted in core ethical principles such as

honesty, justice, compassion, integrity, and respect for human dignity.

- Often formed early through family upbringing, culture, religion, education, and personal experiences.
- Highly stable and resistant to change due to their deep integration with personal identity and sense of self-worth.
- Guide consistent ethical behavior, even in challenging or high-pressure situations.
- **Examples:**
 - **Vinod Rai (Former CAG of India, 2010-2013):** Exposed large-scale corruption in the 2G spectrum allocation case through objective and fearless audit reporting, despite political sensitivity, showing moral commitment to public accountability.
 - **Justice D.Y. Chandrachud (as Chief Justice of India, 2023):** Upheld individual liberties and human dignity through several landmark judgments, including the decriminalization of homosexuality (Section 377), reflecting a strong moral attitude towards human rights and constitutional morality.
 - **Manjunath Shanmugam (2005, Indian Oil Officer):** As an IOC sales officer, he was murdered for refusing to tolerate fuel adulteration in Uttar Pradesh. His refusal to compromise despite life threats reflected absolute moral integrity and courage.

B.Political Attitude

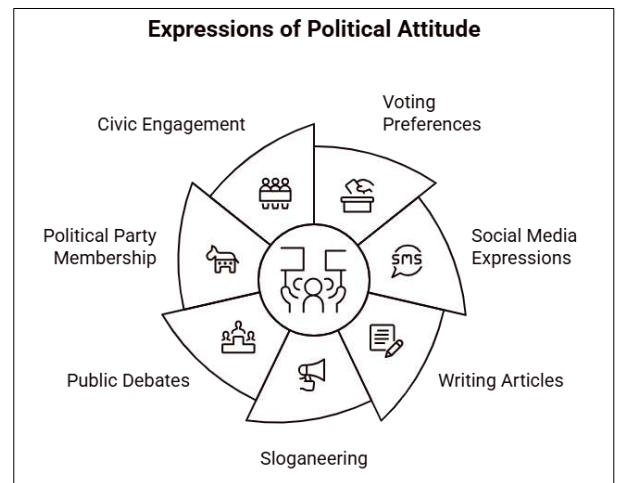
Definition: Political attitude refers to an individual's beliefs, opinions, and feelings about political ideologies, institutions, policies, leaders, governance, and political processes. It determines how people perceive, engage with, and react to political developments.

Types of Political Attitude

- **Liberal / Moderate:**
 - Support liberty, equality, and fraternity but advocate change through legal, constitutional, and gradual reforms.

- **Example:** Support for Women's Reservation Bill (2023), which seeks to ensure greater gender representation through constitutional amendment while following due parliamentary procedure.
- **Conservative:**
 - Prefer status quo; resist major reforms fearing social or political instability.
 - **Example:** Resistance by certain religious groups against the Uniform Civil Code fearing it may undermine personal religious laws.
- **Progressive:**
 - Favor reforms but at a slow and careful pace, balancing tradition and change.
 - **Example:** Phased implementation of the New Education Policy (2020), allowing gradual adaptation at different educational levels and states.
- **Radical:**
 - Demand immediate, fundamental, and sometimes structural changes in the political or economic system.
 - **Example:** Certain farmer unions demanding complete nationalization of agricultural trade and abolition of private mandis during farm law protests..
- **Reactionary:**
 - Seek to return to earlier political or social arrangements, rejecting recent reforms.
 - **Example:** Demanding revival of medieval punishments like public execution or death penalty for rape convicts, arguing current justice system is too lenient.
- **Extremist**
 - Deeply dissatisfied with the current system and willing to adopt violent means for change.
 - **Example:** Naxalite-Maoist insurgency operating in parts of Chhattisgarh, Jharkhand, Odisha, using armed violence to oppose state authority.
- **Pacifist:**

- Oppose violence but desire political change through peaceful means.
- **Example:** Gandhian non-violent civil disobedience against British colonial rule.



Factors Affecting Formation of Political Attitude

- **Socio-Economic Status:**
 - Economic position influences views on taxation, welfare, subsidies, and state intervention.
 - **Example:** Poorer sections may support pro-welfare policies like MNREGA or PDS subsidies.
- **Education:**
 - Exposure to political science, civic education, and critical thinking fosters political awareness and ideological leanings.
 - **Example:** University students often show higher political activism during debates on secularism or environmental policy.
- **Election Campaigns:**
 - Political messaging, party manifestos, and charismatic leaders influence voter attitudes.
 - **Example:** Large-scale outreach programs like "Chai Pe Charcha" or "Mann Ki Baat" shape voter perceptions.
- **Social Media and Mass Media:**
 - Algorithms, selective exposure, fake news, and echo chambers amplify certain political beliefs.
 - **Example:** Viral misinformation during elections can polarize public political

attitudes.

- **Family and Peer Influence:**

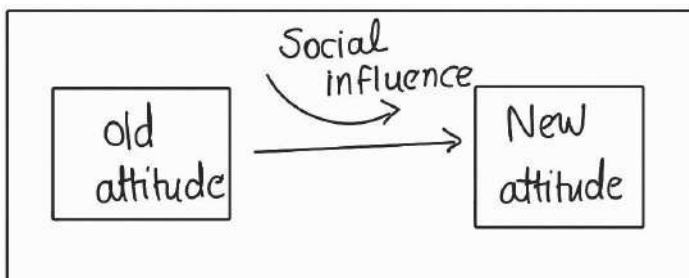
- Early political socialization happens through family conversations, community environment, and peer groups.
- **Example:** Children raised in politically active families often develop strong early political attitudes.

- **Major Political Events:**

- Significant events such as wars, economic crises, social movements, or landmark judgments can reshape political attitudes.
- **Example:** The 1991 liberalization reforms reshaped public attitudes towards market economy in India.

Social Influence

Definition: Social influence is the process through which an individual's attitudes, beliefs, or behaviors are shaped or modified by the presence or actions of others — whether through direct pressure, indirect expectation, or mere observation.



Types of Social Influence

- **Conformity**

- Adjusting one's behavior or thinking to align with group norms or expectations, even without explicit pressure.
- **Example:** A young probationary IAS officer begins adopting the disciplined lifestyle of peers in LBSNAA — such as punctuality, formal attire, and respectful protocol — even though it wasn't enforced formally.

- **Compliance**

- Behavior change in response to a **direct request**, often without deep personal agreement.
- **Example:** Citizens wear seatbelts or helmets

when reminded by traffic police, even if they don't personally believe it's necessary for short distances.

- **Obedience**

- Following **explicit instructions or orders** from someone in authority, regardless of personal belief.
- **Example:** A junior officer executing a controversial land acquisition order issued by higher authorities, even if they privately sympathize with the displaced families.

- **Minority Influence**

- When a small group or individual, through persistence and moral conviction, causes the majority to reconsider their beliefs.
- **Example:** Medha Patkar's long-term activism in the Narmada Bachao Andolan, though a minority voice, influenced national debate on development vs. displacement.

- **Normative Social Influence**

- Conforming to be liked, accepted, or avoid rejection from a group.
- **Example:** Students participating in political protests on campus mainly to align with peers, not necessarily because of deep ideological belief.

- **Informational Social Influence**

- Accepting information from others as evidence of reality, especially in uncertain situations.
- **Example:** During COVID-19, people initially unsure about masks began wearing them after seeing WHO, doctors, and peers adopt them — trusting their expertise.

Relevance of social influence in Governance and Ethics

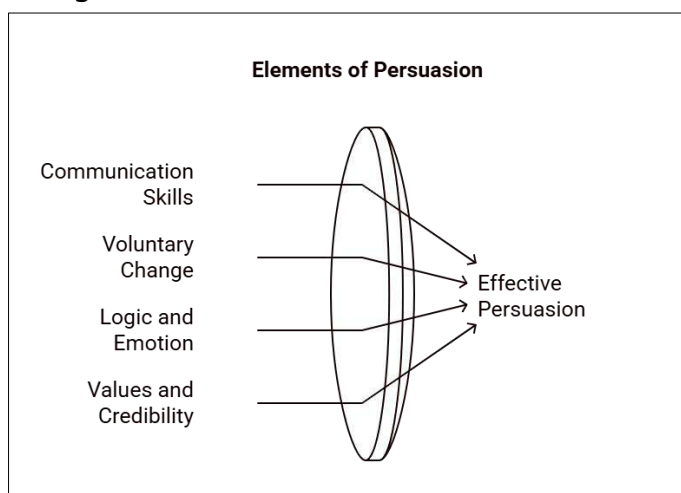
- **Positive Applications:**

- Government programs often harness social influence to create behavioral change by using **role models**, **mass participation**, and **peer learning**.

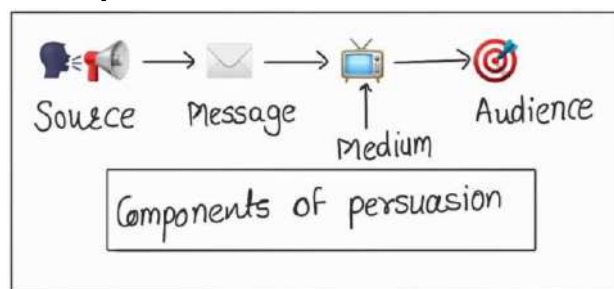
- **Example:** The **Swachh Bharat Abhiyan** used public figures like celebrities and civil servants cleaning streets to set visible social norms, encouraging public participation.
- **Example:** In the **Jal Shakti Abhiyan**, local influencers and panchayat leaders were used to persuade villagers about water conservation, promoting a sense of collective responsibility.
- **Risks and Negative Impacts:**
 - Unchecked social influence can result in herd mentality, mob behavior, or ethical compromise under peer pressure.
 - **Example:** In **mob lynching cases** triggered by fake news (e.g., child abduction rumors in 2018), informational social influence led to violent outcomes without individual fact-checking.
 - **Example:** Political partisanship on social media during elections often pressures citizens into echo chambers, discouraging rational discourse or dissenting views.

Persuasion

Definition: Persuasion is the deliberate effort to influence a person's beliefs, attitudes, or behaviors through reasoning, emotional appeal, or credibility, without coercion. It is a key tool in communication, leadership, governance, and ethical decision-making.



Core Components of Persuasion



- **The Source (Who says it):** The communicator's credibility, trustworthiness, expertise, and likability affect the persuasive impact.
- **The Message (What is said):** Clarity, logic, emotional resonance, and moral framing of the message influence the effectiveness.
- **The Audience (To whom it is said):** Audience's background, motivation, level of awareness, and emotional state determine their receptivity.
- **The Medium (How it is said):** Choice of communication channel (social media, speeches, print, interpersonal) affects reach and influence.

Types of Persuasion Strategies

- **Rational Appeal (Cognitive Route):**
 - Uses facts, data, and logical arguments.
 - **Example:** Public health ads explaining vaccine efficacy with scientific data during COVID-19.
- **Emotional Appeal (Affective Route):**
 - Evokes feelings like fear, pride, compassion, or guilt.
 - **Example:** Beti Bachao Beti Padhao campaign evoking emotional appeal to improve girl child survival and education.
- **Moral/Ethical Appeal (Ethos):**
 - Appeals to the audience's sense of duty, justice, or public good.
 - **Example:** Gandhi's call for non-cooperation during British rule used ethical appeal to swadeshi and moral self-restraint.
- **Social Proof/Peer Influence:**
 - Showing that many others are already doing it (group pressure or trend)

- **Example:** Use of “model villages” or ODF-certified districts in Swachh Bharat to create competitive emulation.
- **Authority-based Appeal:**
 - Leveraging authority figures or experts to support the message.
 - **Example:** Doctors advocating COVID-19 precautions increased message credibility and compliance.

Relevance in Public Administration and Ethics

- **Policy Promotion:**
 - Persuasion is used to promote government schemes and behavior change initiatives.
 - **Example:** Ujjwala Yojana relied on emotional and health-based persuasion to convince rural families to shift from traditional cooking fuels.
- **Leadership & Motivation:**
 - Ethical leaders use persuasion to align team values with institutional goals rather than coercing compliance.
 - **Example:** An SP convincing protesting villagers to vacate a highway peacefully by empathizing with their demands and promising legal redress.
- **Conflict Resolution:**
 - Persuasion helps bridge ideological gaps or negotiate peacefully during conflicts.
 - **Example:** Administrators using dialogue and moral persuasion to stop unlawful protest escalation, instead of using force.

Navigating the Syllabus: What You Need to Know

Aptitude and Foundational Values for Civil Service

- Integrity,
- Impartiality and Non-partisanship,
- Objectivity,
- Dedication to Public Service,
- Empathy,
- Tolerance
- Compassion towards the weaker-sections

UPSC Previous Year Questions

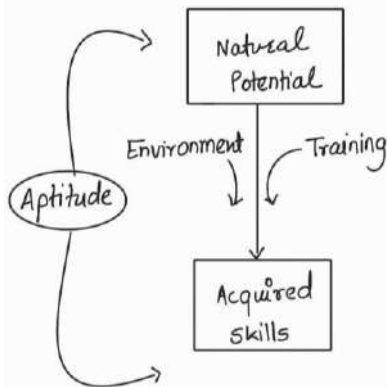
Question	Nature of Question	Core Demand
Write short notes (30 words) on: Constitutional morality, Conflict of interest, Probity in public life, Challenges of digitalization, Devotion to duty (2022)	Short Note + Conceptual	Write 30-word notes on each given concept.
Empathy and compassion are vital for civil servants in tackling crucial issues and decisions. Explain with suitable illustrations. (2022)	Value Relevance + Illustration	Explain how empathy and compassion aid civil service effectiveness.
“Integrity is a value that empowers the human being.” Justify with suitable illustration. (2021)	Value-based + Justification	Justify the empowering nature of integrity with examples.
Should impartial and being non-partisan be considered as indispensable qualities to make a successful civil servant? Discuss with illustrations. (2021)	Value Debate + Illustration	Discuss indispensability of impartiality and non-partisanship with examples.
Besides domain knowledge, a public official needs innovativeness and creativity of a high order as well, while resolving ethical dilemmas. Discuss with a suitable example. (2021)	Skill + Dilemma Resolution	Discuss need for innovation/creativity in solving ethical dilemmas with example.
Identify ten essential values that are needed to be an effective public servant. Describe the ways and means to prevent non-ethical behaviour in public servants. (2021)	Comprehensive + Preventive	List ten values and suggest means to prevent unethical conduct.
Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix. (2021)	Value Selection + Justification	Identify and justify five ethical traits relevant for civil service.
What are the basic principles of public life? Illustrate any three of these with suitable examples. (2020)	Conceptual + Illustrative	Mention public life principles and illustrate three with examples.
State the three basic values, universal in nature, in the context of civil services and bring out their importance. (2018)	Value Identification + Explanation	Identify 3 universal values and explain their significance in civil

		service.
One of the tests of integrity is complete refusal to be compromised. Explain with reference to a real life example. (2017)	Application-based + Example	Explain integrity and illustrate through a real example.
Examine the relevance of the following in the context of civil service: (a) Transparency (b) Accountability (c) Fairness and Justice (d) Courage of Conviction (e) Spirit of service (2017)	Value-based + Contextual Application	Explain relevance of each value in civil service.
Discipline generally implies following the order and subordination. However, it may be counter-productive for the organisation. Discuss. (2017)	Conceptual + Analytical	Discuss when discipline may become counterproductive and how to balance it.
Max Weber said... state bureaucracy might possess its own independent bureaucratic morality." Critically analyse this statement. (2016)	Theoretical + Critical Analysis	Analyse the idea of bureaucratic morality vs. personal morality with critique.
Why should impartiality and non-partisanship be considered as foundational values in public services, especially in the present day socio-political context? Illustrate your answer with examples. (2016)	Value Justification + Contemporary Relevance	Justify the need for impartiality and non-partisanship in today's context.
How can such undesirable attitudes be changed and socio-ethical values considered necessary in public services be cultivated in the aspiring and serving civil servants? (2016)	Behavioural Change + Value Cultivation	Suggest ways to reform attitudes and cultivate ethical values in civil servants.
How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples. (2015)	Value-based + Application	Explain how trustworthiness and fortitude are reflected in public service roles.
What do you understand by 'probity' in public life? What are the difficulties in practicing it in the present times? How can these difficulties be overcome? (2014)	Conceptual + Problem-Solution	Define probity; list challenges and propose solutions.
What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants? (2014)	Conceptual + Reform-Oriented	Define accountability; suggest ways to ensure it in public service.
In the context of defence services, 'patriotism' demands readiness to even lay down one's life in protecting the nation. According to you, what does patriotism imply in everyday civil life? Explain with illustrations and justify your answer. (2014)	Value Interpretation + Illustration	Define patriotism in civil context and justify with examples.

<p>“Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful.” What do you understand by this statement? Explain your stand with illustrations from the modern context. (2014)</p> <p>What do you understand by the following terms in the context of public service? Integrity, Perseverance, Spirit of Service, Commitment, Courage of Conviction. Indicate two more attributes which you consider important for public service. Justify your answer. (2013)</p>	<p>Statement-based + Interpretive</p> <p>Conceptual + Value-based</p>	<p>Explain the meaning of the quote and illustrate its implications with examples.</p> <p>Define given values; suggest two more and justify their relevance.</p>
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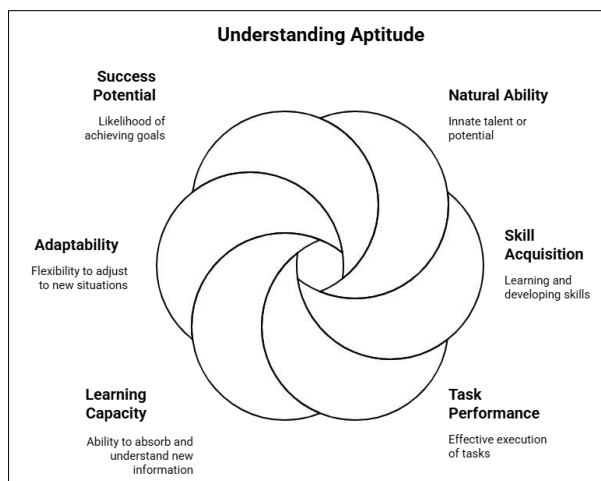
Introduction

In a democratic and welfare-oriented state like India, civil servants are entrusted with the sacred duty of translating policy into action while upholding the public interest. Beyond administrative competence, it is their aptitude and foundational values that define their ability to serve with integrity and purpose. These values are not merely ethical ideals but practical necessities that guide decision-making, ensure fairness, and build public trust. As custodians of constitutional principles, civil servants must demonstrate unwavering commitment to values such as impartiality, objectivity, empathy, and dedication to public service, especially in addressing the needs of the most vulnerable sections of society.



What is meant by Aptitude ?

Aptitude refers to the **natural ability or potential of an individual to acquire specific skills or perform particular tasks effectively**, given appropriate training and environment. It reflects an individual's **innate capacity to learn, adapt, and succeed** in a given field — whether intellectual, physical, or interpersonal.



Key Features of Aptitude

- It is **inborn or inherent**, though it can be developed and refined through education and experience.
- Aptitude is **domain-specific** — for example, someone may have an aptitude for mathematics, communication, administration, or music.
- It helps determine a person's **suitability for particular roles or careers**.
- Aptitude is different from acquired **knowledge** or **attitude** — it is more about potential than current performance.

How is Aptitude different from Attitude ?

Aspect	Aptitude	Attitude
Definition	Aptitude is a natural ability or potential to acquire specific skills or perform certain tasks.	Attitude is a learned mental disposition or tendency to evaluate people, objects, or situations in a particular way (positive or negative).
Nature	Inborn or innate capacity; though it can be developed with training.	Acquired through socialization, experience, education, and belief systems.
Function	Determines how well a person can perform in a domain (e.g., logical reasoning, administration, arts).	Influences how a person responds emotionally or behaviorally to a given object or situation.
Stability	Relatively stable over time but can be enhanced.	More flexible; can change with new experiences or persuasion.
Focus Area	Related to performance, ability, or competence.	Related to orientation, mindset, or evaluation.
Example	A candidate shows high aptitude for data analysis — indicating natural ability in logical reasoning.	A public servant has a positive attitude toward rural development — indicating favorable

orientation toward service delivery.

Types of Aptitude for Civil Services

Type of Aptitude	Meaning & Importance	Example in Civil Services
Verbal Aptitude	Ability to understand and communicate effectively through language; crucial for drafting policies, public communication, and administrative reporting.	A district magistrate clearly communicating evacuation instructions during a flood crisis.
Numerical Aptitude	Skill in handling numbers, data interpretation, and logical analysis; useful for budgeting, audits, and policy evaluation.	An IRS officer analyzing tax return data to detect potential tax evasion cases.
Administrative Aptitude	Composite ability involving decision-making, planning, leadership, and problem-solving in dynamic governance contexts.	A collector coordinating interdepartmental COVID-19 containment and vaccination strategy.
Social Aptitude	Interpersonal sensitivity, empathy, and ability to build public trust; essential for participatory governance and effective community engagement.	An IAS officer engaging with tribal communities to implement FRA without conflict.
Moral Aptitude	Inclination toward ethical conduct, fairness, and public interest; ensures integrity in administrative decisions.	A bureaucrat refusing political pressure in contract allocation, maintaining transparency and public trust.

Why Aptitude is Necessary in Civil Services

- **Efficient Decision-Making in Complex Situations**
 - Civil servants frequently face complex and uncertain scenarios that require quick, rational, and ethical decision-making.

- **Example:** During the COVID-19 lockdown, officers had to balance public health, migrant movements, and economic activity — requiring strong administrative and moral aptitude.

- **Leadership and Team Management**

- Aptitude enables officers to lead multi-stakeholder teams, inspire subordinates, and manage conflict effectively.
- **Example:** An SDM leading disaster relief teams after a cyclone needs not just knowledge but leadership and empathy.

- **Public Service Orientation**

- Moral and social aptitudes help civil servants empathize with vulnerable communities and prioritize public interest over personal gain.
- **Example:** An IAS officer implementing rehabilitation for displaced slum dwellers by listening to their concerns and ensuring fair outcomes.

- **Handling Pressure and Ethical Dilemmas**

- Civil servants often face political pressure, conflicting interests, or corruption. Aptitude ensures they remain resilient and uphold integrity.
- **Example:** An officer refusing to bend rules for a powerful builder, despite career threats, shows strong moral aptitude.

- **Effective Policy Implementation**

- Administrative aptitude helps in translating government policies into action with proper planning, resource allocation, and monitoring.
- **Example:** A District Collector ensuring 100% toilet coverage under Swachh Bharat Mission through coordinated efforts and public mobilization.

- **Crisis and Disaster Management**

- Cognitive and emotional aptitude are critical in responding to emergencies with calmness, clarity, and coordination.

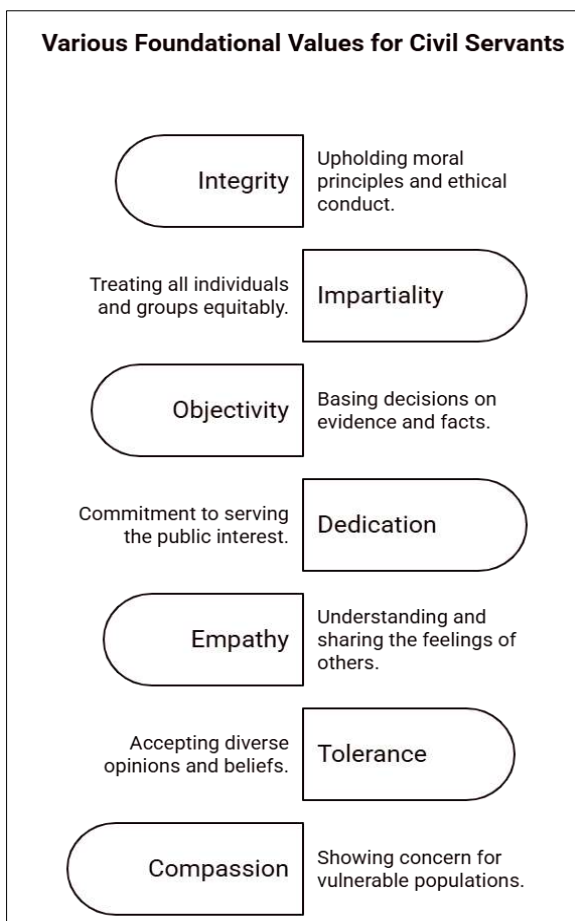
- **Example:** Effective management of communal riots or flood situations requires quick assessment, fair communication, and restoring order.
- **Building Trust with Citizens**
 - Social aptitude enables civil servants to engage meaningfully with diverse populations, build rapport, and resolve grievances.
 - **Example:** A Block Development Officer resolving MNREGA payment delays by holding regular jan sunwai (public hearing) with villagers.
- **Adaptability in Diverse Roles**
 - From enforcing law and order to handling education, elections, or economic development, aptitude ensures flexibility and domain transferability.
 - **Example:** An IAS officer posted in a tribal area adapting her governance approach by understanding local customs and language.

Real Life Case Study

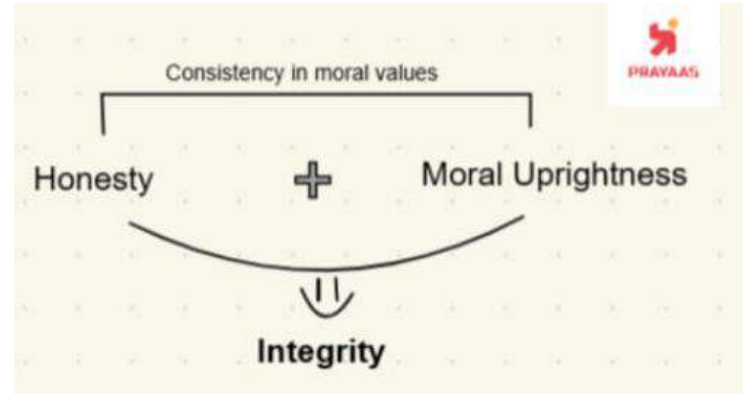
IAS officer **Pradeep Kumar Jena**, hailed as the "*Cyclone Saviour*" of Odisha, has led the state's disaster management for over 20 years. Through strategic planning and community-based evacuation models, he helped reduce cyclone deaths from thousands in 1999 to near-zero in recent years. The case exemplifies high administrative aptitude, social aptitude, and dedication to public service in the face of recurring natural disasters.

Introduction

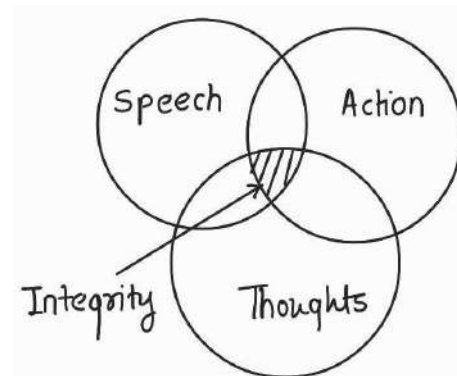
- Civil services form the backbone of governance in a democratic nation like India. To perform their duties with fairness, efficiency, and ethical rigor, civil servants are expected to be guided not merely by rules and procedures but by **foundational values**, enduring moral and professional standards that uphold public trust and constitutional ideals. These values are essential to:
 - Ensure ethical decision-making even in the absence of supervision,
 - Maintain neutrality and justice in a diverse and plural society,
 - Uphold the rule of law and equity while exercising administrative discretion,
 - Serve the citizens with empathy, dignity, and dedication.
- The foundational values are not abstract ideals but **practical anchors** that influence the everyday functioning of public servants.



A.Integrity



What does it mean ? : Integrity refers to the quality of being honest, consistent, and morally upright in one's personal and professional conduct. It means doing the right thing even when no one is watching and being accountable for one's actions. It involves adherence to moral and ethical principles, a strong sense of duty, and resistance to corrupt or unethical practices.



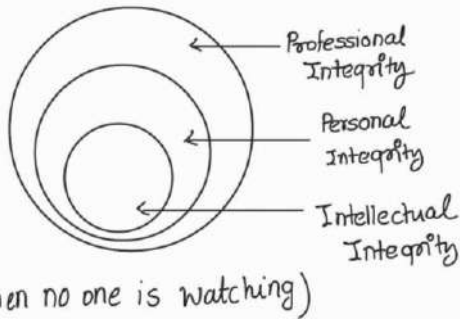
Key Characteristics:

- **Consistency of Values and Actions:** Words and deeds match at all times.
- **Truthfulness and Honesty:** Avoidance of deceit, lies, and falsehoods.
- **Moral Courage:** Willingness to do the right thing despite risks or opposition.
- **Accountability:** Accepting responsibility for one's decisions and their consequences.
- **Transparency:** Operating in a way that builds public trust through openness.

Importance in Civil Services:

- **Builds Public Trust:** Citizens trust administrators who act with integrity.
- **Ensures Rule of Law:** Prevents favoritism, nepotism, and corruption.

- **Guides Discretion:** Integrity provides an ethical compass when rules are silent or ambiguous.
- **Protects Constitutional Values:** Upholds justice, equality, and fairness in administration.
- **Fosters Ethical Work Culture:** Senior officers with integrity set examples for juniors.



Specific Real-life Examples:

- **Vinod Rai (Former CAG):** His unwavering stand in reporting irregularities in the 2G spectrum and coal block allocations showcased high institutional integrity, sparking national debate on accountability.
- **E. Sreedharan (Metro Man of India):** Known for completing projects like the Konkan Railway and Delhi Metro on time and without corruption. He refused political interference, embodying both professional and moral integrity.
- **Ashok Khemka (IAS):** Transferred multiple times for exposing land scams and resisting illegal pressures. His commitment to transparency and honesty in record-keeping reflects personal and administrative integrity.

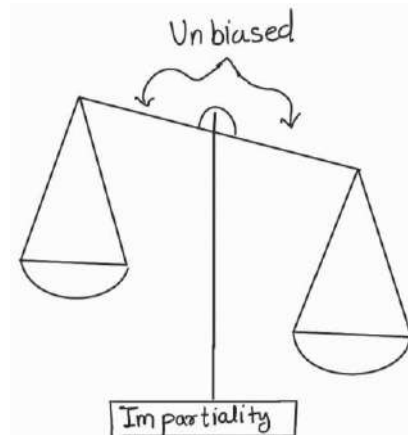
Quote for Enrichment:

- Integrity is doing the right thing, even when no one is watching." – **C.S. Lewis**
- Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful." - **Samuel Johnson**
- Integrity is choosing your thoughts and actions based on values rather than personal gain." - **Chris Karcher**

B. Impartiality and Non-partisanship

What does it mean ?

- **Impartiality** means acting without bias or prejudice, treating all individuals and cases fairly, regardless of their identity, status, or influence.
- **Non-partisanship** refers to maintaining political neutrality, especially by public servants, avoiding allegiance to any political party or ideology while performing official duties.
- Together, these values ensure that civil servants serve the Constitution and the public interest, not any particular group or political agenda.



Distinction between Impartiality and Non-Partisanship

Concept	Impartiality	Non-Partisanship
Meaning	Treating all people equally without bias, prejudice, or favoritism	Remaining neutral in political matters and not being affiliated with any party
Focus Area	Individual conduct in decision-making and treatment of people	Political neutrality, especially in policy implementation and public discourse
Nature	Ethical and professional value	Political and institutional value
Example	A civil servant giving fair hearing to all sides in a land dispute	A civil servant not showing preference to any political party in official duties

Key Characteristics:

- **Fairness in Decision-Making:** Ensuring equal treatment under similar circumstances.
- **Political Neutrality:** Not allowing personal political views to affect official duties.

- **Consistency and Uniformity:** Applying rules and procedures equally to all.
- **Resistance to Pressure:** Withstanding political or social pressure while making decisions.
- **Respect for Diversity:** Valuing pluralism in a multi-cultural society like India.

Importance in Civil Services:

- **Upholds Constitutional Values:** Supports equality, secularism, and justice in administration.
- **Preserves Democratic Institutions:** Keeps bureaucracy independent from political manipulation.
- **Promotes Public Confidence:** Citizens feel secure when government actions are seen as fair and neutral.
- **Ensures Administrative Continuity:** Allows impartial functioning across different political regimes.
- **Prevents Misuse of Power:** Guards against favouritism, discrimination, and policy distortion.

Specific Real-life Examples:

- **T.N. Seshan (Former CEC):** Enforced the Model Code of Conduct strictly across parties during elections. Known for his bold impartiality in curbing electoral malpractices.
- **K. K. Shailaja (Health Minister, Kerala):** Earned wide public trust during the Nipah virus and COVID-19 crises due to her science-based, non-partisan handling of public health, praised even by opposition parties.
- **Election Commission of India (ECI) :** As a constitutional body, it is expected to function with absolute impartiality during elections. Its autonomy is a vital safeguard of Indian democracy.

Quote for Enrichment:

- "Partisanship is our great curse. We too readily assume that everything has two sides and that it

is our duty to be on one or the other." - **James Harvey Robison**

C.Objectivity

What does it mean ?

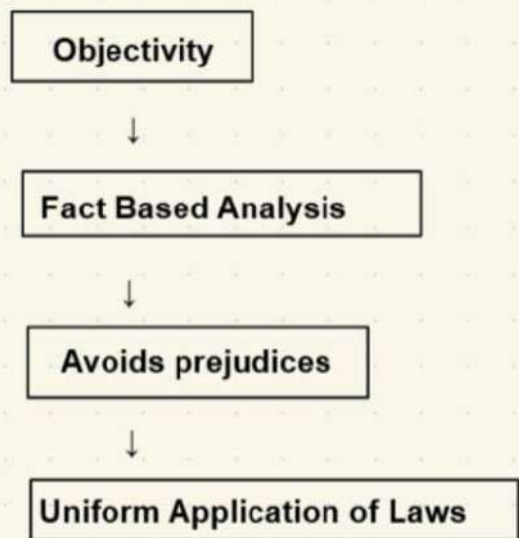
- Objectivity is the quality of making decisions and forming judgments based on facts, evidence, law, and rational analysis — rather than personal bias, emotions, preferences, or external pressures.
- It implies being neutral, logical, and evidence-driven, especially while using discretion or evaluating competing claims.

Key Characteristics:

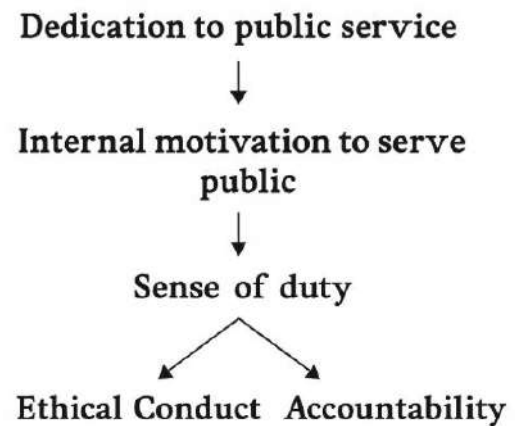
- **Fact-based Decision-Making:** Grounding actions in verified data and official records.
- **Rational Analysis:** Applying logic and reasoning over subjective preferences.
- **Impersonal Judgement:** Avoiding favoritism or animosity in evaluating individuals or issues.
- **Legal and Ethical Consistency:** Aligning decisions with laws, rules, and constitutional principles.
- **Openness to Review:** Welcoming scrutiny, peer-review, or judicial oversight.

Importance in Civil Services:

- **Promotes Fair Governance:** Ensures equal and just treatment of citizens regardless of background.
- **Reduces Bias:** Prevents arbitrary use of power or discriminatory decision-making.
- **Enhances Administrative Legitimacy:** Builds public trust in the neutrality of the state.
- **Ensures Accountability:** Allows decisions to be defended through reason and documentation.
- **Balances Multiple Interests:** Useful when faced with conflicting stakeholder demands.



- It reflects a deep sense of duty, sacrifice, and moral obligation to serve society beyond personal interests or rewards.



Specific Real-life Examples:

- **Sanjeev Kumar (IAS, Gujarat):** Took evidence-based action during the 2002 communal riots by refusing to follow biased verbal instructions. His insistence on documentary proof and official protocol showed deep commitment to objectivity.
- **Use of Data in Welfare Targeting:** Implementation of Direct Benefit Transfer (DBT) schemes based on biometric Aadhaar authentication reduces human discretion and ensures objective delivery of subsidies.
- **District Collector R. Mahalakshmi (Tamil Nadu):** Resolved a local temple land dispute by relying solely on revenue records, survey maps, and judicial orders, despite community pressure and political lobbying.

Quote for Enrichment:

- "Objectivity does not mean detachment, it means respect, that is, the ability not to distort and to falsify." - **Erich Fromm**

D.Dedication to Public Service

What does it mean ?

- Dedication to public service refers to the unwavering commitment of civil servants to prioritize the welfare of the people, uphold constitutional values, and deliver services efficiently, ethically, and equitably — even under personal or professional constraints.

Key Characteristics:

- **Selflessness:** Placing public interest above personal gain.
- **Accountability and Responsibility:** Taking ownership of outcomes and public duties.
- **Proactiveness:** Going beyond routine tasks to address societal problems.
- **Commitment to Equity:** Reaching the last mile and marginalized groups.
- **Tenacity in Adversity:** Working diligently even in difficult or high-risk conditions.

Importance in Civil Services:

- **Enhances Service Delivery:** Motivates officers to innovate, improve, and persist despite challenges.
- **Strengthens Citizen Trust:** People respect officers who are visibly committed to public good.
- **Prevents Bureaucratic Apathy:** Counters indifference, red-tapism, and corruption.
- **Enables Inclusive Governance:** Ensures last-mile delivery and welfare of marginalized groups.
- **Reinforces Constitutional Morality:** Officers act as custodians of justice and equity in real life.

Specific Real-life Examples:

- **Ira Singhal (IAS):** Despite a locomotor disability, she not only topped the UPSC exam but also continued to serve passionately in municipal

governance and disability inclusion, showing relentless public commitment.

- **Raj Yadav (IAS, Sikkim):** Personally carried pregnant women on a stretcher across difficult terrain to help them reach hospitals. This act exemplified extreme dedication beyond official protocol.
- **Awanish Sharan (IAS, Chhattisgarh):** Donated his salary and built libraries in government schools in tribal Bastar; introduced innovative models to reduce school dropout rates in remote areas.
- **Dr. Rajendra Bharud (IAS & MBBS):** As DM of Nandurbar (Maharashtra), used his medical background to build oxygen plants and improve health infrastructure in a remote tribal district during COVID-19.

Quote for Enrichment:

“A life lived in the service of others is the only life worth living.” – Mahatma Gandhi
“Public service must be more than doing a job efficiently and honestly. It must be a complete dedication to the people and to the nation.” – Margaret Chase Smith

E.Tolerance

What does it mean ?

- Tolerance is the ability to accept and respect the existence of opinions, beliefs, customs, or behaviors that are different from one's own. In public service, it reflects emotional maturity and democratic commitment to peaceful coexistence in a diverse society.
- It does not mean agreement or approval, but the capacity to deal with differences without hostility, discrimination, or suppression.

Open-minded ⇨ Respect to pluralism ⇨ Restraint in conflict ⇒ Tolerance

Key Characteristics:

- **Respect for Pluralism:** Accepting linguistic, religious, ideological, and cultural diversity.
- **Restraint in Conflict:** Avoiding reactive behavior in the face of provocation or dissent.

- **Open-mindedness:** Listening to differing views without prejudice.
- **Commitment to Peaceful Coexistence:** Creating inclusive spaces for dialogue and engagement.
- **Balance of Authority and Dignity:** Exercising power with emotional control and fairness.

Importance in Civil Services:

- **Promotes Social Harmony:** Civil servants are often mediators in communal, caste, or ideological tensions.
- **Enables Fair Governance:** Tolerant officers do not let personal biases affect service delivery.
- **Strengthens Democratic Values:** Tolerance nurtures freedom of expression and dissent.
- **Improves Conflict Resolution:** Helps officers remain neutral and calm under pressure.
- **Encourages Inclusive Policy Framing:** Sensitivity to cultural or religious differences improves outreach and trust.

Specific Real-life Examples:

- **Pandharpur Wari (Maharashtra):** The Pandharpur Wari is a centuries-old pilgrimage where lakhs of devotees walk together irrespective of caste, creed, or religion. Warkaris (pilgrims) share food, shelter, and spiritual space, reflecting deep-rooted social tolerance and inclusivity. Even Dalit saints like Chokhamela are revered, showcasing Maharashtra's tradition of egalitarian spirituality.
- **Onam Festival (Kerala):** Onam, though a Hindu harvest festival, is celebrated by people of all religions in Kerala. Public institutions, schools, and even churches participate in festivities like Pookalam (flower carpets) and Onam Sadya (feast). It is a living symbol of religious and cultural tolerance, promoting unity in diversity in everyday civic life.

Quote for Enrichment:

- “Tolerance implies no lack of commitment to one's own beliefs. Rather it condemns the

oppression or persecution of others.” – John F. Kennedy

- “In the practice of tolerance, one’s enemy is the best teacher.” – Dalai Lama

F.Sympathy Empathy and Compassion towards the weaker-sections.

What does it mean ?

Term	Meaning	Example
Sympathy	Feeling pity or sorrow for someone else's misfortune, but from a distance. It acknowledges suffering without deeply relating to it.	A civil servant reads about flood victims and feels sorry but does not take further steps.
Empathy	The ability to put oneself in another's shoes , feeling and understanding their emotions as if they were your own.	A probationary IAS officer visits a tribal hamlet, listens to their water woes, and begins to understand their pain.
Compassion	Going beyond empathy , it involves a desire and action to relieve another's suffering. It is empathy in action.	A district collector, after witnessing malnourishment in a village, launches a nutrition drive and mobilizes NGOs.



Why Empathy and Compassion Towards Weaker Sections Matter in Governance

- **Upholds Constitutional Morality**
 - Empathy and compassion help officers translate **constitutional values** (like dignity, equality, and justice) into real-world governance.

- **Example:** Article 46 directs the State to promote educational and economic interests of weaker sections like SCs/STs.

- **Enables Inclusive Policy Implementation**

- Empathetic officers identify hidden barriers and tailor welfare schemes to the needs of marginalized groups (women, PwDs, transpersons, tribal communities).

- **Example:** Dr. Rajendra Bharud (IAS) improved healthcare access for tribal women in Nandurbar by understanding their cultural and logistical constraints.

- **Bridges Trust Deficit**

- Historically oppressed communities often distrust state institutions. Compassionate engagement rebuilds **public confidence**.

- **Example:** Officers holding *Jan Sunwai* (public hearings) in Maoist-affected areas to give voice to grievances shows human-centric governance.

- **Improves Last-Mile Delivery**

- Compassionate administrators go beyond duty to ensure services reach those who need them most — even in remote, conflict-prone, or neglected areas.

- **Example:** Armstrong Pame (IAS) built a 100-km road in a remote area of Manipur by mobilizing public funds — ensuring access for tribal villages.

- **Reduces Policy Blind Spots**

- Empathy helps officers perceive **non-obvious barriers** like language, disability, caste stigma, or digital divide, which data or reports alone can't reveal.

- **Example:** Usha Sharma (IAS) redesigned Rajasthan's mid-day meal system after personally visiting schools and talking to children and cooks.

- **Prevents Bureaucratic Apathy**

- Mechanical implementation leads to failure. Compassion motivates **proactive governance** beyond file work.

- **Example:** A DM who initiates relief work even before formal funds arrive — showing moral urgency.
- **Promotes Justice with Dignity**
 - Weaker sections don't just need aid — they need **respect and agency**. Compassion-driven governance preserves dignity along with service.
 - **Example:** In Delhi, Mohalla Clinics ensure dignified health access for slum dwellers — no discrimination, no tokenism.

Case studies which reflects Empathy and Compassion Towards Weaker Sections Governance

Case Study 1: Aasara and Ashraya - Medak District

- IAS officer Venkatesham Burra addressed extreme poverty and neglect of mentally challenged individuals in Medak by launching *Aasara* (meals for the needy via SHGs) and *Ashraya* (rehabilitation of mentally ill homeless with NGO support). His compassionate leadership led to Medak receiving Asia's first SA8000 certification.

Case Study 2: Operation Sulaimani - Kozhikode

- IAS officer Prasanth Nair initiated *Operation Sulaimani* to provide free meals to the poor using restaurant partnerships, and *Compassionate Kozhikode*, a volunteer-driven public service project. His empathy and innovative use of social media made public service more humane and inclusive.

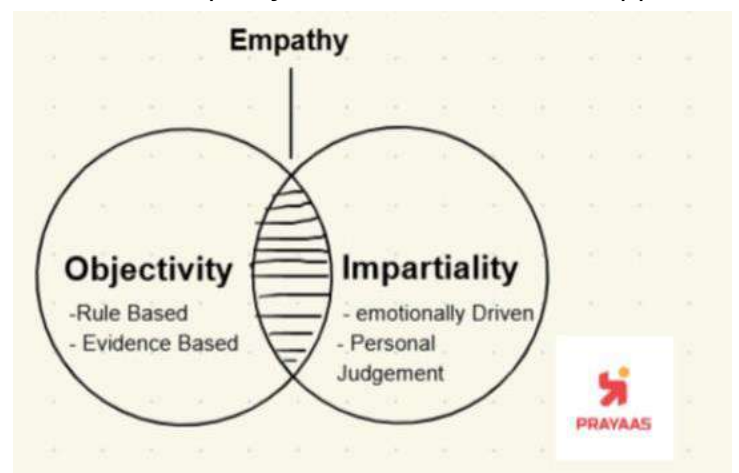
Conflict between Different Foundational Values What does it mean?

- Foundational values like **integrity, objectivity, empathy, impartiality, compassion, dedication, and justice** often serve as the moral compass of civil servants.
- However, in real-life governance or personal dilemmas, **these values may come into conflict** — making ethical decision-making complex.

- A civil servant may have to **choose between equally important values**, leading to ethical dilemmas.
- **This conflict occur due to**
 - **Complex administrative situations** that involve competing stakeholders.
 - **Multiple duties** to Constitution, public, superiors, and personal conscience.
 - **Socio-political pressures** and lack of clear-cut solutions in governance.

Major Types of Foundational Value Conflicts

- **Integrity vs Compassion**
 - A public servant may find that strictly following rules (integrity) could cause suffering to a vulnerable individual or group (compassion).
 - **Example:** An officer denies a widow's pension application due to missing documents, adhering strictly to rules. But this causes her undue hardship, challenging the officer's sense of compassion.
- **Impartiality vs Empathy**
 - Treating everyone equally (impartiality) may sometimes contradict the empathetic need to give additional support to the most marginalized.
 - **Example:** During school admissions, giving the same treatment to a tribal student from a remote area and an urban upper-class student may ignore the socio-economic gap — empathy demands affirmative support.



- **Objectivity vs Dedication to Public Service**

- Objectivity requires detachment and fairness, but deep commitment to service may emotionally involve an officer, risking bias or burnout.
- **Example:** A disaster relief officer personally prioritizes one village due to emotional bonding from a previous visit, unintentionally sidelining other equally affected villages.

- **Transparency vs Confidentiality**

- Ensuring transparency in public matters may come into conflict with the need to protect confidential or sensitive information.
- **Example:** During a departmental inquiry, releasing all records to the public may compromise witnesses' safety or ongoing investigations.

- **Truthfulness vs Loyalty to Institution**

- Revealing the truth about corruption within one's department (truthfulness) may come into conflict with professional loyalty and duty to protect institutional image.
- **Example:** A junior officer uncovers financial misappropriation by a senior. Speaking out upholds truth but may be seen as betrayal by the system.

Emotional Intelligence -

- Concepts
- Utilities and
- Application in Administration and Governance

UPSC Previous Year Questions

Question	Nature of Question	Core Demand
<p>“What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills – your EQ – not just purely cognitive abilities that are measured by conventional IQ tests.” Do you agree with this view? Give reasons in support of your answer. (2023)</p>	<p>Statement-based + Justification</p>	<p>Agree/disagree on EQ vs IQ importance and justify with reasoning.</p>
<p>In case of crisis of conscience does emotional intelligence help to overcome the same without compromising the ethical or moral stand that you are likely to follow? Critically examine. (2021)</p>	<p>Dilemma-based + Critical</p>	<p>Examine role of EI in resolving ethical dilemmas without moral compromise.</p>
<p>“Hatred is destructive of a person’s wisdom and conscience that can poison a nation’s spirit.’ Do you agree with this view? Justify your answer. (2020)</p>	<p>Statement-based + Moral Reasoning</p>	<p>Agree/disagree and justify how hatred affects individual and collective conscience.</p>
<p>“A system of morality which is based on relative emotional values is a mere illusion, a thoroughly vulgar conception which has nothing sound in it and nothing true.” – Socrates (2020)</p>	<p>Philosophical + Value-based</p>	<p>Interpret Socratic view on emotion-based morality and critically comment.</p>

What are the main components of emotional intelligence (EI)? Can they be learned? Discuss. (2020)	Conceptual + Analytical	List components of EI and examine if they are learnable.
“Emotional Intelligence is the ability to make your emotions work for you instead of against you”. Do you agree with this view? Discuss. (2019)	Conceptual + Opinion	Discuss the definition of EI and whether it aligns with managing emotions effectively.
“Anger and intolerance are the enemies of correct understanding.” – Mahatma Gandhi. (2018)	Statement-based + Emotional Ethics	Explain the quote and its relevance to ethical understanding.
How will you apply emotional intelligence in administrative practices? (2017)	Application-based + Administrative Ethics	Explain practical application of EI in administration.
Anger is a harmful negative emotion. It is injurious to both personal life and work life. (a) Discuss how it leads to negative emotions and undesirable behaviours. (b) How can it be managed and controlled? (2016)	Emotional Management + Behavioural Ethics	Discuss negative outcomes of anger and how to control/manage it.
What is ‘emotional intelligence’ and how can it be developed in people? How does it help an individual in making ethical decisions? (2013)	Conceptual + Application	Define EI, explain how to develop it, and how it aids ethical decisions.

Introduction

In public administration, officers routinely face emotionally charged situations — from citizen grievances and public protests to team conflicts and disaster response. In such scenarios, Emotional Intelligence (EI) plays a crucial role. It helps civil servants understand and manage emotions, both their own and others', enabling better decision-making, ethical conduct, and effective leadership. In a diverse democracy like India, EI is essential for building trust, resolving conflicts, and ensuring citizen-centric governance.

Emotions & Related Concepts

- **Emotions** are instinctive, immediate responses to stimuli and form a key component of attitude, along with cognition and behavior.
- They strongly influence perception, judgment, and behavior. At times, emotions can override rationality, leading to prejudice or unethical conduct (e.g., communal violence driven by emotional bias).
- Emotions consist of:
 - **Subjective experience** (e.g., fear, joy),
 - **Physiological reactions** (e.g., sweating, increased heartbeat),
 - **Behavioral expressions** (e.g., crying, smiling, shouting).
- While basic emotions like happiness, sadness, fear, and anger are universal, the way people experience and express them varies greatly across individuals and cultures.
- For example, a mother may tear up with joy after childbirth, whereas an athlete may express sadness or anger after a loss.
- Understanding emotions and their related concepts is crucial for civil servants to handle public interactions, conflicts, and governance responsibilities with emotional maturity and ethical balance.
- **Concepts related to the emotions**
 - **Feelings:**
 - These are emotions that have been processed cognitively.

- They are more enduring and arise when meaning is attached to emotional experiences.
- **Example:** Feeling of guilt after an outburst reflects emotional processing.
- **Mood:**
 - Refers to a longer-lasting emotional state.
 - Less intense than emotions and may not have a clear trigger.
 - **Example:** A civil servant may feel demotivated or irritable throughout the day without specific cause.
- **Affect:**
 - A broad term encompassing both emotions and feelings.
 - Often used to describe a person's general emotional state.

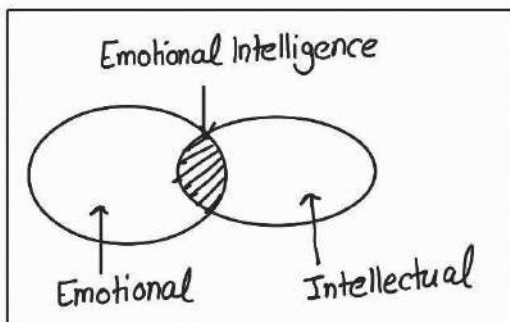
Positive and Negative Emotions

Positive Emotions (with Description)	Negative Emotions (with Description)
Empathy – Ability to understand and share another person's emotional state.	Anger – A strong feeling of displeasure or hostility, often leading to aggression.
Compassion – Deep concern for others' suffering with a desire to help.	Jealousy – Resentment toward someone's advantages or achievements.
Gratitude – Thankful appreciation for kindness, help, or support received.	Fear – Emotion arising from real or perceived threats, leading to avoidance.
Hope – Expectation of positive outcomes despite adversity or uncertainty.	Anxiety – Persistent worry or nervousness about potential negative outcomes.
Forgiveness – Willingness to let go of resentment and offer a fresh start.	Hatred – Intense dislike or aversion toward someone or something.
Confidence – Trust in one's own abilities and judgments.	Guilt – Emotional discomfort from violating one's moral standards.
Love – Deep affection and emotional attachment toward people or causes.	Envy – Longing for what others possess, often accompanied by discontent.

Joy – Feeling of happiness, delight, and emotional satisfaction.	Shame – Feeling of humiliation due to perceived personal failure.
Peacefulness – State of emotional calm, balance, and contentment.	Frustration – Irritation from unmet goals or blocked efforts.
Pride (moderate) – Healthy sense of achievement and self-worth.	Resentment – Bitter feeling from perceived unfair treatment or injustice.

Emotional intelligence - (Management of emotions)

- **Emotional Intelligence (EI)** refers to the ability to **recognize, understand, regulate, and appropriately express emotions — both one's own and those of others.**
- It is about being smart with feelings — using emotions **consciously and ethically** to guide thinking, behavior, and social interactions.



- **Evolution of the Concept:**
 - The term "**Emotional Intelligence**" was coined in the early 1990s by **Peter Salovey and John Mayer**, who defined it as the ability to monitor and regulate one's own and others' emotions, and to use emotional information to guide thinking and actions.
 - Later, **Daniel Goleman** popularized the term globally through his 1995 book "Emotional Intelligence: Why it can matter more than IQ", where he applied the concept to leadership, work, and interpersonal success.
 - Goleman argued that workplace issues such as poor leadership, inability to work in teams, reluctance to adapt, and lack of

initiative stem not from low IQ but from low emotional intelligence.

- Consequently, in contemporary societies, emotional intelligence is increasingly recognized as a crucial asset alongside intellectual intelligence.

- **Latest case study which reflect implications in case of lack of E.I**

A 16-year-old aspiring medical student was beaten to death by her father over a low NEET mock test score, despite her strong academic record. This tragedy reflects a severe lack of emotional intelligence—failure to manage anger, show empathy, and respond with emotional control. It underscores the ethical importance of responsible parenting, mental health awareness, and handling academic pressure with compassion.

Components of Emotional Intelligence (Daniel Goleman's Framework)

- **Self-Awareness**
 - Self-awareness is the ability to recognize and understand one's own emotions, internal states, and their impact on thoughts and behavior. It also includes knowing one's strengths, weaknesses, and values.
 - **Example:** A probationary IAS officer preparing for public interaction realizes they feel anxious when challenged in public forums. Acknowledging this, they practice mock sessions to improve confidence and emotional control.
- **Self-Regulation**
 - Self-regulation involves the ability to control or redirect disruptive emotions and impulses, and to think before acting. It helps maintain calm and restraint in tense or unpredictable situations.
 - **Example:** During a heated public grievance meeting, a District Collector is accused unfairly by a citizen. Instead of reacting defensively, the officer listens patiently and responds factually, maintaining dignity and order.

● **Motivation**

- Motivation refers to the inner drive to pursue goals with energy, persistence, and commitment beyond personal gain. It is the ability to stay focused even in the face of setbacks.
- **Example:** IRS officer Deepak Kumar Singh continued to work late into the night for weeks to digitize old tax records, not for recognition but to improve public service efficiency in his department.

● **Empathy**

- Empathy is the capacity to understand others' emotions and perspectives, and to respond in a way that respects their feelings. It enables meaningful and ethical public engagement.
- **Example:** A civil servant working in flood-hit Assam ensures that women's hygiene kits are included in relief packages after personally interacting with affected households and understanding their unspoken needs.

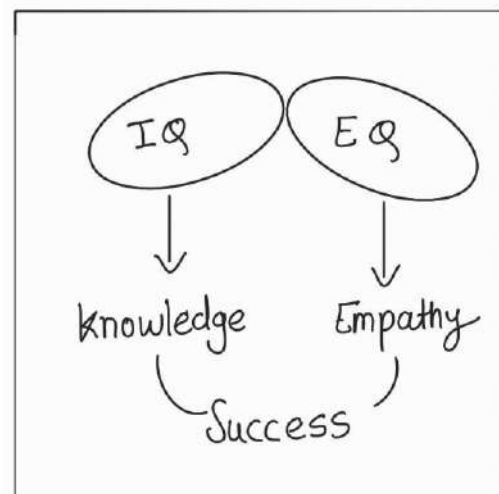
● **Social Skills**

- Social skills refer to the ability to manage relationships effectively — including communication, persuasion, conflict resolution, and leadership.
- **Example:** An SDM manages vaccine rollout in health emergencies by building rapport with local religious leaders to combat vaccine hesitancy among minority communities, resulting in improved participation.

How Emotional Intelligence different from Emotional Quotient

Aspect	Emotional Intelligence (EI)	Emotional Quotient (EQ)
Meaning	The ability to recognize, understand, and manage emotions in oneself and others	A measurable score that indicates a person's level of emotional intelligence

Nature	Qualitative and functional ability	Quantitative and numerical indicator
Focus	Skillset and capacity (e.g., self-awareness, empathy, motivation)	Assessment of how much EI one possesses
Development	Can be learned, nurtured, and improved over time	Can be improved with better emotional skills and training
Use	Applied in real-life situations like conflict resolution, team management, or crisis handling	Used in testing or profiling individuals for leadership, HR, or counseling roles
Example	A civil servant empathetically handling post-flood rehabilitation with local sensitivities	Scoring 135 on an EQ test that measures interpersonal and intrapersonal skills

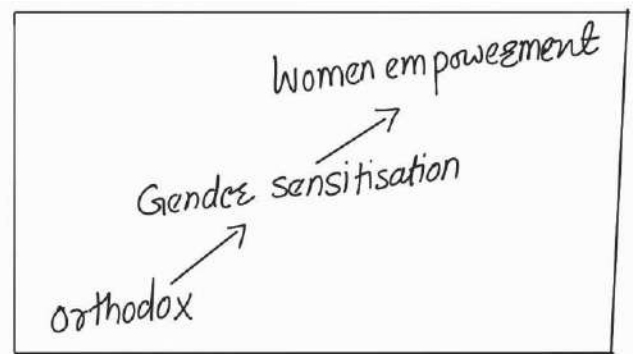


Utility of Emotional Intelligence

- **Enables Emotionally Stable Decision-Making**
 - Helps public servants regulate emotional impulses and stay composed during crises or provocation.
 - **Example:** A senior IPS officer de-escalates tensions during a university protest by listening to student leaders instead of deploying force immediately.
- **Builds Ethical and Empathetic Leadership**
 - Emotionally intelligent leaders are able to sense unspoken concerns and offer moral reassurance along with governance.

- **Example:** Kerala's Health Minister communicated with COVID-affected families regularly during isolation, ensuring mental health support alongside physical care.
- **Enhances Interpersonal Communication and Conflict Resolution**
 - EI helps in resolving disputes and engaging in productive dialogue even in emotionally sensitive or polarised environments.
 - **Example:** An SDM mediates a land dispute between tribals and a private company by facilitating community circles and joint hearings instead of top-down orders.
- **Improves Team Coordination and Workplace Climate**
 - Leaders with high EI promote collaboration, reduce fear of failure, and improve administrative culture.
 - **Example:** A Collector in Maharashtra introduced anonymous suggestion boxes and emotional well-being sessions for lower-rung staff to create a psychologically safe workplace.
- **Supports Citizen-Centric Governance**
 - EI ensures governance that is sensitive to the lived realities and emotions of citizens, especially the vulnerable.
 - **Example:** In a remote Andaman island, a field officer ensured the translation of official welfare forms into indigenous languages to reduce citizen frustration and increase inclusion.
- **Strengthens Resilience and Stress Management**
 - Civil servants often operate under extreme pressure, and EI helps in avoiding emotional exhaustion and mental fatigue.
 - **Example:** During the G20 summit arrangements, a mid-level officer led an overworked coordination team without burnout by regularly acknowledging effort and rotating duties mindfully.
- **Promotes Adaptability and Positive Change**

- EI allows civil servants to manage resistance and navigate change without emotional backlash or institutional rigidity.
- **Example:** A Digital India fellow coordinated with elderly panchayat members during digitisation by acknowledging their fears and training them personally, ensuring smooth transition.
- **Reduces Bias and Stereotyping**
 - High EI helps officers recognize and regulate their implicit biases, resulting in fairer and more inclusive governance.
 - **Example:** A bureaucrat consciously includes a trans person on a local advisory board after recognizing their prior unconscious exclusion in gender-related consultations.



Applications of Emotional Intelligence in Administration and Governance

- **Disaster Management and Crisis Response**
 - Officers face emotionally intense situations involving fear, loss, and urgency.
 - EI enables calm communication, empathy for affected populations, and morale-building.
 - **Example:** During Cyclone Fani (2019), Odisha's Chief Secretary mobilized a sensitive evacuation campaign involving personal messaging and public reassurance to prevent panic among vulnerable coastal communities.
- **Grievance Redressal and Public Interaction**
 - Daily citizen engagement often involves anger, frustration, or despair — especially from vulnerable groups.
 - EI allows officers to listen without reacting

defensively, ensuring dignity and effective redressal.

- **Example:** In Pune, the Municipal Commissioner introduced citizen facilitation centres where trained officials handled senior citizens' and PwDs' issues with emotional sensitivity and follow-up support calls.
- **Conflict Mediation and Social Cohesion**
 - Civil servants must defuse tensions between social, caste, or religious groups without favour or escalation.
 - EI helps understand each group's emotional background and communicate trust.
 - **Example:** After the Bhima Koregaon violence (2018), the Pune District Collector coordinated separate peace meetings with Dalit leaders and Maratha organizations, easing communal sentiments.
- **Team Leadership and Human Resource Management**
 - Public administration often suffers from internal friction, hierarchical barriers, and burnout.
 - EI supports team cohesion, emotional wellbeing, and respectful communication across ranks.
 - **Example:** In Karnataka, the Raichur DC initiated an "empathy calendar" with periodic one-on-one meetings and anonymous staff feedback to enhance workplace trust.
- **Policy Implementation and Behavioural Change**
 - Many schemes fail due to emotional disconnect or resistance from the community.
 - EI enables officers to align messaging with people's fears, aspirations, and dignity.
 - **Example:** During Swachh Bharat Mission, the Bikaner Collector rebranded toilet adoption campaigns using positive

storytelling from village women, improving uptake without coercion.

- **Handling Media and Public Perception**
 - Officers must often face the press or public during controversies or crises.
 - EI ensures that the response is not emotionally defensive, arrogant, or dismissive.
 - **Example:** Following the 2021 NEET paper leak in Tamil Nadu, the School Education Secretary acknowledged student anxiety and calmly reassured parents, avoiding bureaucratic opacity.
- **Ethical Dilemma Management**
 - Civil servants frequently navigate conflicts between rules and moral responsibility.
 - EI helps assess such situations with self-awareness, restraint, and clarity of values.
 - **Example:** A forest officer refuses to allow mining near a protected tribal habitat despite political pressure, and calmly explains the ecological and emotional costs to higher authorities.
- **Inclusivity and Diversity Handling**
 - Administration must cater to different castes, genders, religions, and linguistic groups.
 - EI promotes fairness, emotional sensitivity, and genuine inclusion.
 - **Example:** In Kerala's transgender policy implementation, officers invited trans community leaders for policy framing, acknowledging their lived experiences and emotional realities.

Importance of Emotional Intelligence in a Technology-Driven World

- **Restores the Human Element in an Automated Environment**
 - Rapid advances in AI, robotics, and automation risk creating impersonal interactions in education, governance, healthcare, and corporate workspaces.
 - EI ensures that **compassion, empathy, and**

- **ethical judgment** remain central in decision-making.
- **Example:** While AI may diagnose a medical condition, it is the emotionally intelligent doctor who communicates the diagnosis with care and empathy.
- **Essential for Responsible and Ethical Decision-Making**
 - Technology increases the speed of decision-making, but EI ensures decisions are **socially conscious, inclusive, and morally sound**.
 - **Example:** A tech officer regulating facial recognition software uses EI to consider privacy, dignity, and marginalised group concerns beyond just efficiency.
- **Combats Emotional Alienation and Mental Health Issues**
 - Digital connectivity has paradoxically increased isolation, anxiety, and stress among students, employees, and citizens.
 - EI fosters **resilience, self-awareness, and emotional regulation**, reducing digital fatigue and burnout.
 - **Example:** Integrating SEL in schools helps students manage screen fatigue, exam stress, and cyberbullying more effectively.
- **Strengthens Collaboration in Virtual and Hybrid Workspaces**
 - With remote work and digital classrooms, **soft skills like empathy, active listening, and emotional validation** are essential for productive teamwork.
 - **Example:** Managers with EI can sense team burnout during long video meetings and take steps to reduce overload.
- **Promotes Social Cohesion in Algorithmic Governance**
 - Increasing reliance on data-driven algorithms in public policy can unintentionally lead to **biases and exclusion**.
 - EI enables policymakers to interrogate outcomes with **compassionate foresight** and correct unjust patterns.
 - **Example:** Use of AI in welfare distribution must be guided by EI to ensure no one is left out due to digital illiteracy.
- **Encourages Adaptability in Fast-Changing Technological Landscapes**
 - Emotional agility is critical for coping with uncertainty and rapid change.
 - EI prepares individuals to **accept transitions**, learn continuously, and support others through change.
 - **Example:** During the introduction of AI-based teaching tools, emotionally intelligent teachers help students overcome fear of being replaced and instead promote curiosity.
- **Builds Inclusive and Empathetic Future Citizens**
 - Social Emotional Learning (SEL) in schools trains students to understand diversity, resolve conflicts, and respect different views — making them **ethical digital citizens**.
 - **Example:** A student trained in SEL is more likely to reject hate speech or misinformation on social media and intervene constructively.

UPSC Previous Year Questions

Question	Nature of Question	Core Demand
“Learn everything that is good from others, but bring it in, and in your own way absorb it, do not become others.” — Swami Vivekananda (2024)	All Questions are quotation based	Explain importance of self-identity while learning from others.
“Faith is of no avail in the absence of strength. Faith and strength, both are essential to accomplish any great work.” — Sardar Patel (2024)		Explain synergy between faith and strength in achieving goals.
“In law, a man is guilty when he violates the rights of others. In ethics, he is guilty if he only thinks of doing so.” — Immanuel Kant (2024)		Differentiate legal vs ethical standards based on intent.
“The simplest acts of kindness are by far more powerful than a thousand heads bowing in prayer.” — Mahatma Gandhi (2023)		Highlight action-oriented kindness over ritualistic spirituality.
“To awaken the people, it is the women who must be awakened...” — Jawaharlal Nehru (2023)		Explain role of women in societal transformation.
“Do not hate anybody... If you love, that love will come back to you...” — Swami Vivekananda (2023)		Explain karmic cycle of love and hate in social life.
“If a country is to be corruption free... key societal members... father, mother and teacher.” — APJ Abdul Kalam (2022)		Explain role of family and teachers in ethical nation building.
“Judge your success by what you had to give up in order to get it.” — Dalai Lama (2022)		Highlight sacrifice and ethical trade-offs in defining true success.
“Every work has got to pass through hundreds of difficulties... Those that persevere will see the light...” — Swami Vivekananda (2021)		Explain power of perseverance and resilience in achieving success.
“We can never obtain peace in the outer world until and unless we obtain peace within ourselves.” — Dalai Lama (2021)		Explain inner peace as foundation for global peace.
“Life doesn’t make any sense without interdependence...” — Erik Erikson (2021)		Explain value of social interdependence and collective well-being.
“Condemn none... bless your brothers, and let them go their own way.” — Swami Vivekananda (2020)		Promote tolerance, non-judgment, and mutual respect.

"The best way to find yourself is to lose yourself in the service of others." — Mahatma Gandhi (2020)		Emphasize self-discovery through service to society.
"A system of morality which is based on relative emotional values is a mere illusion..." — Socrates (2020)		Critique emotional relativism in ethics; promote objective morality.
"An unexamined life is not worth living." — Socrates (2019)		Stress the importance of self-reflection and conscious living.
"A man is but a product of his thoughts. What he thinks he becomes." — M.K. Gandhi (2019)		Explain thought-action linkage and its moral implications.
"Where there is righteousness in the heart... peace in the world." — APJ Abdul Kalam (2019)		Connect internal virtues to national/global harmony.
"In hiring... integrity, intelligence and energy... without the first, others will kill you." — Warren Buffett (2018)		Highlight integrity as the most crucial leadership trait.
"The true rule... few things wholly good or evil... best judgment is continually demanded." — Abraham Lincoln (2018)		Promote balanced ethical judgment in governance.
"Anger and intolerance are enemies of correct understanding." — Mahatma Gandhi (2018)		Explain how negative emotions distort judgment.
"Falsehood takes the place of truth when it results in unblemished common good." — Tirukkural (2018)		Discuss ethical dilemma of truth vs greater good.
"Great ambition... depends on principles which direct them." — Napoleon Bonaparte (2017)		Explain ambition's moral neutrality; role of ethical direction.
"If a country is to be corruption free... father, mother and teacher." — APJ Abdul Kalam (2017)		Discuss societal role in nurturing ethical citizens.
"The weak can never forgive; forgiveness is the attribute of strong." — Gandhi (2015)		Discuss moral strength in forgiveness.
"We can easily forgive a child afraid of dark... real tragedy is when men fear light." — Plato (2015)		Highlight ethical courage to embrace truth.
"There is enough on this earth for everyone's need..." — Gandhi (2014)		Critique greed and promote sustainable equity.
"Test a man's character... give him power." — Lincoln (2014)		Link leadership ethics to power management.
"He who overcomes desires is braver than one who conquers enemies." — Aristotle (2014)		Praise internal moral discipline over external victories.

Introduction

- Understanding the moral philosophies of great thinkers is essential for developing an ethical foundation in public life. These individuals — spanning diverse cultures, ideologies, and time periods — have explored fundamental questions of right and wrong, justice, duty, virtue, and the good life.
- Their teachings provide timeless ethical frameworks that help civil servants navigate dilemmas in governance, policy, and personal conduct. From **Kautilya's pragmatic statecraft** to **Gandhi's moral idealism**, from **Confucian harmony** to **Kantian duty ethics**, their insights inspire integrity, empathy, and impartiality in public service.
- In a pluralistic and dynamic democracy like India, where administrators must balance law, equity, and conscience, the ethical vision of these moral thinkers remains deeply relevant.

<p>Kautilya (Chanakya)</p>	<ul style="list-style-type: none"> • Raj Dharma: Ethical duty of the ruler • State-centric utilitarianism: Ends justify means if for greater good • Strategic statecraft, meritocracy, rule of law • Blend of Niti (policy) and Dharma (ethics) 	<ul style="list-style-type: none"> • Provides a pragmatic ethical lens for complex policy decisions • Supports evidence-based, merit-driven governance • Inspires duty toward national interest over personal or political favouritism
<p>Thiruvalluvar</p>	<ul style="list-style-type: none"> • <i>Thirukkural</i>: Ethics across Aram (virtue), Porul (wealth), Inbam (love) • Justice, self-restraint, and compassion • Ethical leadership and moral basis of wealth and power 	<ul style="list-style-type: none"> • Advocates people-centric governance rooted in fairness • Encourages administrators to blend economic goals with virtue • Promotes ethical public leadership and inclusive policies

A. Ancient Thinkers

Indian Moral Thinkers

Thinker	Moral Contributions	Current Relevance in Public Administration
<p>Gautama Buddha</p>	<ul style="list-style-type: none"> • Middle Path: Ethical moderation between extremes • Eightfold Path: Right conduct, speech, livelihood, etc. • Emphasis on compassion (Karuna), mindfulness, detachment • Rejection of caste hierarchy and stress on equality 	<ul style="list-style-type: none"> • Promotes compassionate governance, esp. towards vulnerable sections • Encourages mindfulness in handling public stress & crisis • Strengthens equanimity and duty without attachment to personal gain
<p>Mahavira</p>	<ul style="list-style-type: none"> • Ahimsa: Total non-violence in thought, speech, and action • Five Vows: Ahimsa, Satya, Asteya, Brahmacharya, Aparigraha • Anekantavada: Respect for multiple perspectives • Self-discipline and spiritual accountability 	<ul style="list-style-type: none"> • Reinforces truthfulness, simplicity, and incorruptibility in service • Promotes conflict-free, non-violent negotiation in diverse societies • Encourages officers to avoid material greed or bias

Western Moral Thinkers

Thinker	Moral Contributions	Current Relevance in Public Administration
<p>Socrates (469-399 BCE)</p>	<ul style="list-style-type: none"> • Emphasized moral inquiry through dialogue and reason (Socratic method) • Advocated virtue as knowledge – ethical conduct arises from self-awareness • Stressed on conscience and inner moral voice over blind obedience 	<ul style="list-style-type: none"> • Encourages questioning unethical orders or unjust practices in bureaucracy • Promotes reflective thinking and self-scrutiny among civil servants • Reinforces whistleblowing as a moral responsibility when laws are violated
<p>Plato (427-347 BCE)</p>	<ul style="list-style-type: none"> • Developed the concept of justice as harmony in the individual and the state • Advocated rule by philosopher-kings guided by wisdom and virtue • Classified three virtues: wisdom (rulers), courage 	<ul style="list-style-type: none"> • Emphasizes value-based leadership in public office • Supports the idea of wise and ethical administrators • Inspires balanced governance rooted in justice and reason

	(soldiers), temperance (citizens)	
Aristotle (384-322 BCE)	<ul style="list-style-type: none"> Introduced Virtue Ethics - moral excellence lies in finding the "golden mean" between extremes Ethics is about habit formation and character-building, not rigid rules Believed in practical wisdom (phronesis) as a guide to moral action 	<ul style="list-style-type: none"> Promotes character-driven governance rooted in moderation and fairness Supports balanced decision-making under ethical constraints Encourages cultivation of ethical habits in civil services training
Confucius (551-479 BCE) (<i>Chinese but often included in comparative ethics</i>)	<ul style="list-style-type: none"> Advocated filial piety, harmony, respect for elders, and social roles Emphasized ethical leadership (Junzi) through virtue, not fear Promoted rituals (Li) as a means to cultivate moral behaviour 	<ul style="list-style-type: none"> Encourages hierarchical respect with moral responsibility Inspires civil servants to lead by ethical example rather than command Useful in promoting harmonious governance and social cohesion

B. Medieval Thinkers

Indian Thinkers

1. Sant Kabir (15th century)

- **Moral Contributions:**
 - Advocated **syncretism** between Hinduism and Islam, rejecting religious orthodoxy.
 - Condemned **ritualism, casteism, and superficial religiosity**, urging direct experience of the divine through personal devotion.
 - Preached **inner purity, truthfulness, and compassion.**
 - Emphasized the unity of all human beings and the futility of external religious differences.
- **Relevance in Individual Life:**

- Encourages individuals to look beyond identity markers (caste, religion) and focus on moral intent and simplicity.
- Promotes **honest self-reflection** and spiritual integrity in daily life.

- **Relevance in Public Administration:**

- Inspires **secular, inclusive governance** that transcends communal divisions.
- Reinforces the **spirit of social justice and equality**, especially in citizen service delivery.
- Encourages civil servants to **reject bureaucratic ritualism** and focus on real outcomes.

2. Basavanna (12th century)

- **Moral Contributions:**

- Challenged Brahmanical orthodoxy and **caste-based discrimination.**
- Promoted **gender equality** and social upliftment through his **Veerashaiva movement.**
- Advocated **Kayaka** (dignity of labor): work is worship, irrespective of caste or profession.
- Stressed on **Dasoha** - sharing wealth and food with the needy without expectations.

- **Relevance in Individual Life:**

- Encourages a sense of **self-respect, dignity in work**, and ethical earning.
- Promotes the value of **charity and social equity** as spiritual acts.

- **Relevance in Public Administration:**

- Reinforces the idea of **inclusive economic development** and **equal access to opportunity.**
- Inspires civil servants to promote **dignity of all professions**, from sanitation workers to teachers.
- Encourages ethical governance rooted in **servant leadership and distributive justice.**

3. Guru Nanak Dev (15th-16th century)

- **Moral Contributions:**

- Emphasized **universal brotherhood, equality, and oneness of God.**
- Advocated **truth (Sat), honest living (Kirat Karo), and sharing with others (Vand Chhako).**
- Rejected caste distinctions, idol worship, and meaningless rituals.

- Promoted **internal spirituality** over external appearance.
- **Relevance in Individual Life:**
 - Encourages **ethical livelihood**, humility, and equality in everyday conduct.
 - Cultivates **empathy and responsibility toward the community**.
- **Relevance in Public Administration:**
 - Inspires policies that ensure **non-discriminatory access** to state services.
 - Reinforces the value of **honest governance** and **social inclusion**.
 - Models **leadership through simplicity and service orientation**.

4. Sant Tukaram (17th century)

- **Moral Contributions:**
 - Devotional poet-saint from Maharashtra who emphasized **Bhakti (devotion)** as a means of attaining moral and spiritual growth.
 - Rejected **priestly domination and caste-based oppression**.
 - Preached **compassion, humility, forgiveness**, and the value of inner purity over ritualistic practice.
- **Relevance in Individual Life:**
 - Promotes **emotional resilience** and simplicity in personal conduct.
 - Encourages a **life of devotion, moral clarity**, and service to others.
- **Relevance in Public Administration:**
 - Supports the ethos of **servant leadership** rooted in humility and compassion.
 - Promotes **respectful engagement with marginalized communities**.
 - Reminds public officials to focus on **intent over formality**, especially in grassroots governance.

5. Sant Dnyaneshwar (13th century)

- **Moral Contributions:**
 - Authored the **Dnyaneshwari**, a philosophical commentary on the Bhagavad Gita in Marathi to make moral wisdom accessible to all.
 - Advocated **universal spiritual knowledge**, compassion, and **internal realization of God**.
 - Emphasized **equality, self-knowledge, and non-dualism**.

- Condemned discrimination based on caste or social status.
- **Relevance in Individual Life:**
 - Encourages **lifelong learning, humility**, and a spirit of inquiry.
 - Promotes **self-knowledge and inner harmony** as a basis for ethical living.
- **Relevance in Public Administration:**
 - Supports the idea of **accessible communication**—making rules, schemes, and processes people-friendly.
 - Encourages **inclusive leadership** that educates and uplifts all, especially in regional language contexts.
 - Reinforces **spiritual ethics** as a check against power arrogance.

Western Moral Thinkers

1. Saint Augustine (354–430 CE)

- **Moral Contributions:**
 - Integrated Christian theology with Platonic philosophy.
 - Emphasized **divine grace**, moral responsibility, and **inner conscience**.
 - Believed that **true justice** could only exist under divine law.
 - Distinguished between the “City of God” (eternal, moral ideal) and the “City of Man” (earthly institutions prone to corruption).
- **Relevance in Individual Life:**
 - Encourages **introspection**, moral humility, and the prioritization of spiritual over material goals.
 - Stresses the importance of **conscience and ethical intention** in one's actions.
- **Relevance in Public Administration:**
 - Urges administrators to **align law and governance with moral righteousness**.
 - Highlights the need for **ethics-based policy**, even in worldly systems.
 - Useful in situations where **legal compliance and moral values may seem to conflict**.

2. Saint Thomas Aquinas (1225–1274 CE)

- **Moral Contributions:**
 - Synthesized **Christian theology with Aristotelian ethics**.
 - Advocated **Natural Law**—that moral principles are inherent in human nature and accessible through reason.

- Distinguished between **eternal law (God's will)**, **natural law (human reason)**, and **human law (legislation)**.
- Defined four cardinal virtues: **prudence, justice, fortitude, and temperance**.
- **Relevance in Individual Life:**
 - Promotes **reason-guided ethical living**, grounded in universal moral values.
 - Encourages individuals to act according to **conscience and rational judgment**.
- **Relevance in Public Administration:**
 - Provides a framework for **ethical law-making**, ensuring laws align with natural justice.
 - Reinforces virtues like **prudence (wisdom), justice, and courage** in governance.
 - Encourages **human dignity and proportional punishment**, especially in criminal justice.

3. Averroes (Ibn Rushd) (1126–1198 CE)

- **Moral Contributions:**
 - A Muslim philosopher who defended **rational inquiry within faith**.
 - Commented extensively on Aristotle and integrated **reason, ethics, and theology**.
 - Advocated **tolerance, intellectual freedom, and justice**.
 - Promoted **universal rational morality** over sectarian dogma.
- **Relevance in Individual Life:**
 - Encourages **intellectual honesty**, dialogue, and tolerance.
 - Inspires individuals to **use reason to navigate moral complexities**.
- **Relevance in Public Administration:**
 - Supports **secular, pluralistic governance** where **diverse beliefs** coexist.
 - Useful in shaping policies in **multi-religious, multicultural societies** like India.
 - Promotes **freedom of thought** and non-dogmatic policymaking.

C. Modern Thinkers

Modern Indian Thinkers

1. Swami Vivekananda (1863–1902)

- **Moral Contributions:**
 - Championed '**man-making**' education that promotes character, strength, fearlessness, and service.

- Emphasized **self-discipline**, spiritual growth, and national awakening through **individual moral excellence**.
- Advocated **seva (selfless service)** as the highest form of spiritual practice, seeing God in the poor and the weak.
- Criticized caste-based discrimination and religious dogmatism; upheld **universal Vedanta** and spiritual humanism.
- Rejected fatalism and urged youth to believe in their **potential to reform society** through action and sacrifice.
- **Current Relevance:**
 - His emphasis on **character-building** inspires civil servants to cultivate inner strength, resilience, and ethical courage.
 - Promotes a **spirit of public service**, especially in schemes for youth development and rural empowerment (e.g., NSS, NYKS).
 - Encourages policy focus on **value-based education** and national integration beyond caste, creed, or region.

2. Mahatma Gandhi (1869–1948)

- **Moral Contributions:**
 - Made **Truth (Satya)** and **Non-violence (Ahimsa)** the twin pillars of ethical life and public action.
 - Believed in **Sarvodaya** – upliftment of all, especially the weakest – as the moral goal of governance.
 - Emphasized **means as important as ends**, advocating moral purity in every action (ends-means ethics).
 - Advocated **Swaraj** not just as political freedom but as **self-rule, discipline, and local self-governance**.
 - Led by example, showing **simplicity, personal sacrifice**, and moral consistency as hallmarks of leadership.
- **Current Relevance:**
 - Forms the ethical bedrock of India's **freedom struggle and democratic values**.
 - Inspires civil servants to uphold **integrity, humility, and people-centric governance**.
 - His principles drive programs like **Gram Swaraj, Clean India Mission, Non-violent conflict resolution**, and ethical politics.

- Gandhi's model of **constructive work** remains relevant for social reform initiatives (e.g., Khadi promotion, rural self-sufficiency).

3. Dr. B. R. Ambedkar (1891–1956)

Moral Contributions:

- Advocated **Social Justice** as a moral imperative—dignity, equality, and fraternity for all, especially the marginalized.
- Stressed **constitutional morality**—respect for constitutional values over social customs.
- Urged the annihilation of caste and empowerment through **education, agitation, and organization**.
- Championed **liberty, equality, and fraternity** as the ethical foundation of the Indian Republic.
- Believed in **democracy as a way of life**, grounded in mutual respect and public reasoning.

Current Relevance:

- Central to debates on **inclusive governance, affirmative action, and social justice policies**.
- Embodied in constitutional values (e.g., Preamble, Article 15, 17, 21) and laws ensuring dignity for Dalits, women, and minorities.
- Inspires public administrators to ensure **substantive equality, non-discrimination, and rule of law** in service delivery.
- His moral vision drives institutions like **NCBC, NCSC, NHRC**, and schemes like **Stand-Up India, PM-JAY for SC/STs**.

4. Rabindranath Tagore (1861–1941)

Moral Contributions:

- Advocated **humanism and universalism**, stressing the unity of all people beyond political boundaries.
- Criticized blind nationalism and dogmatic religiosity, emphasizing **freedom of thought and inner moral development**.
- Viewed education as the **harmonious development of body, mind, and soul**, fostering aesthetic and ethical sensibilities.
- Upheld **freedom, dignity, creativity, and tolerance** as essential human values.
- His poetic-spiritual outlook saw **divinity in humanity**, linking ethics with compassion and cultural pluralism.

Current Relevance:

- Inspires ethical education policies (e.g., NEP 2020's holistic, child-centric approach).
- Upholds **moral cosmopolitanism** in foreign policy and cultural diplomacy.
- Reinforces the value of **freedom of expression, secularism, and creative autonomy** in a democratic society.
- Tagore's idea of **education for liberation** is relevant for civil servants working in diverse, multicultural settings.

Gandhi's Seven Social Sins - With Contemporary Examples

Type of Sin	Meaning / Ethical Concern	Contemporary Examples
1. Politics without Principles	Political power pursued without adherence to ethics, truth, or constitutional morality.	<ul style="list-style-type: none"> ● Large-scale defections in assemblies (e.g., Karnataka, Maharashtra) ● 233 of 539 Lok Sabha MPs face criminal charges
2. Wealth without Work	Accumulation of wealth through shortcuts, speculation, or manipulation instead of effort.	<ul style="list-style-type: none"> ● Sudden cryptocurrency riches without real economic activity ● ₹11 lakh crore NPAs indicating reckless lending and frauds
3. Pleasure without Conscience	Seeking enjoyment without moral responsibility or consideration for others.	<ul style="list-style-type: none"> ● Environmental destruction justified in the name of development ● Growing concerns about marital rape and objectification of minors
4. Knowledge without Character	Use of knowledge or education without ethical grounding.	<ul style="list-style-type: none"> ● Cyberattacks like the 2021 Mumbai blackout disrupting public life ● Use of ultrasound for female foeticide despite medical training

5. Science without Humanity	Advancement in technology without consideration for human welfare.	<ul style="list-style-type: none"> • Weaponization of science – Israel-Gaza missile conflict • Failure to ban harmful products like tobacco despite evidence of harm
6. Commerce without Morality	Business practices prioritizing profit over ethics, fairness, and dignity.	<ul style="list-style-type: none"> • Data privacy violations by tech giants (e.g., Google, Facebook) • Misogyny in Bollywood used to sell entertainment
7. Religion without Sacrifice	Religious practices devoid of selflessness, tolerance, or service to humanity.	<ul style="list-style-type: none"> • Rise of religious fundamentalism and communal violence (e.g., France) • Ritualism overshadowing inner devotion (Bhakti)

	(unconditional) moral duties.	
John Stuart Mill (1806–1873)	<ul style="list-style-type: none"> • Advanced Refined Utilitarianism focusing on qualitative pleasures (e.g., education, art, intellect). • Formulated the Harm Principle: individual liberty can be limited only to prevent harm to others. • Strong advocate of freedom of speech, women’s rights, and individual dignity. • Distinguished between higher (intellectual) and lower (sensual) pleasures. 	<ul style="list-style-type: none"> • Supports civil liberties, minority rights, and dissent in democratic societies. • Underpins ethical legislation that balances public good and individual rights (e.g., free speech laws, privacy). • Encourages inclusive, human-centered governance that respects personal autonomy.

Modern Western Moral Thinkers

Thinker	Moral Contributions	Current Relevance in Public Administration
	<ul style="list-style-type: none"> • Propounded Deontological Ethics – moral worth lies in following duty, not consequences. 	<ul style="list-style-type: none"> • Forms the ethical basis for rule-bound public service—no shortcuts for efficiency at the cost of fairness.
Immanuel Kant (1724–1804)	<ul style="list-style-type: none"> • Formulated the Categorical Imperative: “Act only on that maxim which you can will to become a universal law.” • Emphasized human dignity and autonomy – never treat people as means to an end. • Distinguished between hypothetical (conditional) and categorical 	<ul style="list-style-type: none"> • Supports whistleblowing and resisting unethical orders. • Useful in ethics training for bureaucrats—emphasizing non-negotiable principles like honesty, accountability.

	<ul style="list-style-type: none"> • Critiqued capitalism as morally exploitative; introduced the concept of alienation of workers. • Advocated for class equality, just distribution of resources, and abolition of exploitation. • Morality should arise from material conditions and collective upliftment. • Stressed economic justice as the foundation for ethical society. 	<ul style="list-style-type: none"> • Inspires welfare-oriented schemes like MGNREGA, land reforms, labor rights legislation. • Promotes equity-oriented policymaking and critical evaluation of social inequality. • Helps civil servants understand structural injustices and work towards distributive justice.
Karl Marx (1818–1883)		

<p>Henry David Thoreau (1817–1862)</p>	<ul style="list-style-type: none"> • Advocated Civil Disobedience as a moral duty when laws conflict with conscience. • Emphasized moral autonomy, non-cooperation with injustice, and living in harmony with nature. • Inspired movements based on individual conscience and non-violent resistance. 	<ul style="list-style-type: none"> • Influences movements like Gandhi’s Satyagraha and RTI activism. • Reinforces moral courage in governance—to question unjust practices or policies. • Promotes environmental ethics and voluntary simplicity in policymaking and lifestyle.
<p>Martin Luther King Jr. (1929–1968)</p>	<ul style="list-style-type: none"> • Championed non-violent resistance as a moral force to combat racial injustice, inspired by Gandhian principles. • Advocated for civil disobedience against unjust laws: “One has a moral responsibility to disobey unjust laws.” • Emphasized justice, equality, human dignity, and moral courage. • His “Beloved Community” ideal envisioned a society based on justice, equal opportunity, and love for fellow humans. • In his “Letter from Birmingham Jail,” he defended non-violent protest as not only justified but necessary to confront systemic wrongs. • Promoted love over hate, and reconciliation over revenge, even in the face of oppression. 	<ul style="list-style-type: none"> • Inspires individuals to stand up for justice, even at personal cost. • Teaches the balance of conviction and compassion, especially when confronting entrenched injustice. • His belief in moral courage helps citizens act against discrimination and support inclusive values. • Encourages civil servants to uphold constitutional morality and rule of law, even when challenged by majoritarian or populist pressures. • Reinforces the ethical duty to ensure justice and fairness to all communities, especially the vulnerable and excluded.

Moral Contribution of Vedic and Upanishadic Philosophy

- **Dharma as Moral Order and Personal Duty**
 - The concept of **Dharma** originates in the **Vedas**, where it is linked with *Rta*, the cosmic and moral order that sustains the universe.
 - The **Upanishads** internalize this concept, presenting Dharma not just as external law but as **inner moral responsibility** based on self-realization.
 - Dharma, in both texts, is understood not merely in legal terms but as the alignment of individual action with truth, justice, and universal harmony.
 - The Taittiriya Upanishad instructs: *“Satyam vada, dharmam chara”* – “Speak the truth, follow the path of Dharma”.
 - In public life, especially in civil services, Dharma implies discharging one's duties with impartiality, integrity, and commitment to the public good.
- **Satya (Truth) as Supreme Ethical Virtue**
 - The **Vedas** stress *Satya* or truthfulness as a sacred virtue and as essential to sustaining the moral fabric of society.
 - The **Mundaka Upanishad** declares: *“Satyameva Jayate Nāṇṛtam”* — “Truth alone triumphs, not falsehood”.
 - Truth in these texts is not limited to factual correctness but refers to *moral truth* — speaking and acting with purity of intent.
 - In governance and public administration, Satya translates into transparency in decision-making, honesty in reporting, and courage in speaking truth to power.
- **Ahimsa and Respect for All Life**
 - Though Ahimsa (non-violence) is more fully developed in later texts, the **Atharva Veda** contains prayers for peace and harmony among all beings.
 - The **Upanishads**, such as the Chandogya and Brihadaranyaka, promote the idea of *unity of existence*, which leads to the principle of non-injury.
 - Ethical action arises from the realization that harming others is, in a deeper sense, harming oneself.
 - This moral outlook supports values such as compassion, kindness, and conflict

resolution — critical for equitable administration and welfare-oriented governance.

- **Atman and the Ethical Significance of Self-Realization**

- A core teaching of the **Upanishads** is the belief in the *Atman*, the universal self or soul that exists in all beings.
- The Chandogya Upanishad asserts: "*Tat Tvam Asi*" — "That thou art", meaning the same divine reality exists in everyone.
- This realization leads to a deep moral understanding that every individual deserves dignity, respect, and ethical treatment.
- It forms the spiritual basis for universal human rights, dignity-based governance, and equitable treatment in public service.

- **Tapas and Self-Discipline as Moral Foundation**

- The **Rig Veda** and **Yajur Veda** praise *Tapas* — austerity, self-restraint, and discipline — as essential for spiritual and moral growth.
- The **Upanishads** expand Tapas to include mental purification, control of desires, and mastery over emotions.
- Self-control is seen as essential to avoid ego, anger, greed, and impulsive behavior — traits that compromise ethical decision-making.
- For administrators, the concept of Tapas translates into emotional intelligence, integrity under pressure, and resisting corruption.

- **The Ideal of Nishkama Karma (Desireless Action)**

- The **Upanishads** plant the seeds of Nishkama Karma — performing one's duty without attachment to outcomes or rewards.
- The Isha Upanishad says: "*Kurvanneveha karmani jivishet shatam samah*" — "One must perform duties selflessly for a hundred years."
- This philosophy was later elaborated in the Bhagavad Gita but originates in Upanishadic teachings.
- For civil servants, this value teaches detachment from personal gain and

dedication to public interest without bias or ambition.

- **Vasudhaiva Kutumbakam and Universal Brotherhood**

- The concept "*Vasudhaiva Kutumbakam*" — "The world is one family" — appears in the **Maha Upanishad**.
- It reflects an ethic of universality, empathy, and mutual respect across divisions of caste, creed, or nationality.
- This principle supports secular governance, pluralism, and inclusive policymaking that respects diversity.

- **Discrimination Between Preyas and Shreyas**

- The **Katha Upanishad** introduces the moral distinction between *Preyas* (that which is pleasant) and *Shreyas* (that which is good).
- Ethical maturity lies in choosing the path of Shreyas — the long-term good — even when it is difficult or less immediately rewarding.
- In public administration, this principle is crucial — choosing unpopular but correct decisions (like removing encroachments or enforcing laws) over populist appeasement.

- **Jnana (Knowledge) Must be Grounded in Character**

- The **Upanishads** stress that true knowledge (*Jnana*) is not merely intellectual but moral and spiritual.
- The Taittiriya Upanishad says: "*Mātrudevo Bhava, Pitru devo Bhava, Acharyadevo Bhava*" — "Revere your mother, father, and teacher as divine" — showing the ethical depth of learning.
- Knowledge without ethical grounding becomes dangerous — as seen in misuse of science, data manipulation, and unethical professional behavior.
- This aligns with Gandhi's moral warning: "Knowledge without character" is one of the seven social sins — a lesson rooted in Upanishadic philosophy.

Navigating the Syllabus: What You Need to Know

<p>Ethics in Public Administration</p> <ul style="list-style-type: none"> • Introduction • What is meant by public administration ? • How does public administration differ from private administration ? • Need of Ethics in Public Administration • Provisions for Inculcating Ethics in Indian Administration • Various Public/Civil Service Values • Ethical issues in public administration • Ethical dilemma • How to Resolve Ethical Dilemmas • Sources of Ethical Guidance • Accountability • Governance ,Good Governance, Ethical Governance • Corporate Governance • Ethical Issues in International Relations and Funding

UPSC Previous Year Questions

<p>What do you understand by 'moral integrity' and 'professional efficiency' in the context of corporate governance in India? Illustrate with suitable examples. (2023)</p>	<p>Conceptual + Illustrative</p>	<p>Define moral integrity and professional efficiency; explain their relevance with examples.</p>
<p>In contemporary world... is CSR sufficient enough to fulfill social roles and responsibilities? Critically examine. (2022)</p>	<p>Critical Analysis + CSR</p>	<p>Critically examine effectiveness of CSR in fulfilling social responsibility.</p>
<p>"The will to power exists, but it can be tamed and be guided by rationality and principles of moral duty." Examine this statement in the context of international relations. (2020)</p>	<p>Statement-based + International Ethics</p>	<p>Examine role of moral duty in restraining power politics.</p>
<p>What is meant by 'crisis of conscience'? How does it manifest itself in the public domain? (2019)</p>	<p>Conceptual + Application</p>	<p>Define crisis of conscience and explain its public manifestation.</p>
<p>Explain the process of resolving ethical dilemmas in Public Administration. (2018)</p>	<p>Conceptual + Process-based</p>	<p>Explain systematic approach to resolve ethical dilemmas in administration.</p>
<p>Strength, peace and security are considered to be the pillars of international relations. Elucidate.</p>	<p>Conceptual + International Ethics</p>	<p>Explain these pillars and their interconnection in global context.</p>

(2017)		
Conflict of interest in public sector: How can this conflict in administration be resolved? Describe with example. (2017)	Conceptual + Solution-based	Explain conflict of interest and suggest resolution measures with example.
Max Weber: Bureaucratic morality vs personal conscience. Critically analyse. (2016)	Theoretical + Critical Analysis	Analyse tension between bureaucratic morality and personal ethical norms.
Public servants and 'Conflict of Interest': What is it and how to resolve? Explain with examples. (2015)	Conceptual + Illustrative	Define conflict of interest and suggest resolution with examples.
At the international level... How can ethical considerations help resolve tensions? Discuss with examples. (2015)	Ethics in IR + Illustrative	Discuss role of ethics in resolving global conflicts with examples.
What does ethics seek to promote in human life? Why is it important in Public Administration? (2014)	Conceptual + Application	Explain purpose of ethics and its importance in administration.
What does 'accountability' mean in public service? Measures to ensure it? (2014)	Conceptual + Reform-Oriented	Define accountability; suggest measures for individual and collective accountability.
What is 'voice of conscience'? How to prepare to heed it? (2013)	Conceptual + Self-preparation	Define conscience and explain self-preparation to follow it.
What is meant by 'crisis of conscience'? Narrate one incident in your life and resolution. (2013)	Conceptual + Personal Example	Define crisis of conscience and narrate personal resolution story.

Introduction

Public administration shapes how government policies reach people and influence daily life. Because administrators hold significant power and responsibility, ethics are essential to ensure integrity, fairness, and public trust. Ethical public administration is the foundation of transparent, effective, and citizen-centered governance.

What is meant by public administration ?

- **Definition:** Public administration refers to the management and implementation of government policies and programs. It involves planning, organizing, directing, coordinating, and controlling government operations at all levels — central, state, and local — to serve public interest.
- **Key Features:**
 - It is both an **academic discipline** (the study of how government agencies operate) and a **practical activity** (actual running of government offices and delivery of services).
 - It acts as the **executive arm of government**, converting policies and laws made by the legislature into actual results on the ground.
 - It ensures delivery of welfare schemes, law and order, revenue collection, infrastructure development, disaster management, and many other public services.
 - It involves both **bureaucratic machinery** (civil servants, government officers) and various support staff.
 - **Example:** Implementation of schemes like PM-KISAN (direct income support to farmers) or Swachh Bharat Mission (sanitation) is carried out by public administration through district collectors, block development officers, and local municipal officials.

How does Public Administration differ from Private Administration ?

Aspect	Public Administration	Private Administration
Purpose	Public welfare and service to society; non-profit motive.	Profit maximization and private interest.

Accountability	Accountable to the public, legislature, judiciary, and media.	Accountable mainly to owners, shareholders, or private stakeholders.
Scope	Very broad — covers defense, law and order, welfare, health, education, infrastructure, etc.	Limited to specific business or organizational activities.
Political influence	Operates within a political environment; subject to political directions and public policies.	Free from direct political control; decisions mainly market-driven.
Transparency	High level of transparency expected; subject to RTI, audits, parliamentary scrutiny.	Lower transparency; internal policies govern disclosures.
Decision-making	Often slower and rule-bound; emphasizes legality and procedures.	Generally quicker; focuses on efficiency and flexibility.
Employment nature	Based on public service values — neutrality, anonymity, permanency.	Based on performance, profitability, and business needs.
Source of revenue	Funded mainly through taxes and public revenues.	Funded through sales, services, investments, and profits.
Objective	Social equity, justice, inclusive growth.	Competitive success, market share, financial returns.

Need of Ethics in Public Administration

- **Ensures public trust and legitimacy**
 - Ethical conduct helps build and maintain people's trust in government institutions.
 - Citizens are more likely to cooperate with policies and follow laws when they believe officials act fairly and honestly.
 - **Example:** Transparent distribution of disaster relief funds strengthens faith in administration.
- **Promotes accountability and integrity**
 - Ethics act as a moral compass, preventing misuse of power and corruption.

- Upholding integrity ensures decisions are taken in public interest rather than personal or political gain.
- **Example:** Refusing bribes during tender allocation to maintain fairness in public contracts.
- **Supports rule of law and fairness**
 - Ethical public servants treat all citizens equally, without discrimination or favoritism.
 - This strengthens democracy and ensures justice in service delivery.
 - **Example:** Providing welfare benefits without bias towards any caste or religion.
- **Enhances efficiency and effectiveness**
 - Ethical behavior reduces malpractices, delays, and misuse of resources, leading to better outcomes.
 - Promotes professionalism and service orientation among civil servants.
 - **Example:** Timely completion of projects like road construction without cost escalations due to corruption.
- **Protects rights and dignity of citizens**
 - Ethics ensure that administrative actions respect individual rights and human dignity.
 - Avoids arbitrary decisions and abusive practices.
 - **Example:** Humane treatment of protestors during law and order enforcement.
- **Sets examples and inspires society**
 - Public officials serve as role models; their ethical conduct influences society's moral standards.
 - Helps inculcate values like honesty, discipline, and responsibility among citizens.
 - **Example:** Officers like Kiran Bedi inspiring youth to value integrity and courage.
- **Necessary for good governance**
 - Ethics are central to principles of transparency, responsiveness, accountability, and inclusiveness — all pillars of good governance.
 - **Example:** Implementing e-governance initiatives to reduce discretionary power and increase transparency.

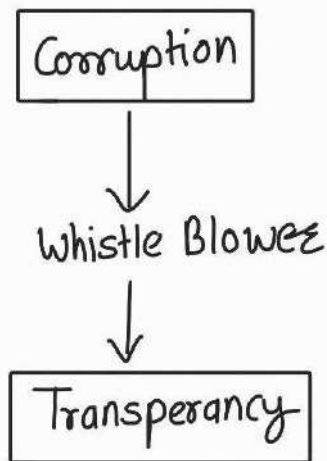
Various Provisions for Inculcating Ethics in Indian Administration

● Constitutional Provisions

- The **Indian Constitution** lays a foundational ethical framework for governance through its **Preamble**, which emphasizes justice, liberty, equality, and fraternity as guiding principles.
- The **Fundamental Rights (Part III)** provide a moral compass to protect individual dignity, promote fairness, and uphold equality before law.
- The **Directive Principles of State Policy (Part IV)**, though non-justiciable, reflect moral obligations of the state towards social welfare, equitable distribution of wealth, and the upliftment of weaker sections.
- The **Fundamental Duties (Article 51A)** encourage citizens (and, by extension, public servants) to uphold the Constitution, promote harmony, and develop a scientific temper, humanism, and spirit of reform.

● Legal Provisions and Acts

- **Prevention of Corruption Act, 1988 (amended 2018)** penalizes bribery and misuse of official position, aiming to deter unethical conduct.
- **Lokpal and Lokayuktas Act, 2013** provides for an independent body to investigate corruption allegations against public officials, including higher bureaucracy.
- **Right to Information Act, 2005** enforces transparency and accountability by allowing citizens to access government records, discouraging corrupt or opaque behavior.
- **Central Vigilance Commission (CVC) Act, 2003** strengthens vigilance mechanisms to check unethical practices within central government departments and PSUs.
- **Whistle Blowers Protection Act, 2014** offers safeguards to those exposing corruption or unethical practices, promoting a culture of integrity and courage.



● **Institutional Mechanisms**

- **Central Vigilance Commission (CVC)** acts as an apex integrity institution, advising and monitoring vigilance activities and promoting systemic improvements.
- **Comptroller and Auditor General (CAG)** ensures ethical financial management and accountability through independent audits.
- **Union Public Service Commission (UPSC)** incorporates ethical assessment in selection processes, including ethics and integrity-based questions in interviews.
- **Administrative Reforms Commissions (ARC)**, especially the Second ARC, have recommended measures like the code of ethics, citizen charters, and e-governance to enhance administrative morality.

● **Codes of Conduct and Codes of Ethics**

- The **All India Services (Conduct) Rules, 1968** lay down specific dos and don'ts for civil servants, guiding behavior both inside and outside office.
- The **Code of Ethics for Civil Servants (recommended by Second ARC)** emphasizes impartiality, integrity, dedication to public service, and non-partisanship.
- Specific sectoral codes, such as the **Central Civil Services (Conduct) Rules, 1964**, address issues like financial propriety, conflict of interest, and political neutrality.

● **Training and Capacity Building**

- The **Lal Bahadur Shastri National Academy of Administration (LBSNAA)** and other training institutes include modules on ethics, emotional intelligence, and public

service values during foundation and mid-career programs.

- Simulated case studies, community engagement, and field visits are integrated to build empathy, compassion, and practical ethical decision-making skills among officers.
- Ongoing workshops and refresher courses aim to strengthen awareness about current ethical challenges and legal updates.

● **Social Accountability Mechanisms**

- **Citizen Charters** are adopted by various ministries and departments to define service standards and uphold accountability to citizens
- **Public grievance redressal systems**, such as CPGRAMS (Centralized Public Grievance Redress and Monitoring System), reinforce transparency and responsive behavior.
- **Social audits**, especially in schemes like MGNREGA, empower citizens to monitor public service delivery and detect ethical lapses.

Various Public/Civil Service Values

Value	Meaning	Importance in Public Service
Integrity	Consistently adhering to strong moral and ethical principles in all actions.	Builds public trust; ensures transparent and honest decision-making.
Impartiality	Treating all people and groups equally without any bias, prejudice, or favoritism.	Guarantees fairness; strengthens democratic and inclusive governance.
Objectivity	Making decisions based solely on factual evidence and merit, free from personal feelings or external pressures.	Reduces arbitrariness; promotes rational, evidence-based policymaking.
Dedication to Public Service	A deep commitment to prioritize the welfare of society above personal interests or gains.	Enhances commitment to public welfare and effective service delivery.

Empathy	The ability to understand and vicariously experience the feelings and perspectives of others.	Fosters citizen-centric governance; improves trust and satisfaction.
Tolerance	The willingness to accept and respect different views, beliefs, and practices without prejudice.	Promotes social harmony and prevents communal or societal conflicts.
Compassion	A strong feeling of concern and a genuine desire to help alleviate others' suffering.	Encourages humane and responsive administration, especially for vulnerable groups.
Accountability	The obligation to explain, justify, and take responsibility for one's actions and decisions.	Increases transparency; deters misuse of power and enhances public confidence.
Transparency	Operating in an open and clear manner, making information accessible to stakeholders and the public.	Strengthens credibility; discourages corruption and enables informed participation.
Courage of Conviction	The mental strength to uphold one's ethical beliefs and take right actions despite facing opposition or risk.	Supports ethical governance; empowers administrators to act against injustice.
Non-partisanship	Maintaining political neutrality and not allowing political affiliations to influence official duties.	Ensures fair and unbiased service delivery; protects institutional integrity.
Responsiveness	The quality of reacting quickly and effectively to meet the needs and concerns of citizens.	Improves citizen satisfaction and the efficiency of service delivery.

Commitment to Excellence	A continuous pursuit of high standards, quality, and improvement in performance and service delivery.	Promotes innovation and enhances overall governance outcomes.
Fortitude	Strength and resilience in facing adversity, difficulties, or danger without losing resolve.	Enables administrators to handle crises and challenges with calm and determination.
Patience	The ability to stay calm and tolerant during delays, difficulties, or provocation.	Helps in managing long processes, public grievances, and conflict resolution.
Perseverance	Continuous effort to achieve goals despite obstacles, setbacks, or failures.	Essential for policy implementation and pursuing long-term public interest objectives.
Temperance	Moderation and self-control over desires, emotions, and actions.	Prevents misuse of power and promotes balanced, ethical decision-making.
Prudence	The ability to govern and discipline oneself through reason; careful and wise judgment.	Leads to sound policy choices and risk management in governance.
Selflessness	Placing the needs and welfare of others above personal gains or interests.	Encourages altruistic service and public trust in administration.

(Note : most of the above are already covered in earlier topic)

Ethical Issues in Public Administration

- **Corruption and bribery:**

- Misusing official power or position to secure personal monetary or material benefits. It weakens institutional integrity, distorts policy objectives, increases project costs, and erodes citizens' trust in governance.
- **Example:** Recently, in Odisha's Kalahandi district, a sub-collector was caught taking a

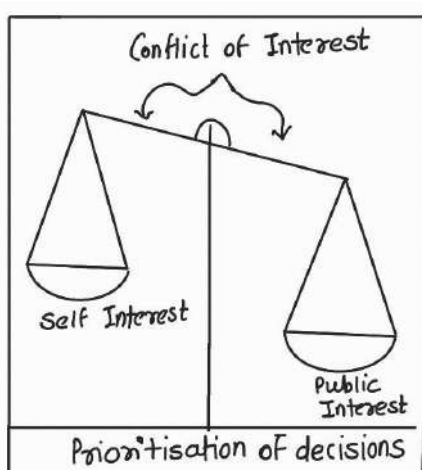
₹10 lakh bribe from a businessman to clear official files. Such acts show how personal gain can compromise public interest, distort fair administration, and erode public trust in institutions.

- **Nepotism and favoritism:**

- Granting jobs, contracts, or other advantages to family members, friends, or loyal supporters rather than on merit or fairness. It undermines efficiency, demoralizes honest officers, and discourages talented individuals.
- **Example:** Example: In 2018, when the Allahabad High Court collegium recommended 33 advocates for elevation as judges, allegations arose that 11 of them were close relatives or associates of sitting or retired judges. This raised concerns about merit being sidelined, potentially discouraging deserving candidates and eroding faith in judicial integrity.

- **Conflict of interest:**

- Situations where personal interest could improperly influence official duties or decision-making. This compromises impartiality and can result in biased policies favoring private interests over public welfare.
- **Example:** A municipal officer approving construction permits for a firm in which they secretly hold shares.



- **Misuse of official position and power:**

- Using one's authority to gain personal favors, intimidate opponents, or influence outcomes unethically. It violates democratic values and breeds a culture of fear and arbitrariness in administration.

- **Example:** Recently, the Madras High Court highlighted rising cases of senior police officers in Tamil Nadu misusing their official position by engaging orderlies for personal household work, overstaying in government quarters, and misusing official privileges like departmental nameplates and black sun films on private vehicles. Such misuse erodes discipline, promotes a culture of entitlement, and damages public confidence in law enforcement.

- **Lack of transparency and secrecy:**

- Concealing important information or decisions from the public to hide inefficiency, mistakes, or corruption. This reduces accountability and public participation in governance.
- **Example:** The PM-CARES Fund—set up in March 2020 to manage COVID-19 relief—has faced sustained criticism for its opacity. As of March 2024, the total amount received and the names of donors had never been disclosed, and audit reports by an independent auditor were missing from public view. It also remains outside the scope of both the Right to Information Act. This secrecy obstructs public scrutiny of how funds are raised and used, undermining citizens' ability to hold administrators accountable.

- **Discrimination and partiality:**

- Providing preferential treatment or denying services based on caste, religion, region, gender, or political affiliation. It violates constitutional principles of equality and social justice.
- **Example:** Selectively providing irrigation facilities only to areas that support a ruling party.

- **Abuse of discretion:**

- Arbitrary or unjustified use of discretionary powers that should otherwise be guided by law and public interest. It allows scope for corruption and unfair practices.

- **Example:** Arbitrarily cancelling ration cards of certain families without proper inquiry.

- **Undue importance to rules and regulations:**

- Overly rigid application of rules without considering humanitarian concerns or

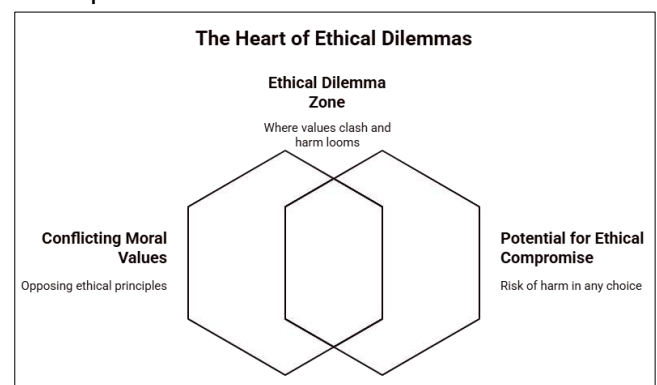
practical realities. It often results in unjust or harsh outcomes and alienates citizens.

- **Example:** Denying pension benefits to an elderly person due to a minor documentation lapse.
- **Negligence:**
 - Failure to perform duties with required care and attention, causing harm or inconvenience to citizens. It reflects lack of commitment and accountability.
 - **Example:** In June 2025, the Indrayani River bridge in Pune collapsed despite repeated warnings about its poor condition, showing severe administrative negligence and lack of timely maintenance.
- **Poor reward and punishment mechanism:**
 - Inadequate recognition of honest officers and weak punishment for misconduct discourage ethical behavior and promote corruption. It demotivates sincere officials and allows unethical practices to persist.
 - **Example:** In 2025, after cash was found at a Delhi High Court judge's residence, he was merely transferred to another High Court instead of facing strict action — showing weak punishment for serious misconduct.
- **Lobbying:**
 - Influence exerted by powerful interest groups to shape government decisions and policies in their favor, often at the expense of public interest.
 - **Example:** In the Aircel-Maxis case, allegations arose that corporate interests lobbied to secure Foreign Investment Promotion Board (FIPB) approval for a large telecom deal, bypassing norms and compromising regulatory integrity.
- **Administrative apathy:**
 - Indifference or insensitivity towards citizens' needs and grievances, leading to delays, suffering, or denial of services. It undermines the purpose of public service and damages state legitimacy.
 - **Example:** In June 2025, after repeated warnings about overcrowding, a tragic Mumbai local train accident near Mumbra led to several deaths when passengers fell off. Ignoring safety complaints showed clear administrative apathy.

Ethical Dilemmas in Government and Private Institutions

What is Meant by Ethical Dilemma?

- An **ethical dilemma** refers to a situation where a person faces a **conflict between two or more moral principles, duties, or values**, and where choosing one option may lead to compromising another equally important ethical standard.
- It is a situation where **there is no clear "right" choice**, and every possible decision involves some ethical cost or sacrifice.
- **Examples**
 - **Public Administration Example:** A district magistrate must enforce eviction orders to clear illegal encroachments on public land. However, the eviction will displace poor families who have nowhere else to go.
 - **Conflict:** Duty to uphold the law vs duty to protect vulnerable citizens.



Why does an ethical dilemma occur?

- Conflict between two or more equally important moral values or duties.
- Clash between personal values and professional responsibilities.
- Ambiguity in rules or absence of clear guidelines.
- Pressure from external influences such as political or organizational demands.
- Conflicting interests of different stakeholders involved in a decision.
- Situations involving limited or scarce resources.
- Tension between short-term benefits and long-term ethical obligations.
- Lack of personal moral clarity or internal value conflicts.

Common Ethical Dilemmas in Government

- **Public duty vs personal loyalty:**

- A civil servant may face pressure to favor a relative or friend in recruitment or contracts.
- **Example:** An officer's close friend requests help in securing a government tender despite being unqualified.
- **Law vs compassion:**
- Strictly enforcing the law may harm vulnerable individuals, while leniency could undermine rule of law.
- **Example:** Evicting poor slum dwellers from illegal settlements during monsoon season despite lacking alternative housing.
- **Transparency vs confidentiality:**
- Need to uphold public transparency versus protecting sensitive information for security or privacy reasons.
- **Example:** Revealing procurement details of defense equipment to ensure accountability versus safeguarding national security.
- **Obedience to superiors vs integrity:**
- Following unlawful or unethical orders from higher authorities may conflict with one's ethical responsibility.
- **Example:** Being asked to manipulate data on welfare scheme performance for political gains.
- **Equity vs efficiency:**
- Allocating resources equitably among all regions versus focusing on high-performing areas for maximum results.
- **Example:** Whether to invest heavily in an underdeveloped district or prioritize a region with higher growth potential.
- **Whistleblowing vs loyalty to organization:**
- Reporting internal corruption or malpractices can protect public interest but may be seen as disloyalty.
- **Example:** An officer exposing misuse of disaster relief funds despite threats of transfer or professional isolation.

Case Study: Ethical Dilemma in COVID-19 Vaccine Rollout

During the COVID-19 crisis, a new vaccine was urgently approved despite incomplete clinical trials and limited safety data. As a health administrator, you face pressure to launch mass vaccination quickly to save lives and control the pandemic. However, there are serious concerns about potential side effects and ethical lapses in testing. The dilemma lies between protecting

public health immediately and ensuring long-term safety and trust. A balanced approach would involve transparent communication about risks, securing informed consent, and prioritizing voluntary rather than forced vaccination—thus upholding both public health goals and core medical ethics.

Ethical dilemmas in Private institutions

- An ethical dilemma in private institutions refers to situations where employees or managers face conflicting moral values or interests, making it difficult to choose an option that satisfies all stakeholders ethically and professionally.

Key Features:

- Arises when profit motives clash with ethical principles.
- Involves balancing interests of shareholders, employees, customers, and society.
- May involve conflicts between personal values and organizational goals.
- Decisions often impact brand reputation, employee morale, and public trust.

Common Ethical Dilemmas in Private Institutions

- **Profit maximization vs social responsibility:**
 - Choosing between maximizing profits and ensuring social/environmental welfare.
 - **Example:** A chemical company deciding whether to adopt an expensive pollution-control technology or continue releasing untreated waste to save costs.
- **Transparency vs competitive secrecy:**
 - Balancing the need to be transparent with customers and regulators against the need to protect trade secrets.
 - **Example:** A pharmaceutical firm withholding negative trial data to protect market advantage while risking public health.
- **Employee welfare vs cost-cutting:**
 - Deciding whether to lay off employees to improve financial performance or retain them despite losses.
 - **Example:** A tech startup laying off staff during a funding crisis even though it may harm employees' livelihoods.

- **Quality vs profitability**
 - Maintaining product/service quality versus reducing costs to improve profit margins.
 - **Example:** A food processing company tempted to use cheaper but lower-quality ingredients to cut expenses.
- **Loyalty to employer vs whistleblowing:**
 - Reporting unethical or illegal practices versus remaining loyal to one's organization.
 - **Example:** An internal auditor discovering financial fraud but fearing retaliation or job loss if reported.
- **Customer satisfaction vs aggressive marketing:**
 - Pushing unnecessary products through aggressive marketing tactics versus respecting genuine customer needs.
 - **Example:** Banks mis-selling insurance products to elderly customers who may not understand the risks.
- **Discrimination vs inclusiveness:**
 - Facing implicit biases in hiring or promotion decisions even when official policies emphasize diversity.
 - **Example:** Favoring certain candidates for leadership positions due to personal biases rather than merit.

led to huge legal penalties and damaged public trust.

How to Resolve Ethical Dilemmas

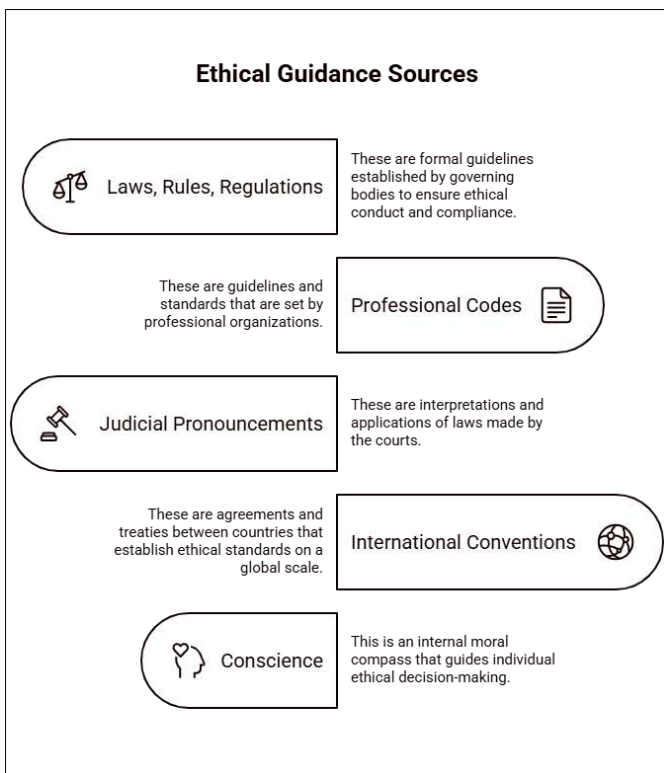
- **Recognize and clearly define the dilemma**
 - Identify the exact nature of the ethical conflict, including all stakeholders involved and values at stake.
 - **Example:** Deciding whether to strictly enforce eviction orders on poor families or delay to provide rehabilitation.
- **Gather all relevant facts and information**
 - Avoid acting on assumptions; collect full details to understand the consequences of each option.
 - **Example:** Check if there are alternative housing options available before proceeding with eviction.
- **Identify all possible options**
 - Consider every alternative course of action, including creative or compromise solutions.
 - **Example:** Providing temporary shelter arrangements before carrying out legal demolition.
- **Evaluate options using ethical principles**
 - Analyze options using key values like justice, fairness, integrity, compassion, and public interest.
 - **Example:** Is the decision fair to all? Does it uphold dignity and legal obligations?
- **Consult relevant laws, codes, and policies**
 - Refer to service rules, constitutional provisions, conduct rules, or professional codes of ethics.
 - **Example:** Civil service conduct rules emphasize public welfare and non-discrimination.
- **Seek advice from seniors, ethical committees, or mentors**
 - Discussing with experienced colleagues or ethical bodies can provide balanced perspectives and reduce personal bias.
 - **Example:** Consulting a senior officer before making a controversial administrative decision.
- **Choose the option that upholds maximum ethical values**

Case studies

- **Cambridge Analytica Scandal (2018):** The data analytics firm faced an ethical dilemma between business profits (selling data-driven voter profiling services) and protecting individual data privacy, ultimately choosing profit at the cost of global outrage.
- **Johnson & Johnson Tylenol Crisis (1982):** Faced a dilemma between protecting sales or public safety after tampering cases. The company recalled products nationwide, prioritizing ethics over immediate profit, which later strengthened its reputation.
- **Volkswagen Emission Scandal (2015):** Engineers faced the dilemma of meeting strict emission standards genuinely or using software to cheat tests. The choice to deceive

- Prioritize decisions that promote public interest and minimize harm while protecting integrity.
- **Example:** Balancing strict enforcement with humanitarian considerations.
- **Act courageously and accept responsibility**
 - Execute the chosen decision firmly and be ready to explain and justify it to the public and superiors.
 - **Example:** Taking transparent action against a powerful person involved in corruption despite potential backlash.
- **Document the decision-making process :** Maintain records of the analysis, advice taken, and reasons for choosing the final option to ensure accountability and future reference.
- **Reflect and learn for future situations :** After the decision, reflect on outcomes to improve ethical judgment and preparedness for similar challenges in the future.

Sources of Ethical Guidance



A.Laws, Rules, and Regulations as a Source of Ethical Guidance

- Laws, rules, and regulations set formal standards of behavior expected from individuals, especially public servants. They serve as an external framework that guides what is right and wrong in official conduct.

- **How they provide ethical guidance:**
 - **Establish minimum standards of behavior**
 - Laws define acceptable and unacceptable actions clearly, ensuring that individuals do not harm public interest or violate rights.
 - **Example:** The Prevention of Corruption Act prohibits accepting bribes, guiding officers to act with integrity.
 - **Promote fairness and justice**
 - Rules ensure that decisions are impartial and non-discriminatory, protecting vulnerable groups and promoting equality.
 - **Example:** Reservation rules in recruitment ensure fair representation of marginalized communities.
 - **Support accountability and transparency**
 - Regulations require officials to explain and justify their actions, reducing chances of misuse of power.
 - **Example:** The Right to Information Act mandates disclosure of government information to citizens.
 - **Provide clear reference in dilemmas**
 - In situations of ethical confusion, legal provisions help officers make decisions aligned with public service values.
 - **Example:** Conduct rules prevent government servants from engaging in private business, clarifying conflict of interest.
 - **Safeguard public welfare and trust**
 - By enforcing standards, laws help maintain trust in public institutions and ensure actions prioritize collective good.
 - **Example:** Environmental regulations restrict harmful industrial practices to protect community health.
 - **Act as deterrents against misconduct**
 - The fear of legal penalties discourages unethical actions such as favoritism, embezzlement, or abuse of authority.
 - **Example:** Civil Services Conduct Rules warn of disciplinary action against officers for moral turpitude.
- **Limitations:**
 - Laws provide minimum standards but may not address all moral complexities, such as

- compassion, empathy, or moral courage in difficult situations.
- Over-reliance on laws may discourage personal moral reasoning and conscience-based decisions, reducing the role of individual ethical judgment.
- Sometimes, strict legal adherence without compassion may cause ethical conflicts (e.g., eviction of slum dwellers without rehabilitation).
- Laws can be outdated or inadequately cover emerging ethical challenges like data privacy, artificial intelligence, or environmental justice.
- Legal provisions might be influenced by political interests or societal biases, leading to unethical but legally permissible actions.
- Rules often focus on compliance rather than fostering internal motivation for ethical behavior among officials.
- Rigid application of rules can hinder flexibility needed in humanitarian crises or exceptional public service situations.
- Laws may not cover "gray areas" where actions are legally correct but ethically questionable (e.g., aggressive tax avoidance by corporations).
- Excessive procedural focus may lead to bureaucratic red-tapism, delaying decisions and harming public welfare.
- Legal loopholes can be exploited to justify unethical conduct while technically remaining within the law.

B. Conscience as a Source of Ethical Guidance

- Conscience is an individual's inner moral compass ; an internal sense of right and wrong that guides decisions and actions beyond external rules and laws. It represents deeply held personal values shaped by upbringing, culture, education, and life experiences.
- **Role in ethical guidance:**
 - **Promotes self-regulation and integrity**
 - Conscience encourages individuals to act ethically even when there is no external monitoring or fear of punishment.
 - **Example:** An officer returning a wallet found on the road despite no witnesses or legal obligation.

- **Helps resolve moral dilemmas**
 - When laws and rules do not clearly guide action, conscience helps choose the morally correct path.
 - **Example:** Choosing to delay eviction of poor families during heavy rains out of compassion, even if legally allowed.
- **Encourages moral courage**
 - Inspires individuals to stand up against unethical practices, even at personal risk.
 - **Example:** Whistleblowers exposing corruption despite threats or career setbacks.
- **Balances rigid rules with compassion**
 - Conscience ensures that human aspects like empathy and fairness are considered along with legal requirements.
 - **Example:** A doctor prioritizing treatment of a poor accident victim before completing formal paperwork.
- **Fosters universal ethical values**
 - Conscience supports universal principles such as justice, honesty, respect for human dignity, and non-violence
 - **Example:** Gandhi's commitment to non-violence (Ahimsa) guided by his inner moral conviction rather than external law.
- **Limitations:**
 - Conscience can be subjective and shaped by personal biases, cultural norms, or flawed moral upbringing.
 - Different people may have conflicting consciences on the same issue, leading to inconsistent actions.
 - Under social or peer pressure, individuals may suppress their conscience to avoid conflict or punishment.
 - Excessive reliance on personal conscience without considering laws can result in arbitrary or vigilante behavior.

C. Other Sources of Ethical Guidance

- **Professional Codes and Standards**
 - These are formal ethical guidelines and standards laid down by professional associations to regulate behavior within

specific fields. They promote integrity, fairness, accountability, and public trust in the profession.

○ **Examples:**

- **All India Services (Conduct) Rules, 1968:** Guide civil servants on impartiality, integrity, and maintaining political neutrality.
- **Medical Council of India (MCI) Code of Ethics:** Prohibits doctors from accepting gifts from pharmaceutical companies and requires them to prioritize patient welfare over commercial interests.
- **Institute of Chartered Accountants of India (ICAI) Code:** Prohibits accountants from misrepresenting financial statements to protect public and investor trust.
- **Bar Council of India Rules:** Require lawyers to maintain client confidentiality and act with integrity in legal practice.

● **Judicial Pronouncements**

○ Landmark judgments by courts interpret constitutional values and clarify ethical standards for governance and administration. They create moral and legal precedents that public officials and institutions must follow.

○ **Examples:**

- **Vishaka Guidelines (1997):** Laid down principles to prevent sexual harassment at the workplace, emphasizing dignity and safe work environment.
- **SC judgment on Right to Privacy (2017):** Strengthened ethical responsibility to protect personal data and individual dignity.
- **Olga Tellis case (1985):** Recognized the right to livelihood as part of the right to life, guiding humane treatment of pavement dwellers.
- **Lily Thomas case (2013):** Disqualified convicted legislators immediately, reinforcing the ethical need for clean politics.

● **International Conventions**

○ Global treaties, declarations, and conventions set universal ethical norms which guide domestic policies and

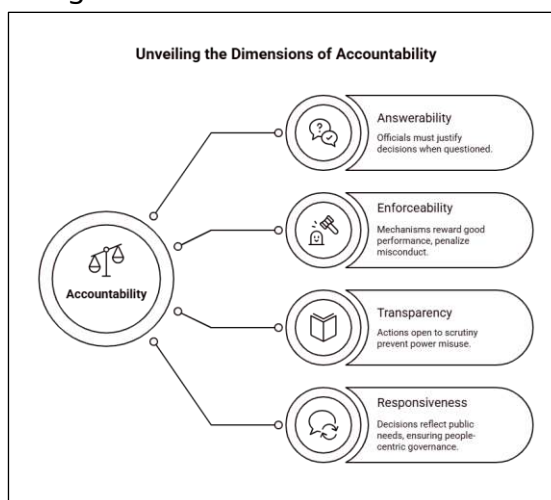
administrative behavior, especially in human rights, environment, and labor standards.

○ **Examples:**

- **Universal Declaration of Human Rights (UDHR), 1948:** Promotes equality, dignity, and fundamental freedoms for all individuals.
- **United Nations Convention against Corruption (UNCAC):** Provides a global framework to fight corruption and enhance integrity in governance.
- **Paris Agreement (2015):** Urges ethical responsibility to reduce carbon emissions and combat climate change.
- **ILO Conventions:** Advocate ethical labor practices, including no child labor and ensuring safe working conditions.
- **Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW):** Guides states to ensure gender equality and protection against discrimination.

Accountability Definition

- Accountability refers to the obligation of individuals or institutions — especially those in positions of authority — to answer for their actions, decisions, and outcomes to stakeholders or the public. It ensures that power is exercised responsibly and in line with ethical and legal standards.



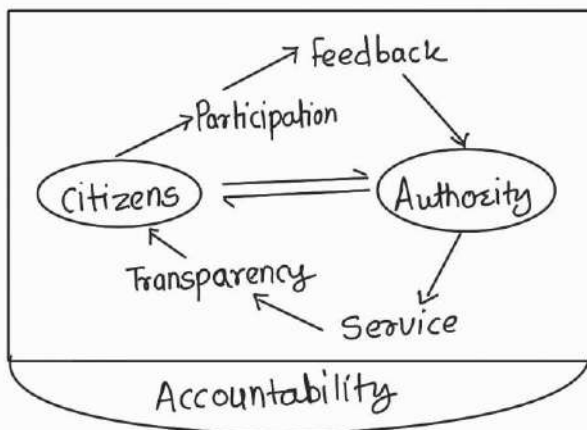
Importance of Accountability

- **Strengthens democracy:** Ensures that power holders remain answerable to citizens, thus deepening democratic values.

- **Promotes integrity and ethical governance:** Reduces corruption, arbitrariness, and misuse of authority.
- **Improves performance and efficiency:** Officials strive to deliver better results when they know they are being monitored and evaluated.
- **Builds public trust:** Transparent and accountable governance enhances citizens' faith in institutions.
- **Protects public interest:** Keeps administration focused on welfare rather than personal or political gains.

Mechanisms of Accountability

- **Legal and constitutional checks:**
 - Judicial review by courts.
 - **Example:** Supreme Court striking down unconstitutional executive orders.
- **Parliamentary and legislative oversight:**
 - Question Hour, parliamentary committees, CAG reports.
 - **Example:** PAC (Public Accounts Committee) scrutinizing government expenditure.
- **Administrative mechanisms:**
 - Vigilance commissions, departmental audits, performance appraisals.
 - **Example:** Central Vigilance Commission investigating bribery allegations.
- **Social accountability:**
 - Citizen charters, RTI Act, social audits, public hearings (Jan Sunwai).
 - **Example:** Social audits under MGNREGA uncovering ghost beneficiaries.
- **Media and civil society:**
 - Investigative journalism and NGOs act as watchdogs.
 - **Example:** Media exposing irregularities in COVID-19 relief distribution.



Case studies

Case Study 1: Lal Bahadur Shastri's Resignation (1956)

- In 1956, a train accident in Ariyalur, Tamil Nadu, led to over 140 deaths. Lal Bahadur Shastri, then Railway Minister, resigned from his post, taking moral responsibility despite not being directly at fault. This act of accountability set a high ethical standard in Indian public life and is often cited as a rare example of political integrity.

Case Study 2: Social Audits under MGNREGA in Andhra Pradesh

- In Andhra Pradesh, social audits under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) empowered local communities to check muster rolls, inspect work sites, and verify payments. In one district, villagers exposed fake job cards and misused funds amounting to crores of rupees. Officials were penalized and funds were recovered. This system made administrators directly accountable to the people, strengthening transparency in rural employment schemes.

Case Study 3: Supreme Court's Intervention in the 2G Spectrum Scam (2012)

- In 2012, the Supreme Court cancelled 122 telecom licenses issued in 2008 after it found that the allocation process was arbitrary and corrupt, causing huge losses to the public exchequer. This landmark judgment held both political leaders and corporate players accountable, reinforcing the rule of law and transparency in resource allocation.

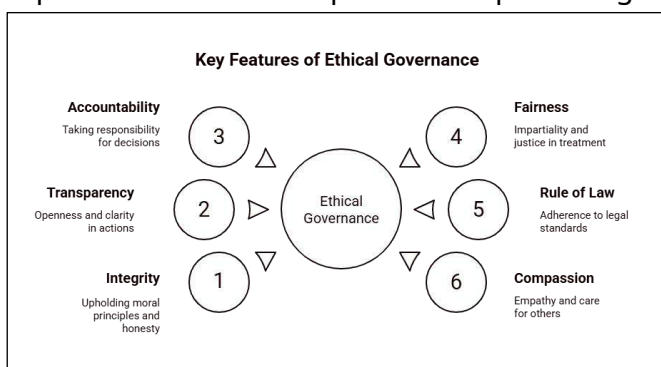
Difference between Accountability & Responsibility

Point of Difference	Responsibility	Accountability
Meaning	Obligation to perform assigned duties or tasks	Obligation to answer for the outcomes of tasks or decisions
Focus	Task-oriented	Result-oriented

Nature	Internal obligation — knowing one's duty	External obligation — answerability to authority or stakeholders
Delegation	Can be shared or delegated	Cannot be delegated; remains with the individual
Answerability	No explicit need to justify results	Requires justification of actions and results
Arises from	Role, job description, or delegated authority	Formal systems of governance and ethical expectations
Enforcement	Less formal; relies on personal commitment	Enforced through audits, reviews, legal provisions, or public scrutiny
Scope	Broader and continuous duty	Specific, linked to particular outcomes or decisions

Ethical Governance Definition

- Ethical governance refers to the process of governing that is rooted in moral values and ethical principles such as integrity, transparency, accountability, fairness, justice, and respect for human rights. It aims to serve public interest above personal or partisan gains.



Importance of Ethical Governance

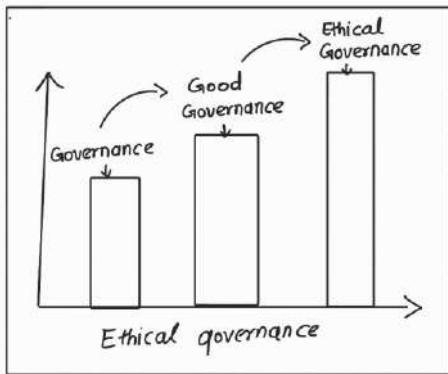
- **Builds public trust and legitimacy**
 - Citizens develop faith in government when decisions are fair and transparent.
 - **Example:** Successful implementation of Delhi's Mohalla Clinics built trust among urban poor.
- **Promotes transparency and accountability**

- Reduces corruption and arbitrariness by making officials answerable.
- **Example:** Right to Information Act empowers people to seek explanations.
- **Ensures social justice and inclusivity**
 - Protects vulnerable and marginalized groups.
 - **Example:** Welfare policies for transgender persons in Kerala.
- **Upholds constitutional values and rule of law**
 - Supports equality, justice, and freedom as guaranteed by the Constitution.
 - **Example:** Supreme Court's protection of fundamental rights against misuse of laws.
- **Reduces corruption and abuse of power**
 - Ethical codes and strict laws deter misconduct.
 - **Example:** Enforcement of Prevention of Corruption Act.
- **Improves administrative efficiency and service delivery**
 - Merit-based decisions and fair practices enhance public service quality.
 - **Example:** Direct Benefit Transfer (DBT) reduces leakages and delays.
- **Strengthens international credibility and investor confidence**
 - Ethical image attracts investments and builds diplomatic goodwill.
 - **Example:** Denmark and Finland rank high on global integrity indices.
- **Promotes long-term sustainability**
 - Encourages policies protecting the environment and future generations.
 - **Example:** Supreme Court ban on mining in fragile Aravalli region.
- **Fosters social harmony and peaceful coexistence**
 - Encourages inclusive growth and unity.
 - **Example:** "Sabka Saath, Sabka Vikas" approach in governance.

Challenges to Ethical Governance

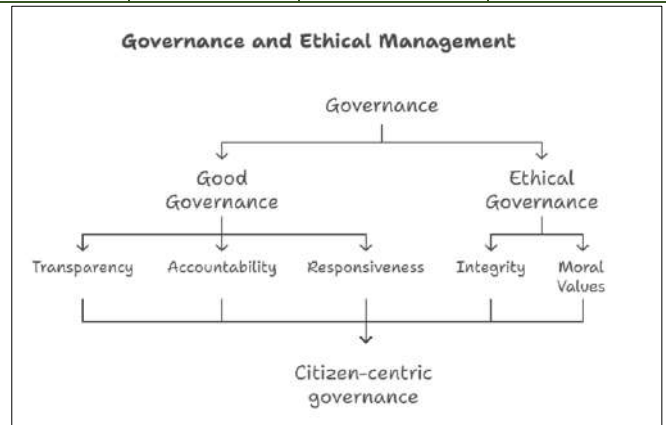
- Political interference and pressure.
- Weak enforcement of laws and codes of conduct.
- Public apathy and lack of civic awareness.
- Conflicting interests in policy decisions (e.g., industrial growth vs environmental protection).

Difference between Governance, Good Governance, and Ethical Governance



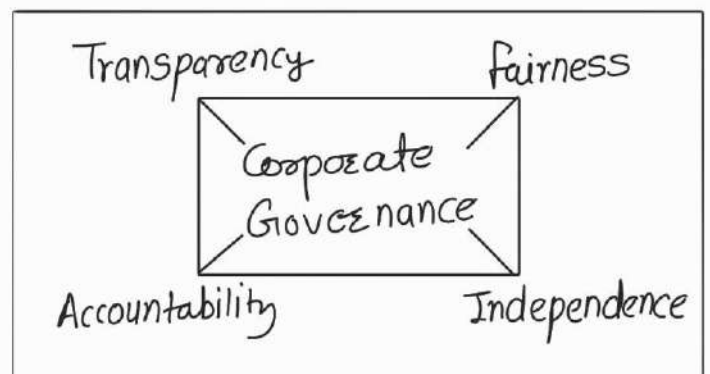
Aspect	Governance	Good Governance	Ethical Governance
Meaning	Process of decision-making and implementation by the state, private sector, or civil society.	Governance that is effective, transparent, accountable, participatory, and responsive to people's needs.	Governance guided by moral values and ethical principles like integrity, fairness, and compassion.
Focus	Managing resources and policies to achieve objectives.	Ensuring quality of administration and service delivery to promote public welfare.	Upholding moral values while serving public interest.
Key Principles	Authority, control, and policy implementation.	Transparency, accountability, rule of law, responsiveness, equity, inclusiveness.	Integrity, honesty, justice, empathy, and respect for rights along with principles of good governance.
Approach	Can be value-neutral; focuses on structures and processes.	Value-driven; focuses on people-centric outcomes and efficient service delivery.	Deeply value-based; emphasizes moral correctness of decisions and actions.

Outcome	Policy implementation regardless of quality or fairness.	Improved quality of life, citizen satisfaction, sustainable development.	Trust-building, legitimacy, ethical public service, and long-term welfare.
Examples	Implementation of any policy through administrative machinery.	Citizen charters, RTI Act, e-governance for transparency and efficiency.	Social audits in MGNREGA, whistleblower protections, resignation of leaders on moral grounds.



Corporate Governance

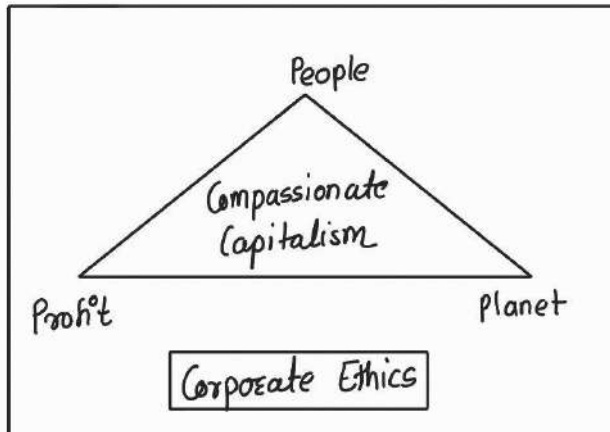
- What is it ?** : Corporate governance refers to the framework of systems, principles, and processes by which companies are directed and controlled. It defines the relationship between a company's management, its board, shareholders, and other stakeholders, ensuring decisions are made responsibly, transparently, and in the best long-term interest of all.



Why does it matter ?

- Prevents **corporate fraud** and protects stakeholders from mismanagement.
- Strengthens **investor confidence**, crucial for raising capital and market reputation.

- Encourages **ethical business practices**, balancing profit-making with social responsibility.
- Supports **sustainable growth**, not just short-term gains.



- **Key pillars**

- **Transparency:**
 - Open disclosure of financial performance, risks, and decision-making processes.
 - **Example:** Publishing audited annual reports and board meeting outcomes.
- **Accountability:**
 - Clear responsibilities assigned to the board and management; answerable to shareholders and regulatory bodies.
 - **Example:** Board taking responsibility for major corporate failures, as seen in global firms like BP after oil spills.
- **Fairness:**
 - Equal treatment and protection of rights of all shareholders, including minority and foreign investors.
 - **Example:** Voting rights for minority shareholders during mergers.
- **Responsibility:**
 - Corporate decisions considering broader societal, environmental, and stakeholder impacts.
 - **Example:** Tata Steel prioritizing worker safety even when it impacts profit margins.

- **Key mechanisms**

- **Board of Directors:** Independent, diverse, and qualified to provide oversight and strategic guidance.

- **Audit and ethics committees:** Ensure integrity of financial statements and compliance with laws.
- **Regulatory frameworks:** SEBI regulations in India, Companies Act, and listing agreements mandate governance standards.
- **Shareholder meetings and voting:** Enable active participation in key decisions.

- **Challenges in Corporate Governance**

- **Concentration of ownership and control:** In many companies, promoters or founding families hold dominant stakes, allowing them to make decisions that favor their interests over those of minority shareholders.
- **Lack of truly independent directors:** Even though independent directors are meant to oversee management objectively, they often have personal or financial ties with promoters, making them hesitant to question or resist unethical practices.
- **Weak enforcement of regulations:** Laws and corporate governance codes exist, but their poor or inconsistent enforcement leads to superficial compliance rather than genuine ethical conduct.
- **Inadequate protection for minority shareholders:** Minority investors can face unfair treatment through forced buyouts or dilution of shares without fair valuation, reducing their confidence in corporate systems.
- **Insider trading and fraudulent disclosures:** Executives sometimes misuse unpublished price-sensitive information for personal gains, undermining market fairness and investor trust.
- **Short-term profit focus (short-termism):** Pressure to show quick financial results can push companies to compromise on ethics, such as ignoring safety standards or environmental obligations.
- **Ineffective board oversight:** Boards often fail to challenge management decisions effectively due to lack of expertise, independence, or willingness to act, leading to unchecked risky behavior.

- **Examples**

- **Infosys:** Adopted global best practices, such as appointing independent directors and transparent executive compensation disclosures.
- **Satyam scam (2009):** Failure of corporate governance; fraudulent financial reporting led to erosion of investor trust and massive losses.
- **Tata Group:** Known for a culture of integrity and stakeholder-oriented approach, balancing profits with ethical conduct.

- **Modern trends**

- Rise of **ESG (Environmental, Social, Governance)** frameworks globally, making companies more responsible toward climate action and social impact.
- Increased use of digital tools for real-time financial disclosures and stakeholder engagement.
- Stronger whistleblower protection norms to encourage internal reporting of wrongdoing.

Ethical Issues in International Relations

- **National interest vs global welfare :** Countries often prioritize political or economic gains over global ethical responsibilities. For example, many Western countries continue to supply arms or support certain alliances even when it exacerbates conflicts, as seen in their selective approach during the Russia-Ukraine war.
- **Violation of sovereignty under humanitarian pretexts :** Military support or intervention, even when justified as humanitarian, raises ethical questions about violating national sovereignty. For instance, debates continue over the extent of Western military aid to Ukraine and whether it crosses into direct intervention.
- **Targeting civilians and humanitarian access :** Armed conflicts often disproportionately harm civilians. In Ukraine, civilian areas have been heavily shelled, raising serious concerns over the ethics of targeting. Similarly, in Gaza, attacks near aid distribution points have caused civilian deaths and limited humanitarian access.
- **Refugee and displacement crises :** Conflicts result in massive displacements, testing the ethical commitment of nations to accept and support refugees. The displacement of millions

from Ukraine and the large-scale refugee crisis in Gaza highlight this challenge.

- **Forced displacement and child abductions :** Forced relocations and abductions violate international human rights standards. Russia has been accused of forcibly transferring Ukrainian children, an act described as a potential war crime by international observers.
- **Inconsistent human rights advocacy :** Countries often selectively raise human rights issues based on strategic interests. For example, some nations condemn civilian casualties in Gaza while remaining silent on similar issues elsewhere, reflecting a double standard.
- **Use of economic sanctions :** Economic sanctions, aimed at pressuring governments, often harm ordinary civilians more than political leaders. Sanctions on Russia have impacted everyday citizens, raising ethical questions about collective punishment.
- **Cyber warfare and misinformation :** State-sponsored cyber attacks and disinformation campaigns destabilize societies and manipulate public opinion. The Russia-Ukraine conflict saw extensive cyber operations and propaganda influencing narratives globally.
- **Arms trade ethics :** Continued arms sales to conflict zones, despite known risks of civilian harm, highlight an ethical failure to prioritize peace over profits. This is evident in ongoing arms supplies to parties in the Middle East conflicts.
- **Human rights vs cultural relativism :** Promoting universal human rights sometimes clashes with respect for local customs and sovereignty. For instance, international pressure on certain Middle Eastern countries regarding women's rights is often seen as interference, creating ethical tension.

Ethical Issues in International Funding

- **Conditionalities and loss of sovereignty**
 - Often, funding from international bodies like IMF or World Bank comes with strict conditions that force recipient countries to adopt specific economic or governance reforms. These may not always align with local needs and can undermine national sovereignty.

- **Example:** IMF-mandated austerity measures in Sri Lanka during its recent financial crisis sparked protests due to cuts in social welfare.
- **Unequal power dynamics and neo-colonialism**
 - Wealthy donor countries or institutions may use aid as a tool to exert political or economic influence over poorer nations, perpetuating dependency.
 - **Example:** Allegations that China's Belt and Road Initiative loans create "debt traps" in African and Asian countries.
- **Misuse and diversion of funds**
 - Corruption and weak local governance can lead to misappropriation of aid money, preventing it from reaching intended beneficiaries and undermining trust.
 - **Example:** Reports of humanitarian aid meant for conflict-affected areas in Yemen being siphoned off by local power groups.
- **Transparency and accountability gaps**
 - Lack of clear reporting mechanisms and oversight in international funding can lead to inefficiency and wastage.
 - **Example:** Post-earthquake reconstruction funds in Haiti faced severe criticism for lack of transparency and tangible outcomes.
- **Short-term focus and donor-driven timelines**
 - Projects often follow donor timelines rather than addressing long-term community needs, which can result in incomplete or unsustainable outcomes.
 - **Example:** Rapidly implemented vaccination campaigns without parallel investment in local health systems, as seen in some parts of sub-Saharan Africa.

Case study

USAID, while promoting global development, has often faced ethical concerns, such as using aid as a tool to push political agendas, thereby undermining local sovereignty and democratic choices. For example, the 2014 ZunZuneo project in Cuba secretly aimed to incite dissent, violating transparency and risking citizens' safety. Such practices raise questions about fairness, accountability, and respect for local autonomy, highlighting the tension between humanitarian goals and geopolitical interests.

Navigating the Syllabus: What You Need to Know

Probity in Governance:

- Introduction
- Concept of Public Service
- What does Probity Mean ?
- Probity in Personal & Public Life
- Probity in Governance
- Philosophical Basis of Governance and Probity;
- Information Sharing and Transparency in Government
- Right to Information
- Codes of Ethics, Codes of Conduct
- Citizen’s Charters
- Work Culture
- Quality of Service Delivery
- Utilization of Public Funds
- Challenges of Corruption.

UPSC Previous Year Questions

Question	Nature of Question	Core Demand
‘The ‘Code of Conduct’ and ‘Code of Ethics’ are the sources of guidance in public administration. There is code of conduct already in operation, whereas code of ethics is not yet put in place. Suggest a suitable model for code of ethics to maintain integrity, probity and transparency in governance. (2024)	Conceptual + Suggestive	Suggest model for code of ethics to maintain integrity, probity, and transparency.
‘Probity is essential for an effective system of government and socio-economic development.’ Discuss. (2023)	Conceptual + Discussive	Discuss importance of probity for good governance and development.
What do you understand by term ‘good governance’? How far recent initiatives in terms of e-Governance steps taken by the State have helped the beneficiaries? Discuss with suitable examples. (2022)	Conceptual + Evaluative	Define good governance; evaluate e-Governance initiatives with examples.

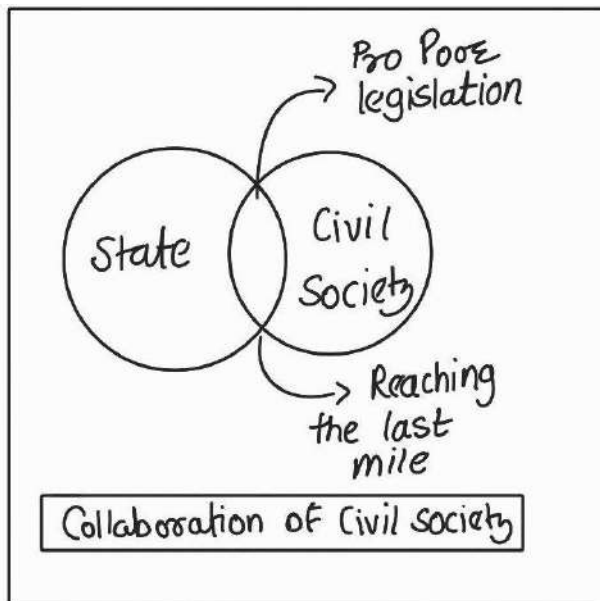
<p>Wisdom lies in knowing what to reckon with and what to overlook. An officer being engrossed with the periphery, ignoring the core issues before him, is no rare in the bureaucracy. Do you agree that such preoccupation of an administrator leads to travesty of justice to the cause of effective service delivery and good governance? Critically evaluate. (2022)</p>	<p>Critical Evaluation</p>	<p>Evaluate how ignoring core issues affects justice and governance.</p>
<p>Online methodology is being used for day-to-day meetings, institutional approvals in the administration and for teaching and learning in education sector to the extent telemedicine in the health sector is getting popular with the approvals of the competent authority. No doubt it has advantages and disadvantages for both the beneficiaries and system at large. Describe and discuss the ethical issues involved in the use of online method particularly to vulnerable section of society. (2022)</p>	<p>Ethics in Technology</p>	<p>Discuss ethical issues of online methods for vulnerable sections.</p>
<p>Impact of digital technology as a reliable source of input for rational decision making is debatable issue. Critically evaluate with a suitable example. (2021)</p>	<p>Critical Evaluation + Technology</p>	<p>Critically evaluate use of digital tech in decision making.</p>
<p>An independent and empowered social audit mechanism is an absolute must in every sphere of public service, including the judiciary, to ensure performance, accountability and ethical conduct. Elaborate. (2021)</p>	<p>Conceptual + Elaborative</p>	<p>Elaborate importance of social audits in ensuring accountability and ethics.</p>
<p>What do you understand by probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government. (2019)</p>	<p>Conceptual + Suggestive</p>	<p>Define probity; suggest measures to ensure probity.</p>
<p>What do you understand by the term 'public servant'? Reflect on the expected role of public servant. (2019)</p>	<p>Conceptual + Reflective</p>	<p>Define public servant; reflect on expected role.</p>

Effective utilization of public funds is crucial to meet development goals. Critically examine the reasons for under-utilization and mis-utilization of public funds and their implications. (2019)	Critical Examination	Examine reasons for under-utilization/mis-utilization of funds and implications.
“Non-performance of duty by a public servant is a form of corruption”. Do you agree with this view? Justify your answer. (2019)	Conceptual + Justification	Justify whether non-performance is corruption.
There is a view that the Official Secrets Act is an obstacle to the implementation of Right to Information Act. Do you agree with the view? Discuss. (2019)	Critical Evaluation	Discuss whether Official Secrets Act obstructs RTI.
Explain the basic principles of citizens charter movement and bring out its importance. (2019)	Conceptual + Importance	Explain citizen charter principles and importance.
“The Right to Information Act is not all about citizens’ empowerment alone, it essentially redefines the concept of accountability.” Discuss. (2018)	Conceptual + Analytical	Discuss RTI as empowerment and accountability redefinition.
Distinguish between “Code of ethics” and “Code of conduct” with suitable examples. (2018)	Conceptual + Comparative	Distinguish and provide examples.
“The true rule, in determining to embrace, or reject any thing, is not whether it has any evil in it; but whether it has more evil than good. There are few things wholly evil or wholly good. Almost every thing, especially of government policy, is an inseparable compound of the two; so that our best judgment of the preponderance between them is continually demanded.” – Abraham Lincoln. (2018)	Quotation Interpretation	Explain balancing good and evil in policy decisions.
Discuss the Public Services Code as recommended by the 2nd Administrative Reforms Commission. (2016)	Conceptual + Recommendation-based	Discuss ARC’s Public Services Code.
What do you understand by the terms ‘governance’, ‘good governance’ and ‘ethical governance’? (2016)	Conceptual + Comparative	Define and differentiate.

<p>Today we find that in spite of various measures like prescribing codes of conduct, setting up vigilance cells/commissions, RTI, active media and strengthening of legal mechanisms, corrupt practices are not coming under control. (a) Evaluate the effectiveness of these measures with justifications. (2015)</p>	<p>Evaluation + Critical</p>	<p>Evaluate anti-corruption measures and justify.</p>
<p>It is often said that poverty leads to corruption. However, there is no dearth of instances where affluent and powerful people indulge in corruption in a big way. What are the basic causes of corruption among people? Support your answer with examples. (2014)</p>	<p>Conceptual + Illustrative</p>	<p>Discuss root causes of corruption with examples.</p>
<p>What is meant by 'crisis of conscience'? Narrate one incident in your life when you were faced with such a crisis and how you resolved the same. (2013)</p>	<p>Conceptual + Personal Example</p>	<p>Define crisis of conscience and narrate example.</p>
<p>What do you understand by the term 'voice of conscience'? How do you prepare yourself to heed to the voice of conscience? (2013)</p>	<p>Conceptual + Self-preparation</p>	<p>Define and explain preparation to follow conscience.</p>

Introduction

- Probity in governance is fundamental to creating an efficient, transparent, and accountable administrative system that drives inclusive socio-economic development. It ensures that public power is exercised as a trust, guided by integrity and fairness rather than personal or political gains.
- In India, however, a growing culture of indiscipline and declining moral standards among those in authority have eroded respect for laws and ethical norms. Unlike mature democracies, where higher positions demand greater adherence to rules, here they are often misused to bypass accountability.
- While laws and regulations are important, real progress depends on their fair and disciplined enforcement, supported by strong ethical leadership and a revival of public and private morality. Strengthening probity is thus not only a legal necessity but a moral imperative to rebuild public trust and uphold democratic values.



Concept of Public Service

- Public service refers to activities, functions, and responsibilities performed primarily for the welfare and betterment of society, rather than for personal or private gain.
- It is based on the idea of **servicing the public interest above self-interest**, ensuring that governance and administration benefit all sections, especially the most vulnerable.
- The concept emphasizes **impartiality, neutrality, accountability, and dedication to**

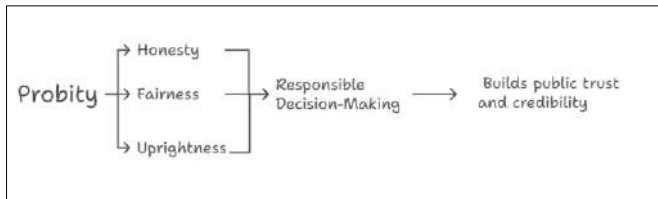
duty, forming the ethical backbone of civil services.

- Public service requires upholding **constitutional values**, including justice, equality, liberty, and fraternity, while carrying out administrative functions.
- Public servants are expected to act as **trustees of public resources**, using authority and power responsibly for collective welfare.
- The idea of "**Nishkama Karma**" (selfless action) from the Bhagavad Gita provides a strong philosophical basis, emphasizing performing one's duty without attachment to personal rewards.
- The Upanishadic teaching "**Sarve Bhavantu Sukhinah**" (may all be happy) inspires an attitude of universal welfare and compassion, guiding public servants toward inclusive and benevolent governance.
- The Gandhian principle of "**Sarvodaya**" (welfare of all) reinforces the moral duty to prioritize the upliftment of the weakest and most marginalized sections of society.
- Globally, it aligns with ideals like "**servant leadership**," where a leader's primary goal is to serve rather than to command, reflecting ethical humility and social responsibility.

What does Probity mean?

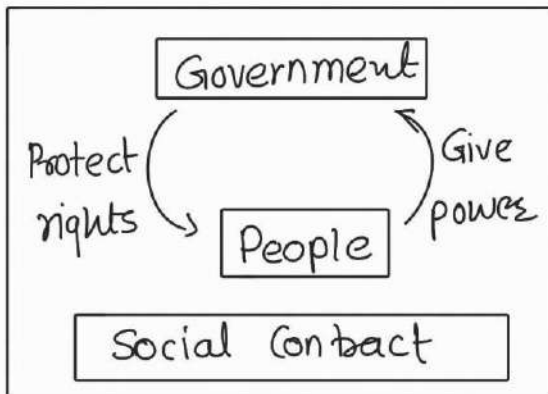
- Probity refers to the quality of having strong moral principles such as honesty, integrity, and uprightness in public and personal conduct.
- It implies complete and confirmed integrity, ensuring that a person is not only honest but also seen as honest.
- Probity goes beyond legal compliance and focuses on ethical correctness in thought, intention, and action.
- It demands transparency in decisions, fairness in dealings, and avoidance of any conflict of interest, even in situations where misconduct may be legally permissible but ethically questionable.
- The term is closely associated with public life and administration, where officials are expected to act as trustees of public resources and power.
- Probity builds public trust and credibility, as citizens believe that decisions are taken in their interest without favoritism or hidden motives.

- In Indian context, it is reflected in practices like voluntary disclosure of assets by civil servants, adherence to codes of conduct, and proactive avoidance of situations that may create suspicion.
- The Second Administrative Reforms Commission (ARC) emphasized probity as a foundational value to improve governance and curb corruption.



Philosophical Foundations of Governance

- **Social Contract Theory (Hobbes, Locke, Rousseau):**



- Governance derives legitimacy from an implicit agreement between the state and citizens, where individuals surrender certain freedoms for security, order, and welfare.
- **Hobbes** emphasized a strong, centralized authority to prevent chaos, while Locke advocated for limited government with consent and protection of natural rights (life, liberty, property).
- Rousseau's concept of the "general will" underscores governance for collective welfare, aligning with democratic ideals.
- **Utilitarianism (Bentham, Mill):**
 - Governance should aim to maximize the greatest happiness for the greatest number. Policies and decisions are evaluated based on their utility in promoting public welfare.
- **Virtue Ethics (Aristotle):**
 - Good governance requires leaders to embody virtues like justice, integrity, and wisdom. Probity reflects the moral character

of public officials, ensuring decisions align with ethical standards.

- **Aristotle's** concept of the "**golden mean**" suggests balanced decision-making, avoiding extremes of corruption or rigidity.
- **Kantian Ethics:**
 - Governance should be guided by the categorical imperative: act according to principles that could be universal laws. This demands fairness, transparency, and respect for individuals as ends, not means.
 - Probity aligns with Kant's emphasis on duty and moral consistency, ensuring public officials act impartially.
- **Rawls' Theory of Justice:**
 - **John Rawls' "veil of ignorance"** suggests governance should create systems that are fair to all, regardless of social position. Policies should prioritize the least advantaged, promoting equity.
 - Probity ensures that governance remains impartial and free from bias or favoritism.

Philosophical Basis of Probity

- **Moral Integrity:**
 - Probity demands that public officials act with honesty, avoiding conflicts of interest, corruption, or abuse of power. This aligns with **deontological ethics**, where duty to uphold moral principles is paramount.
- **Accountability and Transparency:**
 - Drawing from democratic theory, probity requires governance to be open to scrutiny. Citizens have a right to know how decisions are made and resources allocated, ensuring trust in institutions.
 - Philosophers like **John Stuart Mill** emphasize accountability as a check against tyranny and mismanagement.
- **Public Interest as a Guiding Principle:**
 - Probity ensures that governance prioritizes the common good over individual or group interests. This reflects **utilitarian and social contract principles**, where the state exists to serve its citizens.
- **Rule of Law:**
 - Governance must operate within a framework of laws applied equally to all. Probity reinforces adherence to legal and

ethical standards, preventing arbitrary or corrupt practices.

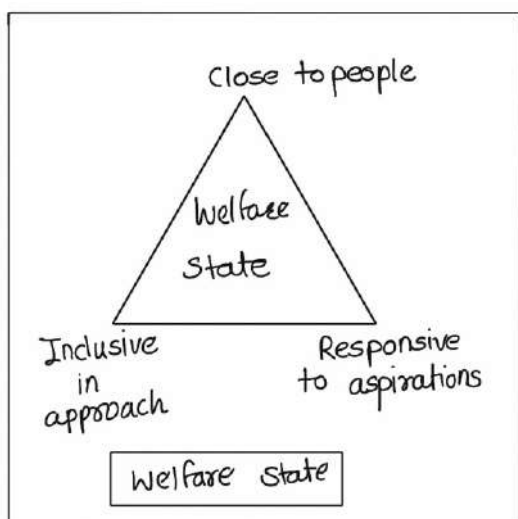
- Thinkers like **Montesquieu** emphasized separation of powers to ensure checks and balances, a key mechanism for probity.

Probity in Personal Life

- Probity in personal life means practicing honesty, integrity, and moral uprightness in everyday personal conduct.
- It involves self-discipline, transparency, and consistently choosing ethical behavior even without external supervision.
- It helps build trust and moral credibility within family and society.
- **Examples**
 - Declaring accurate income and paying full taxes honestly.
 - Not engaging in dowry practices during marriage despite social pressures.
 - Treating domestic staff fairly, paying them just wages, and respecting their dignity.
 - Returning excess change received by mistake in a shop.

Probity in Governance

- Probity in governance refers to maintaining absolute integrity, honesty, and moral uprightness in all functions of public administration and decision-making.
- It emphasizes transparency, accountability, fairness, and impartiality in exercising public power and managing public resources.
- It helps ensure that governance remains citizen-centric, free from corruption, and aligned with constitutional values.



Examples

- Strict adherence to financial rules and procedures during procurement to prevent favoritism or misuse of public funds.
- Transparent allocation of government contracts through e-tendering systems to minimize discretion and bribery.
- Voluntary disclosure of assets and liabilities by public servants to enhance public confidence.
- Avoiding conflicts of interest, such as not awarding contracts to firms linked to family members or close associates.

Challenges Associated with Probity in Governance

- **Prevalence of corruption:** Widespread corruption in various forms — bribery, embezzlement, favoritism — weakens ethical standards and erodes public trust.
- **Political interference:** Frequent political pressure on civil servants to act in favor of certain individuals or groups undermines impartiality and integrity in decision-making.
- **Weak enforcement of laws and codes:** Although laws and conduct rules exist, poor implementation and lack of accountability mechanisms lead to superficial compliance rather than genuine ethical behavior.
- **Lack of transparency:** Limited access to information, opaque procedures, and excessive secrecy encourage misuse of power and reduce citizen oversight.
- **Red-tapism and rigid procedures:** Bureaucratic delays and complex procedures create opportunities for rent-seeking and unethical shortcuts.
- **Cultural acceptance of unethical practices:** In some cases, unethical behavior is normalized or justified as "adjustment," weakening collective moral standards.
- **Inadequate protection for whistleblowers:** Fear of retaliation discourages officials and citizens from reporting unethical practices, allowing misconduct to continue unchecked.
- **Low levels of ethical awareness and training:** Many public officials lack formal training in ethics, leading to poor understanding of probity and ethical dilemmas.

- **Conflicts of interest:** Overlapping personal, professional, and political interests create situations where decisions may not align with public good.
- **Ineffective grievance redressal mechanisms:** Poor systems to address public complaints and grievances undermine trust and allow unethical behavior to persist.

Case study

Case Study: Challenges to Probity in Governance

In June 2025, a state government appointed an officer who was under investigation by the Anti-Corruption Bureau for allegedly demanding a large bribe to a key position responsible for conducting departmental inquiries against other officials. This decision highlighted serious challenges to probity in governance. Assigning someone facing corruption charges to such a sensitive role reflects a deep conflict of interest and raises serious concerns about institutional integrity.

Information Sharing and Transparency in Government

- Information sharing and transparency refer to making **government processes, decisions, and data open and accessible to the public**, so that citizens can understand and evaluate how governance is carried out.
- Transparency reduces **secrecy and arbitrariness**, thereby discouraging corruption and misuse of power.
- It strengthens **public trust**, as people feel more confident when they can scrutinize government actions and hold officials accountable.
- It promotes **accountability**, since decision-makers know they will have to justify their actions publicly.
- It empowers citizens by enabling **informed participation** in governance and policy-making.
- Transparency also supports **better policy outcomes**, as public feedback can improve program design and implementation.
- **Examples**
 - The **Right to Information Act, 2005**, allows citizens to request information from public

authorities, ensuring openness in administrative decisions.

- **Proactive disclosure of government data** through official websites and portals (e.g., budget expenditures, project updates, beneficiary lists).
- Publishing **citizen charters**, which inform people about available services, timelines, and grievance mechanisms.
- **E-procurement systems** for public contracts, reducing human discretion and favoritism.
- **Open data initiatives**, such as the MyGov portal, that invite suggestions and monitor government performance transparently.

Right to Information Act, 2005

Background and Rationale

- The **Right to Information (RTI)** was recognized as essential to **empowering citizens**, enabling **informed participation**, and ensuring **transparency** in governance.
- Emerged from **grassroots movements** like the **Mazdoor Kisan Shakti Sangathan (MKSS)** in Rajasthan, which linked access to information with the **right to livelihood and anti-corruption efforts**.
- Formally enacted in **2005**, replacing the ineffective **Freedom of Information Act, 2002**.

Objectives of the Act

- Promote transparency and accountability in the functioning of public authorities.
- Empower citizens to seek information from the government.
- Contain corruption and ensure better delivery of services.
- Make democracy more participatory and meaningful.

Scope and Applicability

- Applicable to all **public authorities** at the **Union, State, and local levels**, including:
 - Constitutional bodies (e.g., Election Commission, UPSC),
 - Statutory authorities,
 - Government-funded NGOs and bodies.
- **Exemptions:**
 - Intelligence and security organizations

listed in **Second Schedule** (e.g., RAW, IB, BSF) are exempt under **Section 24**, except in cases of **alleged human rights violations**.

Salient Features

- **Public Authorities Covered:** All bodies of government (Union, State, local) including NGOs substantially funded by government.
- **Information Access:** Citizens can seek any information held by public authorities unless it is exempted under Sections 8 and 9.
- **Time-bound Response:** Information must be provided within **30 days** (or 48 hours in case of life or liberty issues).
- **Designation of Officers:** Appointment of *Public Information Officers (PIOs)* in each department to receive and process RTI applications.
- **Appeal Mechanism:** Two-tier appeal system: First Appeal (within the same department), Second Appeal (to State or Central Information Commissions).
- **Penalties:** PIOs can be penalized ₹250 per day (up to ₹25,000) for unjustified delay or refusal.

Achievements and Impact of the Right to Information (RTI) Act, 2005

- **Deepening Democracy and Empowering Citizens**
 - Enabled common citizens to question public authorities and demand accountability.
 - Shifted the power dynamic by reducing information asymmetry between the state and citizens.
 - Supported grassroots activism and strengthened participatory democracy, especially among marginalized groups.
- **Curbing Corruption**
 - Exposed corruption and misuse of public funds in schemes like:
 - **MNREGA wage delays** in Rajasthan
 - **PDS ration diversion** in Bihar
 - **Scams in mid-day meals**, pension schemes, and housing allotments
 - RTI has often acted as a trigger for CBI investigations or audits by CAG.
- **Improving Public Service Delivery**
 - Citizens used RTI to demand timely services (e.g., pensions, rations, utility connections).

- Bureaucrats became more cautious in decision-making, knowing their records can be accessed.
- Enhanced efficiency in record-keeping and transparency protocols.

- **Boosting Transparency in Governance**

- Ensured availability of information such as:
 - File notings on policy decisions
 - Contract details and tender processes
 - Exam evaluation criteria in public exams (e.g., UPSC, SSC)
- Promoted proactive disclosures under Section 4, reducing the need for formal RTI applications.

- **Strengthening Accountability of Institutions**

- Public authorities became more responsive and systematic in handling queries.
- Politicians, government officers, and public servants were held accountable for delays, inaction, or irregularities.
- **Example:** Disclosure of MPs' expenditure, assets and liabilities, and Lok Sabha attendance.

- **Legal and Judicial Recognition**

- **SC in Raj Narain Case (1975) & SP Gupta Case (1981)** laid the foundation for RTI by stating that right to know is a part of freedom of speech.
- Courts have upheld the primacy of transparency over secrecy in many judgments post-2005.

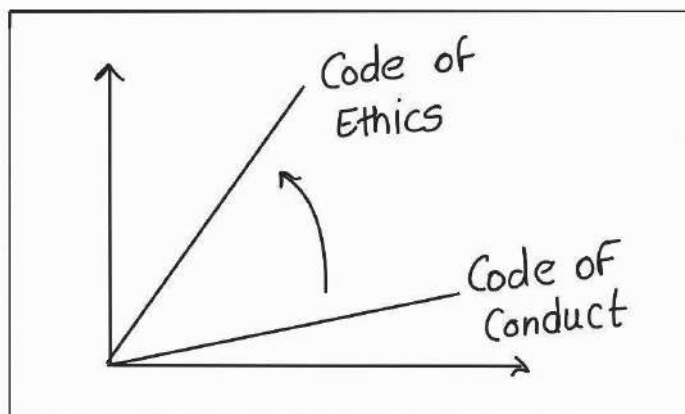
- **Civil Society and Media Impact**

- Journalists and activists routinely use RTI as a tool for investigative reporting and public interest litigation.
- Boosted citizen journalism and advocacy on local governance issues.

Challenges and Limitations of the Right to Information (RTI) Act, 2005

Category	Challenge / Limitation	Explanation / Examples
1. Institutional Weakness	Vacancies and Delays in Information Commissions	CIC and several State Information Commissions face delays in appointments, backlog of appeals, and understaffing. For example, Maharashtra had over 15,000 pending cases (2023).

	Dilution through Amendments	The RTI Amendment Act, 2019 allowed the government to decide the tenure and salaries of CIC/SICs, raising concerns of executive interference and erosion of independence.
2.Administrative Resistance	Bureaucratic Non-cooperation	Many PIOs are reluctant to disclose information, either due to lack of training or fear of repercussions.
	Poor Record Maintenance	Government departments often lack proper digital documentation systems, making it difficult to access or trace files.
3.Legal and Procedural Gaps	Exemptions under Section 8	Vague exemptions for "national security," "commercial confidence," or "cabinet papers" are often misused to deny information.
	Absence of Whistleblower Protection	Lack of strong protection for RTI activists has made them vulnerable— over 100 RTI activists have been attacked or killed since 2005.
4.Awareness and Accessibility	Low Public Awareness	Many citizens, especially in rural and tribal areas, are unaware of their RTI rights or how to file applications.
	Digital Divide	Online RTI portals are not uniformly available across all states; lack of vernacular language support limits reach.
5.Misuse of RTI	Vexatious and Frivolous Applications	Some applicants misuse RTI for harassment or personal vendettas, which burdens the system and discredits genuine use.
6.Lack of Penalties and Enforcement	Weak Punitive Measures	Despite provisions under Section 20, many PIOs escape penalties for non-disclosure due to lack of enforcement by commissions.
7.Security Concerns	Intimidation of Activists	RTI activists working on local corruption or land scams are often targeted. Example: Satish Shetty murder case (Pune) who exposed land scams using RTI.



Code of Ethics

- A **Code of Ethics** is a formal document that outlines the **principles, values, and standards of behavior expected from individuals in an organization or profession.**
- It focuses on **guiding values rather than detailed rules**, emphasizing what is right and wrong in broader moral terms.
- It aims to develop a culture of **integrity, impartiality, fairness, and commitment to public welfare.**
- Unlike codes of conduct, which specify specific dos and don'ts, a code of ethics is more about **underlying moral principles and spirit.**
- It serves as an **internal compass**, helping officials resolve ethical dilemmas and make decisions aligned with public interest.
- Encourages **self-regulation and self-discipline**, reducing dependence on external enforcement or supervision.
- **Examples**
 - The **Second Administrative Reforms Commission (ARC)** recommended a Code of Ethics for civil servants, emphasizing integrity, objectivity, dedication to public service, and political neutrality.
 - The **United Nations International Code of Conduct for Public Officials**, which promotes honesty, impartiality, and accountability.
 - The **Indian Medical Council's Code of Ethics**, guiding doctors to uphold patient welfare and professional integrity.

Code of Conduct

- A **Code of Conduct** is a set of **specific rules, guidelines, and expected standards of**

behavior that individuals in an organization or service must follow.

- It is **more detailed and prescriptive**, providing clear dos and don'ts regarding acceptable and unacceptable behavior.
- It focuses on **practical day-to-day conduct**, ensuring discipline, uniformity, and predictability in official actions.
- It helps prevent misconduct by clearly defining **consequences for violations**, thus serving as a regulatory mechanism.
- Unlike a code of ethics (which is principle-based), a code of conduct is **rule-based and enforceable**, with legal or administrative penalties for non-compliance.
- **Examples**
 - The **Central Civil Services (Conduct) Rules, 1964**, for Indian civil servants specify rules on accepting gifts, maintaining political neutrality, financial propriety, and avoiding conflicts of interest.
 - The **All India Services (Conduct) Rules, 1968**, lay down detailed instructions for IAS, IPS, and IFS officers regarding private trade, public demonstrations, and professional integrity.
 - Corporate organizations often have codes of conduct prohibiting harassment, insider trading, and misuse of company resources.

Difference between Code of Ethics and Code of Conduct

Point of Difference	Code of Ethics	Code of Conduct
Nature	Broad, principle-based guidelines	Specific, rule-based instructions
Focus	Underlying values, moral principles, and ideals	Concrete behavior, actions, and duties
Purpose	To guide decision-making in line with core ethical values	To regulate day-to-day professional behavior
Flexibility	More general and flexible	More rigid and prescriptive

Enforceability	Usually not legally enforceable; relies on self-regulation	Legally or administratively enforceable, with penalties for violations
Content	Encourages integrity, fairness, impartiality, honesty	Lists dos and don'ts, such as avoiding conflicts of interest or political activities
Examples	Second ARC recommended Code of Ethics for civil servants	Central Civil Services (Conduct) Rules, 1964

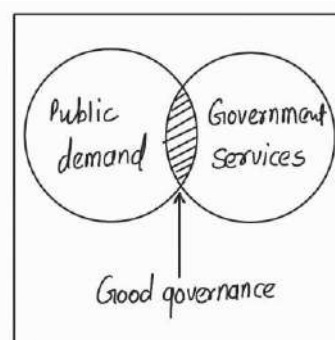
Citizen Charter

What is a Citizen Charter?

- A **Citizen Charter** is a public declaration by a government department or agency that outlines:
 - The **standards of service delivery**,
 - The **rights and obligations of citizens**,
 - The **mechanism for grievance redressal**.
- It aims to make the administration **transparent, accountable, and responsive** by setting clear expectations between the service provider and the citizen.

Key Components of a Good Citizen Charter

- **Vision and Mission Statement** : Reflects the values and objectives of the organization.
- **Details of Services Provide** : Specifies the type of services, eligibility, documents required, and timelines.
- **Service Standards** : Time-bound commitments for each service (e.g., passport within 30 days).
- **Grievance Redress Mechanism** : Contact points, escalation process, time limits for resolution.
- **Expectations from Citizens** : Duties such as providing accurate documents or complying with procedures.



Importance in Governance

- Makes public service delivery **predictable and measurable**.
- Enhances **citizen trust and satisfaction**.
- Encourages **ethical and professional conduct** in public offices.
- Facilitates **performance monitoring** and policy feedback.
- **Example:** Passport Seva Kendras include timelines and contact points in their Citizen Charter, significantly improving efficiency.

Limitations and Challenges

- Many charters are **generic, outdated, or not displayed publicly**.
- Lack of **legal enforceability**; failure to meet standards carries no penalties.
- Citizens often unaware of their rights due to **poor dissemination**.
- No standardized format or monitoring mechanism across departments.

Recommendations (2nd ARC, 12th Report – “Citizen Centric Administration”)

- Ensure **legal backing** to Citizen Charters to make them enforceable.
- Develop **standard templates** and ensure wide publicity in local languages.
- Link service standards to **performance appraisals of officials**.
- Empower **citizens to hold departments accountable** through social audits and feedback platforms.

Sevottam Model

Meaning and Origin

- "Sevottam" is a Hindi acronym derived from "Seva" (service) and "Uttam" (excellence) — meaning "Excellence in Service Delivery."
- It is a **quality management framework** developed by the **Department of Administrative Reforms and Public Grievances (DARPG)** to **institutionalize citizen-centric service delivery** in government departments.
- Recommended by the **2nd Administrative Reforms Commission (ARC)** in its 12th Report: *Citizen-Centric Administration*.

Core Objectives

Objective	Explanation
1. Improve Quality of Public Services	Ensure delivery of services that meet the needs and expectations of citizens in a timely, transparent, and efficient manner.
2. Promote Citizen-Centric Governance	Shift focus from internal processes to the satisfaction of citizens through responsive and accountable administration.
3. Institutionalize Service Standards	Encourage government departments to define and publicly commit to service standards via Citizen Charters .
4. Strengthen Grievance Redressal Mechanisms	Build robust systems to receive, process, and resolve citizen grievances within a defined timeframe.
5. Enhance Transparency and Accountability	Ensure transparent processes and empower citizens to demand accountability in service delivery.
6. Create a Culture of Continuous Improvement	Enable government departments to regularly evaluate, learn from feedback, and improve service mechanisms.
7. Encourage Replicable Best Practices	Promote adoption of successful service delivery models across departments and states.

Components of the Sevottam Framework

The model consists of **three key modules**, each addressing a pillar of service delivery:

Component	Focus Area
1. Citizen Charter	Specifies services, timelines, expectations, and redress mechanisms .
2. Public Grievance Redressal	Establishes a system for receiving, processing, and responding to grievances.
3. Service Delivery Capability	Focuses on capacity building, process re-engineering, and performance tracking .

Benefits of the Sevottam Model

- Improves **citizen satisfaction** and public image of government departments.

- Promotes **evidence-based governance** and **process accountability**.
- Encourages **continuous improvement** through periodic feedback and audits.
- Strengthens **grievance redressal mechanisms**, reinforcing trust in institutions.

Challenges in Implementation

- **Lack of awareness and training** among departmental staff.
- Departments often treat it as a **symbolic exercise** rather than a transformative tool.
- Absence of **external auditing** or standardized rating systems.
- Limited coordination between departments and grievance redress portals.

Work Culture

Definition of Work Culture:

- Work culture refers to the shared values, beliefs, attitudes, and behaviors that shape how work is done within an organization. It influences employee interactions, decision-making, and overall organizational environment.

Key Ethical Aspects of Work Culture:

- **Respect and Fairness:**
 - Treat all employees with dignity, regardless of role, gender, ethnicity, or background.
 - Ensure equal opportunities for growth, promotions, and recognition.
 - Avoid favoritism, nepotism, or discrimination in decision-making.
- **Integrity and Honesty:**
 - Promote transparency in communication and decision-making processes.
 - Encourage employees to uphold ethical standards, such as avoiding conflicts of interest or misusing company resources.
 - Foster accountability for actions and decisions.
- **Collaboration and Teamwork:**
 - Cultivate an environment where teamwork is valued, and diverse perspectives are encouraged.
 - Discourage toxic behaviors like gossip, bullying, or undermining colleagues.
 - Promote inclusivity to ensure all voices are heard and respected.
- **Work-Life Balance:**

- Encourage policies that support employee well-being, such as reasonable working hours and mental health resources.
- Avoid glorifying overwork or pressuring employees to prioritize work over personal life.
- Respect boundaries, such as not expecting employees to respond to work-related communication outside designated hours.

- **Professionalism:**

- Maintain ethical conduct in all interactions, including punctuality, reliability, and respectful communication.
- Uphold confidentiality and protect sensitive information.
- Encourage continuous learning and professional development.

- **Diversity, Equity, and Inclusion (DEI):**

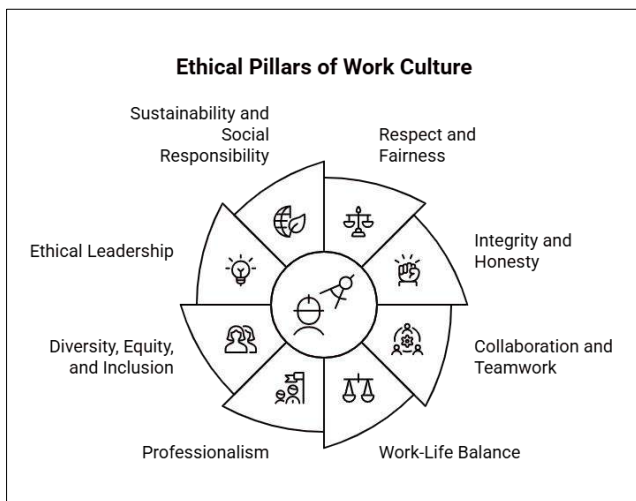
- Create a culture that values diversity and actively works to eliminate biases.
- Implement fair hiring practices and provide training on unconscious bias.
- Ensure underrepresented groups have equal access to opportunities and resources.

- **Ethical Leadership:**

- Leaders should model ethical behavior, setting the tone for the organization's culture.
- Encourage open communication and provide channels for employees to voice concerns without fear of retaliation.
- Address unethical behavior promptly and fairly to maintain trust.

- **Sustainability and Social Responsibility:**

- Promote environmentally responsible practices in the workplace.
- Align organizational goals with ethical values, such as contributing to community welfare or reducing ecological impact.
- Encourage employees to engage in corporate social responsibility (CSR) initiatives.



- Provide ethics training and workshops for employees and leadership.
- Establish anonymous reporting systems for ethical concerns or violations.
- Recognize and reward ethical behavior to reinforce positive practices.
- Regularly assess and update policies to align with evolving ethical standards.

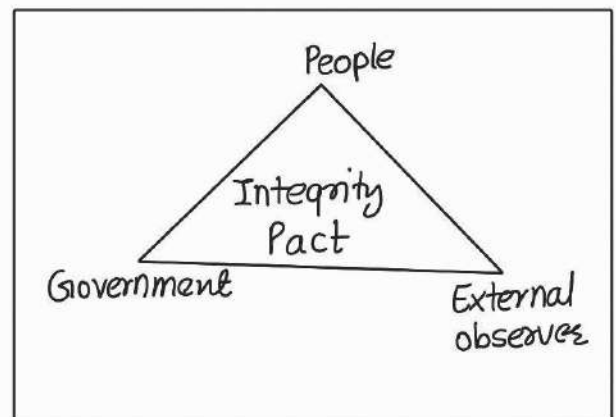
Case study :

Case Study: Google’s Work Culture

- Google is known worldwide for its open, innovative, and employee-friendly work culture. The company encourages creativity through flexible work hours, a flat organizational structure, and a “20% time” policy that allows employees to work on passion projects. Google also offers wellness programs, on-campus amenities like gyms and free meals, and strong support for personal development. This culture has helped Google attract top talent, maintain high job satisfaction, and consistently rank among the best places to work globally.

Negative Work Culture

- Negative work culture refers to a toxic environment characterized by unethical practices, low morale, poor interpersonal relationships, and lack of accountability.
- It promotes behaviors such as corruption, favoritism, dishonesty, and non-transparency, which harm the organization and public trust.
- Encourages lack of teamwork and unhealthy competition, where employees work against each other rather than collaboratively.
- Leads to low motivation, frequent absenteeism, and poor performance, affecting overall productivity and service delivery.
- Creates an environment where whistleblowers or honest officers are sidelined or punished, discouraging ethical conduct.
- Often results in inefficiency, delays, red-tapism, and citizen dissatisfaction, especially in public administration.



Challenges in Maintaining Ethical Work Culture:

- Balancing profitability with ethical practices.
- Addressing cultural differences in global organizations.
- Managing resistance to change when implementing ethical policies.
- Ensuring consistency across all levels of the organization.

Strategies to Build an Ethical Work Culture:

- Develop a clear code of conduct and communicate it regularly.

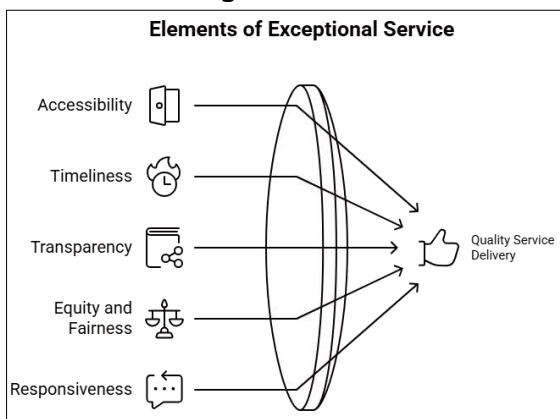
Quality of Service Delivery Definition

- Quality of service delivery refers to how efficiently, effectively, fairly, and responsively public services and welfare schemes reach citizens. It determines people’s satisfaction with governance and strengthens trust in the state.

Key Features of Quality Service Delivery

- **Accessibility:**
 - Services should be easily available to all, including marginalized and remote communities.

- **Example:** Mobile health clinics in tribal areas improve healthcare access.
- **Timeliness:**
 - Services must be provided within a reasonable or promised time frame.
 - **Example:** Issuing birth and caste certificates within notified deadlines at district offices.
- **Transparency:**
 - Clear procedures, minimal discretion, and open information reduce corruption and favoritism.
 - **Example:** Online portals for ration card applications and real-time tracking.
- **Accountability:**
 - Mechanisms to hold officials responsible for delays, misuse, or poor performance.
 - **Example:** Public grievance redressal systems like CPGRAMS.
- **Equity and fairness:**
 - Services should not discriminate based on caste, religion, gender, region, or economic status.
 - **Example:** Midday meal schemes providing the same nutrition standard for all children.
- **Efficiency and cost-effectiveness:**
 - Optimum use of resources to avoid waste and deliver maximum benefit.
 - **Example:** Direct Benefit Transfer (DBT) reducing leakages in subsidy distribution.
- **Responsiveness:**
 - Ability to adapt and respond quickly to citizens' needs and feedback.
 - **Example:** Rapid issue of additional food rations during COVID-19 lockdowns.



Measures to Improve Quality of Service Delivery

- Simplification of rules and procedures (e.g., single-window clearances).
- Increased use of e-governance and digital

- platforms to reduce human interface and delays.
- Training and capacity building of frontline staff to improve sensitivity and professionalism.
- Strong monitoring, evaluation, and feedback systems.
- Social audits and citizen charters to increase community participation and oversight.

Utilization of Public Funds

Utilization of public funds refers to how effectively and efficiently government revenue (collected through taxes, duties, fees, etc.) is spent on public welfare programs, infrastructure, and essential services. It is a crucial element of good governance and financial accountability.

Importance of Proper Utilization

- **Ensures social and economic development:**
 - Proper spending supports poverty alleviation, health, education, and infrastructure, leading to inclusive growth.
 - **Example:** Funds allocated for PMGSY (rural roads) help improve connectivity and boost rural economy.
- **Builds public trust:**
 - Transparent and honest use of funds increases citizens' faith in the government
 - **Example:** Publishing detailed budget utilization reports and audit findings.
- **Reduces corruption and leakages:**
 - Efficient fund use prevents diversion and misuse, ensuring benefits reach intended targets.
 - **Example:** Direct Benefit Transfer (DBT) reduces middlemen and ghost beneficiaries in subsidy schemes.
- **Improves service delivery quality:**
 - Adequate and proper fund utilization supports timely completion of projects and better maintenance of services.
 - **Example:** Timely disbursement for MGNREGA wages reduces rural distress and delays.
- **Strengthens fiscal discipline:**
 - Encourages planned spending within budget limits and reduces fiscal deficits.
 - **Example:** States using outcome budgeting to track project performance and control unnecessary expenditure.

Challenges in Utilization of Public Funds

- Delays in fund release and approval processes.
- Corruption, political interference, and bureaucratic inefficiency.
- Poor planning and unrealistic cost estimates.
- Lack of capacity in implementing agencies at the local level.
- Weak monitoring and social audit mechanisms.

Case study to show misutilization of funds

1. ₹765 Crore Kerala Relief Fund Diversion

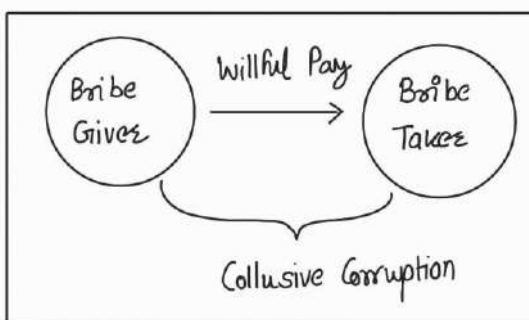
Audits show that of ₹765.06 crore donated for July 2024 Wayanad landslide victims, only ₹36.8 crore (4.8%) was spent—and just ₹10.25 crore (1.3%) directly helped families. Most funds were used for land acquisition and building a rehabilitation township—violating disaster-relief fund rules. The state government claims it'll reimburse through NDRF, but procurement irregularities cast doubt on central approval

2. ₹122 Crore Embezzlement at New India Cooperative Bank (Mumbai)

Between 2019 and early 2025, the New India Cooperative Bank allegedly misappropriated ₹122 crore. Investigations revealed fake loans and diversions across branches. Seven people, including a former GM and CEO, have been arrested, and RBI imposed operational restrictions and superseded the board

Measures to Improve Utilization

- Adoption of e-governance and digital payment systems to improve tracking and transparency.
- Strengthening auditing bodies like CAG and internal financial control systems.
- Promoting outcome-based budgeting rather than just expenditure tracking.
- Involving local communities through social audits and participatory monitoring.
- Capacity building of officials and better inter-departmental coordination.



Challenges of Corruption

- Corruption is the **abuse of public resources or position for private gain**, undermining the core principles of integrity and fairness in governance.
- As per the **Corruption Perceptions Index (CPI) 2024 by Transparency International**, India ranked **96 out of 180 countries**, with a score dropping to 38, reflecting persistent governance challenges.
- **Key Challenges**
- **Weakening of public trust** : Citizens lose confidence in government institutions and officials, reducing public participation and faith in democracy.
- **Distortion of policy priorities** : Resources get diverted to projects that offer higher kickbacks rather than those truly serving public welfare.
- **Increased inequality** : Corruption favors powerful and wealthy individuals, depriving marginalized groups of rightful benefits and services.
- **Economic inefficiency and wastage** : Projects get delayed, substandard materials are used, and public funds are misappropriated, leading to financial losses.
- **Erosion of moral and ethical standards** : Normalizes unethical behavior among officials and the public, creating a vicious cycle of dishonesty and favoritism.
- **Obstruction to foreign investment and growth** : High corruption levels deter investors concerned about legal risks and unpredictable business environments.
- **Reduced quality of service delivery** : Essential services like healthcare, education, and welfare programs suffer due to leakages and bribery.
- **Administrative delays and red-tapism** : Citizens face unnecessary hurdles and are often forced to pay bribes to access basic services or approvals.
- **Demoralization of honest officers**: Ethical and upright officials face transfers, harassment, or isolation, discouraging integrity in administration.



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