VISIONIAS
INSPIRING INNOVATION

ETHICS

VALUE ADDED MATERIAL

SECTION-A

MAINS 2025









Key Features:

Comprehensive Coverage:
In-depth analysis of each keyword mentioned in the Syllabus.

PYQ Focus:
Deconstructed PYQ along with "**Common Pitfalls**" and "**Important Keywords.**"

Practical Application for Administrators:
Applies ethical concepts to real-world dilemmas via "**Conscience Check**" scenarios and "**Administrator's Viewpoint.**"

Contemporary Examples & Thinkers:
Rich with "**Current Affairs Link**" and "**Thinker's Corner**" sections for modern relevance and philosophical depth.





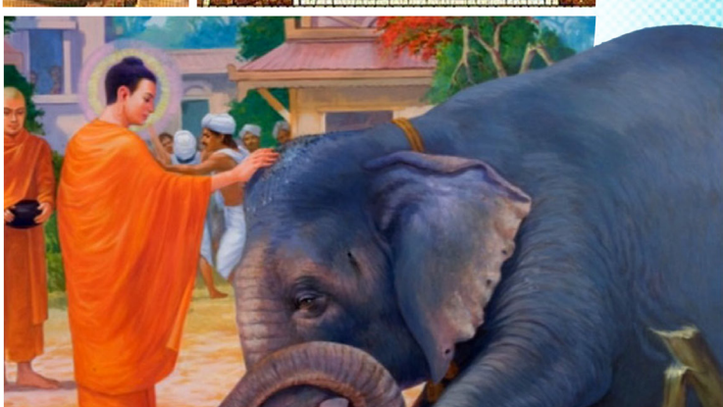


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UPSC Ethics (GS-4): Trend Analysis (2014-2024)

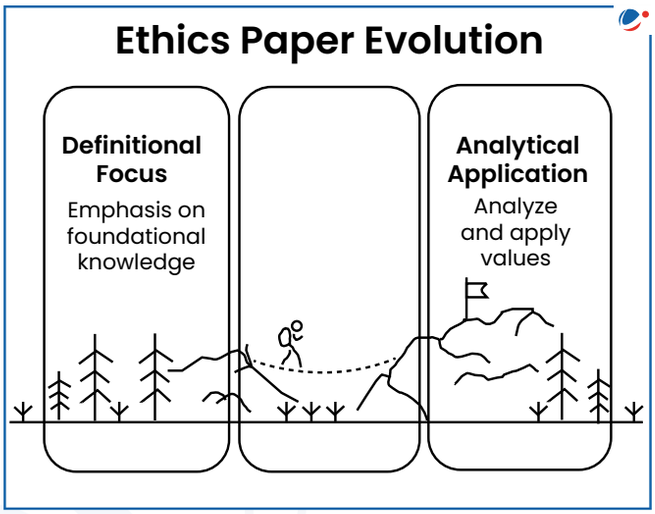
An analysis of the **theory questions (Section A)** reveals clear patterns and recurring themes. Understanding these trends is crucial for a focused and effective preparation strategy.

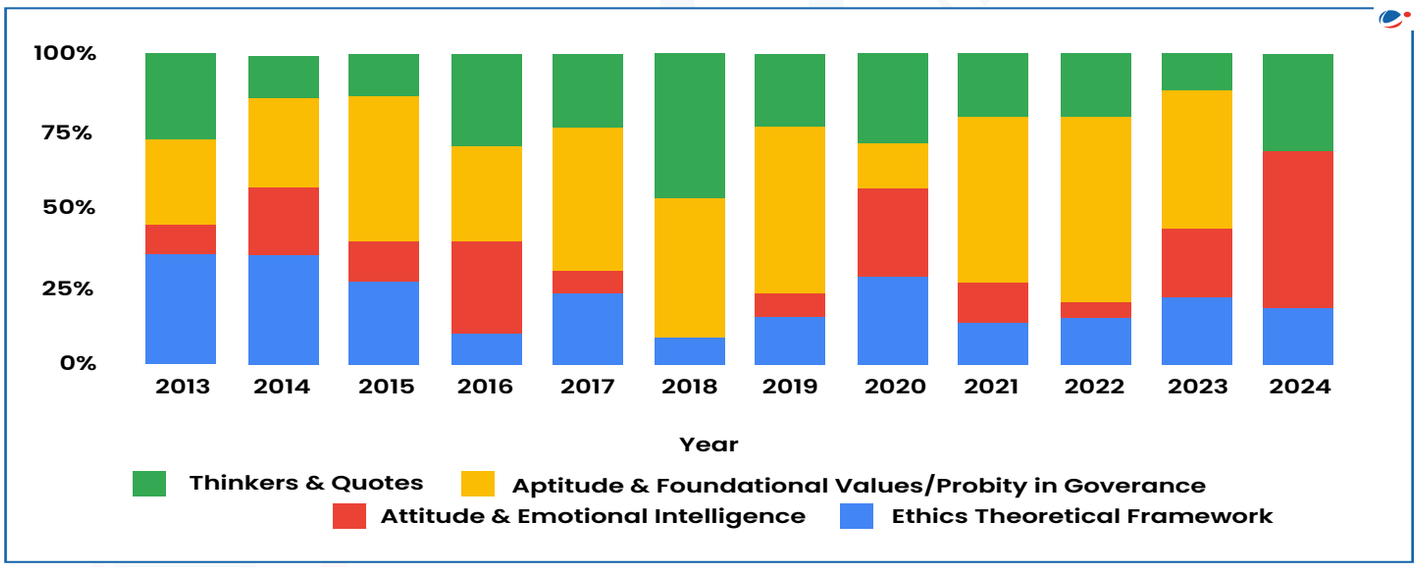
The Meta-Trend: A Shift from 'What' to 'Why & How'

The **overarching trend in the Ethics paper** has been a gradual shift from purely definitional questions to more analytical and application-oriented ones.

While foundational knowledge is essential, UPSC is **increasingly focused on testing a candidate's ability to analyze the importance of ethical values** in governance and apply them to real-world administrative challenges.

This **graph illustrates the year-wise distribution and proportion** of **different topics** within Ethics from 2013 to 2024.





Approach of the Document

This document is crafted as a **comprehensive and structured guide** to mastering **GS Paper 4, Ethics, Integrity & Aptitude** for UPSC Mains 2025. The goal is to go beyond surface-level definitions and foster **ethical reasoning, analytical depth, administrative relevance, and moral clarity**—attributes essential for an effective civil servant.

Key Features of the Document

Structured & Thematic Organization: The content is divided into **six logically arranged parts,** reflecting a progression from ethical fundamentals to applied administrative tools:

Part 1	Part 2	Part 3	Part 4	Part 5	Part 6
The Foundations of Ethics	The Architecture of Human Values	The Administrator's Mindset	Aptitude and Foundational Values for Civil Service	Guidance & Governance: Ethics in Public Administration	Probity in Action: Tools for Transparency & Integrity

Each part ensures **conceptual clarity, thematic focus, and continuity in ethical learning.**

Focus on 'Why & How': The document adopts an application-oriented framework that moves beyond rote learning:

- It defines **what** the ethical concepts are,
- Explores **why** these values are critically important in public service, and
- Demonstrates **how** they can be effectively applied in tackling real-world governance challenges.

This three-pronged approach cultivates conceptual clarity along with practical insight.

Key "Boxes" within each Part: Each of the six main parts is further broken down into specific "Key Boxes" (sub-sections). This detailed breakdown helps in systematic study.

Integration of Thinkers & Quotes

- Ethics is **incomplete without its intellectual lineage.**
- Every major concept is supported with **insights from classical and modern thinkers** creating a **philosophical scaffold** for arguments.

Thinker's Corner

- **For Socrates,** ethics was synonymous with reason. His famous assertion, *"An unexamined life is not worth living,"* captures the essence of ethical inquiry.
  - He believed that **true knowledge of the self** and virtue comes from questioning our own **beliefs** and **actions,** a process that forms the very foundation of ethics.
- *"A man without ethics is a wild beast loose upon this world."* **- Albert Camus**
- *"In just about every area of society, there's nothing more important than ethics."* **- Henry Paulson**



Socrates' Final Stand: Ethics Defined by Conviction

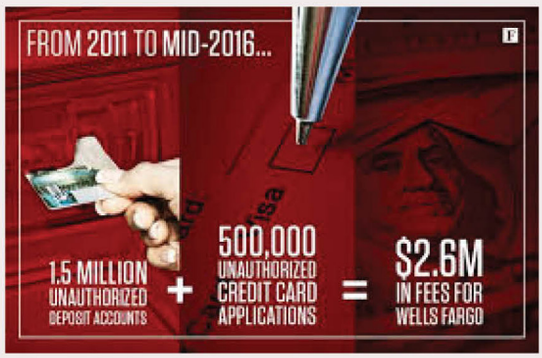
Socrates' decision to drink hemlock, and not opting to escape the punishment, highlights his unwavering commitment to Athenian law He prioritized the integrity of the state's legal system and his lifelong pursuit of truth over personal survival.

Current Affairs Link

- It **connects** abstract ethical concepts with **real-world developments,** such as AI regulation, climate justice, or corporate fraud.

It will help **candidates apply values to governance challenges** and contemporary dilemmas.

Current Affairs Link



- Recent corporate scandals highlight the consequences of an ethical vacuum.
  - In **2016, Wells Fargo** faced a **major scandal** involving the creation of millions of unauthorized accounts, including checking and savings accounts and credit card accounts, by employees to meet aggressive sales goals.
  - **In 2018, Facebook** was found to have allowed **Cambridge Analytica** to harvest personal data of millions of users without their consent, which was used to influence political campaigns.

    The purpose of instilling strong corporate ethics is to prevent such harms, protect consumers and ensure fair competition.

Conscience Checks & Reflective Scenarios

- Each chapter includes **ethical dilemmas or micro case studies** designed to develop ethical reflexes and moral imagination under pressure.
- Helps aspirants prepare for **Section B** case studies and ethical decision-making frameworks.

Conscience Check!!!

As a **District Health Officer,** you have a limited **budget** to establish one new **primary health center (PHC).** You have two choices:

Village A, which is well-connected and has a politically influential **leader** demanding the PHC, or **Village B,** which is **remote, inaccessible,** and populated by a **marginalized tribal community** with a higher rate of **infant mortality.**



PYQ (Previous Year Question) Focus:

- Each section includes a "Previous Year Question (PYQ) Focus" with an "Answer Deconstruction" and "Common Pitfall to Avoid."
- This helps candidates understand the examiner's expectations and common mistakes.

Previous Year Question (PYQ) Focus

"What does ethics seek to promote in human life? Why is it all the more important in Public Administration?" (2014)

Answer Deconstruction

Approach: This question requires a two-part answer. First, explain the **universal purpose of ethics,** and second, **narrow the focus to its specific,** critical role in public administration.

- **Introduction:** Define ethics as a rational framework for right conduct that guides human action.
- **Body**
  - **Part 1 (In Human Life):** Explain that ethics seeks to promote social harmony, trust, cooperation, and individual well-being by providing shared standards for resolving conflicts.
  - **Part 2 (In Public Administration):** Explain its heightened importance here because administrators wield immense power and public funds.

Conclusion: Conclude that ethics provides the moral foundation for both a good life for individuals and good governance for society.

Common Pitfall to Avoid

The "Vague Generalization" Trap: Avoid simply saying "ethics is important to do good." Instead, be specific about **what it promotes** (e.g., "It promotes public trust by ensuring that decisions are impartial and transparent"). Use specific ethical terms and frameworks to show analytical depth.

This comprehensive structure ensures that candidates not only **build foundational knowledge but also develop the analytical and application skills** necessary for the UPSC Ethics (GS-4) paper.

How to Use This Document

For Section A (Theory Questions)	For Section B (Case Studies)
Use the conceptual summaries, PYQ discussions, and thinkers' quotes to **formulate high-quality written answers.**	Use the ethical frameworks and administrative examples to **structure, argue, and defend choices** with moral clarity and realism (Refer Case Study document available on the site).

Section A

Part 1: The Foundations of Ethics				
Essence of Ethics	**Determinants of Ethics**	**Consequences of Ethics in Human Action**	**Dimensions of Ethics**	**Ethics in Private vs. Public Relationships**

Essence of Ethics

"Ethics is the activity of man directed to secure the inner perfection of his own personality." — Albert Schweitzer

- **PYQ: 2022 – "Ethics is** knowing the **difference between what you have the right to do** and **what is right to do." – Potter Stewart.** What does this mean to you?
- **PYQ: 2016 –** "Explain how **ethics contributes to social** and **human well-being."**

At its core, **ethics** is the branch of **philosophy** dedicated to a **systematic** and **rational inquiry** into **human conduct** to determine what is **right, wrong, good,** or **bad.** It moves beyond mere **societal conventions** or **personal feelings** to establish a reasoned framework for **moral judgment.** It provides the **standards** by which we can evaluate our **actions** and the **actions** of others.

For **a civil servant,** ethics provides a defensible and justifiable framework for decision-making. In the face of public scrutiny or political pressure, an administrator cannot simply act on a **"gut feeling."** Their actions must be grounded in **established ethical principles** (like justice, impartiality, and public good) that can be clearly articulated and defended.



Balancing Life and Duty: An Ethical Tightrope

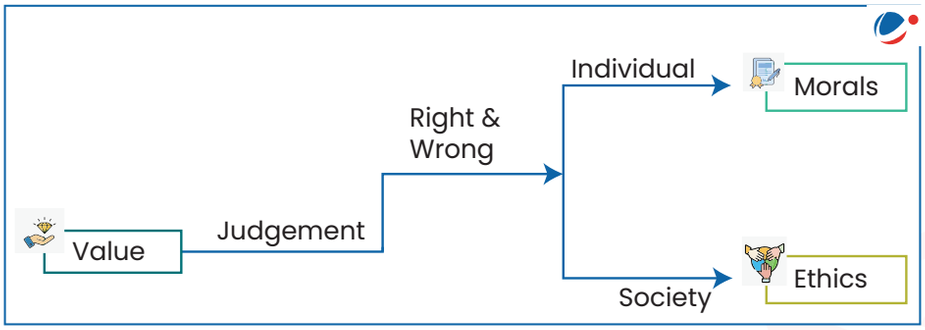
The **Aruna Shanbaug case** (2011) laid bare the **essence of ethics:** the **clash** between **compassion** (the "right to die" for a suffering patient) and the state's obligation to

Ethics vs. Morals vs. Values

While often used interchangeably, these terms have distinct meanings.

Basis	Values	Morals	Ethics
Nature	Core **beliefs or ideals** that are important to an individual or group.	**Personal principles** and **habits regarding right** and **wrong** conduct.	A systematic, **codified set of rules** and **principles** of conduct.
Source	**Culture, Society, Family**	**Individual** (internalized from values)	**Profession, Philosophy, Law** (External)
Scope	**Broad, abstract ideals**	**Personal, subjective**	**Standardized,** applicable to a group

Example	The belief in Honesty.	A **personal rule:** "I will never lie to my family."	A **professional rule:** "A journalist must not plagiarize."



Thinker's Corner

- **For Socrates,** ethics was synonymous with reason. His famous assertion, *"An unexamined life is not worth living,"* captures the essence of ethical inquiry.
  - He believed that **true knowledge of the self** and virtue comes from questioning our own **beliefs** and **actions,** a process that forms the very foundation of ethics.
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Socrates' Final Stand: Ethics Defined by Conviction

Socrates' **decision to drink hemlock,** and not opting to escape the punishment, highlights his **unwavering commitment to Athenian law** He prioritized the integrity of the state's legal system and his lifelong pursuit of truth over personal survival.

The Purpose of Ethics

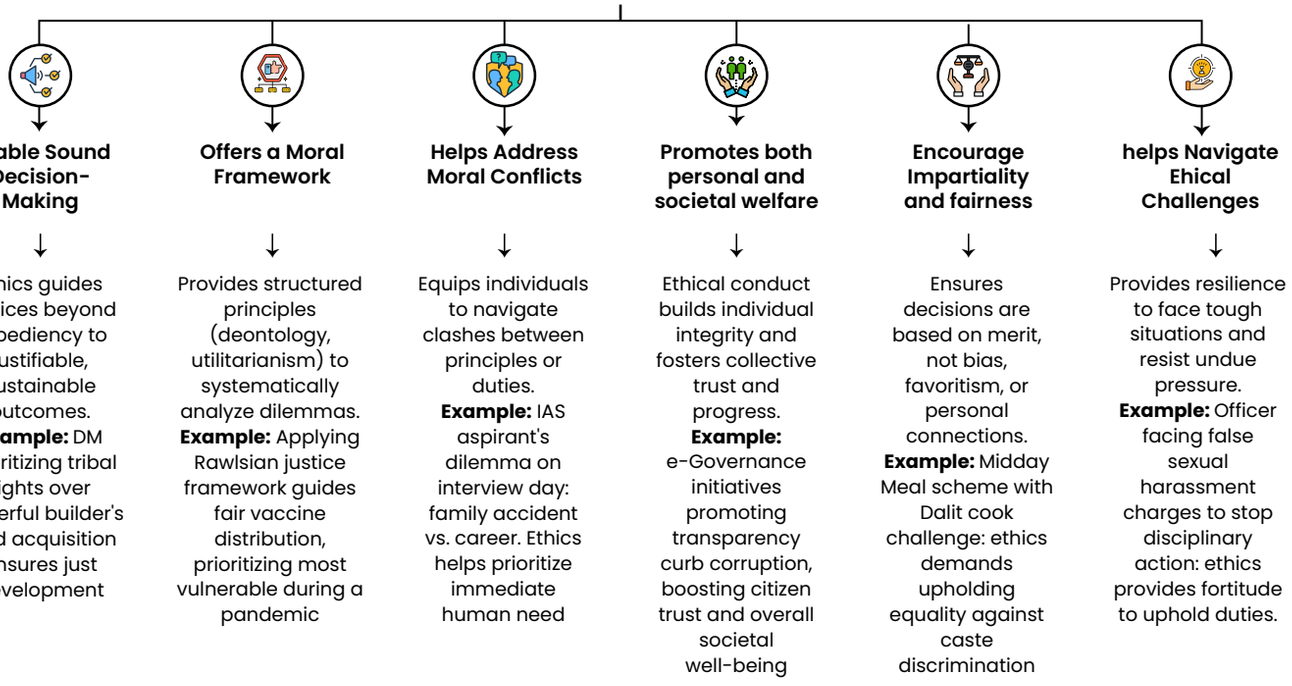
Ethics is not merely a **theoretical exercise;** its primary purpose is **practical**. It serves as the **moral compass** that guides **human action** towards **desirable ends**, ensuring the **stable** and **smooth functioning** of **society.**

Trust in a Cup: Meghalaya's Honor System

The **"Honest Tea Stall"** concept in Meghalaya highlights an intriguing ethical model. In Shillong, customers reportedly take tea and leave money in a box, with no monitoring, yet it thrives.

This unique **example demonstrates how ethical behavior** can be deeply ingrained within a community's culture, fostering trust and honesty without external enforcement.

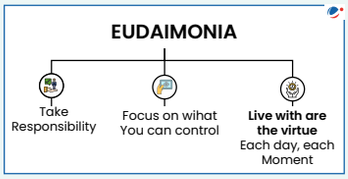
Significance of Ethics



In General	For Public Servants
To Promote Social Harmony: By establishing a **shared understanding of right and wrong,** ethics reduces conflict and fosters cooperation. **To Build Trust:** Ethical conduct in relationships—be they personal, professional, or between citizens and the state—is the bedrock of trust. **To Guide Character Development:** Ethics provides a roadmap for individuals to cultivate virtues and lead a meaningful, **"good life."** **To Provide a Standard for Accountability:** It creates the basis upon which individuals and institutions can be held responsible for their actions.	**To Guide Discretionary Power:** Laws and rules cannot cover every possible situation. • Ethics provides the **principles needed to guide the vast discretionary power** that administrators wield. **To Ensure Impartiality and Justice:** Administrators make decisions affecting the lives and rights of citizens. • An ethical framework is **essential to ensure these decisions** are impartial and promote social justice, especially for the weaker sections. **To Uphold the Sanctity of Public Funds:** Ethics provides the moral imperative for probity, ensuring that public money is used efficiently and for its intended purpose, free from corruption. **To Maintain Legitimacy of the State:** A civil servant is the face of the state for most citizens. • Their ethical conduct directly impacts the perceived legitimacy and authority of the government.

Thinker's Corner

- **For Aristotle,** the ultimate purpose of ethics was to achieve **Eudaimonia,** often translated as **"human flourishing"** or **"the good life."**
  - He argued that this isn't achieved through pleasure or wealth, but by living a life of virtue and reason.
  - Thus, the purpose of ethics is to help us understand and practice the virtues (like courage, justice, and temperance) that lead to a flourishing existence.



- **In the Arthashastra, Kautilya** intricately links the **ethical conduct of the king** (and by extension, his administrators) to the stability and prosperity of the state.
  - His famous dictum, *"In the happiness of his subjects lies his happiness; in their welfare his welfare,"* establishes that the ultimate relevance of ethics in governance is its direct impact on the well-being of the people.
- The **Code of Hammurabi,** created by **King Hammurabi** in 1750 BCE, is a pioneering example of **codified law.** It established clear **legal standards** and **punishments,** aiming to uphold justice and order within **Babylonian society** through specific rules governing **family, civil,** and **criminal law.**



The code's **"eye for an eye"** principle reflects the **ethical** foundation of **retribution (lex talionis),** influencing later legal systems.

Current Affairs Link

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  - **In 2018, Facebook** was found to have allowed **Cambridge Analytica** to harvest personal data of millions of users without their consent, which was used to influence political campaigns.



The purpose of instilling strong corporate ethics is to prevent such harms, protect consumers and ensure fair competition.

- The rollout of schemes like **Direct Benefit Transfer (DBT)** highlights the **relevance of ethics.**
- While the technology is neutral, the **ethical framework behind its use determines the outcome.**
- An **ethical application** ensures **it promotes transparency and inclusion.**
- An **unethical application could lead to exclusion errors or data misuse, harming the most vulnerable.**

Administrative Viewpoint



The tenure of **T.N. Seshan as the Chief Election Commissioner** is a powerful case study on the relevance of ethics. He **simply applied the existing ethical** and **legal framework** of the Election Commission with courage and integrity. His actions demonstrated how a single administrator's commitment to ethics can restore the credibility and power of an entire institution.

Previous Year Question (PYQ) Focus

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Determinants of Ethics

"We are what we repeatedly do. Excellence, then, is not an act, but a habit." — Aristotle

- **PYQ: 2019 – "**What is meant by **'crisis of conscience'? How does it manifest itself in the public domain?"**
- **PYQ: 2021 – "**In case of **a 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."
- **PYQ: 2020 – "**The **current internet expansion** has **instilled** a **different set of cultural values** which are often in conflict with traditional values." **Discuss.**
- **PYQ: 2016 – Law and ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilized social existence.**

  (a) Discuss how they achieve this objective.

  (b) Giving examples, show how the two differ in their approaches.

The principles of **right** and **wrong** are not formed in a vacuum. **Determinants of Ethics** are the various **factors** and **forces** that **shape, influence,** and give rise to our **individual** and **collective** ethical **frameworks.** They are the **'inputs'** that create the **moral code** we live by, influencing our **judgments** and **actions.**

Sources of Ethics

Human Conscience

Individual's internal guide to right/wrong, shaped by values.

- Guides ethical choices beyond laws (e.g., refusing bribe).
- Failure - crisis of conscience (e.g., Gandhi's Non-Cooperation withdrawal).
- Influenced by society, but can be overridden by social pressure (e.g., inter-caste marriages).

Family

"First school" core values (honesty, respect, empathy) via guidance/example.

- Instills moral integrity (e.g., Ramayana's duty).
- Kalam/Gandhi's ethics shaped by parents.
- Teaches private relationship ethics (e.g., caring for elderly).

Thinkers and Philosophers

Moral thinkers and philosophers provide systematic frameworks for ethical decision-making, shaping how societies approach moral issues.

Influential Thinkers: Aristotle, Immanuel Kant, Mahatma Gandhi, John Rawls, Philosophers like Socrates and Plato contributed to ethical thought, teaching the importance of truth, self-examination, and justice

Culture

Defines ethical norms, shaping acceptable/unacceptable behavior.

- Different cultures different values (Western individualism vs. Indian universalism).
- Ethical relativism: morality varies by culture (e.g., polygamy, child labor).
- Ethics evolves (e.g., child labor once accepted). India's shift on LGBTQ+ rights reflects changing standards. Some principles (e.g., not stealing) are universal.

Religion

Source of moral guidance & ethical standards via divine teachings.

- Hinduism Karma, Dharma;
- Buddhism compassion, non-violence;
- Jainism
- Ahimsa;
- Islam equality, justice.
- Christanity- Golden rule

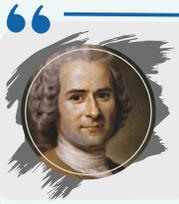
Legal System

Provides structured rules for societal behavior, ensuring justice (e.g., Indecent Representation of Women Act).

- Law ethics (e.g., death penalty legal but ethically debated).
- Ethics transcends law (e.g., officer helping outside jurisdiction).
- Constitution ethical foundation (justice, equality, liberty).

Thinker's Corner

- **Jean-Jacques Rousseau** explored the determinants of ethics by contrasting the **"natural man" with the "social man."**
  - He argued that humans in a state of nature are inherently good, **guided by** self-preservation and pity.



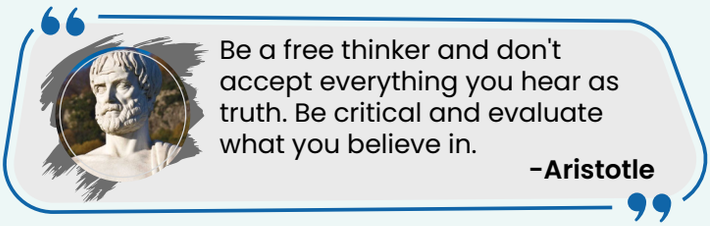
"People in their natural state are basically good. But this natural innocence, however, is corrupted by the evils of society."

-Jean-Jacques Rousseaut

- It is society, with its institutions and inequalities (determinants), that corrupts this natural goodness.

His work **highlights the powerful role of social** and **institutional factors** in shaping our moral landscape.

Aristotle emphasized the role of society and habit in determining ethics. His famous quote, *"We are what we repeatedly do. Excellence, then, is not an act, but a habit,"* underscores how family and society (socio-cultural determinants) build our ethical character through habituation.



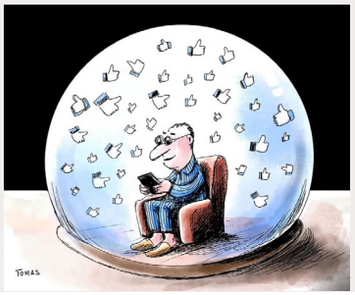
Current Affairs Link

- **LGBTQ+ rights:** The evolving debate on LGBTQ+ rights showcases the **dynamic** nature of **ethical determinants.**
  - What was **once determined by religious** and **traditional social norms** is now being **reshaped by** the **legal framework** (Supreme Court judgments) and **individual conscience** (growing acceptance).
  - This shows a **direct conflict and evolution** among different determinants of ethics in modern India.



- **Echo chambers:** Social media algorithms create "echo chambers" that constantly reinforce a user's existing beliefs.

This acts as a powerful modern determinant of ethics, often **leading to polarized moral** and political attitudes and reducing individuals' exposure to differing ethical viewpoints, thereby hindering ethical deliberation.



Administrative Viewpoint

A civil servant must be acutely aware of the various determinants of ethics at play in their district.

- The ethical framework of a **tribal community (determined by custom)** may differ significantly from the formal **legal framework (determined by the state).**

An effective **administrator does not dismiss one for the other** but seeks to understand and bridge these different moral worlds to ensure inclusive governance.



The Individual, Socio-Cultural and Institutional Determinants

Individual Determinants: The Inner Compass

These are the **internal factors** that contribute to a person's unique ethical perspective.



- **Conscience:** Often described as the **"inner voice,"** it is the intuitive capacity to distinguish right from wrong.
  - It acts as a guide and sometimes raises a **"voice of protest"** against unethical actions.

Crisis of conscience

It is a profound **internal struggle** that occurs when an **individual faces a moral dilemma,** where their actions or decisions conflict sharply with their deeply held ethical principles or values.

- **Human Values:** Deeply held beliefs (e.g., honesty, integrity, compassion) that we consider important. These **values form the bedrock of our moral judgments.**
- **Emotional Intelligence (EI):** The ability to understand and manage one's own and others' emotions.

High EI, especially empathy, allows an individual to better perceive the ethical consequences of their actions on others.

Socio-Cultural Determinants: The External Mould

These are the **external forces** from our social environment that shape our ethical outlook from birth.

- **Family & Society:** The **primary source of moral education,** where we first learn concepts of **right** and **wrong** through instruction, observation, and socialisation.
- **Religion:** Provides followers with a **codified set of moral laws, principles,** and **beliefs** (e.g., the Ten Commandments, the concept of Dharma).
- **Media:** In the modern age, media (including social media) plays a huge **role in shaping public opinion** about what is ethically acceptable or outrageous, often setting the agenda for moral debates.

Villainous Karma in Disney

Disney villains' downfalls, like **Scar** and **Ursula,** serve as clear **ethical lessons.** Their **lack of ethics** directly leads to their undoing, illustrating **karma** in action. This reinforces the message that **unethical behavior** ultimately brings **negative consequences,** teaching morality through narrative.

Institutional Determinants: The Formal Boundaries

These are the **formal systems and structures** that provide a standardized framework for ethical conduct in public life.

- **Legal Framework:** The **Constitution, laws,** and **rules** set the minimum ethical standard. An illegal act is, by definition, unethical in public administration.

"The Constitution is not a mere lawyers' document; it is a vehicle of life." — **B.R. Ambedkar**

- **Political System:** A democracy inherently promotes ethical values like liberty, equality, and fraternity, while an authoritarian system may prioritize obedience and state security.
- **Code of Conduct/Code of Ethics:** These are explicit rules and principles laid down for a profession **(e.g., Civil Service Conduct Rules, 1964)** that guide behavior and provide a basis for accountability.
  - The **2nd ARC** recommends that all Codes of Conduct should incorporate "seven elements of ethics": Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.
  - Early **"grooming"** in public service values is considered crucial, ideally from a young age when minds are receptive.

Source: ***Ethics in Governance (Fourth Report); Refurbishing Personnel Administration (Tenth Report)***

Denmark's "Jante Law"—The "Unwritten Rule of Equality

Denmark's "Jante Law" is an **unwritten social code** discouraging **individualism** and boastfulness.



- It emphasizes **humility** and that "you are not to think you are anything special," promoting **collective good** over personal glory.
- It's a key factor behind the **trust** and **income equality** often seen in Nordic societies

Singapore's Integrity Anchor

Singapore's Corrupt Practices Investigation Bureau (CPIB) is a key **institutional determinant** of ethics.

- This **independent agency,** with strong **legal powers** (Prevention of Corruption Act), rigorously prosecutes **corruption** in all sectors, ensuring **accountability**.
- Its direct reporting and "no one above the law" policy **determine** Singapore's **low corruption** and high national **integrity**.

Administrative Viewpoint

An administrator's individual determinants (e.g., a progressive value system) might clash with the socio-cultural determinants of the area they serve (e.g., deeply patriarchal norms). Navigating this requires high **Emotional Intelligence** to introduce change without creating social hostility, using persuasion rather than coercion.

Ethics & Law

As we know, Ethics refers to a set of **moral principles or values** that govern a person's or group's behavior. While **law**, on the other hand, is a **system of rules created** and **enforced by a governing authority** (like a government) to regulate behavior. Laws are codified, publicly declared, and carry sanctions for their violation. They dictate **what we must do or must not do.**

Relationship:

- **Foundation:** Ideally, laws are rooted in ethical principles. Many laws, such as those against theft, murder, or fraud, directly reflect widely accepted ethical standards of not harming others or taking their property.
- **Minimum Standards:** Laws often represent a societal consensus on minimum acceptable behavior. They set a baseline below which actions are deemed harmful to society and therefore prohibited.
- **Reinforcement:** Laws can help to reinforce ethical behavior by providing consequences for actions deemed unethical.
- **Societal Order:** Both ethics and law contribute to maintaining social order and promoting a functional society.

Differences:

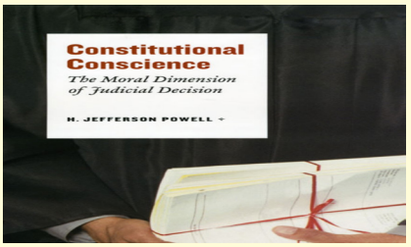
Feature	Ethics	Law
Nature	**Moral principles, values, conscience**	**Codified rules,** statutes, regulations
Source	**Philosophy, religion, culture, personal**	**Government, legislatures, courts**
Enforcement	Conscience, social pressure, reputation	**State power, courts,** penalties, fines, jail
"Bad" vs. "Illegal"	An unethical act might not be illegal	An illegal act might not be unethical (e.g., jaywalking)
"Right" vs. "Legal"	What is legal may not always be ethical (e.g., historical injustices)	What is ethical may not always be legal (e.g., civil disobedience for a moral cause)

In essence, while laws tell us what we are required to do (or not do), ethics guides us on what we ought to do, often pushing beyond the letter of the law towards a higher standard of conduct. A truly just society strives for laws that are ethically sound, and individuals are encouraged to act ethically even when the law doesn't explicitly demand it

Previous Year Question (PYQ) Focus

"Is conscience a more reliable guide when compared to laws, rules and regulations in the context of ethical decision-making? Discuss." (2023)

Answer Deconstruction



Approach: This question pitches an **Individual Determinant (Conscience)** against **Institutional Determinants (Laws, Rules).** A balanced answer must analyze the strengths and weaknesses of both before providing a synthesized conclusion.

- **Introduction:** Briefly define conscience as an inner moral guide and laws/rules as external codified standards. State that both are crucial, but neither is infallible.
- **Body**
  - **Part 1 (Case for Conscience):** Argue that conscience can guide in grey areas where laws are silent or unjust (e.g., helping someone despite a rigid rule). It represents a higher morality.
  - **Part 2 (Case for Laws/Rules):** Argue that conscience can be biased or flawed. Laws provide uniformity, predictability, and a check against arbitrary personal beliefs. They are essential for a fair system.

Conclusion: Conclude that a civil servant should first be guided by law, but when a law creates a deep ethical dilemma, their conscience should prompt them to seek a resolution within the system (e.g., suggesting a rule change) rather than breaking the law outright. The ideal is a **"Constitutionally guided conscience."**

Conscience Check!!!

You are a **senior officer** in charge of a **welfare scheme** that provides **aid** to **families** below a certain **income threshold.** An old **widow,** clearly in **desperate need,** applies for the aid. However, her **son** has a small, **unstable income** that puts the **family** just ₹100 above the official **eligibility line,** making her technically **ineligible** according to the **rules (Institutional Determinant).** What would you have done?

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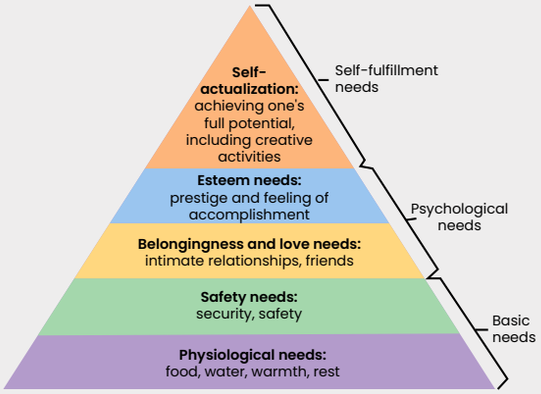
Consequences of Ethics in Human Action

"The downfall of the Roman Empire was not due to external forces but internal corruption." — Edward Gibbon

- **PYQ: 2014 – "All human** beings **aspire** for **happiness.** Do you agree? **What** does **happiness mean to you?** Explain with examples."
- **PYQ: 2022 – "Judge** your **success by what you** had **to give up in order to get it." -Dalai Lama.** What does this mean to you?
- **PYQ: 2022 –** It is believed that adherence to **ethics in human actions** would ensure the **smooth functioning** of an organization/system. **If so, what does ethics seek to promote in human life? How do ethical values** assist in the **resolution of conflicts faced by him in his day-to-day functioning?**
- **PYQ: 2014 –** The **current society** is plagued with **widespread trust-deficit.** What are the **consequences** of this situation for **personal well-being** and for **societal well-being**? What can you do at the **personal level** to make yourself **trustworthy**?
- **PYQ: 2020 – "Hatred is destructive** of a **person's wisdom** and **conscience** that can poison a nation's spirit.' Do you agree with this view? Justify your answer."

Ethical actions are not merely **duties** performed for others; they are fundamental **investments** in the **self**. The consequences of living an **ethical life** are profoundly positive.

Positive Consequences

For Individual	For Society
Builds Character & Integrity: Ethical choices strengthen moral character, fostering self-respect and conviction. **Leads to Sustainable Happiness:** Ethical conduct brings deep, lasting happiness and mental peace, unlike fleeting material pleasures. **Enables Self-Actualization:** Living by high values helps individuals realize their full potential (Maslow's self-actualization). 	**Enhances Social Trust:** Trust is the currency of social interactions. Ethical behaviour (e.g., honesty, fairness, reliability) builds social capital and trust between citizens, and between citizens and the state. **Promotes Social Harmony:** Ethical values like tolerance, compassion, and respect for others reduce friction between different groups, leading to a more harmonious society. **Fosters Cooperation:** A high-trust, ethical environment makes cooperation easier, enabling society to solve complex collective problems, from managing local resources to tackling national crises.

Cooperative Movements

The success of cooperative movements in India, like Amul, is a **direct consequence of ethical conduct.** It was built on a foundation of trust **between millions of farmers,** fair and transparent payment systems, and a commitment to the **collective good.**

This ethical ecosystem created immense economic prosperity and social empowerment.



Administrative Viewpoint

A society with high ethical standards makes governance far more effective.



- An administrator working in such an environment will find higher voluntary compliance with laws, greater public participation in schemes **(like Swachh Bharat),** and a willingness from the community to co-create solutions.
- **"Ethical citizens** are the **greatest asset** for good governance."

What is a "Good Samaritan"?



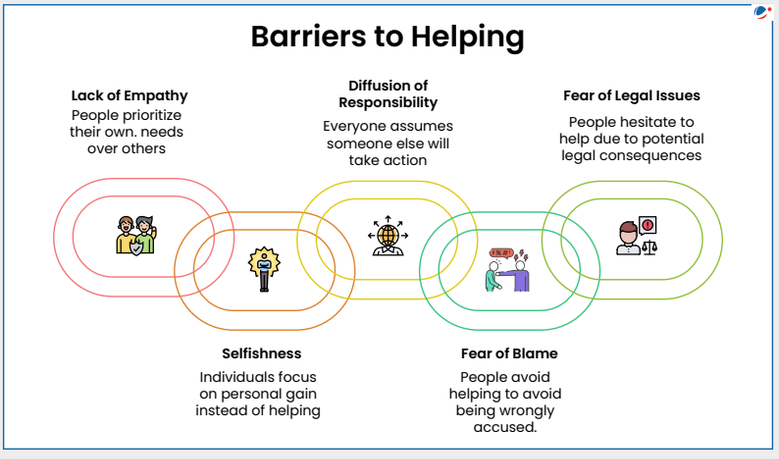
A Good Samaritan is **someone who helps an injured person** in an emergency, like after an accident, without being paid or having a duty to do so. They just help because it's the right thing to do.

What did the Delhi High Court say?

The court said that people who help someone in trouble should not be bothered or harassed. It stressed that **helping an injured person is the most important duty.**

How does India's law protect Good Samaritans?

- **Supreme Court Rules:** India's highest court has set rules to protect these helpers.
- **Government Guidelines (Road Transport):** These rules say that a Good Samaritan:
  - Can leave the scene right away.
  - Will not be held responsible by law (no civil or criminal charges).
  - Hospitals cannot keep them waiting or detain them.
  - Officials who try to force them to stay or harass them will face action.



- **These rules became law:** In 2016, the Supreme Court made these guidelines mandatory across the country.
- **Specific Law:** The **Motor Vehicles (Amendment) Act of 2019,** specifically **Section 134A,** now legally protects Good Samaritans.

Basically, **India wants to encourage people to help those in need** by making sure they are protected from any problems afterwards.

Negative Consequences of Unethical Action

Our behavior is governed by principles. Living in harmony with them brings positive consequences; violating them brings negative consequences. - Stephen Covey

Unethical actions are like a **cancer** that metastasizes through the **body politic.** A single **unethical act** by an individual in a position of **power** can have **cascading negative consequences,** eroding **trust**, causing injustice, and ultimately weakening the foundations of the organization and society itself.

Individual	Society	Governance
Leads to a **loss of self-respect, mental peace,** and a constant fear of exposure. It creates a **'divided self'** and undermines personal integrity.	The most damaging consequence is the erosion of social trust. It creates **cynicism, normalizes corruption,** and can lead to widespread social unrest and non-cooperation.	**Corruption:** Leads to the **misallocation of public funds** and **poor quality of public services.** **Injustice:** Unethical decisions **deny citizens their rights and entitlements,** disproportionately affecting the poor and vulnerable. **Loss of Legitimacy:** Widespread **unethical behaviour by public officials** leads to a loss of faith and legitimacy in the government itself.

K-Pop: Collective Dreams, Individual Costs

K-Pop idol contracts often illustrate how **Korean collectivism** can clash with **fair labor ethics.**

- Idols face **exploitation** through long, restrictive agreements, demanding extreme personal sacrifice for group success.
- This reflects a **socio-cultural** dynamic where intense pressure for **collective harmony** can overshadow **individual rights** and well-being.



Body Shaming

It is when you **make fun of, criticize, or judge someone because** of their **body's look** – like its shape, size, or overall appearance.



Why does it happen (Socio-Cultural Factors)?

- **Unreal Beauty:** Movies (Bollywood), ads (fairness creams), and fashion set impossible standards for how people "should" look.
- **Media Pressure:** Social media (with filters and edited photos) makes people feel bad about themselves.

For example, there was a sad case in Kerala where a girl died from extreme fasting because of this kind of pressure.

- **Family/Culture Influence:** Sometimes, families or cultural traditions put pressure on people about their appearance, like being a certain size for marriage.
- **Friends & Society:** Friends or other people around us can tease or make comments, and schools or communities might not teach enough about loving your body as it is.

Thinker's Corner

Kautilya (Chanakya)



In the **Arthashastra**, Kautilya provides a stark analysis of the consequences of unethical action. He identifies **"forty ways of embezzlement"** and warns that a corrupt official not only steals wealth but also **"eats up the vital interests of the people."** For Kautilya, the ultimate consequence of unethical governance is the decay and destruction of the state itself.

Administrative Viewpoint

When an officer indulges in an **unethical act,** the consequence is not limited to them. It tarnishes the image of the entire civil service, the so-called **"steel frame."** It makes the work of thousands of honest officers more difficult by **feeding a public narrative** of universal corruption, thereby damaging the citizen-administrator relationship.

Previous Year Question (PYQ) Focus

"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 contemporary times." (2017)

Answer Deconstruction

Approach: This question is directly about the **positive consequences of having ethics** and the **negative consequences of its absence.** The best approach is to break down the statement and explain the consequences for each of the three pillars mentioned.

Introduction: Define "shared moral values" as the foundation of social trust, which acts as the invisible glue for all societal institutions.

Body

- **Part 1 (Law):** Without ethical values like respect for the law, people obey only out of fear of punishment. This leads to a high-cost police state, not a self-regulating society.
- **Part 2 (Democratic Government):** Without ethical values like tolerance, public spirit, and constitutional morality, democracy degrades into populism, identity politics, and majoritarianism.
- **Part 3 (Market Economy):** Without ethical values like honesty, trust, and fair play, a free market degenerates into crony capitalism, monopolies, and consumer exploitation.

Conclusion: Conclude that ethics is the foundational **"software" that allows the "hardware" of law,** democracy, and the economy to function effectively for human well-being.

Common Pitfall to Avoid

The "Blame Game" Trap: Avoid restricting the analysis to just politicians or bureaucrats. A holistic answer acknowledges that "shared moral values" applies to all actors—citizens who don't follow traffic rules, corporations that evade taxes, and public officials who take bribes. Show that the consequences are systemic.

Conscience Check!!!

A large **food processing company** is found to be using cheap, **non-permitted additives** to cut **costs,** which poses a long-term **health risk.** A **food safety inspector** who discovered this was offered a huge **bribe** to falsify the **report**. What would you have done if you were that **food inspector?**

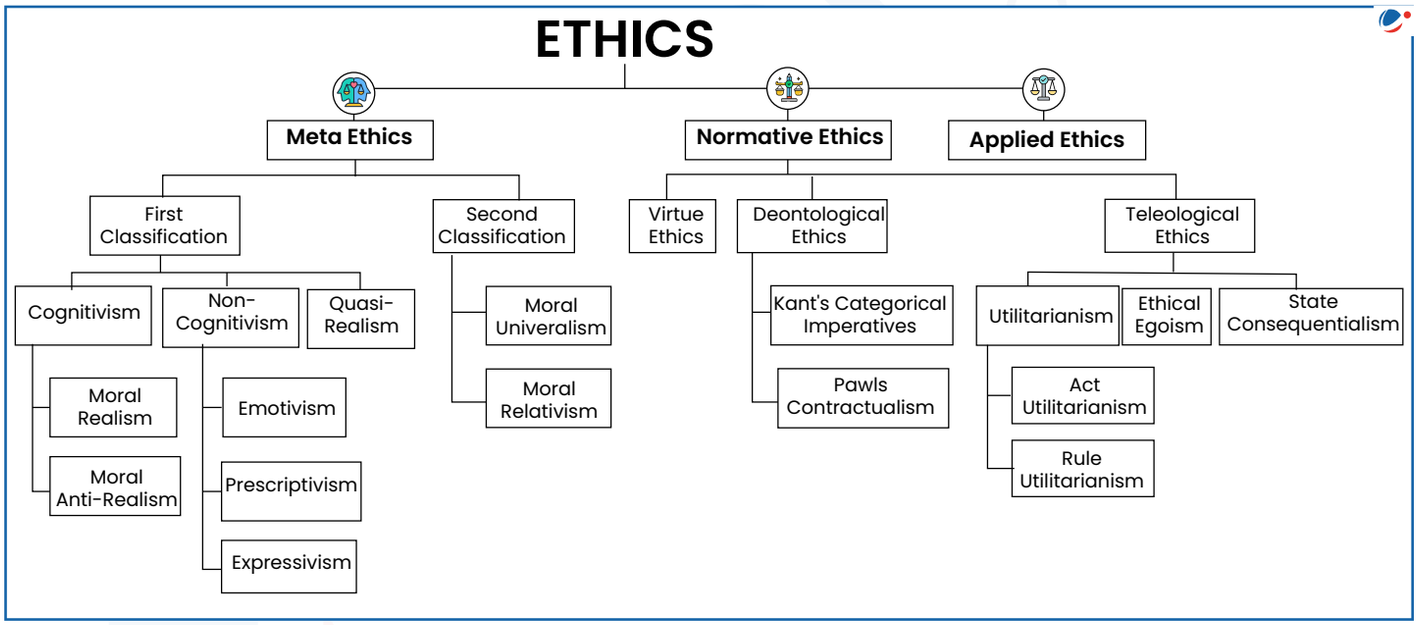
Dimensions of Ethics

A man without ethics is a wild beast loosened upon this world. - Albert Camus

- **PYQ: 2020 - "A system of morality** which is based on **relative emotional values is a mere illusion, a thoroughly vulgar conception** which has nothing sound in it and nothing true." - **Socrates. What does this mean to you?**
- **PYQ: 2015 -** "What is meant by **'environmental ethics'? Why** is it important to study? Discuss any one **environmental issue from the viewpoint of environmental ethics."**

Ethics is not a single, **monolithic field.** To analyze **moral questions** with **clarity**, it is divided into three distinct but related **branches** or "dimensions." This three-tiered **framework** allows us to explore everything from the abstract meaning of **"goodness"** itself to the practical application of **principles** in **real-world dilemmas.**

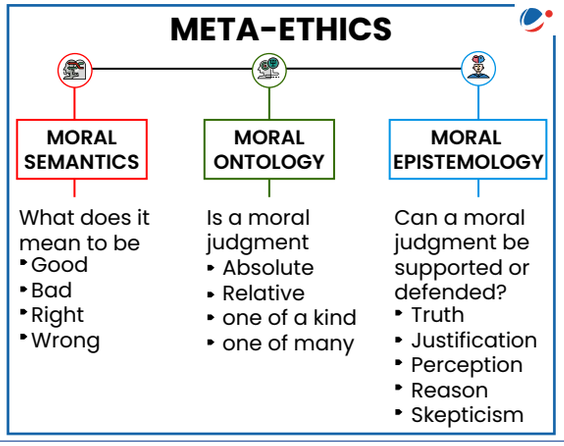
The Flow of Ethical Analysis				
Meta-Ethics (The 'Why')	→	**Normative Ethics (The 'What')**	→	**Applied Ethics (The 'How')**
Explores the **origin** and **meaning of ethical principles.** It is the most abstract level.		Creates the **frameworks or standards** to guide right and wrong conduct.		Applies **normative theories to specific, controversial moral issues.**



Meta-Ethics: The ''Why'—Exploring the Nature of Morality

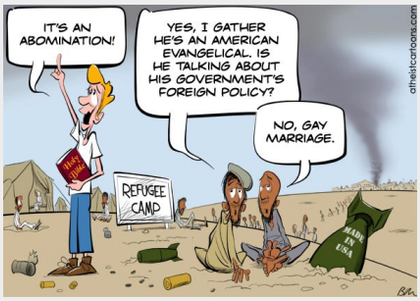
Meta-ethics does not prescribe what actions are right or wrong. Instead, it asks foundational questions about the nature of morality itself.

- **Core Questions:** "What is the meaning of 'good'?", "Where do moral principles come from—God, reason, or culture?", "Are ethical truths objective?"
- **Purpose:** To understand the language and foundations of moral belief.



Selective Morality

It refers to applying **ethical standards** inconsistently. It involves consciously or unconsciously upholding certain moral principles only when convenient, beneficial, or aligning with one's self-interest or biases.



- This practice leads to **moral hypocrisy,** a disconnect between **professed values** and actual behavior, differing from **situational ethics.**

Examples:

- **Political Hypocrisy:** During the **National Herald case** involving the **Real Estate scam,** public figures and politicians demanded strict action against alleged corruption, but when similar allegations arose within their own political circles, they either ignored or downplayed the accusations, exposing **selective moral standards** in politics.
- **Social & Cultural Norms:** Political and religious leaders in India advocate for **gender equality** and **women's empowerment** publicly, yet impose **restrictive norms** privately.

For example, while supporting **women's rights** in public, some leaders oppose **women's entry into temples** like **Sabarimala**, citing **tradition**.

- **Economic Practices:** Indian business leaders often preach **corporate social responsibility** (CSR), but overlook unethical practices for profit.
  - For instance, **H&M** faced backlash for exploiting **cheap labor** in Indian factories while promoting an image of ethical business through CSR initiatives, disregarding **labor conditions**.
- **Caste & Community Allegiance:** In India, people demand strict **caste rules** for outsiders but make exceptions within their community.
  - For example, **reservation debates** see leaders demanding **merit-based criteria** for general categories but promoting **caste quotas** for their own, perpetuating **caste-based favoritism.**

Case Study: U.S. Hypocrisy in Human Rights – The Iraq War and Abu Ghraib



The **United States** has often positioned itself as a global advocate for **human rights** and **democracy**. However, its actions in **Iraq**, particularly during the early **2000s**, reveal a pattern of **selective morality** and **double standards.**

Background: The Iraq War

In **2003**, the **U.S.** led an **invasion** of **Iraq**, citing the need to eliminate **weapons of mass destruction (WMDs)** and promote **democracy**. Despite extensive **searches**, no **WMDs** were found. The invasion resulted in significant **civilian casualties** and long-term **instability** in the **region**.

Abu Ghraib Scandal

- During the occupation, U.S. military personnel **were implicated in the abuse of detainees** at the Abu Ghraib prison.

- Photographs surfaced showing **prisoners subjected to physical and psychological torture,** including **beatings, sexual humiliation,** and **forced stress positions.**
- The U.S. government's initial response was to downplay the incidents, labeling them as the actions of a few rogue soldiers. However, subsequent **investigations revealed systemic issues** and a lack of accountability.

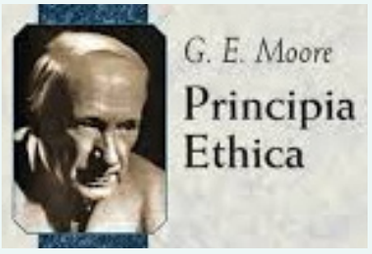
Selective Morality and Double Standards

The **U.S.** condemned **Saddam Hussein's regime** for its **human rights abuses,** yet its own actions in **Iraq** mirrored many of the **atrocities** it criticized. This **discrepancy** highlights a **selective application** of **ethical standards,** where **moral outrage** is contingent upon **political interests** rather than **universal principles.** The failure to hold **high-ranking officials** accountable further underscores the **hypocrisy** inherent in such **selective morality.**

"True moral leadership requires adherence to principles regardless of political or strategic considerations."

Thinker's Corner

The Nature of Moral Truths

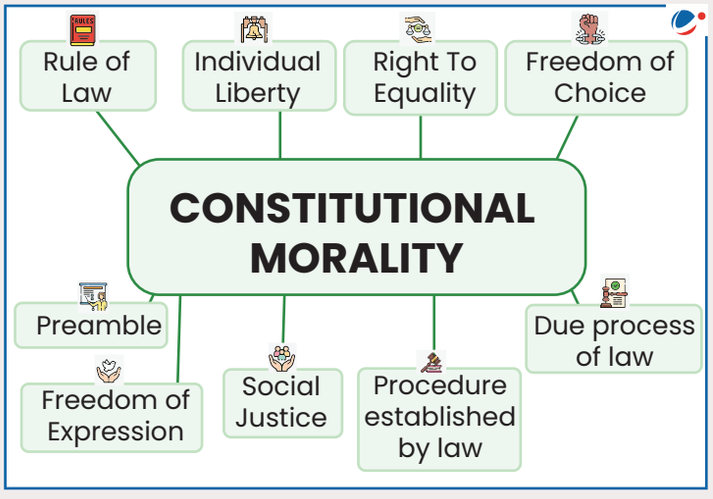


G.E. Moore, in his book **Principia Ethica,** argued that the term "good" is a basic quality, similar to how we understand the color "yellow" – it can't be broken down or defined by other things. He cautioned against what he called the **"naturalistic fallacy,"** which is the mistake of trying to explain **"goodness"** using natural characteristics like "pleasure" or "survival".

In contrast, emotivists like A.J. Ayer argued that ethical statements are not factual statements at all. For him, saying **"Stealing is wrong"** is not stating a fact, but simply expressing a feeling of disapproval, equivalent to saying **"Stealing—boo!"**

Current Affairs Link

Constitutional Morality



The frequent use of the term **"Constitutional Morality" by the Supreme Court** is a **meta-ethical issue** in practice.

- The debate explores the **very source and meaning of this morality.**
- Is it derived from the **explicit text of the Constitution, the implicit values of the framers,** or the evolving interpretation of justice by the judiciary?

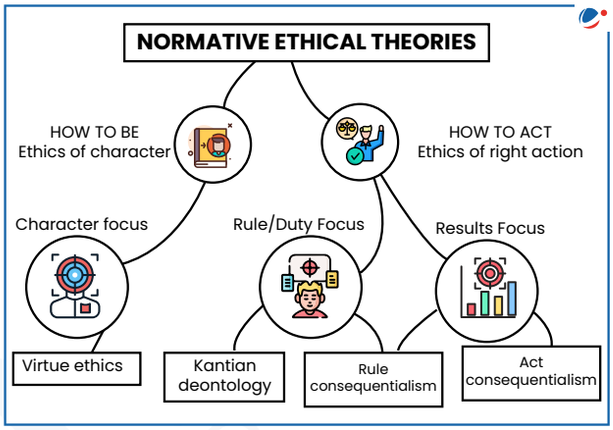
This is a **meta-ethical inquiry** into the nature of a specific moral framework.

Administrative Viewpoint

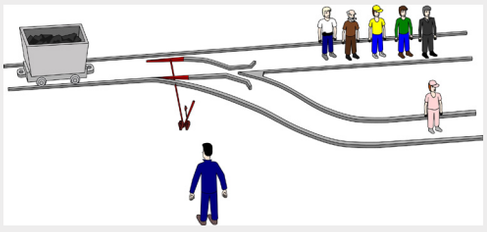
While a **civil servant** does not engage in abstract **meta-ethics** daily, they must be aware of the **source** of their guiding **principles**. Is their primary **moral authority** the **Constitution** and the **law of the land,** or is it their personal **religious beliefs** or **cultural norms**? **Recognizing** this is crucial when facing a **conflict** between **personal values** and **professional duty.**

Normative Ethics: The 'What' - Deontology, Utilitarianism, Virtue Ethics

This is the heart of ethical theory. Normative ethics seeks to establish the criteria or principles for what makes an action right or wrong. It provides the frameworks that help us decide how we should act.



The Good Place's Trolley Problem Episode



The Good Place's "Trolley Problem" episode offers a **hilarious yet deep dive** into **normative ethics.** It vividly explores **utilitarianism** (greatest good) versus **deontology** (duty-based rules).

The show masterfully uses this thought experiment to reveal the complexities and real-world struggles of applying these **ethical frameworks,** making philosophy accessible and engaging.

Deontological Ethics (Duty-Based)	Teleological / Consequentialist Ethics (Ends-Based)	Virtue Ethics (Character-Based)
This framework argues that c**ertain actions are inherently right or wrong,** regardless of their consequences. ➢ The **focus is on adhering to one's duty** and **universal moral laws** (Categorical Imperative). ➢ **Example:** A doctor has a duty to maintain patient confidentiality, even if revealing information could potentially lead to a social benefit.	This framework judges an **action based on its outcome.** ➢ The most famous version is Utilitarianism, which seeks the **"greatest good for the greatest number."** ➢ **Example:** A government policy that builds a large dam, displacing a small number of people to provide electricity for millions, is justified on utilitarian grounds.	This approach **focuses not on actions or consequences, but on the character** of the moral agent. ➢ It asks, **"What would a virtuous person do?"** and emphasizes developing virtues like courage, honesty, and compassion. ➢ **Example:** A bureaucrat who shows exemplary courage in exposing corruption is celebrated for their virtuous character.

Thinker's Corner



The Central Conflict - Kant vs. Mill

- **Immanuel Kant** provides a rigid, duty-based framework. For him, **lying is always wrong,** regardless of the consequences, because it cannot be made a universal law. One must do their duty for duty's sake alone.
- In sharp contrast, **John Stuart Mill** would argue that if a lie could prevent a great harm or produce a massive amount of happiness for most people (e.g., lying to a terrorist to save lives), then the lie is not only permissible but morally required.

This highlights the fundamental tension between duty-based and consequence-based normative ethics.



Thanos: A Utilitarian Villain?

The "ethics" of Thanos from Marvel is a widely recognized example of twisted utilitarianism. He believes genocide is ethical to achieve resource balance, aiming for the "greatest good for the greatest number" by brutally eliminating half of all life.

This illustrates a consequentialist philosophy: the morality of his horrific act is judged solely by its perceived positive outcome. His actions spark intense debate on whether such extreme means can ever justify an end.

Summum bonum

In his ethics, Aristotle talks about **summum bonum,** which refers to the ultimate goal or purpose of human life. Imagine you're on a journey to find the **best restaurant** in your city. Along the way, you visit different restaurants.

However, after exploring several places, you finally reach the **perfect restaurant** — the one that offers everything you've been looking for. This perfect restaurant is like the **summum bonum** — it's the final destination or ultimate goal, and once you reach it, there's no need to go anywhere else. It serves no further purpose beyond being the best choice for you.

Golden Mean

Aristotle's philosophy emphasizes **moderation** as the key to virtue, with each virtue lying between two extremes. He defines virtue as the balance between **deficiency** and **excess**, where each extreme is considered a vice. For example,

Virtue	Extreme (1)	Extreme (2)
Courage	Cowardice	Rashness
Munificence (generosity)	Pettiness	Vulgar profusion
Good temper	Spiritlessness	Irascibility
Politeness	Rudeness	Obsequiousness
Modesty	Shamelessness	Bashfulness
Temperance	Insensibility	Intemperance
Liberality	Meanness	Prodigality
Proper pride	Humility	Vanity
Ready wit	Buffoonery	Boorishness

Current Affairs Link

Vaccine Distribution During a Pandemic

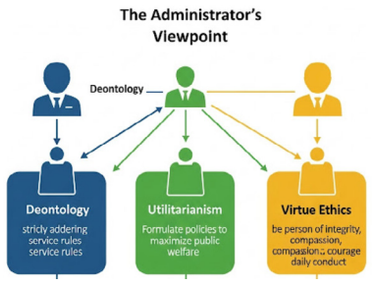


The debate over vaccine priority illustrates the clash of normative frameworks.

- A **Deontological approach** might argue for a strict rule: all frontline health workers must be vaccinated first, as it is our duty to protect them.
- A **Utilitarian approach** might argue for vaccinating super-spreaders (like young people in markets) first, as this would slow transmission fastest and produce the "greatest good" for public health.

Administrative Viewpoint

A civil servant constantly uses all t**hree normative frameworks.**



- They follow **Deontology** when adhering strictly to service rules.
- They use **Utilitarianism** when formulating policies to maximize public welfare.
- They practice **Virtue Ethics** by striving to be a person of integrity, compassion, and courage in their daily conduct.

Conscience Check!!!



Heinz dilemma: The **Heinz dilemma** is a well-known **thought experiment** in **ethics**. The scenario involves **Heinz**, whose wife is dying from **cancer** and needs a **life-saving drug** that he cannot afford.

The drug is **exorbitantly priced** by the **pharmacist**, who refuses to lower the cost or allow Heinz to pay later.

Heinz must decide whether to **steal the drug** to save his wife's life or to respect the **law** and **property rights.** Imagine you are Heinz. What would you have done?

Applied Ethics: The 'How'

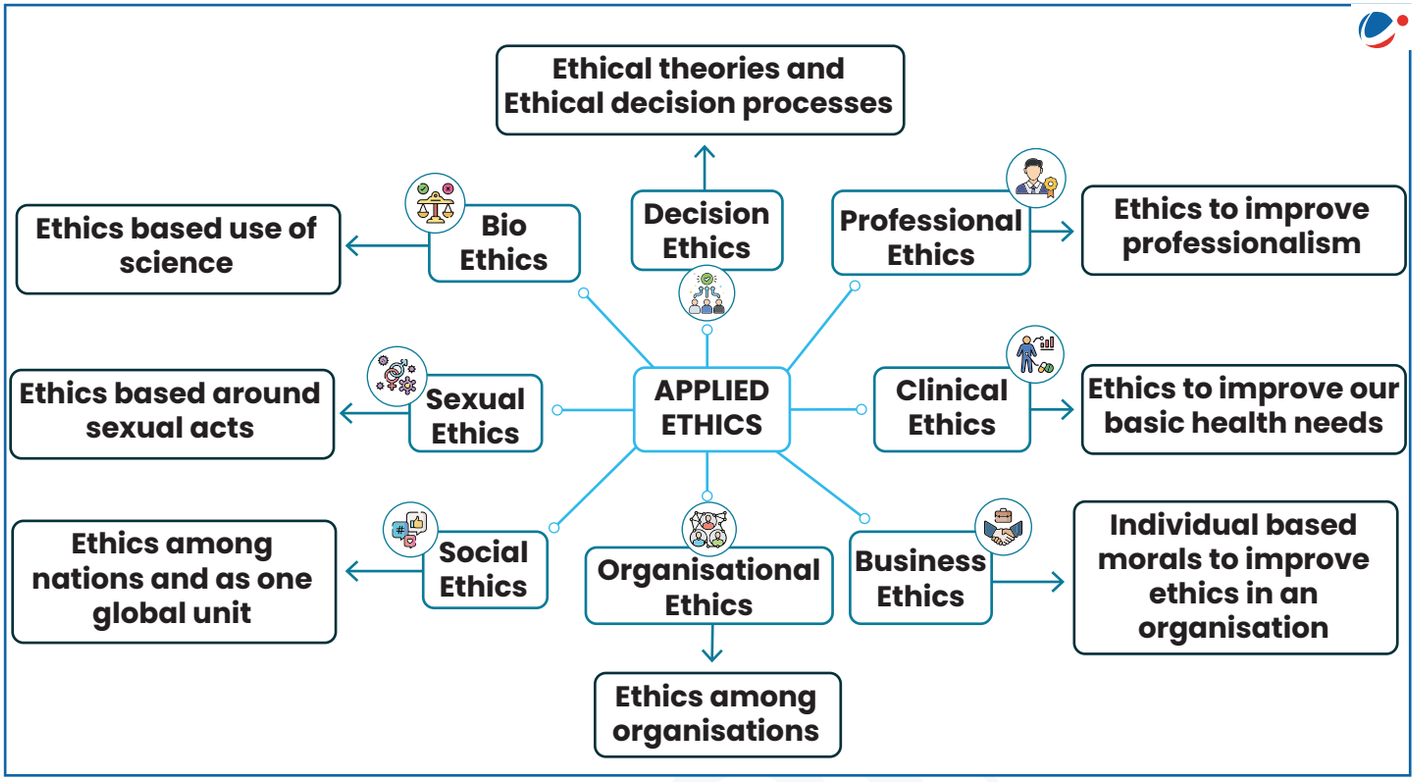
Applied ethics is the practical "how-to" dimension. It involves taking the **principles from normative ethics and applying them to specific, real-world controversial issues** to determine the right course of action.

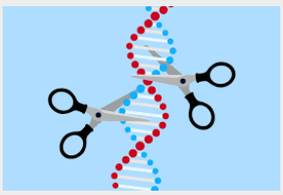


Chipko Movement (India)-Protecting Nature, Ethically

The Chipko Movement (India) exemplifies applied environmental ethics. Villagers, primarily women, non-violently hugged trees to prevent logging, asserting nature's intrinsic value and their right to sustainable livelihoods.

This grassroots movement championed environmental justice and non-violent resistance. It successfully advocated for forest protection, inspiring global conservation efforts and demonstrating powerful community-led ethics in action.



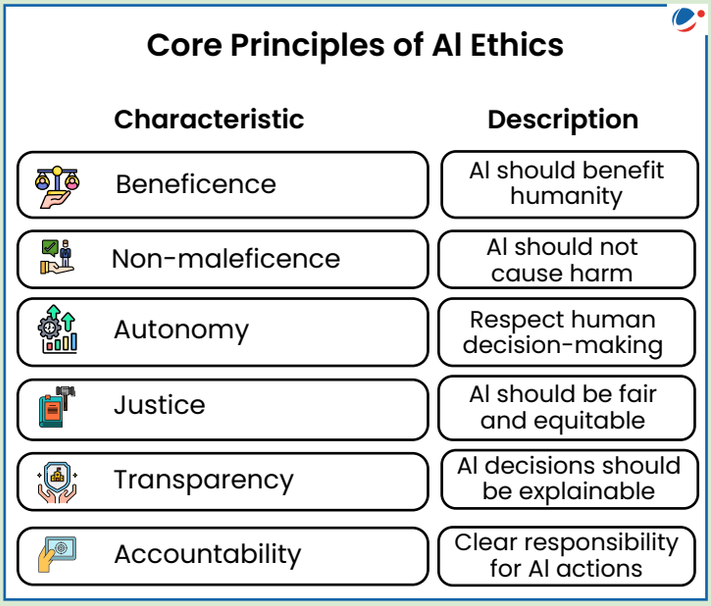
Branch of Applied Ethics	Description	Recent Example
Medical Ethics	Addresses **moral issues in healthcare,** such as patient rights, consent, and end-of-life care.	The controversy surrounding the **CRISPR gene-editing case by He Jiankui,** where genetically edited babies were born without proper ethical oversight. 
Business Ethics	Examines **ethical dilemmas in business practices,** including corporate governance, insider trading, and consumer protection.	The **Saradha Group** collected **deposits** from thousands promising high returns, then collapsed. This **ponzi scheme** defrauded lakhs of **small investors,** revealing **unethical business models** and regulatory gaps.
Environmental Ethics	Explores **human responsibilities toward the environment,** focusing on sustainability and conservation.	The **global push for sustainable business practices following the Amazon rainforest fires in 2019** and the associated ethical considerations of corporate responsibility in environmental conservation. 

Technology Ethics	Investigates **ethical issues arising from technological** advancements, including privacy, AI, and data security.	The **debate over AI and facial recognition technology,** with companies facing scrutiny over privacy violations and data misuse. 
Animal Ethics	Considers the **moral status of animals,** addressing issues like animal testing and factory farming.	The **rise of animal welfare activism,** particularly with the banning of cosmetic animal testing in **several countries like India in 2014,** following ethical concerns about animal cruelty.
Legal Ethics	Focuses on the **ethical obligations of legal professionals,** including confidentiality, conflict of interest, and justice.	The **Volkswagen emissions scandal involved legal and ethical dilemmas** regarding corporate responsibility and compliance, leading to legal repercussions for the company and its leadership. 

Ethics of Artificial Intelligence (AI)

"AI will be an integral part of solving the world's biggest problems, but it must be developed in a way that reflects human values," says Satya Nadella, CEO of Microsoft.

The **Ethics** of **Artificial Intelligence (AI)** is a critical and continuously evolving field that explores the **moral implications** associated with the **design, development, deployment,** and use of **AI systems.** Ensuring that AI aligns with human values and contributes to the common good is paramount as it becomes increasingly integrated into our lives.



Key Ethical Issues & Challenges in AI

AI's growing presence introduces several significant ethical challenges:

Ethical Issue	Description	Example
Bias and Discrimination	AI systems learn from data. If this **data reflects existing societal biases,** the AI can perpetuate and amplify discrimination, leading to unfair outcomes.	**Facial recognition systems** showing higher **error rates** for certain demographics.

Privacy and Data Protection	AI's reliance on vast amounts of data raises concerns about **how personal information is collected,** used, stored, and secured. AI's ability to infer sensitive details is also problematic.	**AI** surveillance systems **tracking public movements;** AI analyzing health data without explicit consent.
Accountability & Responsibility	Determining **who is responsible when an AI system** makes a mistake or causes harm (designer, developer, deployer, user) is challenging, especially for autonomous systems.	A **self-driving car involved in an accident;** an AI medical diagnostic tool providing a wrong diagnosis.
Autonomy & Control	As AI becomes more autonomous, **questions arise about necessary human control.** Over-reliance on AI can lead to deskilling or loss of human agency.	**Autonomous weapons systems making life-or-death decisions without human intervention;**
Job Displacement	AI and automation **can displace human jobs, potentially leading to unemployment** and exacerbating economic inequalities if not managed properly.	**Robots replacing factory workers;** AI automating customer service roles.
Misinformation & Manipulation	AI can generate highly realistic but **false content (deepfakes, fake news),** capable of manipulating public opinion, undermining trust, and destabilizing democracies.	AI-generated "**Deepfake**" audio and video clips of leaders spreading rapidly on WhatsApp during elections;
Algorithmic Opaque-ness	Many advanced AI models are "**black boxes," making their decision-making processes opaque.** This lack of transparency hinders the identification of biases or errors.	An **AI system denying a loan** application **without explaining its reasoning.**
Security & Malicious Use	AI systems **can be vulnerable to cyberattacks,** and powerful AI tools can be misused by malicious actors for surveillance, cyber warfare, or other harmful purposes.	**Hacking an AI-controlled infrastructure system ;** using AI to automate cyberattacks ;

Addressing Ethical Concerns: Measures & Approaches

To navigate these challenges, several measures and approaches are crucial:

Approach	Description	Examples
Ethical AI Design	Integrating ethical considerations from the very beginning of the AI development lifecycle.	Companies prioritizing **"Value-Sensitive Design"** in AI.
Regulation & Governance	Developing laws, policies, and international agreements to guide AI development and deployment.	India's proposed **privacy law**. Ethical issues in international relations regarding funding.

Transparency & Explainable AI (XAI)	Researching and developing methods to make AI decisions more understandable to humans.	IITs teach students to be critical of AI **"hallucinations"** and question outputs, rather than passively accepting machine answers as infallible truth.
Value Alignment	Developing AI systems that are explicitly aligned with human values and societal norms.	The development of AI **"companions"** forces a direct confrontation with our values regarding human connection.

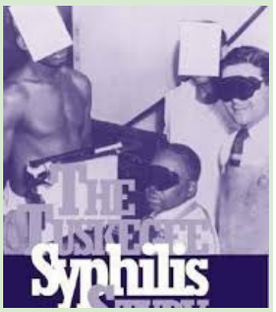
The **objective is not to impede AI progress** but to **ensure its responsible and human-centric advancement,** contributing positively to society. The ethics of AI is an ongoing dialogue demanding proactive engagement from all levels of society.

Black Mirror's 'Nosedive': Social Credit as Applied Ethics"



TV series, Black Mirror explores applied ethics, demonstrating how rating systems alter behavior. It depicts a **dystopian society** where social scores dictate status, forcing inauthentic interactions. This illustrates the perils of such institutional control, showing how technology can manipulate human conduct and morality.

Tuskegee Syphilis Experiment (1932-72): A Dark Chapter in Bioethics



The Tuskegee Syphilis Experiment (1932-72) stands as a **horrific bioethics violation.** Researchers deliberately with held treatment from African American men with syphilis, observing the disease's progression. Its exposure led to critical reforms, establishing modern ethical guidelines for human research, prioritizing respect for persons and beneficence.

Previous Year Question (PYQ) Focus

"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)

Answer Deconstruction

Approach: This is a classic question **pitting Deontology (means) against Consequentialism (ends).** A strong answer will explain both, argue for the appropriateness of one in the context of public service, and provide a nuanced conclusion.

- **Introduction:** Briefly introduce the two opposing schools of thought. Associate 'means' with Gandhi/Kant (Deontology) and 'ends' with Machiavelli/Utilitarianism (Consequentialism).
- **Body**
  - **Part 1 (The Case for Ends):** Acknowledge that in some situations, like national security, the end (protecting citizens) may seem to justify harsh means.

- **Part 2 (The Case for Means):** Argue that for a public servant bound by the Constitution, the means are paramount.
  - Unethical means (e.g., a fake encounter) corrupt the institution and erode public trust, even if the end (eliminating a criminal) seems desirable.

Use Gandhi's view that impure means will inevitably lead to an impure end.

- **Conclusion:** Conclude that while the debate is complex, for a democratic and constitutional system of governance, the view that **"means are of paramount importance"** is more appropriate to ensure justice, rule of law, and public trust.

Common Pitfall to Avoid

The "Extreme Justification" Trap: Avoid creating extreme scenarios to justify unethical means **(e.g., "What if torturing one person could save a million lives?").** While useful as thought experiments, in the context of public administration, the answer must always be grounded in the supremacy of the Constitution and the rule of law.

Conscience Check!!!

You are a **manager** at a **corporation,** and you've just discovered that one of your **employees,** who works in the **finance department,** has accidentally leaked **sensitive information** to a **competitor.** The leak is not **malicious**, but the competitor now has access to **confidential data** that could harm the company's **interests**. The employee admits their **mistake** but refuses to disclose the details of how the leak happened.

Your **colleague** suggests using **pressure tactics** to force the employee to reveal how the leak occurred, arguing that it's crucial to prevent further **damage.**

Ethics in Private vs. Public Relationships

The moment we allow private interest to triumph over public good, we sow the seeds of decay.

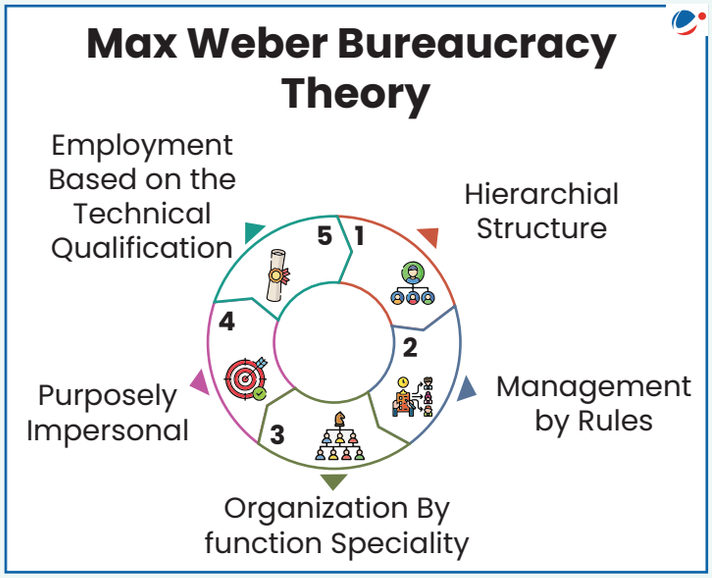
- **PYQ: 2016 – "Max Weber** said that it is not wise to apply to **public administration** the sort of **moral and ethical norms** we apply to matters of **personal conscience.** It is important to realise that the **State bureaucracy** might possess its own independent **bureaucratic morality."Critically analyse** this **statement. (Highlights distinction).**
- **PYQ: 2017 – "Conflict of interest in the public sector arises when (a)** official duties, **(b)** public interest, **and (c)** personal interest are taking priority one above the other. **How** can this **conflict in administration be resolved? Describe with an example."**

The Private Sphere: Based on Emotions, Intimacy, and Personal Values	**The Public Sphere: Based on Impartiality, Legality, and Accountability**
The Private Sphere encompasses **our relationships with family, friends, and close** relations. ➤ Ethical conduct in this realm is **governed by particularistic principles like love, loyalty, care,** and personal values. ➤ Decisions are emotional, subjective, and based on who the other person is to us. ➤ **Example:** Lending money to a struggling friend or sibling, an act you would not extend to a stranger.	The Public Sphere involves our **interactions as citizens or officials within a formal system** of governance. ➤ Ethical conduct here is **governed by universalistic principles like impartiality, fairness, objectivity,** and **adherence to laws** and rules. ➤ Decisions must be rational and justifiable to all. ➤ **Example:** A public official awarding a government contract to the most deserving bidder through a fair and transparent process.

Thinker's Corner

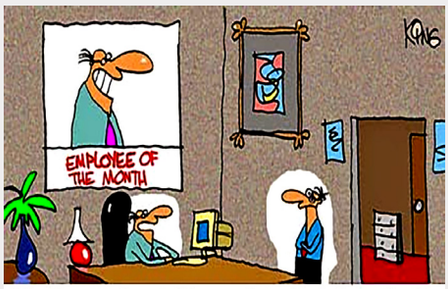
The Nature of Public vs. Private Roles

- **Max Weber** described the **ideal bureaucracy** as an impersonal system where officials operate without **"hatred or passion, and hence without affection or enthusiasm."**
  - His framework is the epitome of the public sphere, where rational rules, not personal feelings, must guide action.
- **In contrast, Aristotle,** in his discussion on **philia (friendship),** saw it as a core component of a virtuous private life.
  - He believed that **true friendship is based on a shared appreciation** of each other's virtues, an emotional and particular bond that is essential for human flourishing but stands in stark contrast to Weber's impersonal public official.



The Conflict Zone

The most significant ethical challenges for a public servant arise in the "Conflict Zone," where the values of their private life seep into and corrupt their public decision-making. This is where personal loyalty clashes with public duty. This conflict is the root cause of many forms of corruption and maladministration.

Nepotism: Granting jobs or privileges to family members, regardless of merit.	**Favouritism / Cronyism:** Granting contracts, benefits, or positions to friends or allies.	**Conflict of Interest:** A situation where a public official has a private or personal interest (e.g., financial) sufficient to influence the objective exercise of their official duties.
 "Nepotism" is a polite way of saying "you have no chance in hell of ever being promoted."		 *"Yes, I am employee of the month again. And yes, I'm the one who chooses the employee of the month. And no, I don't see a conflict of interest."*



When Private Greed Meets Public Policy

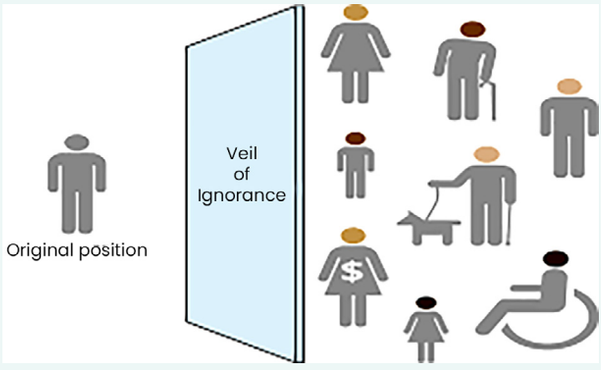
The Bofors Scandal (1980s) exposed how private dealings like kickbacks critically influenced India's public policy on defense procurement. Secret payments by Bofors AB undermined government promises of transparency.

This corruption eroded public trust, demonstrating how hidden financial interests can compromise national security decisions. The scandal directly impacted elections, highlighting the severe societal consequences of unethical private actions on public governance.

Thinker's Corner

Principles of Just Governance

- **Kautilya, in his Arthashastra,** explicitly warns against this conflict.
  - He details how officials who favour their own kin or are influenced by **personal relationships are a threat to the state's treasury** and justice system, advocating for a system of spies and strict oversight to prevent it.
- From a modern perspective, **John Rawls's thought experiment of the "Veil of Ignorance"** is designed to eliminate this conflict.
  - He argues that **to create truly just rules for society**, we must **imagine ourselves in a position** where we do not know our own private status, family, or personal interests.
  - This forces us to create a public system that is impartial and fair to all.



Current Affairs Link

"Cash for Query" Scandal

The recent **"Cash for Query"** controversy, where **Members of Parliament** were accused of asking questions in **Parliament** in exchange for private benefits, is a textbook example of this conflict. It shows the private financial interest of an individual directly compromising their public duty to represent the interests of their constituents and the nation impartially.

Administrative Viewpoint

For a civil servant, **Integrity is the "firewall"** that must exist between their private and public self.

- It is the **conscious and constant effort to ensure that decisions are made solely on the basis of public merit, rules, and evidence,** completely insulated from the affections, loyalties, or animosities of one's private life.
- Maintaining this **firewall is their highest ethical duty.**

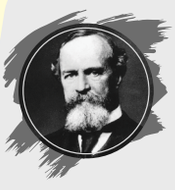
Previous Year Question (PYQ) Focus

"What is meant by conflict of interest? Illustrated with examples, the difference between the actual and potential conflicts of interest." (2018)

Answer Deconstruction

Approach: This question requires a **precise definition and a clear distinction** using examples.

Introduction: Define 'Conflict of Interest' as a situation where a public official's private interests could improperly influence their public duties.



> Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude.
>
> **-William James**

Body

- **Part 1 (Actual Conflict):** Explain that an actual conflict exists when a public official currently has a private interest that influences their official decision. Example: A minister in charge of aviation policy owning shares in an airline.
- **Part 2 (Potential Conflict):** Explain that a potential conflict exists when a public official has a private interest that could plausibly influence their future official decisions.
- **Example:** An officer on a recruitment panel whose distant relative is an applicant. Even if they act impartially, the potential for bias exists.

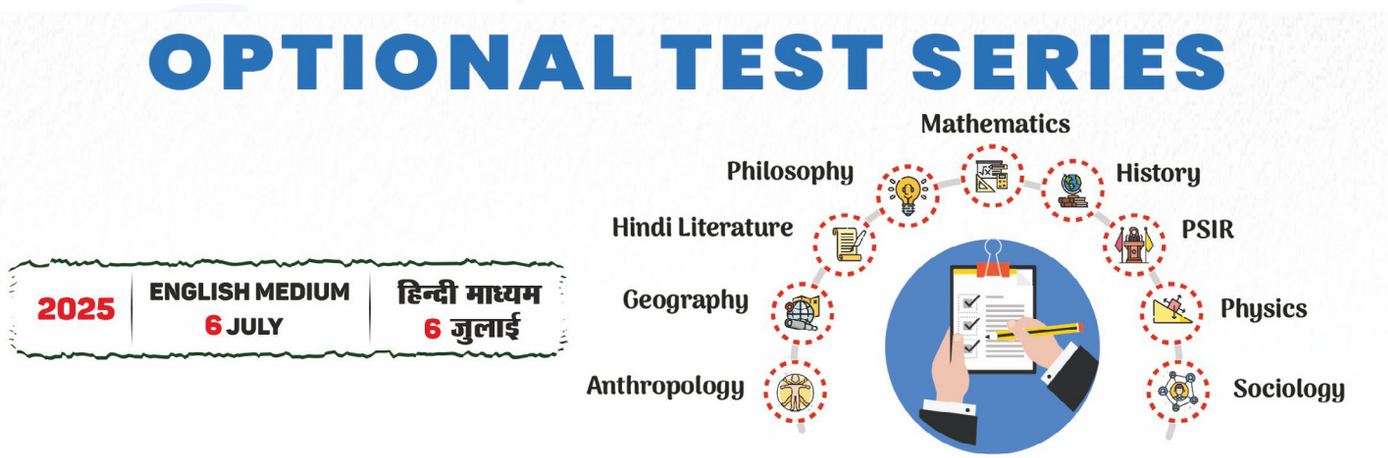
- **Legal Framework (India):**
  - **Public Servants:** Central Civil Services (Conduct) Rules, 1964 (declare interests, no misuse); CVC guidelines; SEBI's Code for Boards.
  - **Businesses:** Companies Act, 2013 (Section 166: director not to conflict with company interest); SEBI Guidelines for entities.
- **Way Forward for Effective Resolution:** Identification of Relevant Conflict of Interest (disclosure process); Demonstrate Leadership Commitment (preserve public confidence);
- **Strategies for Resolution:** Disclosure, Divestment, Recusal, Restriction of access, Re-arrangement of duties, Blind trust, Resignation from private function, Resignation from public office; Wide publication/understanding of policy; Periodic review of 'at-risk' areas; Cooling off period (prevent revolving door); Creation of independent oversight bodies (Ethics Commission).

Common Pitfall to Avoid

The "No Harm Done" Fallacy: Avoid arguing that a conflict of interest is acceptable as long as **"no harm was done"** or the final decision was still **"good."** The mere existence of a conflict of interest erodes public trust and compromises the integrity of the process, regardless of the outcome. The process must be as pure as the end.

Conscience Check!!!

You are the **chairperson** of a **district-level committee** responsible for awarding a **contract** for building new **public health centers**. One of the **bidding companies** is owned by your close friend from college. Their **bid** is **competitive** but not definitively the **best**; another **firm** has a slight edge in **technical qualifications**. Your **friend** has called you to "remind you of your long **friendship."** What **approach** would you take in this case?

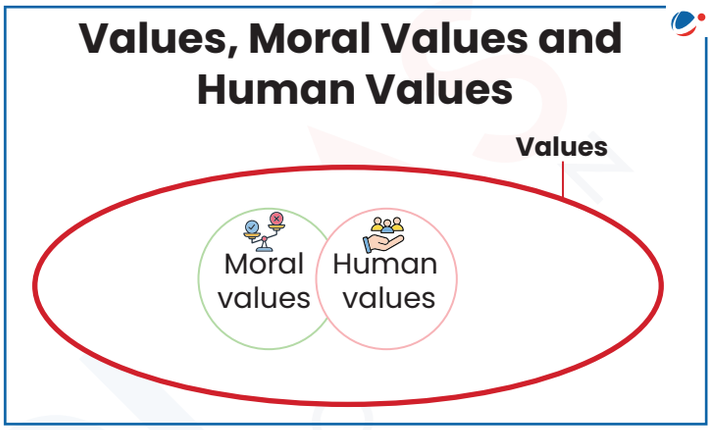


Part 2: The Architecture of Human Values

Values	Inculcating Values

Values

Values are like fingerprints. Nobody's are the same, but you leave 'em all over everything you do. - Elvis Presley



In ethics, values are **fundamental beliefs or principles** that **guide our judgments and behavior,** shaping what we consider important and desirable.

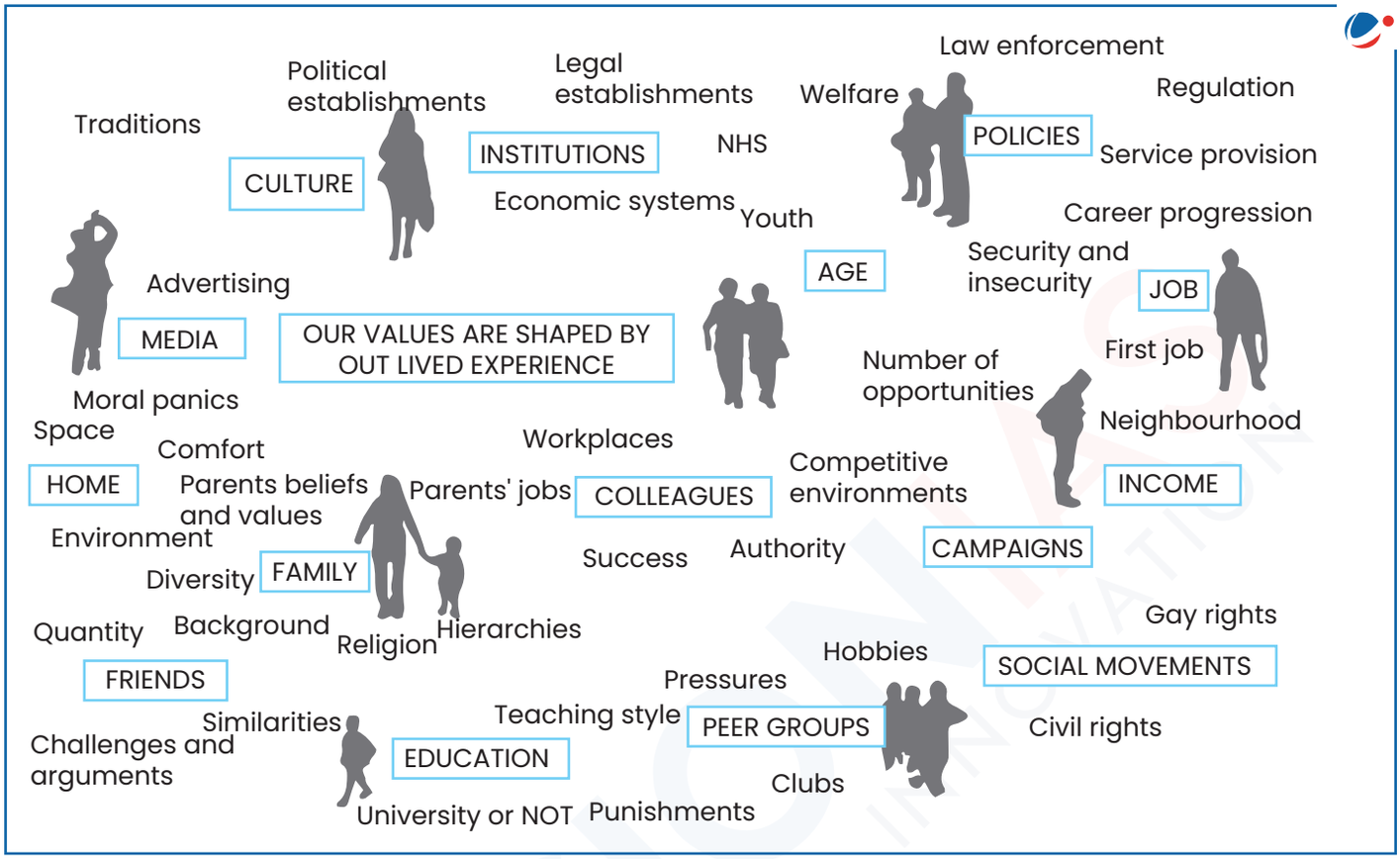
- They are the **standards** by which we evaluate actions as right or wrong, good or bad, and influence our choices and motivations.
- Values can be **personal, cultural, or professional,** and they provide a framework for making decisions and navigating ethical dilemmas.

PYQ: 2021 - Identify ten **essential values** that are needed to be an **effective public servant. Describe** the **ways and means** to **prevent non-ethical behaviour** in the **public servants.**

Ethical	**Professional**	**Democratic**	**Human**
Honesty	Dedication	Participative	Benevolence
Integrity	Effectiveness	Responsiveness	Responsiveness
Social justice	Efficiency	Social justice	Humaneness
Impartiality	Expertise	Transparency	Impartiality
Incorruptibility	Innovativeness	Inclusiveness	Inclusiveness
Courage	Obedience	Obedience	Collegiality
Accountability	Organizational interest	Accountability	
	Profitability	Public interest	
	Reliability	Representative	
	Serviceability	Lawfulness	
		Pluralism	

Adapted from Kernaghan (2003).

Factors affecting Values



Human Values

Elie Wiesel, a Holocaust survivor and Nobel laureate, famously stated, **"The opposite of love is not hate, it's indifference."**

Meanwhile, human values are the **virtues that guide us to take into account the human element** when we interact with other human beings. For example, respect, acceptance, consideration, appreciation, listening, openness, affection, empathy and love towards other human beings.

Thinker's Corner

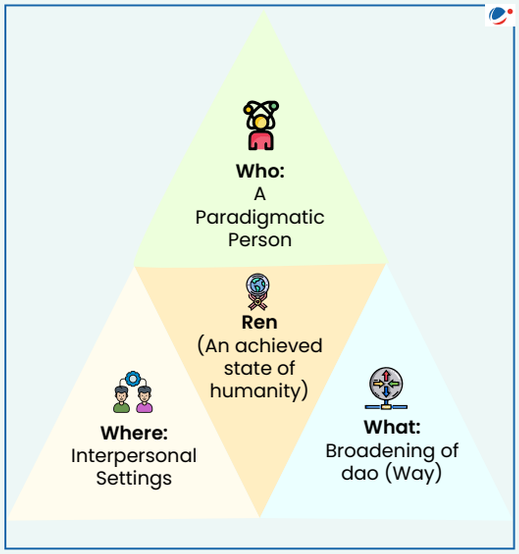
- **Swami Vivekananda** taught that values are not external impositions but expressions of the divinity inherent in every soul.
  - For him, **values like compassion, purity,** and **strength** arise from the realization of our true, universal self.



> Many feel, but only a few can express. It is the power of expressing one's love and appreciation and sympathy for others, that enables one person to succeed better in spreading the idea than others.
>
> **-Swami Vivekananda**

  - His **philosophy of Practical Vedanta** emphasized that true religion lies in character building and service, where values guide one to manifest this inner divinity.

"Service to men is service to God."



- **Confucius, the ancient Chinese philosopher,** provided a foundational ethical system centered on universal virtues.
  - His concept of **Ren (benevolence or humaneness)—**treating others as one would wish to be treated—and **Li (propriety/ritual)**—acting correctly in social roles—are universal principles for fostering social harmony and moral cultivation.
  - **He believed these virtues, cultivated within oneself,** would lead to good governance and a peaceful society for all.
- **Gita:** Selfless performance of duty **(Nishkam Karma)**
- **M.K. Gandhi:** Service to people especially vulnerable, downtrodden sections of society.
- **Kant:** Moral command is given to the person by his own conscience to act in a selfless manner. It is a moral duty.

Current Affairs Link

"Vasudhaiva Kutumbakam" in India's Foreign Policy

India's leadership during the **G20 presidency (2023)** prominently featured the ancient Indian value of **"Vasudhaiva Kutumbakam" (The World is One Family).**

- This **core human value of universal brotherhood** and shared destiny guided India's approach to global challenges like climate change, health, and sustainable development.
- It demonstrates how a **deeply ingrained national value** can shape international relations and collective action.

Administrative Viewpoint

For a **civil servant,** understanding and internalizing **core human values** is paramount. These **values** provide the **moral foundation** to navigate complex **ethical dilemmas,** especially where **rules** are ambiguous or **political pressure** is high.

PYQ: 2020 – *"The best way to find yourself is to lose yourself in the service of others." - Mahatma Gandhi. What does this mean to you?"*

Mahatma Gandhi emphasized selfless action (Seva) as the path to self-realization. His ethics championed altruism, identifying one's true purpose through contributing to collective welfare.

Quote Analysis :

1. **Ego Transcendence:** Selfless service moves focus away from personal desires, diminishing ego and fostering humility.
2. **Discovering Purpose:** By addressing others' needs, one often discovers their inherent skills, passions, and life's true calling.
3. **Interconnectedness:** Service fosters a deep sense of belonging and connection, revealing one's place within the larger human fabric.
4. **Self-Realization:** True understanding of self emerges not through introspection alone, but through active engagement with the world's problems.
5. **Spiritual Growth:** Serving others is a path to profound spiritual and moral development, leading to inner peace and fulfillment.

Example: Mother Teresa. She "lost herself" entirely in serving the poorest of the poor in Kolkata. Through her tireless dedication, she found her ultimate purpose and became a global icon of compassion and selfless devotion

Universal Values

PYQ: 2018 – *"State the three basic values, universal in nature, in the context of civil services and bring out their importance."*

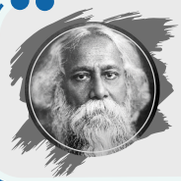
The concept of Universal Values refers to **ethical principles or moral standards** that are believed to transcend cultural, religious, and national boundaries, applicable to all human beings.



- While their interpretation or emphasis may vary across contexts, the underlying essence is considered universally valid.
- This quest for shared principles underpins global cooperation, human rights frameworks, and mutual understanding.
- **Key Characteristics:**
  - Transcendence: Apply across cultures, religions, time.
  - Foundational: Often form the basis for laws and international agreements.
  - Aspirational: Represent ideals that humanity strives to uphold globally.

Examples: Human Dignity, Justice, Compassion, Freedom, Equality, Respect, Responsibility, Peace.

Thinker's Corner



> I slept and dreamt that life was joy. I awoke and saw that life was service. I acted and behold, service was joy.
>
> **-RABINDRANATH TAGORE**

- Rabindranath Tagore championed a humanism deeply rooted in universal values.
  - He believed in the interconnectedness of all humanity and emphasized values like spiritual freedom, truth, and love over narrow nationalism.
  - For Tagore, our actions are guided by an inner quest for harmony, where universal values enable holistic human development.
- Similarly, Martin Luther King Jr. epitomized the struggle for universal values.
  - His leadership of the American Civil Rights Movement was rooted in the unwavering belief in the universal values of justice, equality, and human dignity for all, regardless of race.

Happiness

Happiness can be defined as the, **"Subjective enjoyment of life as a whole,"**

Types of Happiness:

- **Hedonic Happiness** focuses on maximizing pleasure, as advocated by **Jeremy Bentham.**
- **Eudaimonic Happiness** emphasizes meaning, purpose, and personal growth, as per Aristotle.

Paths to Happiness

Buddhism	Bhagavad Gita	Carvaka	Bhakti	Guru Nanak	Upanishadic
Follows the Middle Path, avoiding extremes	Advocates selfless action without attachment	Seeks sensory pleasure as the ultimate goal	Centers on devotion as a path to happiness	Focuses on contentment and humility	Views bliss as the inherent nature of the self

Obstacles to Happiness in Contemporary Life:

- **External:** Negative social comparisons, lack of social support, financial stress, and exposure to harmful substances.
- **Internal:** Self-doubt, inability to live in the present, and excessive screen time, contributing to the "Anxious Generation" (Eco Survey 2023-24).

How Civil Servants Can Promote Happiness:

Promoting Happiness

- **People-Centric Governance** Prioritize public welfare and well-being for citizens.
- **Transparency Accountability** Foster trust in governance by ensuring fair access to resources.
- **Promoting Well-Being** Initiatives like Tele-Manas support mental health for all.
- **Social Harmony** Encourage inclusive policies that strengthen community bonds overall.
- **Happiness as Policy** Integrate happiness into policy decisions, like Bhutan's GNH.

Current Affairs Link

International Human Rights Conventions

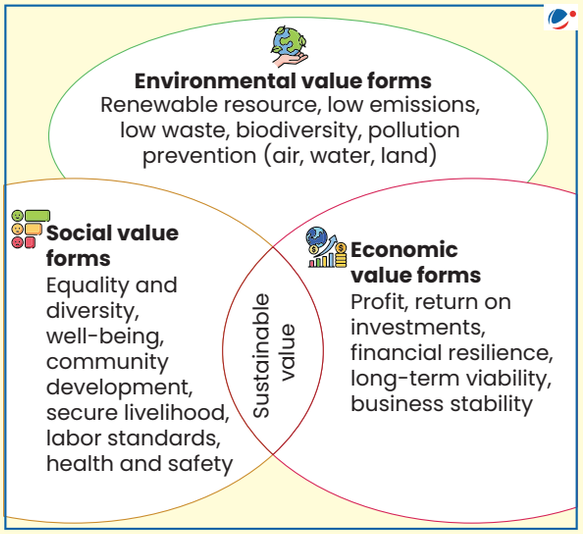
The **Universal Declaration of Human Rights (UDHR)** is a monumental testament to the concept of universal values. Adopted by the **UN General Assembly in 1948, it proclaims inherent rights (e.g., life, liberty, security, freedom from torture, right to education)** that are **universal, inviolable, and inalienable** to every human being, serving as a common standard of achievement for all peoples and nations.

Previous Year Question (PYQ) Focus

"Social values are more important than economic values. Discuss the above statement with examples in the context of inclusive growth of a nation." (2015)

Answer Deconstruction

Approach: This question requires a discussion (analysis) of the **relative importance of social vs. economic values,** specifically linking to inclusive growth. A balanced answer should acknowledge the role of both but argue for the primacy of social values for truly sustainable and inclusive growth.



- **Introduction:** Define social values (e.g., equity, justice, harmony) and economic values (e.g., efficiency, profit, wealth creation).
  - State the core argument: while both are vital, social values are foundational for inclusive growth.
- **Body**
  - **Part 1 (Why Social Values are Primary):** Explain how prioritizing social values (e.g., universal education, healthcare, reducing inequality) leads to human capital formation, reduces social unrest, and fosters a stable environment for long-term economic growth.
  - **Part 2 (The Role of Economic Values & Potential Conflict):** Acknowledge that economic values (e.g., GDP growth) are necessary for **resource generation,** but warn that unchecked pursuit can lead to **inequitable distribution and social polarization.**
- **Conclusion:** Conclude that for true **"inclusive growth,"** social values must serve as the guiding principles for economic policies, ensuring that development benefits all segments of society and prevents mere **"enclaves of modernity and prosperity for a small minority."**

Common Pitfall to Avoid

The "Either/Or" Trap: Avoid stating that economic values are bad or unimportant. The question asks you to discuss which is more important in the context of inclusive growth. Emphasize their **complementary nature,** but argue for the primacy of social values as the guiding force for genuinely inclusive and sustainable development

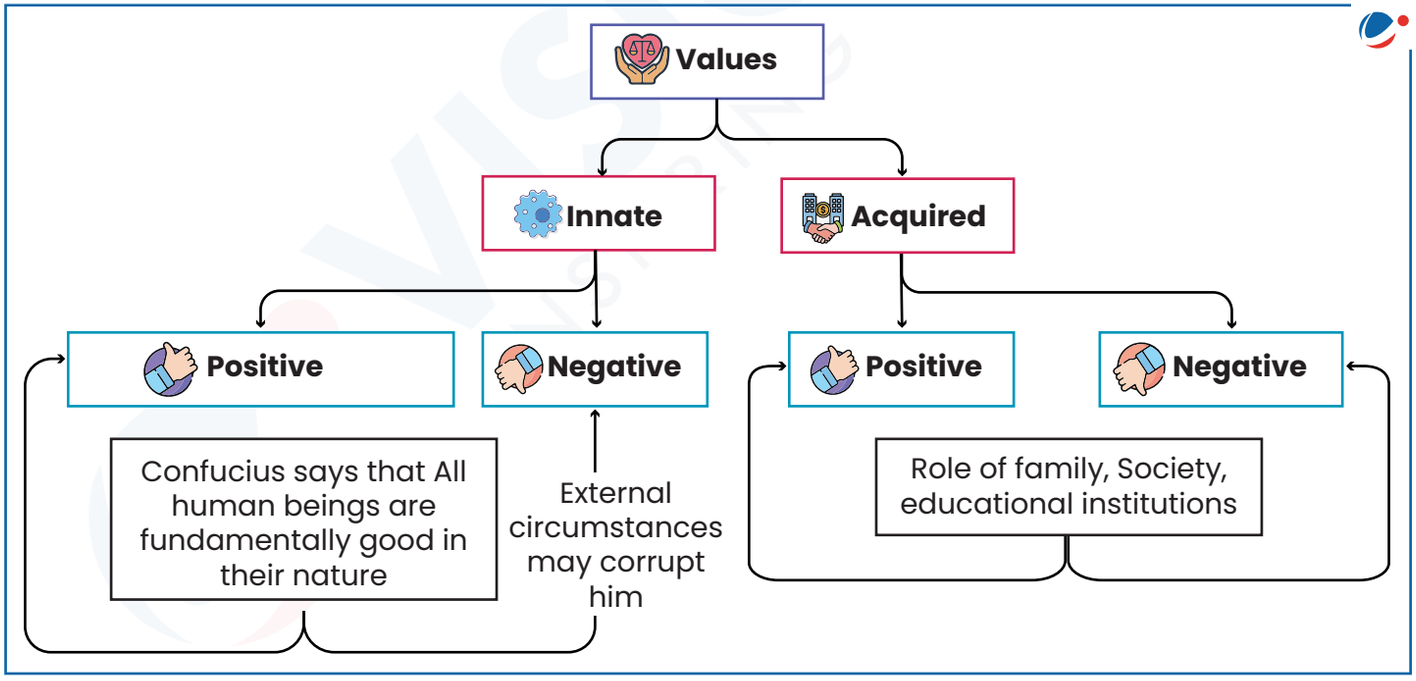
Conscience Check!!!

As a **policymaker in a developing state,** you are tasked with recommending a strategy for industrial development.

- **One option** is to attract a large-scale, capital-intensive factory that promises high GDP contribution but will create few jobs and cause significant environmental pollution.
- **Another option** is to invest in small-scale, labor-intensive industries that will have a lower immediate GDP impact but provide widespread employment and use sustainable practices.

What would you have done in the above scenario?

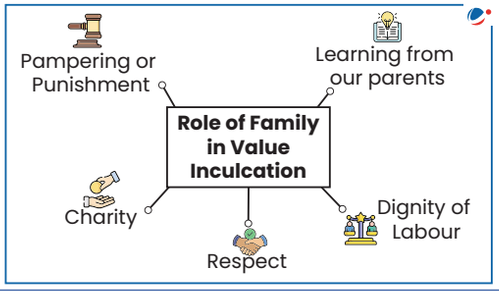
Inculcating Values



Role of Family

"The greatest inheritance a parent can leave his children is character and faith." — Jesse Jackson

The family is universally recognized as the primary and most influential institution for inculcating values.



- It serves as the **foundational unit of socialization,** where individuals first learn concepts of right and wrong, empathy, respect, and responsibility through observation, direct instruction, and emotional bonding.
- The values absorbed during early childhood within the family unit often become **deeply ingrained, shaping an individual's personality** and ethical compass for life.

Family Member	Values Learned
Parents	Generosity, Accountability, Integrity, Discipline
Siblings	Collaboration, Empathy, Respect
Grandparents	Wisdom, Cultural Heritage, Patience
Uncles/Aunts	Support, Social Responsibility, Independence
Spouse/Partner	Mutual Respect, Communication, Compromise

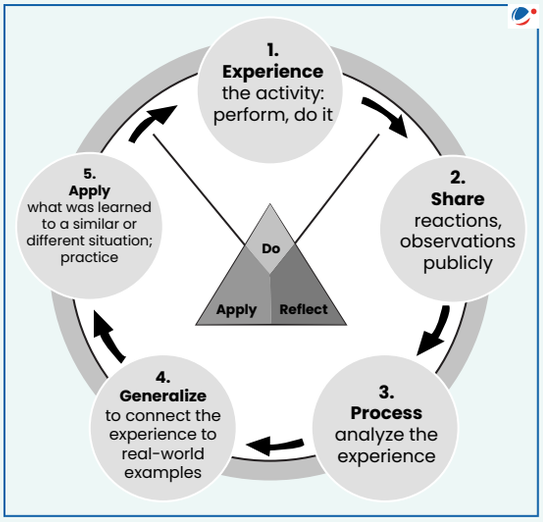
VALUES ASSOCIATED WITH PAST GENERATION AND PRESENT GENERATION

Value Associted With Past Generation		Present Generation	
Values	**Examples**	**Values**	**Examples**
Collectiveness	Joint Family	Individualistic	Nuclear Family
Sacrifies	Gifting land for School	Self-Realisation	Party, Tour and Travels
Obedient	Respect for Elders	Career Focussed	Change in Career goal
Unidimensional	Stability in career	Innovativness	Startup Culture
Defensive	Not Impulsive in Retaliation	Exterovert	Social Media Bio

Thinker's Corner

John Dewey, a proponent of progressive education, reinforced the idea that learning occurs through experience.

- For him, the **family's environment,** where children actively participate in daily life and observe moral choices, is crucial.
- This **"learning by doing"** within the family fundamentally shapes their values, making it the "first democratic community."



Current Affairs Link

Parental Leave & Early Childhood Development

Modern policies like extended parental leave **(e.g. Canada: standard parental: within 52 weeks (12 months) · extended parental: within 78 weeks (18 months))** reflect a growing societal understanding of the crucial role of early family bonding and parental presence in a child's moral development.

Administrative Viewpoint

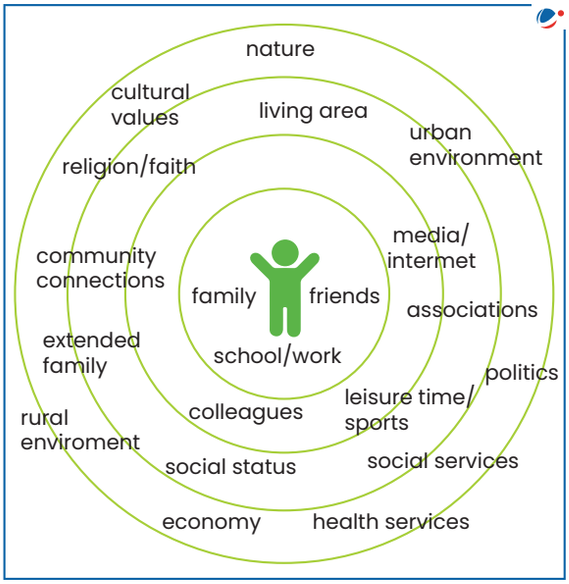
For an administrator, initiatives like **Beti Bachao, Beti Padhao** actively work with families to challenge entrenched gender biases, recognizing that lasting value change begins at home. Supporting family stability through welfare programs directly contributes to a healthier moral citizenry.

Role of Society

Beyond the family, the broader society, its culture, and community norms play an indispensable role in shaping and reinforcing an individual's ethical framework.

Socialization is the **lifelong process** through which individuals acquire the norms, values, and behaviours appropriate for their social group.

Culture provides the **shared meanings and practices,** while community norms act as informal rules, influencing what is considered acceptable or unacceptable conduct.



Memes as Modern-Day Folklore

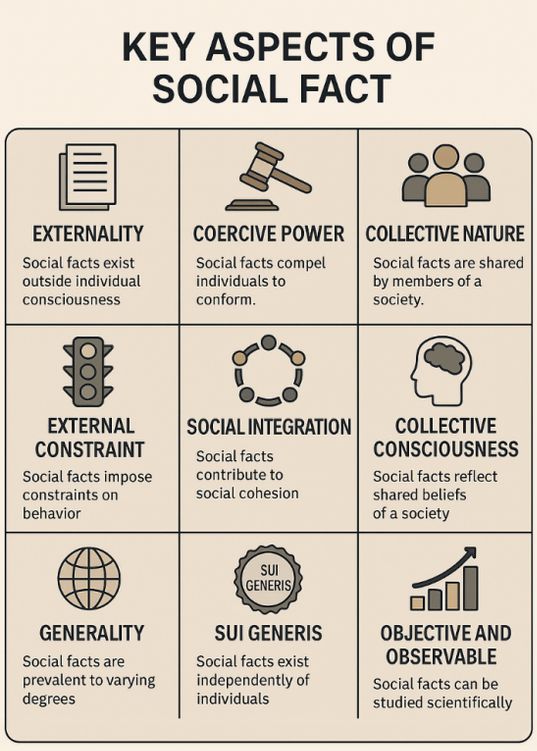


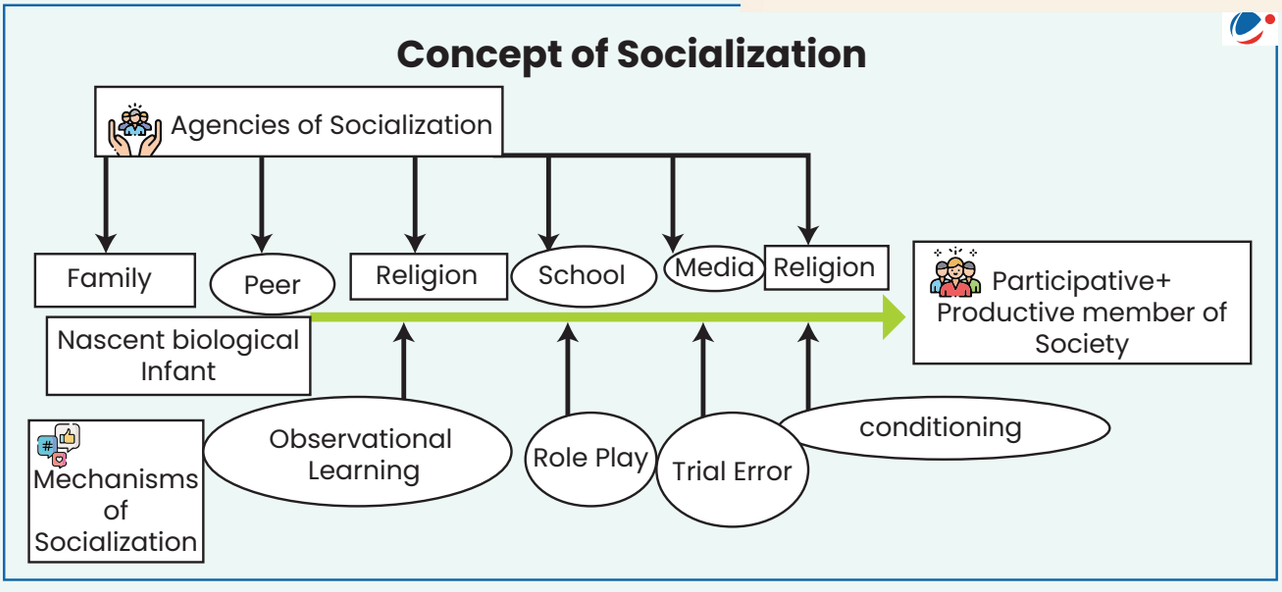
These **viral trends** function like traditional **oral traditions,** rapidly shaping **societal norms** and shared understandings across digital spaces.

They are informally transmitted, evolve through remixing, and reflect collective humor and values. Memes demonstrate how **digital culture** now powerfully influences **socialization**, impacting how we perceive and discuss the world.

Thinker's Corner

- **Émile Durkheim,** a pioneer in sociology, emphasized the power of **"collective consciousness"** and **"social facts"** in shaping individual morality.
  - He argued that society, through its **institutions and norms (like religion and education),** internalizes moral rules into individuals, ensuring social solidarity and cohesion.
  - For **Durkheim,** our morality is largely a product of the society we live
- Expanding on this, **Talcott Parsons,** explained how individuals internalize societal norms and values through interaction, leading to **"value consensus"** within a community.
  - This consensus then acts as a powerful determinant, guiding ethical conduct and ensuring the smooth functioning of the social system.





Current Affairs Link

Gaali Bandh Ghar



The **"Gaali Bandh Ghar"** (No-Swearing House) initiative, exemplifies **how community-led efforts can reshape social norms and instill values.** This campaign encourages households and communities to commit to refraining from using abusive or misogynistic language.

Previous Year Question (PYQ) Focus

"If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. they are father, mother and the teacher."–A. P.[1] J. Abdul Kalam. Analyse." (2017)

Answer Deconstruction

Introduction: Introduce Kalam's quote, highlighting his vision for a morally strong nation. State the central argument: the quote emphasizes the foundational role of primary socializing agents in value inculcation.

Body

- **Part 1 (Role of Father & Mother):** Explain how parents are the first role models, teaching honesty, integrity, empathy, and respect through daily interactions and moral guidance. Provide examples of familial values combating corruption (e.g., refusing petty bribes).
- **Part 2 (Role of Teacher):** Discuss how **teachers extend moral education beyond home,** fostering critical thinking, compassion, ethical reasoning, and civic responsibility. Link this to developing "beautiful minds" that value knowledge and ethics over corruption.

Conclude that building a **corruption-free nation requires a multi-pronged approach** that starts with strong ethical foundations laid by family and reinforced by educational institutions, creating a virtuous citizenry.

Conscience Check!!!

As a **District Education Officer,** you notice a prevalent culture of **cheating** and **plagiarism** among **students**, often normalized by some **parents** who see it as a means to "**success**." This undermines **academic integrity** and is a severe challenge to **ethical development**. What **steps** would you have taken to change the given **scenario**?

The Role of Educational Institutions

"Our schools must do more than simply transmit facts and skills. They must cultivate character, build moral foundations, and instill a love for democratic values." - Hillary Clinton



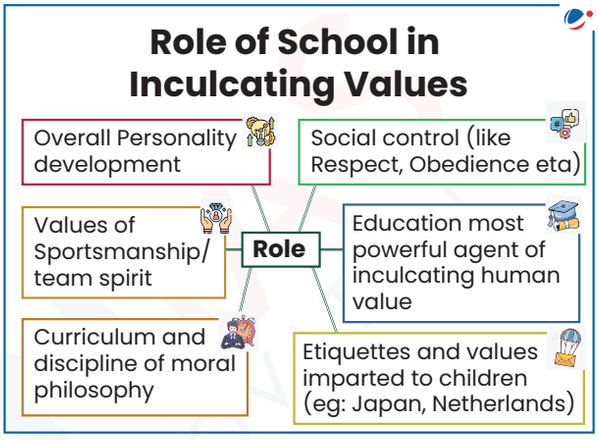
Japan School: Cleanliness as Character

Japan's school cleaning tradition is a powerful tool for character building, teaching responsibility. Students daily clean their own spaces, fostering a deep sense of ownership and respect for property.

This practice instills teamwork, discipline, and the dignity of labor. It goes beyond hygiene, shaping well-rounded individuals who value cooperation and contribute positively to their shared environment.

The role of educational institutions extends far beyond merely imparting academic knowledge or vocational skills. Their deeper and more profound function is **holistic character building,** which involves nurturing an individual's ethical compass, moral reasoning, and civic responsibility.

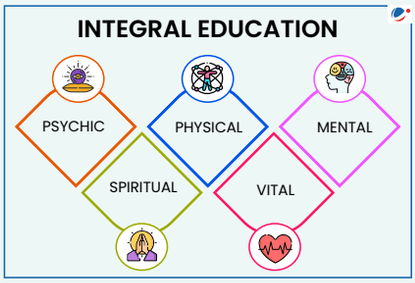
The agents at play in value development at school:



Agent	Values Imparted	Examples
Teacher's Effort	Imparting values to disciples, including **impartiality, inclusivity,** and **tolerance**.	➢ **Saint Ramananda** from the Bhakti movement enrolled disciples from all sections of society. ➢ **Padam Shree H.C. Verma** revolutionized **Physics lessons,** promoting rational thinking and scientific inquiry.
Curriculum	Promotes **societal values, scientific temperament,** and **cultural values.**	➢ **Panchtantra** stories teach societal values; **freedom fighters' patriotism** instills respect for the country; ➢ Teaching about **Kabir, Sur Das,** and **Dhana** propagated values of inclusivity and tolerance in society.
Extracurricular Activities	Develops values like **team building, cooperative behavior, responsibility, commitment, tolerance,** and **patience**.	➢ **Yoga, Ayurveda,** and **meditation** highlight traditional values. ➢ **Sports** teach **leadership qualities; teamwork** and **commitment** are emphasized in Nordic schools.

Thinker's Corner

Holistic Development & Inner Wisdom



- **Dr. S. Radhakrishnan,** an eminent philosopher and former President of India, profoundly articulated that **"Education is not merely a means of earning a living, but a training of the human soul for the right perception of values."** He believed in a holistic education that integrates spiritual values and promotes inner harmony, moving beyond mere intellectual development.
- Adding to this, **Sri Aurobindo advocated for "Integral Education,"** which aims for the harmonious development of all parts of a human being—physical, vital, mental, psychic, and spiritual.
  - For him, true education facilitates the growth of the **"psychic being,"** which is the seat of our deepest values and inherent goodness, thereby leading to complete **character building.**
- **Nai Talim and Shantiniketan**

Aspect	Nai Talim (Gandhi)	Shantiniketan (Tagore)
Philosophy	Education for **self-reliance, rural empowerment,** and **moral values** like **truth** and **nonviolence**.	Education as a means of **holistic development, artistic expression,** and **spiritual growth.**
Method of Teaching	**Work-based learning** and hands-on activities, such as **agriculture** and **crafts**.	**Outdoor learning,** teaching in open spaces, and use of the **natural environment**.
Cultural Context	Strong focus on **Indian rural life** and creating self-reliant individuals in villages.	A more **universal approach,** blending **Indian** and **global** ideas, with an emphasis on **cross-cultural understanding.**

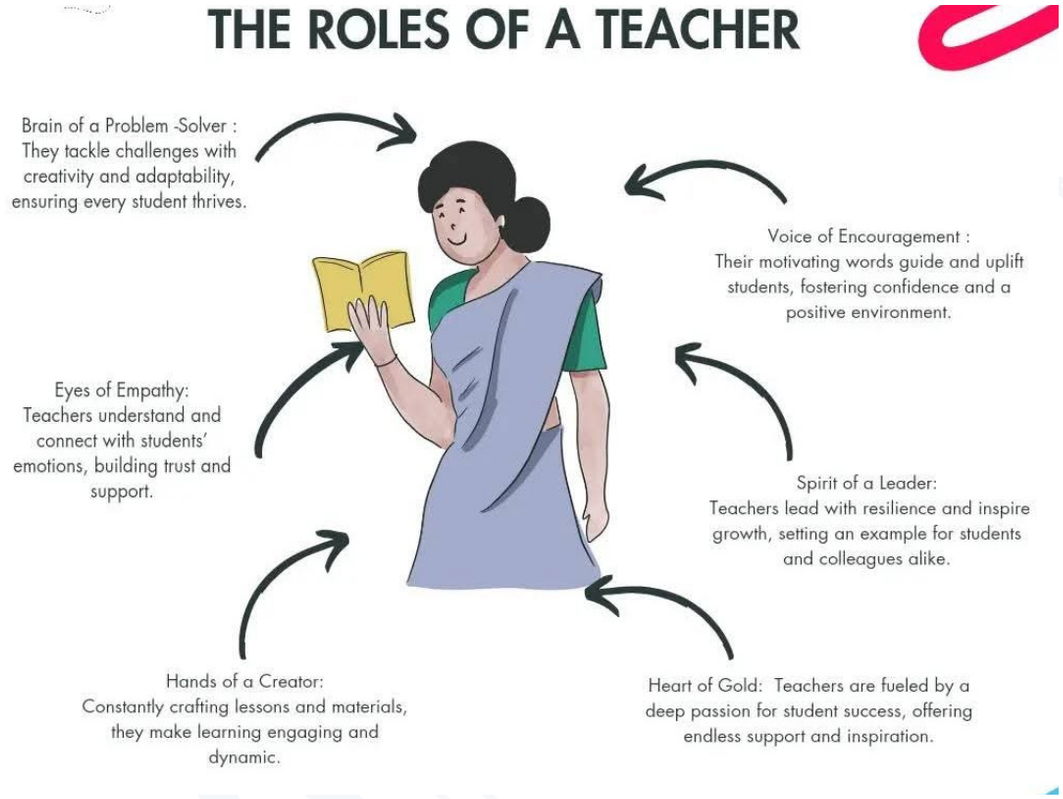
Administrative Viewpoint

For an administrator in the education sector (e.g., District Education Officer), **ensuring curriculum design and pedagogical practices** prioritize character building is critical. This involves advocating for reforms that include **ethics committees in schools,** promoting **co-curricular activities** that instill values (e.g., community service, debates on moral issues), and building a more responsible future citizenry.

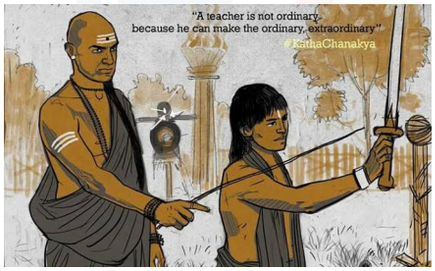
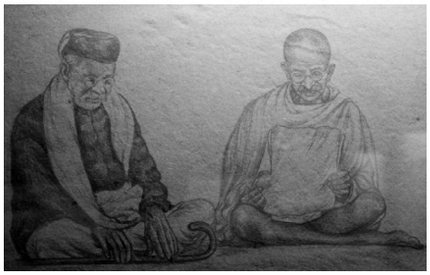
The Role of Teachers

"The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires." — William Arthur Ward

Beyond formal **lessons**, **teachers** are arguably the most influential figures in a student's life after **parents**, serving as living embodiments of **values**. Their personal **conduct**, **professional ethics**, and daily **interactions**—both inside and outside the **classroom**—are powerful tools for **value inculcation**.



Examples of the Impact of Teachers on Students Morality and Ethical Conduct in life:

Chanakya: Mentored Emperor Chandragupta Maurya, **imparting political wisdom** and strategies that shaped the governance of ancient India. 	**Gopal Krishna Gokhle:** Shaped Gandhi's ideology towards India and life, demonstrating the profound influence of teachers on their students. 	**Swami Vivekananda:** Influenced Sister Nivedita, a disciple, who actively participated in India's freedom struggle and championed education for girls. 

Thinker's Corner

Enlightenment & Social Transformation

- **Dr. Radhakrishnan** regarded the **teacher as a moral guide** and a **role model** for students. He believed that teachers should embody the values they wish to impart. His own life and teachings were an example of **wisdom, compassion,** and **dedication**.
- **Chhatrapati Shahu Maharaj from Kolhapur (a key social reformer)** opened schools for all, especially the marginalized, and promoted universal access.

Dr APJ Abdul Kalam's quotes on education/teachers -

- "The aim of the **teacher** should be to build **character; human values** enhance the **learning capacity** of **children** through **technology** and build the **confidence** among children to be **innovative** and **creative** which in turn will make them **competitive** to face the **future**."
- "If a **country** is to be **corruption free** and become a nation of beautiful **minds**, I strongly feel their key **societal members** can make a difference. They are the **father**, the **mother** and the **teacher**."

Current Affairs Link

Teacher Training & Accountability

Government initiatives like **NISHTHA (National Initiative for School Heads' and Teachers' Holistic Advancement),** which focus on integrated teacher training, implicitly recognize the importance of teachers as value custodians.



Previous Year Question (PYQ) Focus

"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)

Answer Deconstruction

Approach: This question asks you to **examine NEP 2020's alignment with education's role in holistic development and social transformation.** Link NEP's provisions to character building and societal change.

Introduction: Start by defining "education beyond injunction" (i.e., not just rote learning/command) as a pervasive tool for holistic development and societal change.



Body

- **Part 1 (NEP & Holistic Development/Character Building):** Explain NEP's provisions (e.g., experiential learning, reduced curriculum, focus on life skills, and ethical & constitutional values) that promote character building and all-round individual development beyond mere academic scores.
- **Part 2 (NEP & Social Transformation):** Discuss how NEP aims for social transformation (e.g., promoting inclusivity, multi-disciplinarity, and critical thinking) that can challenge societal biases and create a more equitable society. Mention teacher training's role here.

Conclusion: Conclude that NEP 2020 aligns well with the statement by emphasizing value-based, holistic education that prepares individuals not just for jobs but for ethical citizenship and active participation in societal change.

Conscience Check!!!

As a **District Education Officer,** you encounter a **government school** in a **rural area** where students exhibit high levels of **indiscipline, bullying,** and a lack of **empathy** towards their peers, despite having **qualified teachers.** This is leading to a **toxic learning environment.** What actions could you take to overcome this issue?

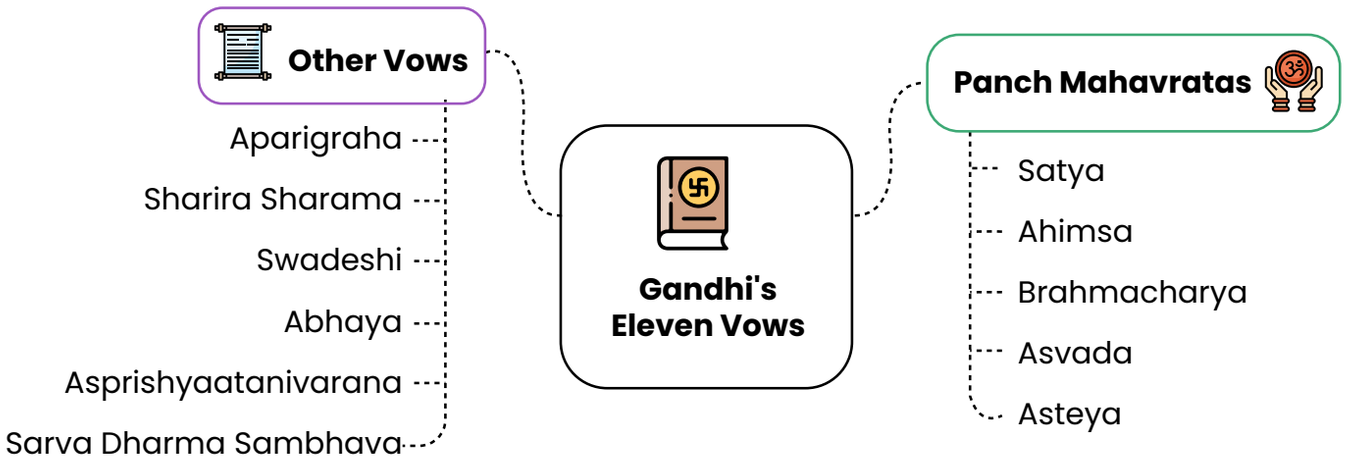
PYQ: 2016 – *"Discuss Mahatma Gandhi's concept of seven sins."*

Mahatma Gandhi advocated for **holistic ethical living**. His "Seven Social Sins" outlined **moral pitfalls** undermining **personal integrity** and **societal well-being,** emphasizing **the interconnectedness of values.**

The Seven Social Sins

- **Wealth Without Work:** Unearned income leading to exploitation
- **Knowledge Without Character:** Unearned income leading to exploitation
- **Pleasure Without Conscience:** Indulgence without moral consideration causing harm
- **Science Without Humanity:** Technological advancements lacking ethical boundaries
- **Commerce Without Morality:** Commerce Without Morality
- **Worship Without Sacrifice:** Spirituality devoid of selfless action
- **Politics Without Principle:** Governance without moral values leading to tyranny

Gandhi's Eleven Vows and Their Significance



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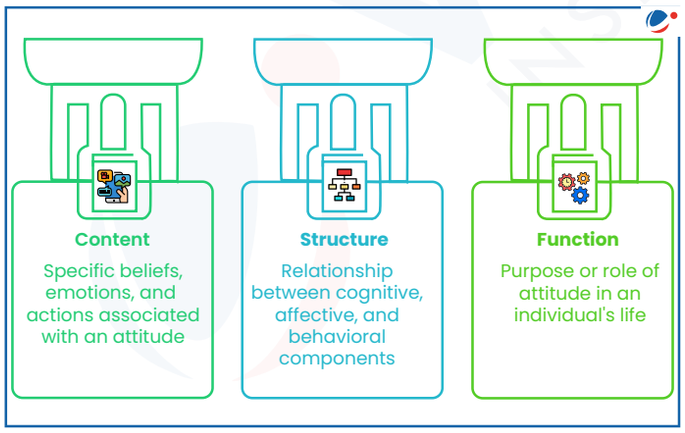
Part 3: The Administrator's Mindset				
Attitude	**Attitude vs. Behaviour**	**Social Influence & Persuasion**	**Emotional Intelligence (EI)**	**Application of Emotional Intelligence (EI) in Administration & Governance**

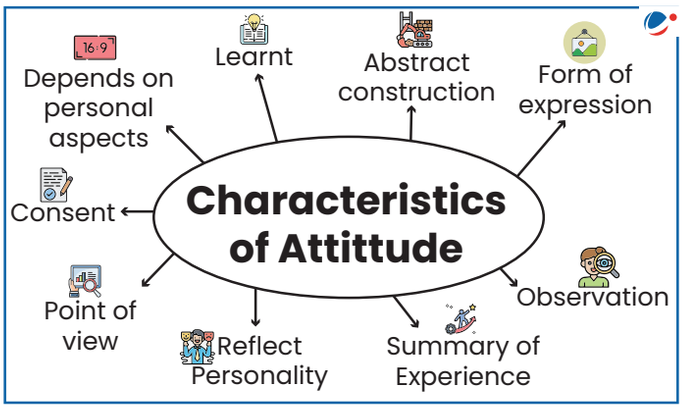
Attitude: Content, Structure, and Function

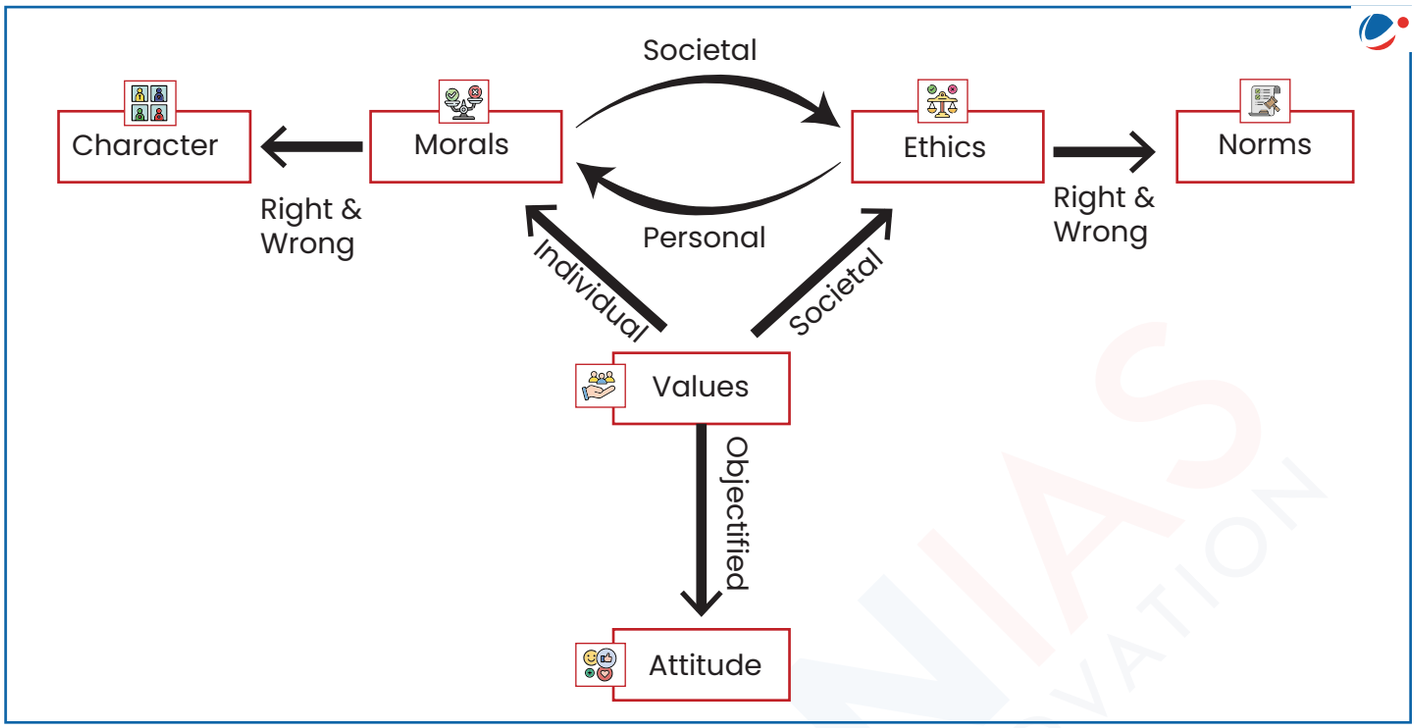
Attitude is a little thing that makes a big difference. —Winston Churchill

- **PYQ: 2014 -** What **factors** affect the formation of a person's **attitude** towards **social problems?** In our **society, contrasting attitudes** are prevalent about many social problems. What **contrasting attitudes** do you notice about the **caste system** in our society? How do you **explain** the **existence** of these **contrasting attitudes**?
- **PYQ: 2016 -** Our **attitudes** towards **life, work,** other people and **society** are generally shaped **unconsciously** by the **family** and the **social surroundings** in which we grow up. Some of these **unconsciously acquired attitudes and values** are often **undesirable** in the **citizens** of a **modern democratic and egalitarian society.**
  (a) Discuss such **undesirable values** prevalent in today's **educated Indians.**
  (b) How can such **undesirable attitudes** be **changed** and **socio-ethical values** considered necessary in **public services** be **cultivated** in the **aspiring and serving civil servants**?**(Connects to changing moral attitudes).**

An Attitude is a psychological predisposition to respond to an object, person, or idea in a particular way. It is a mental and emotional construct that influences our perceptions, thoughts, and actions.



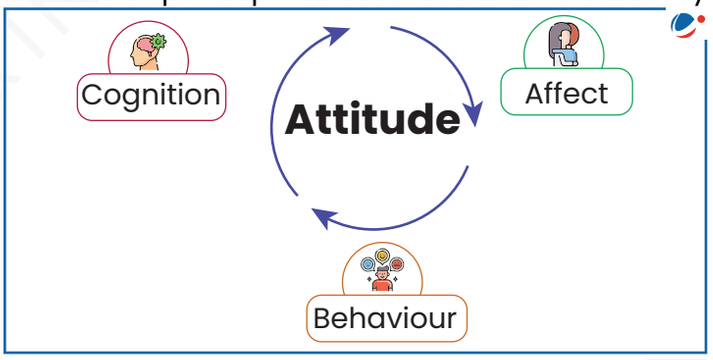


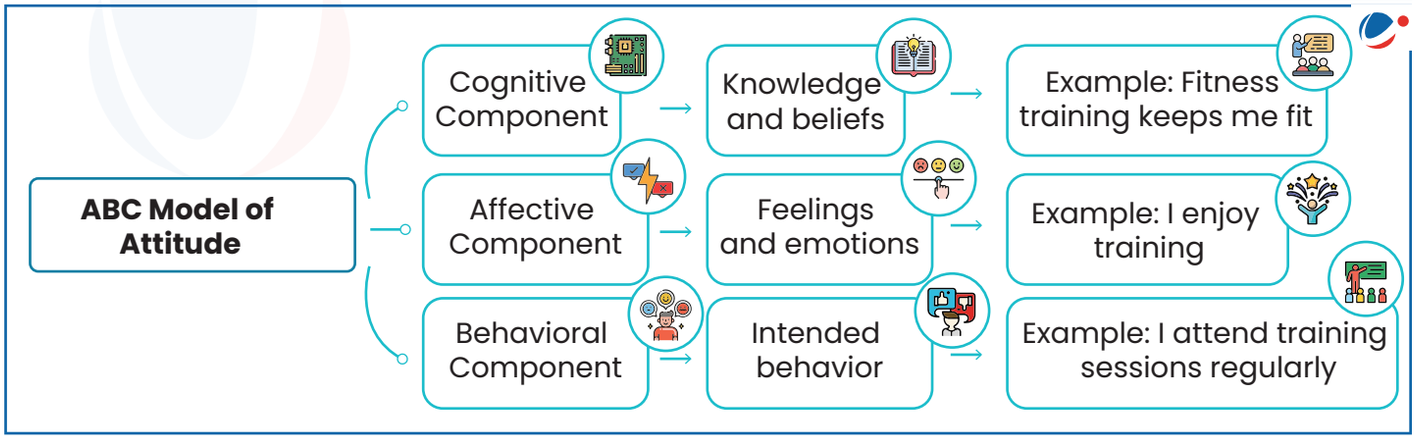


Content of Attitude

The A-B-C Model provides a foundational framework for understanding the three interconnected components that constitute an attitude.

- **Affective Component (A):** Refers to the emotional or feeling segment of an attitude. It's about how we feel towards the attitude object (e.g., "I like healthy food").
- **Behavioral Component (B):** Relates to the intention or predisposition to act in a certain way towards the attitude object. It's about how we intend to behave (e.g., "I will buy more fruits and vegetables").
- **Cognitive Component (C):** Consists of the beliefs, thoughts, and knowledge one holds about the attitude object. It's about what we think or believe (e.g., "I know that healthy food prevents diseases").





Structure of Attitude

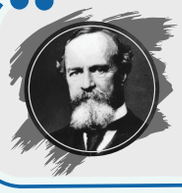
The structure of an attitude refers to how the different components of an attitude (cognitive, affective, and behavioral) are organized or related to each other.

For example: If a person has an attitude toward climate change:

- **Cognitive:** Belief in the scientific evidence of global warming.
- **Affective:** Feeling concerned or anxious about the impact of climate change.
- **Behavioral:** Taking actions like reducing carbon footprint or supporting environmental policies.

Thinker's Corner

William James & Gordon Allport



> None of us are ever who we were yesterday.
>
> -William James

- **William James,** a pioneering psychologist, emphasized how attitudes are deeply intertwined with habit formation.

  He believed that our actions and thoughts, when repeated, solidify into fixed attitudes that guide our future conduct, stating, **"Sow a thought and you reap an act; sow an act and you reap a habit; sow a habit and you reap a character."**

- Later, **Gordon Allport** defined attitude as **"a mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related."** This highlights its predispositional nature.

Nothing can stop the person with the right mental attitude from achieving his goals. Nothing on earth can help the person with the wrong mental attitude. -Thomas Jefferson

Current Affairs Link

Public Acceptance of UPI Payments



The widespread adoption of **UPI (Unified Payments Interface) in rural areas of India** illustrates the A-B-C model in action.

- Initial **cognitive** barriers (C) about **digital literacy** and security were overcome by **affective** benefits (A) like convenience and speed, leading to a massive **behavioral** shift (B) towards digital transactions.
- Campaigns focused on dispelling misinformation and building trust were key to this attitude change.

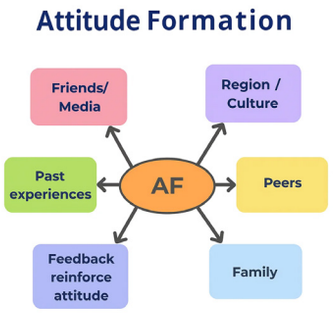
Administrative Viewpoint

For a civil servant, understanding attitudes is crucial for effective public policy implementation.

- If citizens have a negative **affective component (e.g., anger)** towards a new tax, or a faulty **cognitive component (e.g., misinformation)** about a new welfare scheme, their **behavioral response will be resistance.**
- The administrator must diagnose which component is dominant to design targeted interventions (e.g., emotional outreach vs. information dissemination).

Functions of Attitude

Attitudes serve various **psychological and social functions** for **individuals,** helping them make sense of the world, protect their self-esteem, express their values, and achieve their goals.



- **Knowledge Function:** Attitudes help us organize and make sense of information.
  - They **act as mental shortcuts,** allowing us to process complex information quickly and efficiently (e.g., "All healthy food is good").
- **Utilitarian/Adjustive Function:** Attitudes help individuals achieve rewards and avoid punishments.
  - We develop positive attitudes towards things that benefit us and negative ones towards things that harm us (e.g., positive attitude towards a boss who promotes you).
- **Ego-Defensive Function:** Attitudes protect our self-esteem and help us avoid uncomfortable truths.
  - They serve as defense mechanisms to justify actions or beliefs that might otherwise make us feel bad (e.g., blaming external factors for personal failures).
- **Value-Expressive Function:** Attitudes allow individuals to express their core values, beliefs, and self-concept.
  - Holding and expressing certain attitudes helps us communicate who we are to others (e.g., expressing pro-environmental attitudes to align with one's identity as a responsible citizen).



Horoscopes as Ego-Defensive Tools

This concept illustrates how attitudes can serve an ego-defensive function, a key idea in social psychology. Individuals use horoscopes or similar external classifications (like zodiac signs) to protect their self-image and self-esteem.

By attributing perceived flaws or undesirable traits ("I'm not lazy, I'm a Taurus!"), they shift responsibility away from themselves. This mechanism helps to justify behavior and avoid confronting personal shortcomings, thus defending the ego.

Current Affairs Link

Public attitude and reservation

Public attitudes towards **reservation policies** often illustrate the **Ego-Defensive** and **Value-Expressive functions**.

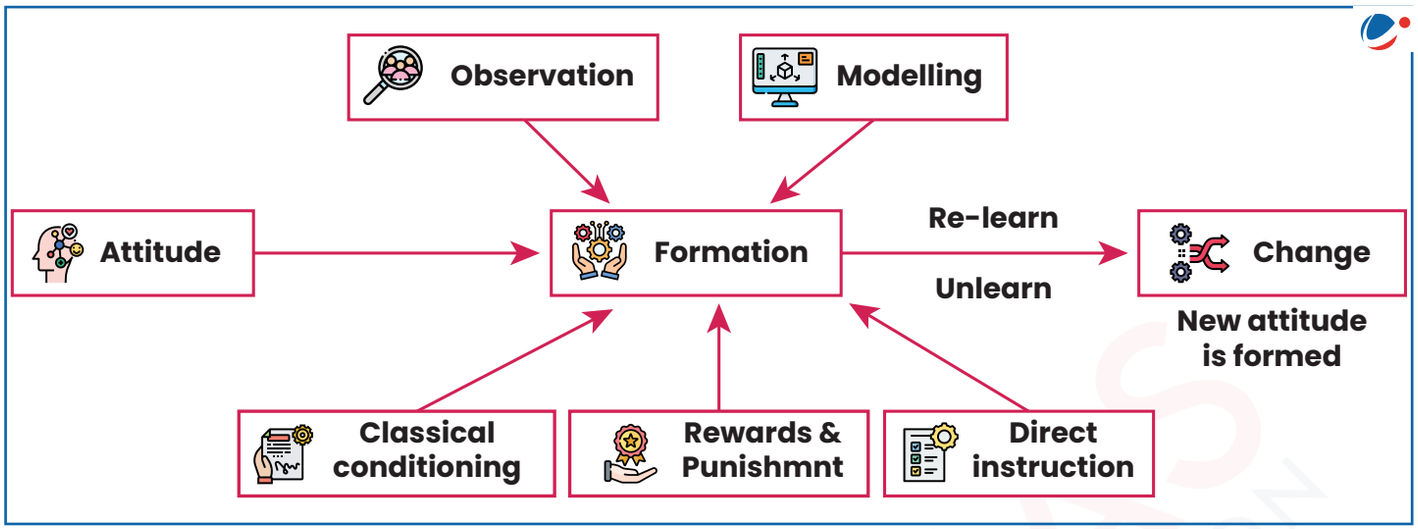
- Some individuals may hold negative attitudes to protect their perceived "meritocratic" identity **(Ego-Defensive).**
- Others may strongly express positive attitudes to align with their values of social justice and equality **(Value-Expressive).**

Understanding these underlying functions is crucial for administrators to engage in nuanced public dialogue beyond superficial arguments.

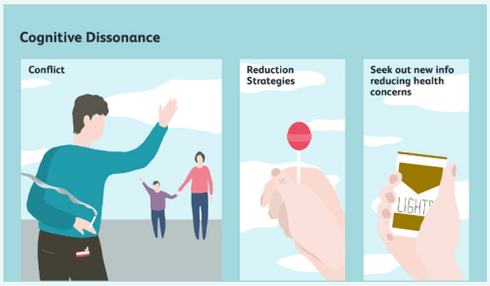
Procedures of Attitude Formation

Attitudes **can be formed or shaped through various procedures.** These are the processes that influence how individuals develop their attitudes over time:

Classical Conditioning (Respondent/ Pavlovian Conditioning): This type of learning **involves associating a neutral stimulus** with a significant stimulus to create a conditioned response. **For example,** a child learns to associate certain behaviors with being a **boy or girl** through societal cues and conditioning. - **Example:** Learning to associate certain colors, toys, or behaviors with gender roles due to cultural conditioning.	**Operant Conditioning (Instrumental Learning):** In this process, **individuals learn behaviors and attitudes through the use of reinforcement** (rewards) or punishment. Positive reinforcement strengthens a behavior, while punishment discourages it. - **Example:** Teaching someone to exhibit good behavior by rewarding them with praise or other incentives, or discouraging negative behavior through criticism or other forms of punishment.
Direct Instruction: This involves explicit teaching, where rules or behaviors are directly communicated and expected to be followed. - **Example:** Teaching a child the rule of waking up at 5 AM through direct instructions, expecting them to form an attitude toward this routine.	**Satisfaction of Wants:** An individual tends to develop favorable attitudes toward people, objects, or situations that satisfy their personal needs and desires, while developing unfavorable attitudes toward those that do not meet these needs. - **Example:** A person may **develop a positive attitude toward a particular brand of product because it fulfills their desires or needs,** such as comfort or efficiency, while developing a negative attitude toward other brands that do not satisfy these needs.



Thinker's Corner

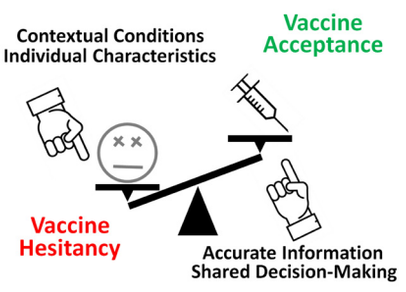


- **Leon Festinger's theory of Cognitive Dissonance** explains the **ego-defensive function.** He argued that when a person holds conflicting attitudes or when their attitude conflicts with their behavior, they experience **discomfort (dissonance)** and are motivated to reduce it, often by changing their attitude or rationalizing their behavior to protect their self-image.
- From a different lens, **Carl Jung suggests** that our fundamental attitudes towards the world are inherent aspects of our personality. These attitudes act as deep filters through which we interact with reality, serving a profound knowledge-organizing function.

Vaccine Hesitancy

Vaccine hesitancy during the **COVID-19 pandemic** can be explained through **attitude functions.** For some, it was an **ego-defensive attitude** rooted in **distrust of authority** (protecting **identity** as a skeptic).

For others, it was driven by **misinformation** (lack of **knowledge**). **Public health campaigns** had to address these different functions to change **attitudes**



Previous Year Question (PYQ) Focus

"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)

Answer Deconstruction

Approach: This question asks about the importance of a positive attitude and its contributors. Focus on both individual qualities and external factors that foster such an attitude.

- **Introduction:** Define attitude and state that a positive attitude is a vital attribute for civil servants, especially under stress, enabling resilience and problem-solving.
- **Body - Part 1 (Why it's essential):** Explain how a positive attitude helps in stress management, maintaining motivation, fostering public trust, leading teams effectively, and turning challenges into opportunities.
- **Body - Part 2 (Contributors to Positive Attitude):** Detail factors like: Strong ethical values, clear purpose/dedication to public service, emotional intelligence (self-regulation), realistic expectations, resilience, supportive work environment, continuous learning/feedback, and role models.
- **Conclusion:** Conclude that a positive attitude is cultivated through a combination of inner strength, ethical grounding, and a supportive ecosystem, essential for an effective and empathetic bureaucracy.

Common Pitfall to Avoid

While advocating for a **positive attitude,** avoid presenting it as a **magical solution** that ignores **real problems.** Acknowledge that **civil servants** face genuine **systemic challenges** and **stress**. A **positive attitude** helps navigate these, not eliminate them. The answer should be **practical**, not overly **idealistic**.

Conscience Check!!!

You are the **Sub-Divisional Magistrate (SDM)** of a **drought-prone area.** A new **government policy** aims to shift **farmers** from **water-intensive crops** to **millets**, but farmers are deeply skeptical, citing **traditional practices** and fear of **crop failure**. They resist your **outreach**, believing "**government schemes never work.**" How would you approach this scenario from the perspective of **Attitude change**

Moral Attitudes vs. Political Attitudes

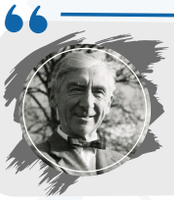
Within the broader concept of Attitude, Moral Attitudes and Political Attitudes represent two distinct yet crucial domains that shape an individual's ethical choices and their interaction with the public sphere. Understanding their differences is key to navigating the complexities of public life.

Moral Attitude	Political Attitude
➤ A Moral Attitude can be defined as **"an individual's stance or disposition** towards what is **fundamentally right or wrong, good or bad,** in a given context." ➤ It encompasses a **combination of beliefs, emotions, and intentions** that guide an individual's ethical decision-making and actions. ➤ **Example:** A personal conviction that **"telling the truth is always the right thing to do,"** even if it brings inconvenience.	➤ A Political Attitude can be defined as **"an individual's consistent beliefs, values, and feelings about political issues, policies, institutions, and figures."** ➤ It concerns how society should be managed, resources distributed, and authority exercised. It is often related to a specific ideology or the interests of a particular group or nation. ➤ Example: The belief that **"the state should prioritize economic growth, even if it means some environmental compromise,"** stemming from a developmental ideology.



Morality is simply the attitude we adopt towards people whom we personally dislike.

-Oscar Wilde

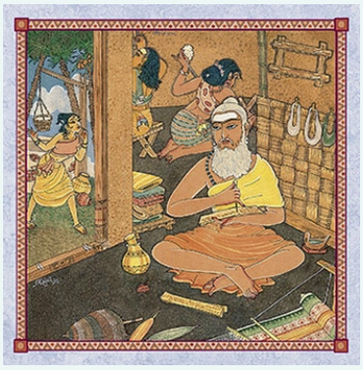


The characteristic political attitude of today is not one of positive belief, but of despair.

-Herbert Read

Thinker's Corner

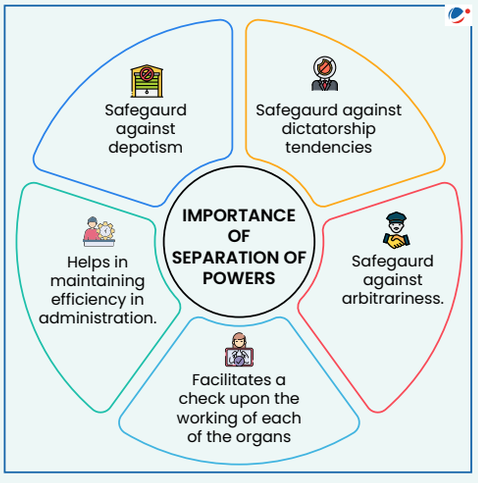
Foundations of Righteous Governance



➤ **Thiruvalluvar, the ancient Tamil poet-philosopher,** through his **Tirukkural**, emphasizes the **inseparable link between a ruler's moral rectitude and effective governance.** His work implicitly argues that a ruler's moral attitudes **(e.g., justice, compassion, integrity)** are the foundational distinctions that lead to righteous political action and prosperity for the state.

➤ **French political philosopher Montesquieu,** known for his theory of separation of powers, would assert that while political structures can shape governance, the **spirit of laws** (which can be influenced by moral attitudes) is crucial.

- He suggested that the **"virtue"** of citizens and rulers, a moral attitude, is essential for a republic's flourishing.

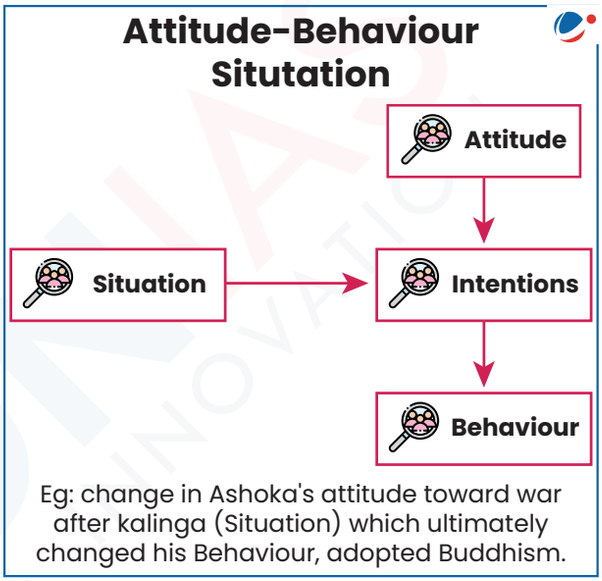


Administrative Viewpoint

Understanding this **distinction** is foundational for a **civil servant.** Your **personal moral attitude** guides your **inner compass,** while your **professional political attitude (adherence to constitutional principles, public policy)** guides your **external actions.** The **challenge** is to ensure your **personal morality** is not compromised by **political pressures,** and **vice versa.**

The Dynamic Interplay: Synergy & Conflict in Public Life

Moral and political attitudes are rarely isolated. They continuously interact, **creating both powerful synergies,** where personal ethics elevate public action, and profound conflicts, where political imperatives threaten to override moral conscience.



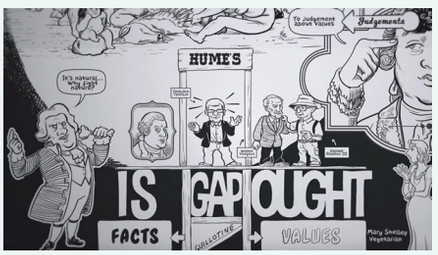
Eg: change in Ashoka's attitude toward war after kalinga (Situation) which ultimately changed his Behaviour, adopted Buddhism.

Synergy: When Moral Attitudes Shape Political Attitudes An individual's **deep-seated moral convictions** can often form the very foundation of their political beliefs and actions, leading to principled public service.

- **From Compassion to Welfare Politics:** A moral attitude of profound compassion for the vulnerable (e.g., Mother Teresa) can translate into a political attitude supporting robust social safety nets and pro-poor policies (e.g., championing MGNREGA).
- **From Honesty to Anti-Corruption Stance:** A strong personal moral value for honesty leads to a political attitude that demands transparency, accountability, and supports anti-corruption movements and reforms (e.g., advocating for the Lokpal Act).

Thinker's Corner

- **Peter Drucker,** the **management guru,** while known for organizational efficiency, also emphasized that **"management is about human beings."**
  - His implicit message is that effective **public administration** (a **political act**) must ultimately serve **human needs,** implying that a **moral attitude** towards people's **well-being** should guide **political objectives** and **management practices** in **public life..**



- **Philosopher David Hume, in discussing the "is-ought"** problem, highlighted the **gap between factual statements** (what is – the political reality) and **moral statements** (what ought to be – the moral ideal).
  - The interplay involves trying to bridge this gap: using political means to achieve moral ends, and allowing moral attitudes to critique and guide political realities, transforming **"what is" into "what ought to be."**

Conflict: When Political Attitudes Override Moral Attitudes

This common occurrence happens when political ideology, party discipline, the pursuit of power, or perceived national interest forces individuals or states to act against their own professed moral values.

- **National Interest vs. Global Ethics:** A government may morally believe in human rights but politically support an authoritarian regime for strategic reasons (e.g., securing oil supply, geopolitical alliances).
- **Party Whip vs. Conscience:** An MP may morally disagree with a bill (e.g., one impacting marginalized communities) but be compelled by a party whip to vote in its favour, showcasing a direct conflict between personal conscience and political loyalty.

Current Affairs Link

The Refugee Crisis



The ongoing **global refugee crisis** is a stark illustration of this **conflict**.

- Many **citizens** and **nations** hold a **moral attitude** that **refugees** fleeing **persecution** should be helped **(Compassion, Universal Human Rights).**
- However, a **political attitude** focused on **national security, resource scarcity,** and **internal stability** often leads to policies of **restrictive borders** and turning away **asylum seekers.**

This **conflict** between **moral empathy** and **political pragmatism** is a defining **ethical dilemma** of our times.

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Previous Year Question (PYQ) Focus

"It is often said that 'politics' and 'ethics do not go together. What is your opinion in this regard? Justify your answer with illustration." (2013)

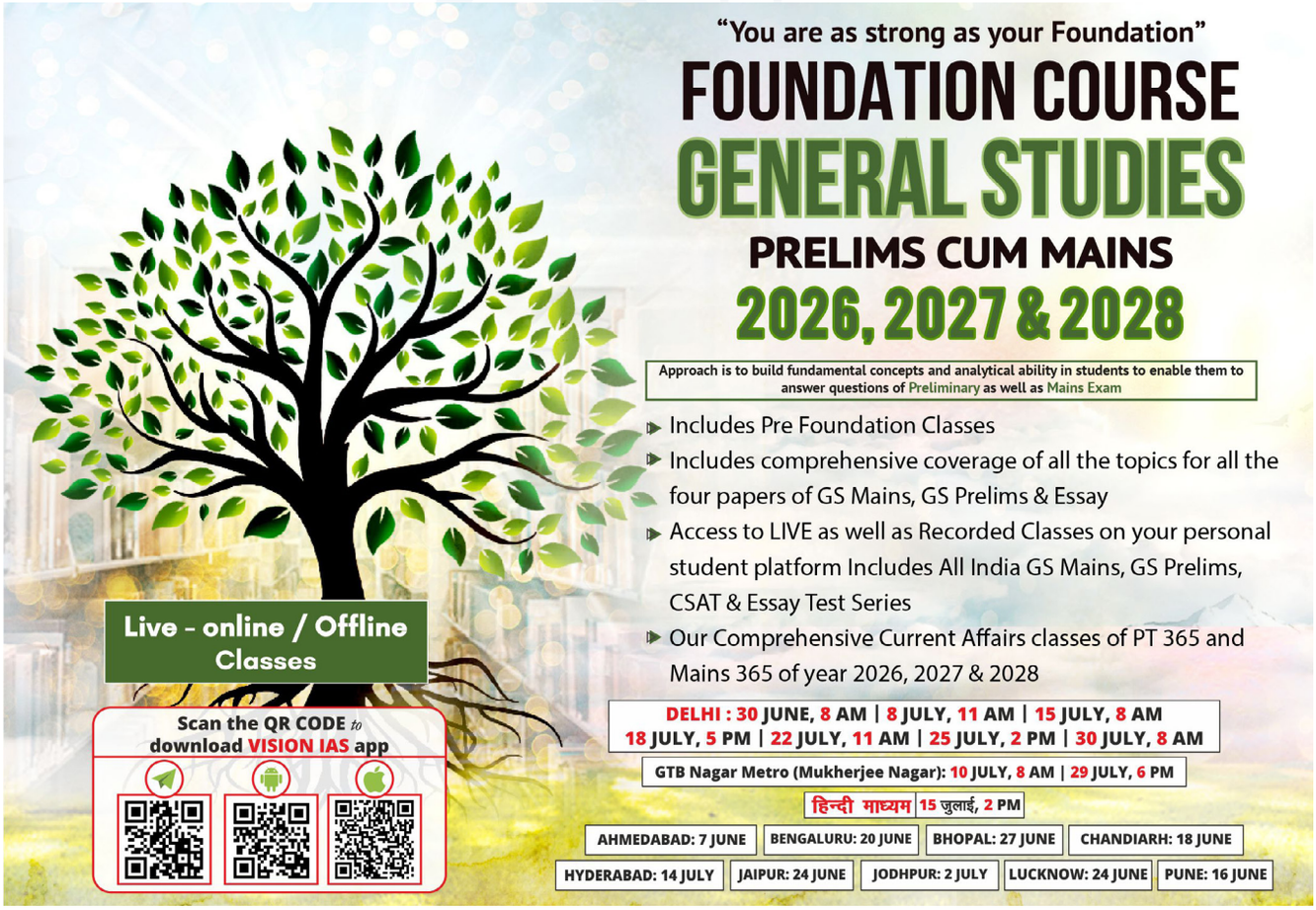
Answer Deconstruction

Approach: Define **'ethics' (driven by moral attitudes)** and **'politics'** (driven by political attitudes). State that while they often conflict, they are not mutually exclusive, and an ethical politics is the ideal.

Body

- **Part 1 (The Conflict):** Explain why they "do not go together." Use examples like political pragmatism overriding human rights (e.g., supporting dictatorships for oil), use of misinformation for votes, and party discipline overriding personal conscience.
- **Part 2 (The Synergy):** Explain why they must go together. Use examples of leaders whose moral attitudes shaped great political change (Gandhi, Nelson Mandela, Lincoln). Argue that politics without ethics leads to tyranny and instability.

Conclusion: Conclude that while a cynical view sees them as separate, true statesmanship lies in grounding political action in a strong moral foundation. Politics should be a means to achieve ethical ends, not an end in itself.



PYQ: 2015 – "Two different kinds of attitudes exhibited by public servants towards their work have been identified as the **bureaucratic attitude and the democratic attitude.**

(a) Distinguish between these two terms and write their merits and demerits.

(b) Is it possible to balance the two to create a better administration for the faster development of our country?" **(Relates to types of attitudes in public service).**

Answer Deconstruction

(a) Distinguishing Bureaucratic and Democratic Attitudes

Public servants can exhibit two primary attitudes towards work:

Feature	Bureaucratic Attitude	Democratic Attitude
Focus	Rules, procedures, hierarchy, stability, impersonality	Responsiveness, citizen participation, empathy, service delivery, accountability
Merits	Efficiency, predictability, impartiality, uniformity, stability, preventing favoritism.	Inclusivity, citizen trust, adaptability, innovation, addressing felt needs, legitimacy.
Demerits	Rigidity, red-tapism, insensitivity, lack of innovation, citizen alienation, delay.	Potential for populism, slow decision-making (due to consultation), risk of undue influence.

(b) Balancing for Better Administration and Faster Development

Yes, a judicious balance is not just possible but essential for modern governance and accelerated development. While the **bureaucratic attitude** ensures efficiency and rule-bound functioning (crucial for large-scale project execution and impartial resource allocation), the **democratic attitude** injects empathy, adaptability, and citizen-centricity, ensuring development genuinely meets public needs and garners participation. Blending these creates responsive, accountable, and effective administration, driving faster, inclusive, and sustainable development by balancing stability with citizen empowerment.

Attitude vs. Behaviour

"If you want to change attitudes, start with a change in behavior." — Katharine Hepburn

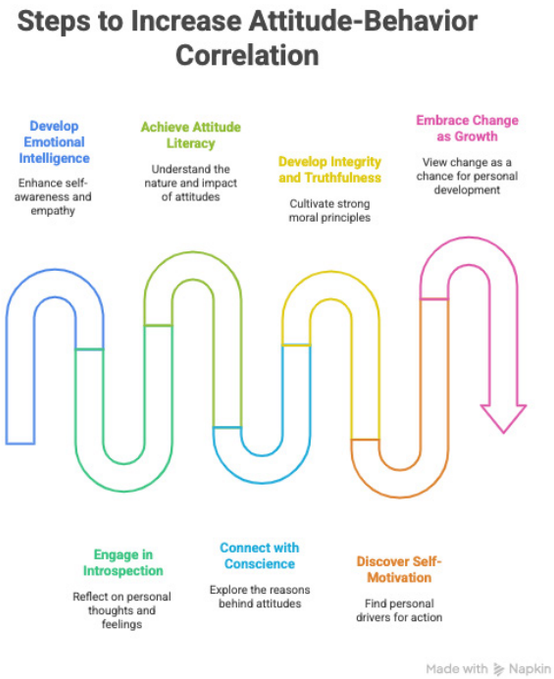
Basis for Comparison	Attitude	Behavior
Meaning	Attitude **refers to a person's mental stance or perspective on something,** influenced by their thoughts and feelings.	Behavior represents an **individual's actions or conduct,** especially in relation to others.
What is it?	A **person's mindset or internal feelings.**	A **person's external conduct** or actions.
Reflects	What a person thinks or feels.	What a person does or how they act.

Defined by	The way we perceive and interpret things or situations.	Social norms, expectations, and situational factors influencing actions.

Impact of Behaviour on Attitude

People generally seek consistency between their attitudes and behavior. When these are mismatched, cognitive dissonance arises—a feeling of discomfort due to conflicting beliefs and actions. This discomfort drives individuals to resolve the inconsistency, often by adopting one of these three strategies:

1. **Change the behavior:** Altering actions to align with the attitude.
2. **Ignore the situation:** Avoid confronting the inconsistency.
3. **Change the attitude:** Adjusting one's beliefs to match their behavior.



Attitude's Influence and Relationship with Thought and Behaviour

- **Case 1 – Attitude ≠ Behavior:** Sometimes, attitudes do not predict actual behavior.
  - For instance, people may express support for a political candidate but fail to take the step of voting for them.
- **Case 2 – Behavior ≠ Attitude:** There are situations where behavior contradicts an individual's attitude.
  - For example, someone may hold a positive attitude toward queue discipline but may break the rule if they observe everyone else jumping the queue, fearing they will lose out.
  - This demonstrates how attitudes may not always guide behavior, especially when external pressures influence decisions.
- **Case 3 – Attitude = Behavior:** Consistency between attitude and behavior typically occurs when:
  - The attitude is strong and central to the person's belief system.
  - The individual is aware of their attitude.
  - There is minimal external pressure to act a certain way.
  - The person's actions are not under observation.

For instance, individuals with strong integrity often demonstrate direct alignment between their attitudes and behavior.

- **Case 4 – Behavior = Attitude:** People generally dislike cognitive dissonance—the discomfort of conflicting thoughts and beliefs. To reduce this discomfort, individuals might adjust their attitude to align with their behavior.

Social Influence & Persuasion

Attitudes (our predispositions to act) are rarely static. **Social influence** and **persuasion** are two fundamental psychological processes that explain how individuals' attitudes, beliefs, and behaviors are shaped or altered by others, either intentionally or unintentionally.

Social Influence	Persuasion
"You can exert no influence if you are not susceptible to influence."— Carl Jung Social Influence **refers to the general process where one's attitudes,** beliefs, or behaviors are affected by the real or imagined presence of others. It encompasses various forms, including **conformity to group norms, obedience to authority, and compliance with requests.** It's often subtle and pervasive. **Example:** A person starting to use reusable bags for shopping because their social circle adopted the practice, even without direct instruction.	*"Persuasion can go through obstacles that force cannot."— Yusuf A. Leinge* Persuasion is a **more deliberate and conscious process of attempting** to change or reinforce attitudes, beliefs, or behaviors through communication. ➤ It involves a **communicator attempting to present arguments** and information in a way that encourages the receiver to adopt a particular viewpoint. ➤ **Example:** A government campaign explicitly **using advertisements** and **public figures** to convince citizens to adopt digital payment methods like UPI.

Thinker's Corner

The Power of Social Pressure

Solomon Asch's famous conformity experiments demonstrated the powerful role of social influence.

- Participants were asked to compare line lengths and often conformed to the incorrect answers given by the majority of the group, even when the correct answer was obvious.
- This highlighted the tendency for individuals to prioritize fitting in and avoiding conflict over expressing their own perceptions.

Stanley Milgram's obedience experiments investigated the extent to which individuals would obey an authority figure, even when instructed to perform actions that conflicted with their personal conscience.

- The **experiments involved participants ("teachers") administering electric shocks** to a "learner" (an actor) for incorrect answers, escalating the shock level with each mistake.
- Despite the **learner's increasingly distressed reactions, including screams and pleas to stop,** many participants continued to administer shocks under the direction of the experimenter.

These studies revealed a strong tendency for individuals to obey authority, even when faced with potentially harmful actions.

Social Media Influencers and Consumer Behavior

The digital age has transformed commerce, identity, and values. The line between genuine opinions and paid promotions has become blurred, especially as India's influencer marketing continues to grow.

Positive Roles:	Ethical Issues:
➢ **Promoting Social Change:** Influencers drive conversations around **mental health** and the **#MeToo** movement. ➢ **Conscious Consumerism:** The trend of **"de-influencing"** encourages responsible buying decisions. ➢ **Inclusivity/Diversity:** Influencers challenge stereotypes and promote diversity. ➢ **Access to Information:** Government officers share schemes and policies, improving public access to information.	➢ **Mindless Consumption:** Promoting **status symbols** contradicts **Gandhian ethics** of simplicity. ➢ **Psychological Manipulation:** Tactics like **FOMO** and **social comparison** pressure consumers to buy. ➢ **Lack of Accountability:** Issues like **misinformation** and **fraud** undermine trust. ➢ **Dishonesty: Plagiarism** and lack of proper credit erode integrity. ➢ **Privacy Violations: Data collection** without safeguards raises concerns. ➢ **Harm to Mental Health:** Exposure to unrealistic portrayals contributes to **anxiety and low self-esteem.**

Way Forward:

- Implement clear endorsement rules like "ad" or "sponsored".
- Promote media literacy to help consumers critically assess content.
- Prioritize credibility over popularity.
- Encourage responsible content creation focused on value-driven storytelling.

Mechanisms & Strategies of Influence

Both social influence and persuasion operate through various psychological mechanisms and communication strategies. Understanding these 'levers' allows administrators and leaders to effectively (and ethically) guide public attitudes and behaviors towards desired social goals.

Key Mechanisms of Social Influence	Core Strategies of Persuasion
These are the ways individuals are influenced by others in social settings: ➤ **Conformity:** Adjusting one's behavior, attitudes, or beliefs to align with group norms (e.g., following traffic rules because everyone else does). ➤ **Obedience:** Complying with demands or orders from an authority figure (e.g., following a DM's order during disaster management). ➤ **Compliance:** Yielding to direct requests from others, often involving techniques like the **"foot-in-the-door"** (small request then larger) or **"door-in-the-face"** (large request then smaller).	Based on models like the **Elaboration Likelihood Model (ELM),** persuasion can occur via two routes: ➤ **Central Route:** Involves thoughtful consideration of the message's arguments. Requires high motivation and ability from the receiver. Relies on: • **Logic (Logos):** Use of facts, data, and rational arguments. • **Credibility (Ethos):** Perceived expertise and trustworthiness of the communicator. ➤ **Peripheral Route:** Involves less thoughtful processing, relying on superficial cues. Used when motivation/ability is low. Relies on: • **Emotion (Pathos):** Appeals to feelings, fear, hope, or empathy. • **Heuristics:** Simple rules of thumb (e.g., "experts are always right," "more arguments means better argument"). • **Attractiveness:** Likeability or physical appeal of the communicator.

Nudge: A Tool of Social Influence

Nudging refers to altering the **decision-making environment** to account for **biases** and **irrational behaviors** that people often exhibit in their **choices**.

Techniques of Nudging:

- **Default Option** → People tend to choose the pre-set option (e.g., default renewable energy).
- **Social Proof** → Behavior of others guides individual decisions (e.g., quitting smoking).
- **Salience** → Highlighting a specific option makes it more likely to be chosen.

Nudge Effectiveness = Behavioral Science + Policy Design → Better Public Outcomes

Thinker's Corner

The Architect of Influence

Robert Cialdini, a renowned social psychologist, identified **six universal principles** of persuasion that administrators can ethically leverage: Reciprocity, Scarcity, Authority, Consistency, Liking, and Consensus. His work provides a practical guide on how influence works.



Gustave Le Bon, in "The Crowd: A Study of the Popular Mind," explored how individuals in a crowd lose their individual identity and become susceptible to irrational impulses and suggestions.

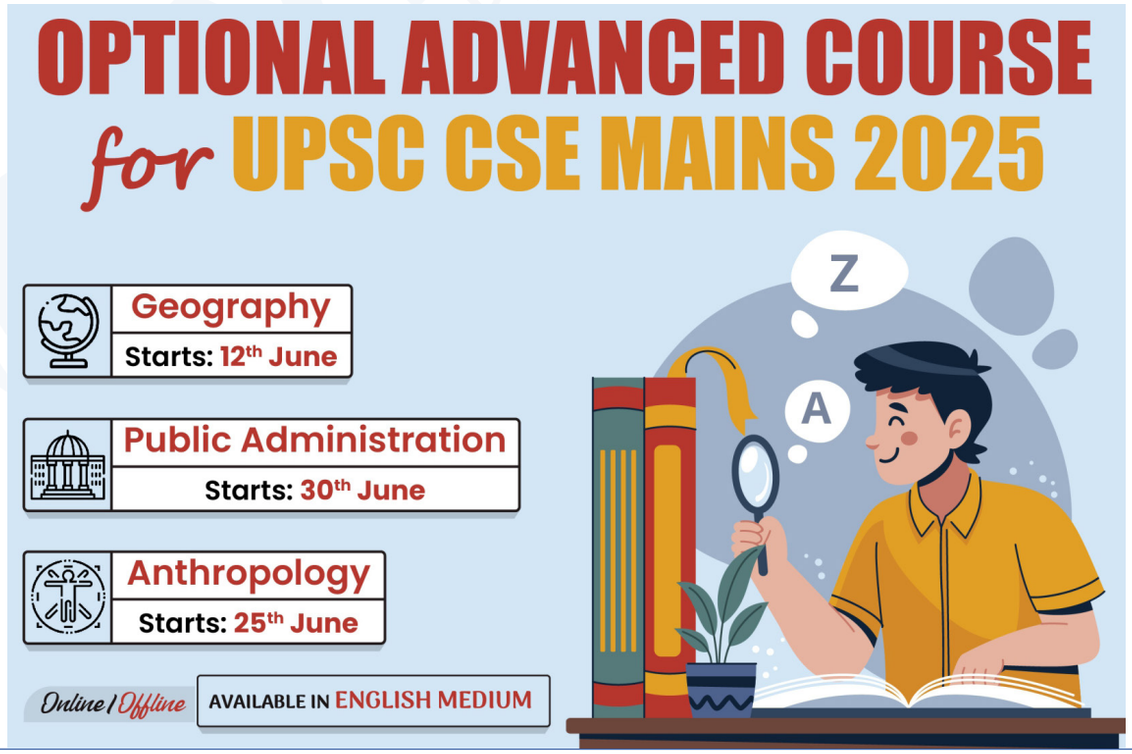
- His work highlights how social influence in large groups can lead to rapid attitude and behavior change, sometimes for better, sometimes for worse.

Current Affairs Link

Digital India Literacy Campaigns

Initiatives like the **Pradhan Mantri Gramin Digital Saksharta Abhiyan (PMGDISHA)** or broader Digital India literacy campaigns effectively use both social influence and persuasion.

- **Persuasion:** Presenting logical arguments about job opportunities and convenience (Logos) and emotional appeals about **empowerment (Pathos).**
- **Social Influence:** Leveraging local champions **(Authority/Liking)** and creating a sense of collective advancement (Consensus/Conformity) to encourage adoption of digital skills among hesitant rural populations.



Previous Year Question (PYQ) Focus

"How could social influence and persuasion contribute to the success of Swachh Bharat Abhiyan?" (2016)

Answer Deconstruction

Approach: This question directly asks for the **application of social influence and persuasion.** Focus on specific strategies used by the campaign and link them explicitly to the concepts learned.

Introduction: Briefly define social influence and persuasion as tools for attitude and behavior change. State that Swachh Bharat Abhiyan's success was significantly driven by these mechanisms.

Body

- **Part 1 (Social Influence):** Explain how peer pressure (e.g., ODF villages), community participation, role modeling by local leaders, and social shaming (e.g., "no toilet, no bride") led to widespread adoption of sanitation practices through conformity.
- **Part 2 (Persuasion):** Discuss how the campaign used communication strategies:

Pathos: Emotional appeals (e.g., dignity of women).

Logos: Highlighting health benefits (reducing disease burden).

Ethos: PM's active leadership (authority/credibility) and celebrity endorsements.

Conclusion: Conclude that the **Abhiyan's success is a testament to the power** of integrating top-down policy with bottom-up attitudinal change facilitated by strategic social influence and persuasion.

Conscience Check!!!

You are the **SDM** in a district where a **government program** to encourage **tree plantation** is failing. Despite providing **free saplings,** public **participation** is low due to a perception that "it's not my job" and trees don't provide **immediate benefits,** leading to poor **survival rates** for planted saplings. What **tools** would you use to bring about a **change in mindset?**



Inception's 'Idea Planting' as Persuasion

Inception's 'Idea Planting' brilliantly illustrates persuasion, mirroring real-world propaganda. The film shows how subtly instilling an idea into someone's mind, making it feel like their own, can profoundly alter their behavior.

This "dream heist" concept highlights how sophisticated manipulation can bypass conscious thought, showcasing the power of indirect influence in shaping beliefs.

Emotional Intelligence (EI)

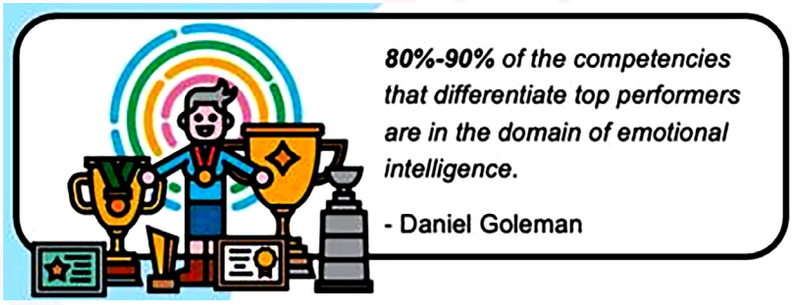
"What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills—your EQ — not just purely cognitive abilities that are measured by conventional IQ tests." — Daniel Goleman

- **PYQ: 2021 – "**In case of **crisis of conscience,** does **emotional intelligence** help to overcome the same without compromising the ethical or moral stand that you are likely to follow? **Critically examine."**
- **PYQ: 2016 – Anger** is a **harmful negative emotion.** It is **injurious** to both **personal life** and **work life.**

  (a) Discuss how it leads to **negative emotions** and **undesirable behaviours.**

  (b) How can it be **managed** and **controlled**?

Emotional Intelligence (EI) is a **critical form of intelligence** that extends beyond traditional cognitive abilities (IQ).

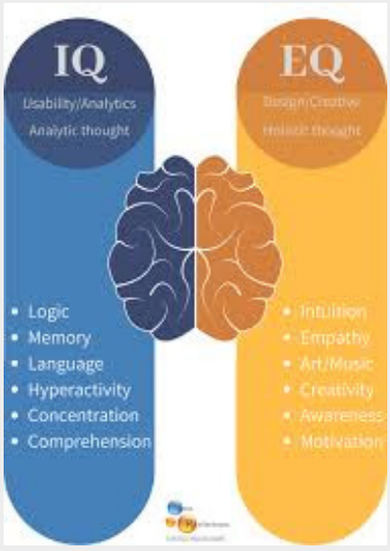


- Popularized by **psychologist Daniel Goleman,** EI refers to the **capacity for recognizing our own feelings and those of others,** for motivating ourselves, and for managing emotions effectively both in ourselves and in our relationships.
- It is understood as a **set of non-cognitive skills, capabilities, and competencies** that influence one's ability to succeed in coping with environmental demands and pressures.

Emotional Quotient (EQ), Intelligence Quotient (IQ),

- **Intelligence Quotient (IQ):** Measures **cognitive abilities,** including logic, problem-solving, and analytical skills.
  - High IQ indicates intellectual capacity but doesn't guarantee emotional competence.
- **Emotional Quotient (EQ):** Refers to the **ability to recognize, understand,** and **manage one's emotions,** as well as the emotions of others.
  - High EQ is linked to better interpersonal relationships and self-regulation.

In summary, while IQ measures cognitive ability, EQ is vital for personal growth, relationship-building, and professional success.



Thinker's Corner

Mastery of the Self

The Stoic philosopher **Marcus Aurelius,** through his Meditations, implicitly champions emotional intelligence.

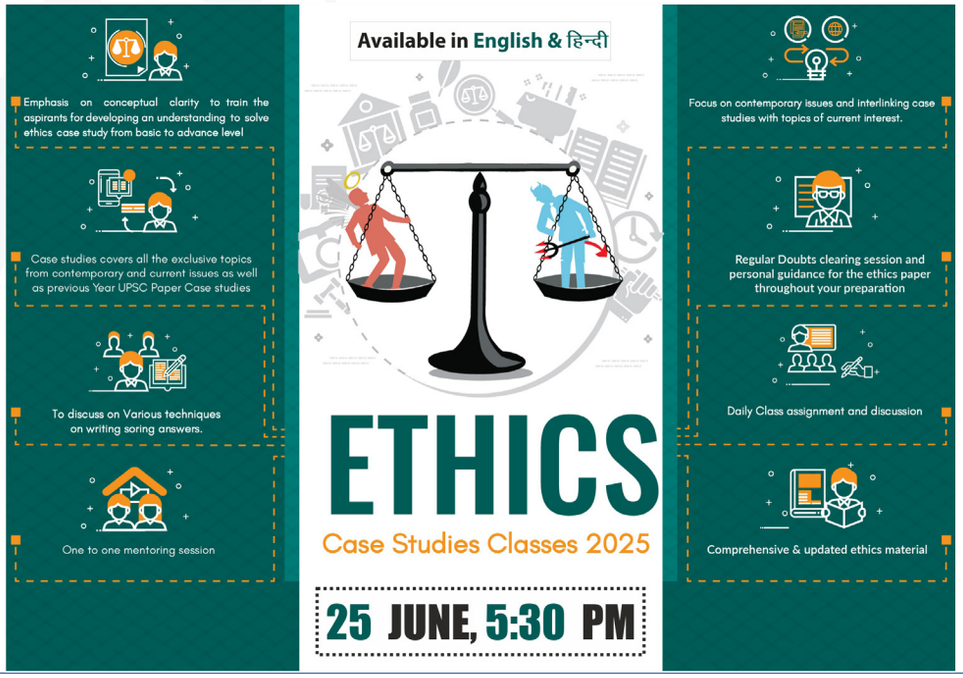


> You have power over your mind—not outside events. Realize this, and you will find strength.
>
> **-Marcus Aurelius**

- He constantly emphasized controlling one's inner reactions and perceptions, stating, **"You have power over your mind—not outside events. Realize this, and you will find strength."**
- This aligns directly with the core tenets of self-awareness and self-regulation within .
- *Anyone can become angry —that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way —this is not easy.* - **Aristotle**
- *When dealing with people, remember that you are not dealing with creatures of logic, but with the creatures of emotion.* **- Dale Carnegie**
- *Give me that man that is not passion's slave, and I will wear him in my heart's core.* (Hamlet to his friend Horatio)
- *Whatever begins in anger, ends in shame."* —- **Benjamin Franklin**
- *Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence* - **Robert K. Cooper**

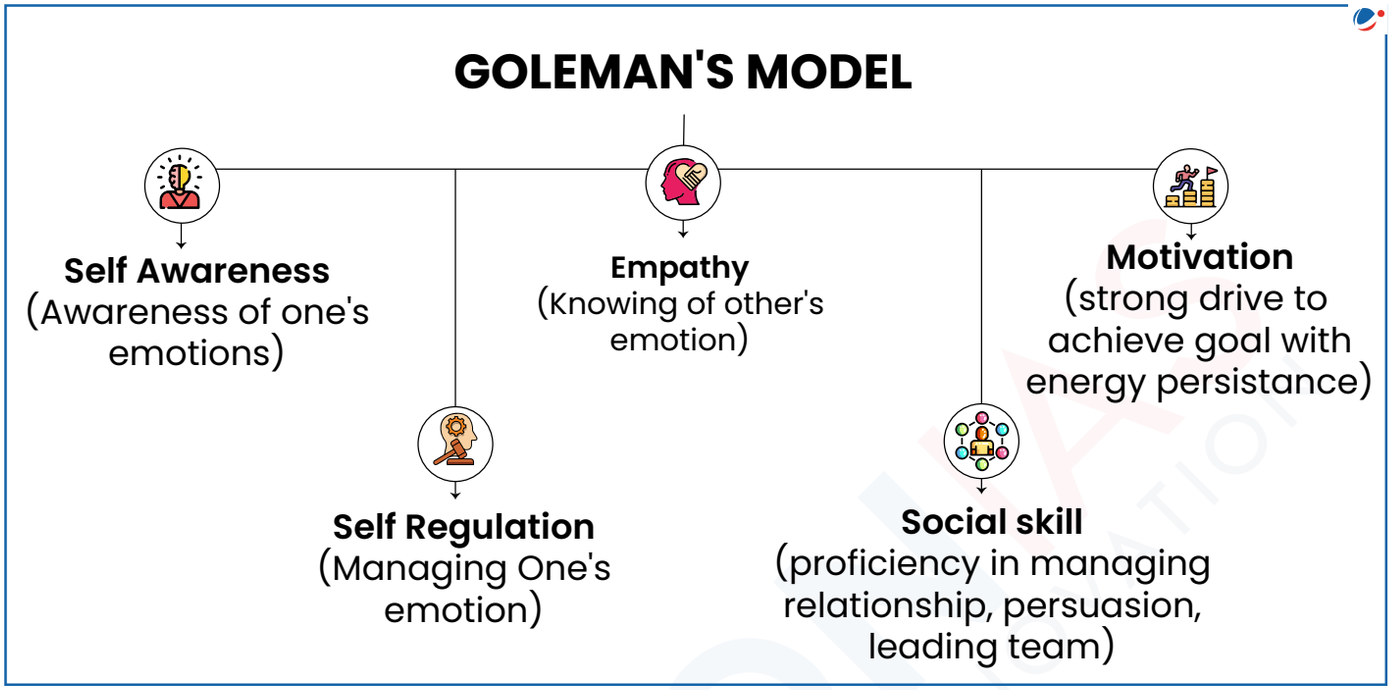


> All greatness of character is dependent on individuality. The man who has no other existence than that which he partakes in common with all around him, will never have any other than an existence of mediocrity.
>
> **-James F. Cooper**

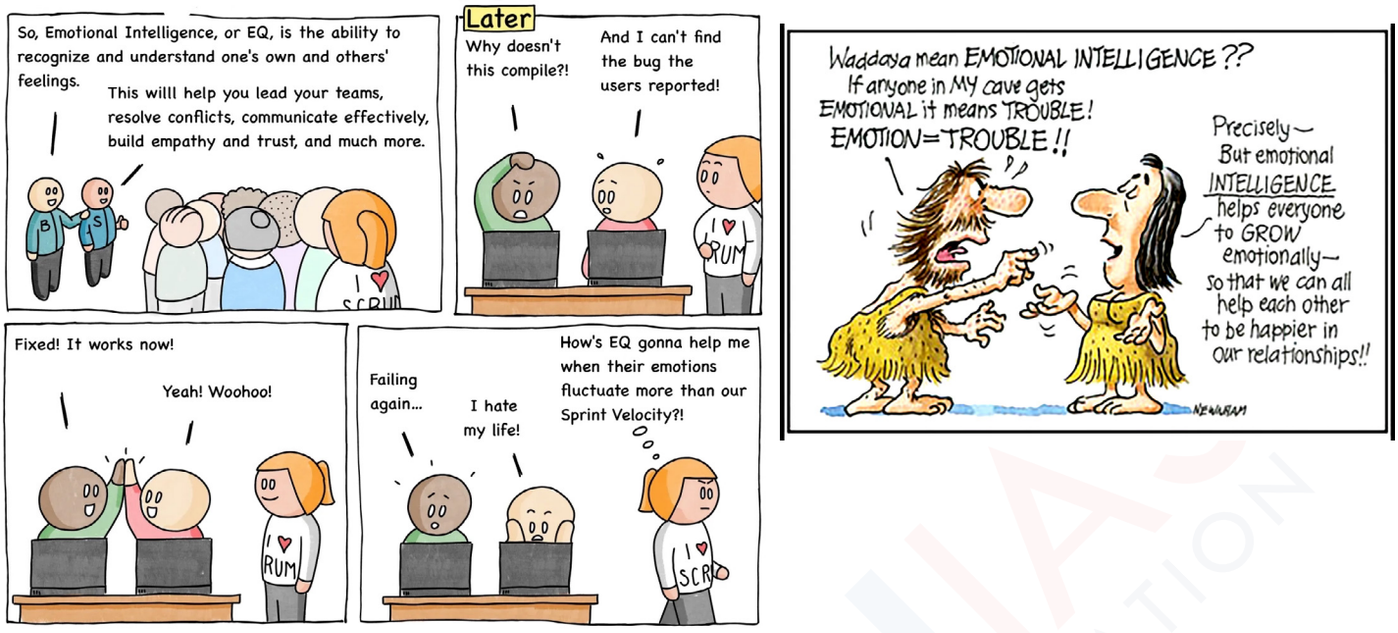


The Five Core Components of EI

Goleman's widely accepted model breaks Emotional Intelligence down into five key competencies.

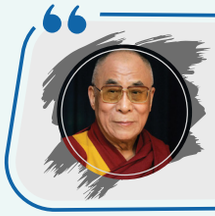


Self-Awareness:	Self-Regulation:	Motivation:	Empathy:	Social Skills:
The ability to understand one's own **emotions, strengths, weaknesses, values**, and **goals**, and recognize their impact on **others**. It's about knowing your **internal states**. **Example**: An officer recognizing their own **anger** building during a heated **public protest** and choosing to take a brief **pause** before responding.	The **capacity** to control or redirect **disruptive impulses** and **moods**, and the propensity to **suspend judgment**—to **think before acting**. It involves managing one's **internal reactions**. **Example**: A **DM** remaining calm and composed while addressing **false rumors** spread through **social media**, preventing **panic**.	A **passion** to work for reasons beyond **money** or **status**; a propensity to pursue **goals** with **energy** and **persistence**. It involves an **intrinsic drive** for **achievement.** **Example:** A **civil servant** relentlessly pursuing a **rural development project** despite **bureaucratic hurdles,** driven by a deep commitment to **public welfare.**	The ability to **understand** and **share** the **feelings** of others. It involves putting oneself in another's shoes and responding appropriately to their **emotional cues**. **Example:** A **police officer** recognizing the **fear** and **desperation** of a **victim**, leading to a more **sensitive** and **supportive response** beyond mere legal procedure.	**Proficiency** in managing **relationships** and building **networks**; an ability to find **common ground** and build **rapport**. It's about effectively interacting with others. **Example:** A **manager** resolving a **team conflict** by skillfully mediating **disagreements** and encouraging open **communication**.



Thinker's Corner

Philosophies of Inner Control & Compassion

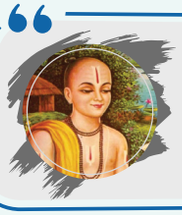


Don't let the behavior of others destroy your inner peace.

-Dalai Lama

- **Epictetus**, another Stoic philosopher, profoundly influenced the concept of self-regulation. He taught, **"It is not what happens to you, but how you react to it that matters."** This underpins the self-control aspect of EI.
- The **Dalai Lama's teachings** are central to the concept of Empathy and Social Skills.
  - His philosophy of **universal compassion,** rooted in understanding the suffering of others, directly translates into the **ability to connect deeply with people** and **foster harmonious relationships—**a core aspect of emotional intelligence in action.
- *Holding on to anger is like grasping a hot coal with the intent of throwing it at someone else; you are the one who gets burned* - **Buddha**
- **Anger** *and* **intolerance are the enemies** *of correct understanding* - **Mahatma Gandhi**
- *All my best ideas were born of anger* - **Kailash Satyarthi**

From the Ramayana:



There are three all-powerful evils: lust, anger and greed.

-Tulsidas

- **Forgiveness Overcomes Revenge:** Ravana's **pursuit of vengeance** after Laxman insulted Surpanakha and abducted Sita ultimately led to his demise. In stark contrast, Lord Rama and Sita exemplified **forgiveness and kindness,** even extending it to Kaikeyi, who orchestrated Rama's exile.

- **Anger Yields No Positive Outcome:** Laxman's impulsive anger, evident in cutting off Surpanakha's nose, provoked Ravana's desire for revenge. Similarly, Ravana's own downfall was a consequence of his hasty judgments and inflated ego.

Fireside Chats



Roosevelt's "Fireside Chats" were a series of radio broadcasts where he directly spoke to the American people. These chats showed how he used **Emotional Intelligence (EI)** in his leadership.

- **Self-awareness:** Roosevelt understood how the Great Depression made people anxious and fearful. He recognized their emotions and adjusted his approach accordingly.
- **Social awareness:** His empathetic tone showed he genuinely cared about their struggles. This made people feel heard and understood, helping to calm their fears.

In simpler terms, Roosevelt's ability to communicate effectively helped build trust. By managing his own emotions and responding calmly to the public's concerns, he encouraged people to support his policies.

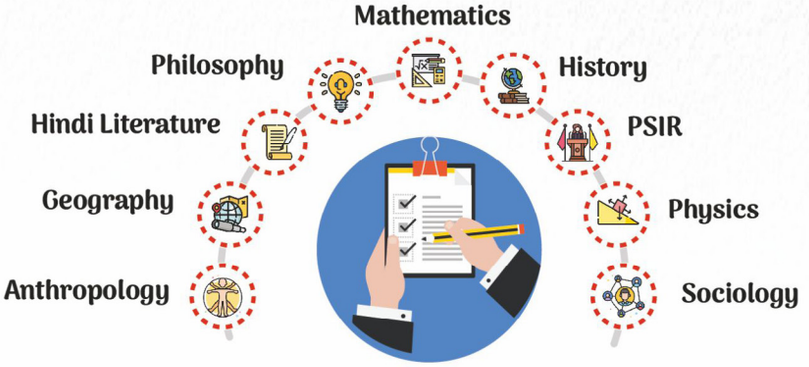
Administrative Viewpoint

Each component of **EI directly translates** to a critical administrative function. **Self-awareness** helps in understanding one's own biases.

- **Self-regulation** is vital for **maintaining composure** under political pressure.
- **Motivation** fuels **dedication to public service.**
- **Empathy** is key for **citizen-centric governance** and understanding marginalized groups. Social skills enable effective collaboration with colleagues, departments, and public stakeholders.

OPTIONAL TEST SERIES

2025 | ENGLISH MEDIUM 6 JULY | हिन्दी माध्यम 6 जुलाई



Previous Year Question (PYQ) Focus

"What is 'emotional intelligence' and how can it be developed in people? How does it help an individual in taking ethical decisions?" (2013)

Answer Deconstruction

Approach: This is a multi-part question. Define EI, explain its development, and then detail its specific role in ethical decision-making.

Introduction: Define EI (Goleman's model) as the ability to understand and manage emotions for positive outcomes.

Body

Part 1 (Development of EI): Explain that EI can be developed through: Self-reflection (mindfulness, journaling), feedback from others, practicing active listening and empathy, learning stress management techniques, role-playing, and mentorship.

Part 2 (EI & Ethical Decisions): Explain how each component helps:

- **Self-awareness:** Helps recognize personal biases that might influence decisions.
- **Self-regulation:** Prevents impulsive decisions driven by anger/fear/greed.
- **Empathy:** Allows understanding the impact of decisions on all stakeholders, especially the vulnerable.
- **Social Skills:** Enables effective communication of ethical choices and conflict resolution.
- **Conclusion:** Conclude that EI empowers individuals, especially civil servants, to make ethical decisions that are not only principled but also practical, empathetic, and effective in diverse situations.

Keywords to Use in Your Answer

Affective Domain : Cognitive Domain : Non-cognitive Skills : Moral Reasoning : Ethical Leadership: Emotional Resilience: Stakeholder Analysis

Conscience Check!!!

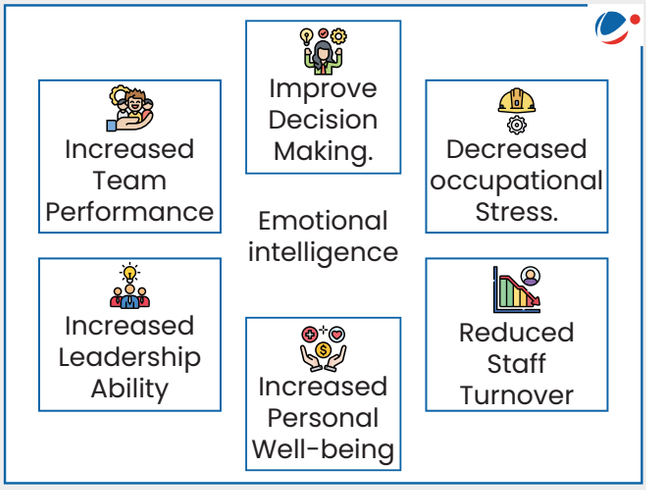
You are a **senior officer** leading a team of **junior colleagues.** During a **high-pressure project,** one of your promising **junior officers** makes a significant **error** that causes a **delay**. They are visibly **stressed** and fear **punishment**. Your immediate impulse is to **reprimand** them harshly to maintain **discipline**. This situation tests your ability to use **EI** for **ethical team management and decision-making.** How would you approach it?

Application of Emotional Intelligence (EI) in Administration & Governance

Emotional Intelligence (EI) is not just a 'soft skill' but a critical competency that enhances the effectiveness of public administrators. In the demanding and high-stakes environment of governance, EI enables officers to make more rational, empathetic, and effective decisions, while also equipping them to manage the inherent stresses of their role.

EI in Decision-Making:

- **Mitigating Biases:** Self-awareness helps recognize cognitive and emotional biases (e.g., confirmation bias, anchoring effect) that can distort judgment.
- **Ethical Clarity:** Empathy allows understanding the human impact of decisions, leading to more ethical and just outcomes, especially for vulnerable sections.
- **Balanced Perspective:** Self-regulation prevents impulsive or emotionally charged decisions, ensuring a calm, rational approach even under pressure.



EI in Stress Management

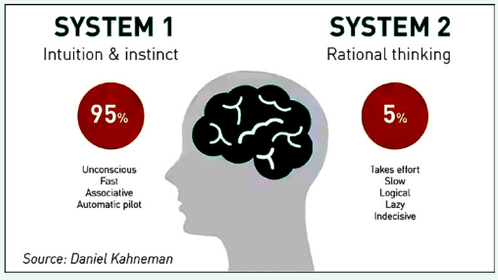
- **Resilience:** Self-awareness helps identify personal triggers and coping mechanisms. Self-regulation allows for emotional control amidst chaos and criticism.
- **Composure Under Pressure:** Maintaining calm ensures clear thinking and effective leadership during crises (e.g., natural disasters, public unrest).
- **Preventing Burnout:** Understanding and managing one's own emotional state helps prevent professional fatigue and maintain long-term effectiveness.



Thinker's Corner

The Rational vs. Emotional Self

Modern behavioral economists Daniel Kahneman and Amos Tversky (Nobel laureates) showed that human decision-making is often irrational due to cognitive biases.



EI in Team Management and Public Engagement

PYQ: 2019 – "Emotional Intelligence is the ability to make your **emotions work for you instead of against "you"**. Do you agree with this view? Discuss."

PYQ: 2022 – "Apart from **intellectual competency and moral qualities, empathy and compassion** are some of the other vital attributes that facilitate the civil servants to be more competent in tackling the crucial issues or taking critical decisions**. Explain with suitable illustrations." (EI components - empathy, compassion).**

Beyond individual effectiveness, Emotional Intelligence is crucial for the interpersonal aspects of administration. It enables civil servants to build cohesive, high-performing teams and to engage with the public effectively, fostering trust, resolving conflicts, and ensuring citizen-centric governance.



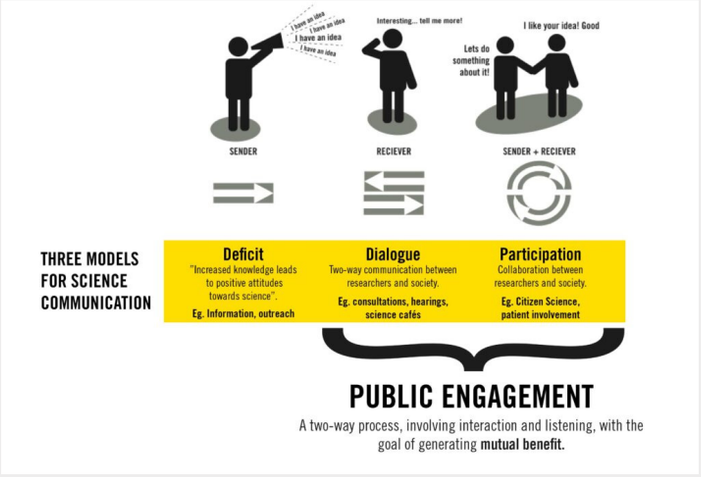
EI in Team Management

- **Conflict Resolution:** Social skills → Mediate disputes → Prevent internal friction.
- **Motivation & Leadership:** Emotional intelligence → Understand team strengths & weaknesses → Better delegation & mentorship.
- **Building Cohesion:** Empathy & respect → Improved collaboration & communication → Enhanced productivity.



EI in Public Engagement

- **Citizen-Centric Approach:** Empathy → Understand citizens' needs & frustrations → Responsive service delivery.
- **Building Rapport & Trust:** Social skills → Effective communication & listening →Positive relationship & grievance redressal.
- **Crisis Communication:** Self-regulation & empathy → Clear, calm, reassuring communication → Prevent panic & foster cooperation.





Emotional Intelligence in Public Engagement

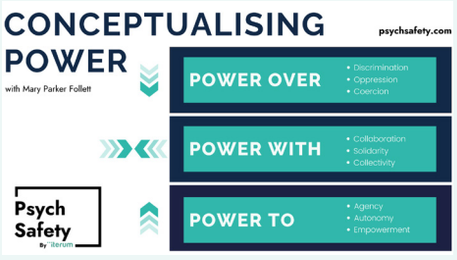
New Zealand PM Jacinda Ardern's COVID-19 communication showed strong Emotional Intelligence (EI). Her empathy and clarity directly addressed public anxieties during lockdowns.

This built public trust and solidarity. By humanizing leadership and being transparent, she ensured high compliance, a model of effective crisis communication

Thinker's Corner

Collective Action & Compassionate Leadership

- **Mary Parker Follett,** a pioneering management theorist, emphasized "power-with" (collaborative power) over **"power-over" (coercive power).**
- **Desmond Tutu,** the **South African Archbishop,** through his work with the Truth and Reconciliation Commission, demonstrated the immense power of **Empathy and Forgiveness in public life.**



Previous Year Question (PYQ) Focus

"How will you apply emotional intelligence in administrative practices?" (250 Words, 15 Marks - 2017) (Note: Adjusted to current 150-word scope for direct application)

Answer Deconstruction

Approach: This is a direct application question. Structure the answer by explaining how different EI components are used across various administrative functions.

Introduction: Define EI as the ability to understand and manage emotions. State its indispensable role in making administrative practices effective, humane, and ethical.

Body

- **Part 1 (Decision-Making & Stress Management):** Explain how self-awareness helps mitigate biases and self-regulation ensures calm, rational decisions under pressure (e.g., during a disaster or high-stakes policy choice).
- **Part 2 (Team Management & Public Engagement):** Discuss how empathy enables understanding citizen needs (e.g., for marginalized groups), and social skills facilitate conflict resolution within teams and effective public outreach (e.g., community participation in schemes).

Conclusion: Conclude that EI empowers administrators to transcend mere rule-following, fostering ethical leadership, building public trust, and ensuring citizen-centric governance in a dynamic environment.

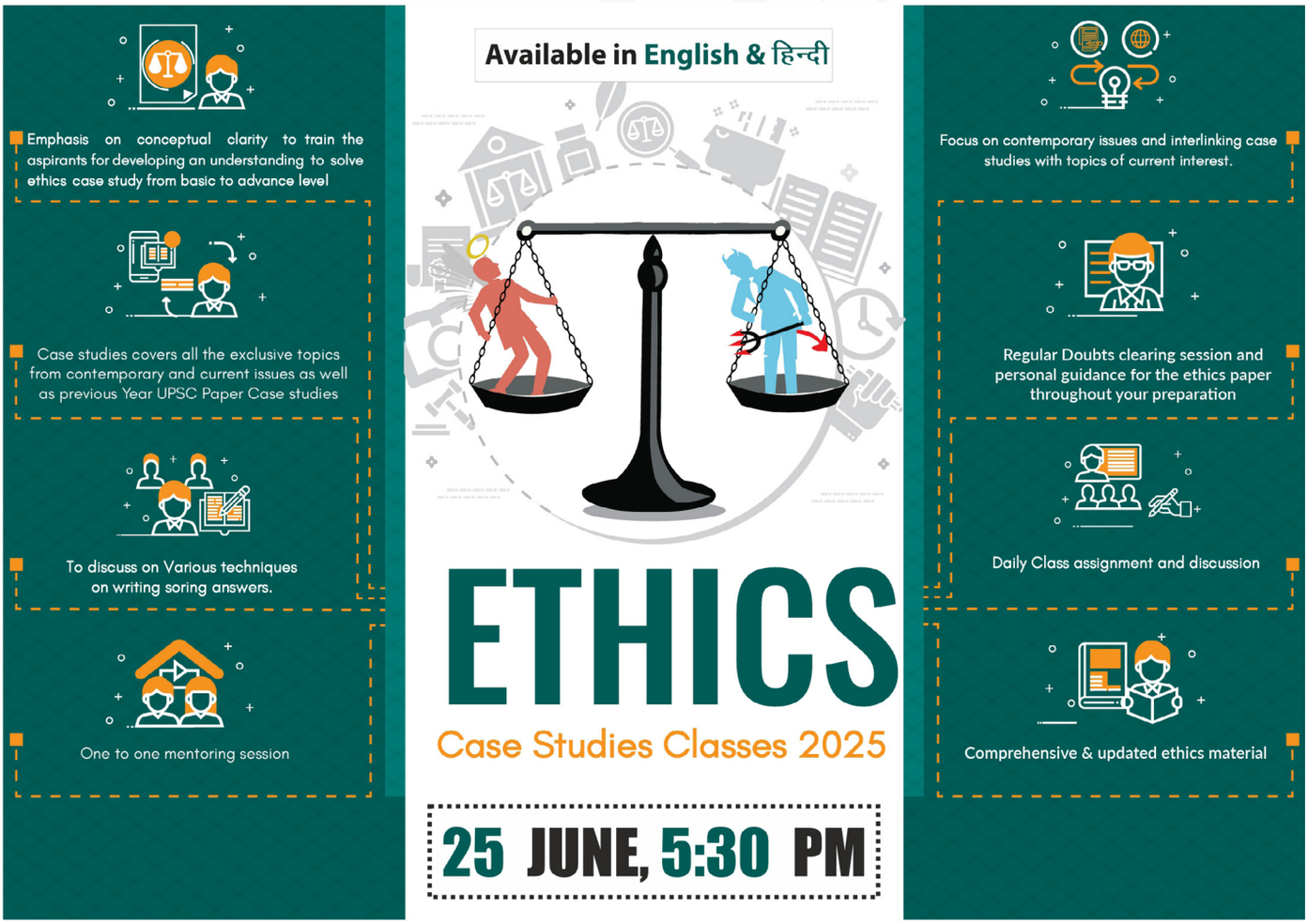
Keywords to Use in Your Answer

• Emotional Competencies • Self-Efficacy • Psychological Capital • Conflict Resolution • Stakeholder Management • Citizen-centric Governance • Transformational Leadership

Conscience Check!!!

You are the **Municipal Commissioner** of a bustling **city**. A recent **urban development project** involves relocating **street vendors,** leading to **protests**. The **vendors** are agitated and unwilling to listen, while some **residents** demand immediate **relocation**. Your **team** is also stressed from the **pressure**. How would you approach this situation?

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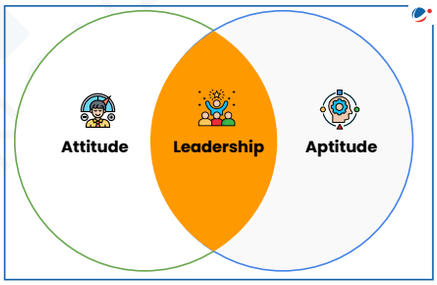
Part 4: Aptitude and Foundational Values for Civil Service

Aptitude	The Bedrock of Civil Service: Foundational Values

Aptitude

- *"Talent wins games, but teamwork and intelligence win championships."* - Michael Jordan (Highlights that while innate ability is good, it needs to be combined with other factors for success.)
- *"What we achieve inwardly will change outer reality."* - Plutarch (Can be interpreted as the development of one's inner capabilities, including aptitudes, leading to external success.)
- *"Every child is an artist. The problem is how to remain an artist once he grows up."* - Pablo Picasso (Implies an innate creative aptitude that often gets suppressed, highlighting the importance of fostering natural abilities.)

Aptitude refers to an **innate or acquired capacity** for something; a natural ability or talent. It's not about what you know but what you can do or can learn to do with relative ease and proficiency. Think of it as a predisposition or potential for mastering a particular skill or field.



Aptitudes can be **broad** (e.g., verbal aptitude, numerical aptitude) or **more specific** (e.g., mechanical aptitude, musical aptitude).

Aptitude and Civil Servants

The role of aptitude in selecting and developing civil servants is a subject of ongoing debate. Here are some key points of contention:

- **Nature vs. Nurture:** A fundamental debate revolves around whether aptitudes are primarily inherited (nature) or developed through experience and training (nurture).
  - If aptitudes are largely innate, then selection processes should focus on identifying individuals with pre-existing talents.
  - If they are more malleable, then training and development programs become paramount.
  - For civil servants, this impacts how much emphasis is placed on raw potential versus the ability to learn and adapt.
- **Predictive Validity of Aptitude Tests:** A core concern is the effectiveness of aptitude tests in predicting future job performance for civil servants.
  - Critics argue that these tests may not fully capture the complex, multi-faceted nature of civil service roles, which often require soft skills like empathy, ethical judgment, and adaptability, alongside cognitive abilities.
- **Balance with Other Qualities:** While aptitude is important, there's a debate about its relative weight compared to other crucial qualities for civil servants, such as integrity, leadership, emotional intelligence, and commitment to public service.

- Some argue that an overemphasis on pure aptitude might overlook individuals who possess strong ethical frameworks or exceptional interpersonal skills.

Distinct Aptitude and Attitude

Feature	Aptitude	Attitude
Nature	Innate or acquired capacity/ potential.	A settled way of thinking or feeling about someone or something.
Focus	What someone can do or can learn to do.	How someone feels or approaches something.
Origin	Often seen as natural ability, though trainable.	Developed through experiences, beliefs, and values.
Stability	Relatively stable over time, though can be refined.	Can be more easily changed or influenced.
Example	A natural talent for mathematics.	A positive outlook on problem-solving.

While distinct, aptitude and attitude are interconnected. A positive attitude can enhance the development and application of one's aptitudes, while a lack of aptitude in a certain area can be compensated for by a strong work ethic and positive attitude.

Link Between Skill and Aptitude

Aptitude and skill are closely related but not interchangeable.

- **Aptitude as Potential:** Aptitude is the underlying potential or predisposition for acquiring a skill. It's like the raw material or the fertile ground.
  - For example, a person with high numerical aptitude has the potential to become skilled in accounting or data analysis.
- **Not Always a Direct One-to-One:** While often linked, a high aptitude doesn't automatically guarantee high skill, and vice-versa.
  - A person with high aptitude might lack the motivation or opportunity to develop the corresponding skill. Conversely, someone with moderate aptitude might achieve high skill through immense effort and dedication.

In essence, aptitude is the "head start" or the "natural talent," while skill is the "finished product" or the "mastery" achieved through focused effort and learning.

The Bedrock of Civil Service: Foundational Values

Integrity

- **PYQ: 2014 - Integrity without knowledge** is weak and useless, but **knowledge without integrity is dangerous and dreadful."** What do you understand by this statement? Explain your stand with illustrations from the modern context."
- **PYQ: 2017 - "**One of the **tests of integrity is complete refusal to be compromised. E**xplain with reference to a real life example."
- **PYQ: 2018 - "In looking for people to hire, you look for three qualities: integrity, intelligence and energy.** And if they do not have the first, the other two will kill you." - **Warren Buffett.** What do you understand by this statement in the present-day scenario? Explain."
- **PYQ: 2021 - "Integrity is a value that empowers the human being."** Justify with suitable **illustration.**
- **PYQ: 2023 - "**What do you understand by **'moral integrity'** and **'professional efficiency'** in the context of **corporate governance** in India? Illustrate with suitable examples."

Integrity



"Integrity is doing the right thing, even when no one is watching." – C.S. Lewis

"The strength of a nation lies in the integrity of its officials."

Integrity refers to the quality of being honest, having strong moral principles, and adhering to ethical standards in both personal and professional life.

- **Importance in Public Service:** Integrity is crucial for maintaining public trust, ensuring transparency, and preventing corruption. Civil servants with integrity act as role models and reinforce the legitimacy of the government.
- **Administrative Example:** Kiran Bedi, India's first female officer in the Indian Police Service (IPS), is known for her integrity in enforcing law and order, fighting corruption, and implementing reforms in police administration.



Sanjiv Chaturvedi

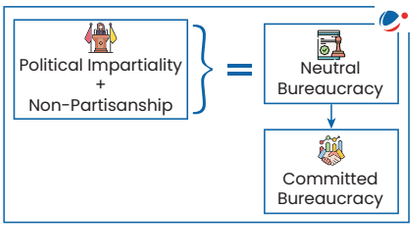
Sanjiv Chaturvedi, exposed corruption despite immense threats. His well-documented persistence in battling systemic irregularities, particularly in Haryana and AIIMS, exemplifies unwavering integrity in public service.

For his courageous anti-corruption efforts, Chaturvedi received the prestigious Ramon Magsaysay Award in 2015. His story highlights how individual integrity can powerfully challenge deep-seated unethical practices, demanding accountability.

Impartiality & Non-partisanship

"The highest duty of a public servant is to serve the people impartially and without any bias."

"Non-partisanship is not about avoiding responsibility, but about ensuring fairness for all."



- **PYQ: 2016 –** "Why should **impartiality and non-partisanship** be considered as foundational values in public services**, especially in the present day socio-political context?** Illustrate your answer with examples."
- **PYQ: 2017 –** "Examine the relevance of the following in the context of civil service**: ... (c) Fairness and justice." (Fairness is closely linked to impartiality).**
- **PYQ: 2021 –** "Should **impartial and being non-partisan** be considered as indispensable qualities to make a successful civil servant? **Discuss with illustrations."**

Impartiality refers to the ability to make decisions without bias or favoritism, while non-partisanship ensures that civil servants remain politically neutral in their duties.

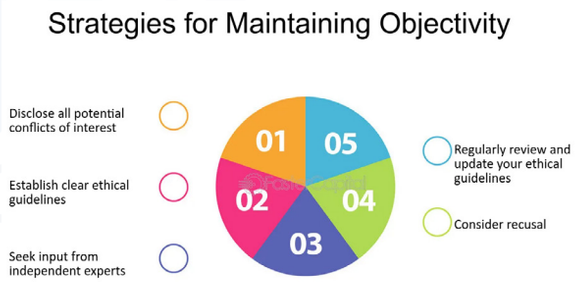
- **Importance in Public Service:** Impartiality and non-partisanship ensure fairness in decision-making and maintain the neutrality of civil services, crucial for upholding democratic values and the rule of law.
- **Administrative Example:** T.N. Seshan, former Chief Election Commissioner, is credited with ensuring free and fair elections in India by demonstrating impartiality and non-partisanship, even when faced with political pressure.

Objectivity

"Objectivity is not a mere absence of bias but a deliberate commitment to fair and balanced judgment."

"A government official must always act in the best interests of the people, using facts and logic."

Objectivity is the ability to make decisions based on facts, evidence, and reason, without being influenced by personal feelings or biases.



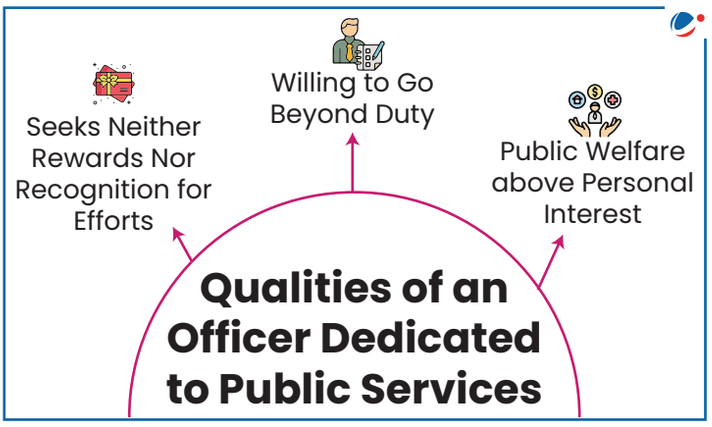
- **Importance in Public Service:** Objectivity ensures that civil servants make fair, rational, and informed decisions, promoting trust in public institutions and avoiding arbitrary actions.
- **Administrative Example:** Dr. B.R. Ambedkar, as the chief architect of the Indian Constitution, demonstrated objectivity in framing a legal system that was inclusive and impartial to all citizens, ensuring fairness and equality.

Dedication to Public Service

"The best way to find yourself is to lose yourself in the service of others." – Mahatma Gandhi

"Public service is not just a career, it is a calling."

Dedication to public service refers to a commitment to serve the public, often involving selflessness, hard work, and a focus on improving society and the welfare of citizens.

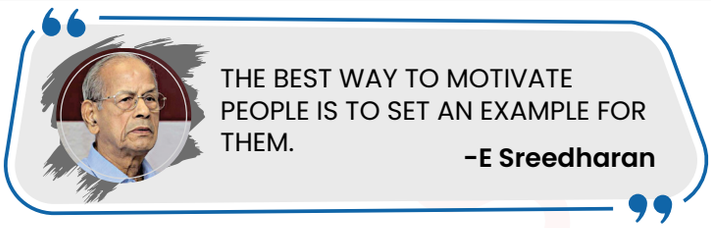


- **Importance in Public Service:** Dedication ensures that civil servants prioritize public welfare over personal gain, leading to effective governance, improved public services, and social progress.

- **Administrative Example:** Satyendra Dubey, an Indian Engineering Services (IES) officer, demonstrated immense dedication to public service by exposing corruption in a highway construction project, ultimately leading to his tragic martyrdom.

E. Sreedharan (Delhi Metro Rail Corporation - DMRC)

Popularly known as the "Metro Man," **E. Sreedharan,** is an epitome of how a strong work culture can ensure probity and efficiency. As the MD of DMRC, he meticulously fostered a culture of **punctuality, professionalism, integrity, and cost-effectiveness.**



His personal example and unwavering commitment ensured the Delhi Metro projects were completed on time, within budget, and with minimal corruption, setting a gold standard for public works culture in India.

Sympathy

"Where there is no sympathy, there can be no humanity." – H.G. Wells



Sympathy is the ability to feel concern or sorrow for another's suffering. Unlike compassion, which motivates active help, sympathy primarily involves emotional resonance, feeling with rather than for someone.

Importance in Public Service: In public service, sympathy is a foundational element for effective and humane governance. When public servants are sympathetic, they:

- **Acknowledge diverse experiences:** They understand that policies and services impact individuals differently, especially those facing unique challenges.
- **Foster trust:** Citizens feel heard and understood when they perceive genuine concern from those serving them.
- **Encourage responsive action:** Sympathy can drive public servants to address immediate needs and provide timely support to individuals in distress.
- **Promote a caring environment:** It contributes to a culture within public institutions where the well-being of citizens is genuinely valued.

Lal Bahadur Shastri

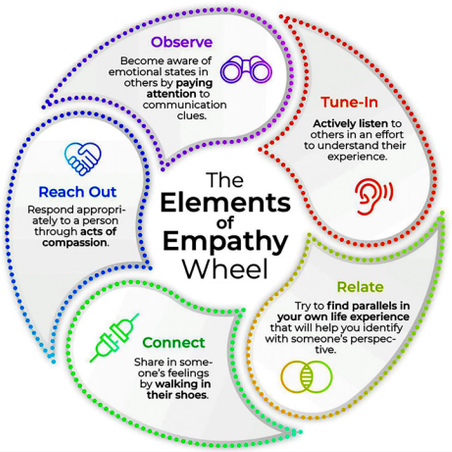
During a severe food crisis in India, he appealed to citizens to skip one meal a week and personally followed this. Though symbolic, it reflected his sympathy with the hunger and suffering of ordinary people, reinforcing trust and moral leadership in governance.

Empathy

"Empathy is the foundation of any compassionate society."

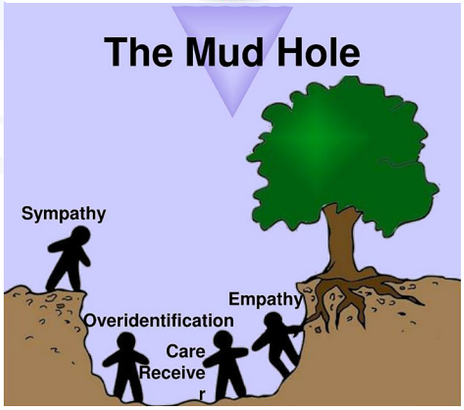
"The best way to find out what people need is to listen to them, feel their pain, and share their aspirations."

PYQ: 2022 – "Apart from **intellectual competency and moral qualities, empathy and compassion are some of the other** vital attributes that facilitate the civil servants to be more competent in tackling the crucial issues or taking critical decisions. **Explain with suitable illustrations."**



Empathy is the ability to understand and share the feelings of others, especially the challenges faced by marginalized or vulnerable groups.

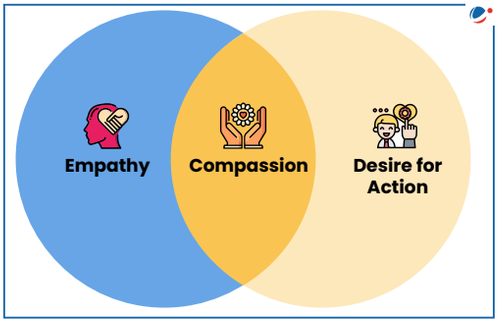
- **Importance in Public Service:** Empathy enables civil servants to connect with citizens on a deeper level, ensuring policies and services cater to the needs of all, especially the disadvantaged.
- **Administrative Example:** Dr. Verghese Kurien, known as the "Father of the White Revolution," demonstrated empathy in his work to empower rural dairy farmers, transforming India into the largest milk producer in the world.



Compassion

"Compassion is the radicalism of our time." – Dalai Lama

The Tirukkural, an Tamil ethical classic (c. 3rd BCE - 5th CE), profoundly states, "What is compassion? It is not wanting for others what you would not want for yourself" (Kural 316's essence). This embodies the Golden Rule.



Compassion involves a deep awareness of the suffering of others coupled with a desire to alleviate it, especially for marginalized and vulnerable communities.

- **Importance in Public Service:** Compassion ensures that the needs of weaker sections are prioritized in policymaking, leading to more inclusive development and social justice.
- **Example:** Mother Teresa, although not a government employee, exemplified compassion through her selfless work with the poor and marginalized, inspiring countless public servants to focus on the welfare of the most vulnerable.

Relationship between (Sympathy→Empathy→Compassion)

We can conceptualize relationship between (Sympathy→Empathy→Compassion) in a way that suggests a progression or a building block model:

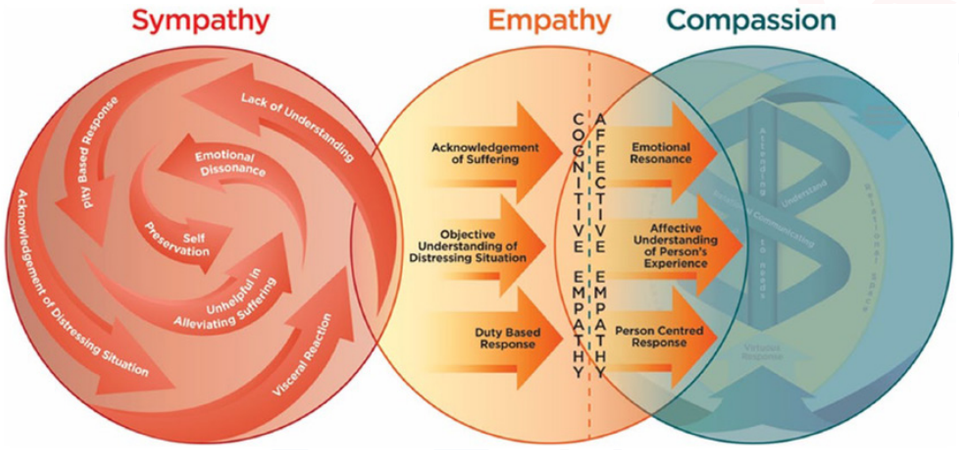
- **Compassion = Empathy + Desire to Alleviate Suffering/Action**

And further, understanding the components:

- **Empathy = Sympathy + Perspective**

So, combining these, you could conceptually see it as:

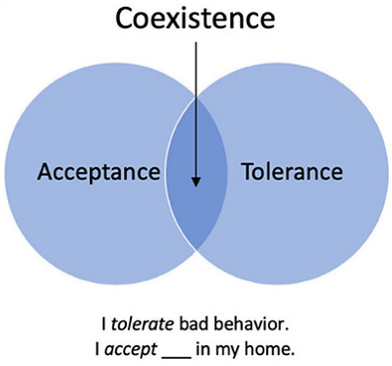
Compassion = (Sympathy + Perspective + Desire to Alleviate Suffering/Action)



Tolerance

"Tolerance is the highest form of respect."

"The highest calling of a civil servant is to ensure that no one is left unheard."



Tolerance

PYQ: 2016 - Anger is a **harmful negative emotion.** It is **injurious** to both **personal life** and **work life.**

(a) Discuss how it leads to **negative emotions** and **undesirable behaviours.**

(b) How can it be **managed** and **controlled**? **(Directly mentions intolerance, implying the need for tolerance).**

PYQ: 2022 - "Anger and intolerance are the enemies of correct understanding." - Mahatma Gandhi. What does this mean to you?"

Tolerance refers to the ability to accept and respect differences in opinions, beliefs, and practices, even when they contradict one's own views.

Importance in Public Service: Tolerance ensures harmonious governance in a multicultural society, promoting inclusivity, peace, and social cohesion.

Forgiveness

PYQ: 2015 – *"The weak can never forgive; forgiveness is the attribute of the strong." - (Mahatma Gandhi). What does it mean to you?"*

Mahatma Gandhi championed non-violence (Ahimsa) and truth (Satya). His ethics centered on inner strength, moral courage, and transformative power of love and self-suffering.

Quote Analysis :

1. **Inner Strength:** True forgiveness requires overcoming ego, anger, and desire for revenge, demanding immense moral courage.
2. **Freedom from Bitterness:** Holding grudges enslaves the individual, while forgiveness liberates one's spirit.
3. **Active Choice:** Forgiveness isn't passive acceptance but a conscious, powerful decision to move beyond harm.
4. **Moral Superiority:** The forgiver demonstrates ethical ascendancy, choosing peace over perpetuating conflict.
5. **Path to Reconciliation:** It opens avenues for healing and rebuilding relationships, transcending past grievances.

Example: Nelson Mandela's approach to post-apartheid South Africa. Despite decades of imprisonment and racial oppression, Mandela led efforts for truth and reconciliation, demonstrating immense strength through forgiveness rather than revenge, for national healing.

Efficiency

"Efficiency is doing things right; effectiveness is doing the right things." - Peter Drucker

"The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency." - Bill Gates

(This quote emphasizes that efficiency isn't just about using tools, but about having well-structured processes. Applying technology to a chaotic system will only make the chaos more pronounced, whereas applying it to an already efficient system will amplify its positive impact.)

Efficiency is the **ability to accomplish a task** or **achieve a desired outcome** with the least amount of wasted time, effort, money, and resources. It's about "doing things right" – maximizing output for a given input, or achieving a specific output with minimal input. In simpler terms, it's about **being productive and effective** without being wasteful.

Beyond mere productivity, efficiency is a critical component of the holistic competence framework envisioned by the Department of Personnel and Training (DoPT).

DoPT Holistic Competence

Ethos	Ethics	Efficiency	Equity
It exhibits the citizen centric and inclusiveness to promote the public good and long term interests of the people.	It is related to self confidence, taking accountability, integrity, transparency and fairness.	It results in efficiency and operational excellence, manages human capital and leads to value for money.	According to this it helps in treating people equally and alike and ensures justice to all with empathy for the weaker sections while taking decisions



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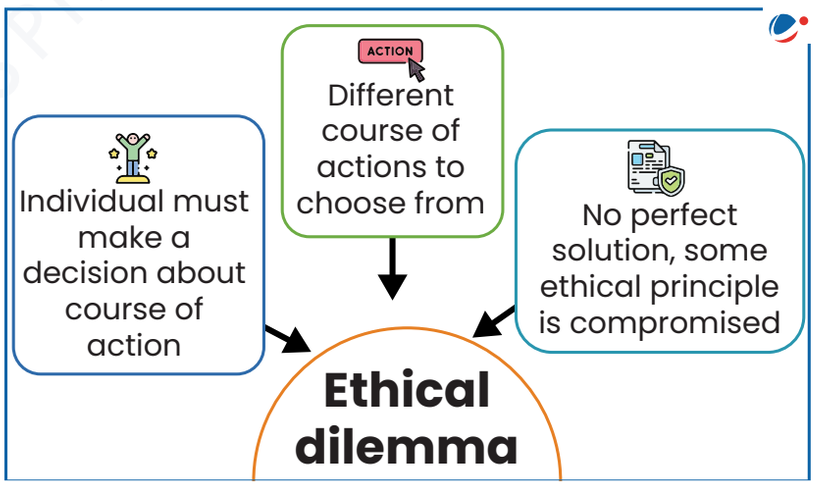
Part 5: Guidance & Governance: Ethics in Public Administration

Ethical Concerns & Dilemmas in Governance	Accountability & Ethical Governance	Ethical Issues in International Relations & Funding	Corporate Governance

Ethical Concerns & Dilemmas in Governance

- **PYQ: 2018 - "**Explain the **process of resolving ethical dilemmas in Public Administration."**
- **PYQ: 2018 - "**Critically examine **various conflicts of interest and** explain what are your responsibilities as a public servant."
- **PYQ: 2019 - "What is meant by the term 'constitutional morality'?** How does one uphold constitutional morality?"
- **PYQ: 2020 - Distinguish between laws and rules.** Discuss the role of ethics in formulating them.
- **PYQ: 2018 - "What is meant by public interest?** What are the **principles and procedures t**o be followed by the civil servants in public interest?"
- **PYQ: 2021 - "In case of crisis of conscience, does emotional intelligence help to overcome the same** without compromising the ethical or moral stand that you are likely to follow? **Critically examine."**

In governance, ethical concerns refer to situations where an **action or decision raises moral questions about its rightness or wrongness.** A more complex form is an ethical dilemma, which is a situation where an administrator faces a **choice between two or more morally justifiable but conflicting courses of action,** or where all available options involve some negative ethical implications.



There is no single **"right"** answer, and the choice often involves sacrificing one value to uphold another. The essence of an ethical dilemma is a **conflict of values.**

- **Ethical Concern:** A warning light. Example: A policy that might inadvertently lead to environmental degradation.
- **Ethical Dilemma:** A forced choice between two 'rights' or 'least wrongs'. Example: A dam project that brings development but displaces indigenous communities.

Thinker's Corner

The Agony of Moral Choice

Søren Kierkegaard, the Danish philosopher, focused intensely on the anguish and responsibility inherent in making moral choices, particularly when faced with conflicting duties or a lack of clear answers.



> Life is not a problem to be solved, but a reality to be experienced.
>
> **-Søren Kierkegaard**

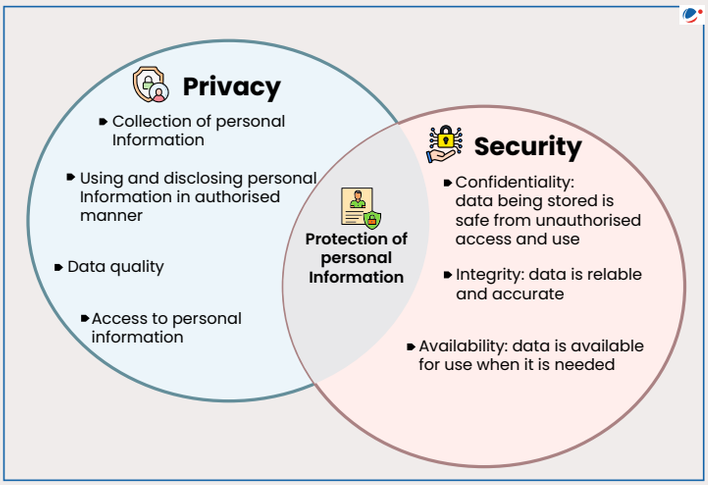
His concept of **"existential choice"** highlights that in true ethical dilemmas, there is no escape from personal responsibility; one must **"leap of faith"** into a decision, often with moral uncertainty.

Current Affairs Link

Privacy vs. National Security Debates

The ongoing debate around **digital surveillance and data privacy** in many countries presents a classic ethical dilemma.

- Governments face a **conflict between the need for robust national security** and **law enforcement (a public good)** and the fundamental right to individual privacy (a moral and constitutional value).
- Laws like the **Digital Personal Data Protection Act** aim to navigate this inherent ethical tension, striving for a balance rather than an absolute triumph of one value.



Administrative Viewpoint

For a **civil servant, ethical dilemmas** are not **theoretical**; they are a **daily reality** that tests **character** and **professional judgment.** Unlike **technical problems** with clear solutions, **dilemmas** require navigating **shades of grey.** The inability to define and analyze these **value conflicts** often leads to **indecisiveness, arbitrary decisions,** or opting for the **politically expedient path,** rather than the **ethically sound** one.

Recognizing the dilemma is the first step towards resolving it ethically.

Common Dilemmas

Public administration, by its very nature, is a field rife with inherent tensions that frequently manifest as ethical dilemmas. Understanding these common scenarios allows administrators to anticipate challenges and develop strategies for principled action.

Discretion vs. Rules (Flexibility vs. Uniformity):	Secrecy vs. Transparency (Security vs. Right to Know):	Public Interest vs. Personal Interest (Integrity vs. Self-Preservation)	Efficiency vs. Equity (Speed vs. Fairness):
Dilemma: Should an officer rigidly follow a rule, or use discretion to achieve a more compassionate or just outcome in a specific, unique case? **Conflict:** Legality/ Uniformity vs. Empathy/Substantive Justice. **Example:** Denying a genuinely needy person a benefit because they fall just outside a rigid eligibility criterion.	**Dilemma:** When should information vital for national security or ongoing investigations be kept secret, and when does the public's right to know (via RTI) take precedence to ensure accountability? **Conflict:** National Security/Efficiency vs. Accountability/Public Trust. **Example:** Disclosure of details about a sensitive defense deal under RTI vs. maintaining secrecy for strategic reasons.	**Dilemma:** An officer's personal financial or relational interests might conflict with their duty to act solely in the public's best interest. **Conflict:** Integrity/ Objectivity vs. Personal Gain/Loyalty. **Example:** An officer on a tender committee whose relative owns a bidding company (Conflict of Interest).	**Dilemma:** Should a project be fast-tracked for quick results (efficiency) even if it means bypassing due process or marginalizing some sections (equity)? **Conflict:** Performance/ Development vs. Justice/Inclusion. **Example:** Rapid infrastructure development that displaces tribal communities without adequate rehabilitation.

Ethical Numbness

It refers to the **diminishing capacity to recognize or respond to ethical issues.** It occurs when individuals or groups become desensitized to moral wrongdoing, either their own or others'. This desensitization undermines personal integrity, organizational culture, and societal well-being.

- **Symptoms:** Reduced empathy, indifference to suffering, and a lack of genuine ethical conviction.

Here are a few examples showing ethical numbness.

- **Road Accident Apathy (Bystander Effect):** Numerous incidents highlight accident **victims left unattended.**
  - This displays the **bystander effect** and **diffusion of responsibility,** where onlookers' inaction due to fear or assumption of others' help leads to a chilling **ethical numbness**.
- **Caste-Based Discrimination and Manual Scavenging:** Despite legal bans, these practices persist.
  - The **dehumanization** of marginalized communities allows societal sections to ignore their **dignity** and **suffering**, reflecting a deeply ingrained and systemic **ethical numbness.**

The Bhagavad Gita: The Ethical Dilemma of Arjuna



The Mahabharata, tells the story of the Kurukshetra War between two families, the Pandavas and the Kauravas. In the middle of the battlefield, just before the war is about to begin, the Pandava prince **Arjuna** faces a profound ethical dilemma. He is torn between his **duty (Dharma)** as a warrior and the moral implications of fighting and killing his own kin, teachers, and friends.

Lord Krishna's Teachings:

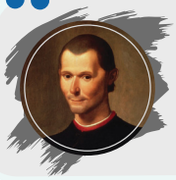
In response to Arjuna's crisis, Lord Krishna, who serves as Arjuna's charioteer, delivers the **Bhagavad Gita,** a philosophical discourse that addresses issues of **duty, righteousness, and the nature of life and death.** The central message of the Gita is:

- **Dharma (Duty) over personal attachment:** Krishna urges Arjuna to perform his **duty** without attachment to the outcomes (the principle of **Nishkama Karma**).
  - He emphasizes that **duty** is an inherent part of human life and must be performed without personal biases or emotional interference.
- **Selfless action:** Krishna advocates for **selfless action** where one acts not for personal gain, but for the greater good of society and in accordance with the divine will.
- **Detachment:** Krishna teaches the importance of **detachment** from material desires and the importance of acting in alignment with one's divine nature and moral obligations.

Thinker's Corner

Justice, Order & Pragmatism

Jeremy Bentham, a key proponent of **Utilitarianism,** would suggest resolving dilemmas by choosing the option that brings the **"greatest good for the greatest number."** His focus on quantifiable outcomes might, at times, prioritize efficiency or majority benefit over individual rights or rigid rules.



He who wishes to be obeyed must know how to command.

-Niccolò Machiavelli

Niccolò Machiavelli, in The Prince, presented a starkly pragmatic view. He might argue that a ruler (or administrator) must prioritize the stability and security of the state above all else, even if it requires acting against conventional morality. For him, the **"ends justify the means"** if the end is the preservation of power and order, often leading to a conflict between expediency and moral purity.

Current Affairs Link

Land Acquisition Debates for Infrastructure

Debates around large-scale **land acquisition** for **mega-infrastructure projects** (e.g., **High-Speed Rail corridors, industrial zones)** are a perfect illustration of the **Efficiency vs. Equity dilemma.**

- **Governments** prioritize rapid **development (efficiency),** often clashing with concerns about **fair compensation, rehabilitation,** and the **displacement** of local **communities (equity** and **justice).**
- This ongoing **tension** is a common **ethical battleground** for district **administrators**.



Previous Year Question (PYQ) Focus

"Conflict of interest in the public sector arises when (a) official duties, (b) public interest, and (c) personal interest are taking priority one above the other. How can this conflict in administration be resolved? Describe with an example." (2017)

Answer Deconstruction

Define Conflict of Interest, explain its **manifestation (as stated in the question),** then provide concrete resolution mechanisms with a relevant example.

Introduction: Define Conflict of Interest (COI) as a situation where a public servant's private interest has the potential to improperly influence the objective exercise of their official duties.

Body

- **Part 1 (How COI Arises):** Explain (a) official duties (e.g., fair tender process), (b) public interest (e.g., best value for money), and (c) personal interest (e.g., relative's business wins tender) taking priority. Illustrate the clash.
- **Part 2 (Resolution Mechanisms):** Explain steps like: Disclosure (declaring potential COI), Recusal (stepping away from decision-making), Divestment (selling conflicting assets), Transfer (relocating the officer), Policy Frameworks (Codes of Conduct, Vigilance measures).

Conclusion: Emphasize that managing COI is crucial for maintaining public trust, probity, and the legitimacy of public administration.

Conscience Check!!!

You are the **Chairperson** of a **Municipal Sanitation Committee.** Your committee is evaluating **tenders** for a new **waste management project** for the **city**. You discover that one of the strongest **bids** is from a company where your **spouse** holds a significant, undeclared **directorial position.** What **steps** would you take to resolve this **dilemma**?

Accountability & Ethical Governance

- **PYQ: 2022 –** "What do you understand by the term **'good governance'?** How far have recent initiatives in terms of **e-Governance** steps taken by the State have helped the beneficiaries? Discuss with suitable examples."
- **PYQ: 2014 –** "What does **'accountability'** mean in the **context of public service?** What **measures can be adopted to ensure individual** and **collective accountability of public servants?"**
- **PYQ: 2021 – "An independent and empowered social audit mechanism i**s an absolute must in every sphere of public service, including judiciary, to ensure performance, accountability and ethical conduct. **Elaborate."**
- **PYQ: 2016 –** "What do you understand by the terms **'governance', 'good governance' and 'ethical governance'?"**

Accountability is a fundamental principle of good governance, defined as the **obligation of an individual or organization to account for its activities, accept responsibility** for them, and disclose the results in a transparent manner.

- In public administration, it ensures that power is exercised responsibly and that actions are justifiable to various stakeholders.
- It manifests in two primary dimensions:

Vertical Accountability: Refers to the **mechanism by which citizens or the electorate directly hold their government** and public officials answerable. It flows "upwards" from the populace to the government. • **Mechanisms:** Elections, public protests, social movements, citizen charters, public feedback systems. • **Example:** Voters holding elected representatives accountable for unfulfilled promises during elections.	**Horizontal Accountability:** Refers to the **mechanisms by which state institutions** (e.g., judiciary, legislature, audit bodies) check and balance the exercise of power by other state institutions, particularly the executive. It is accountability between branches or organs of the state. • **Mechanisms:** Judicial review, legislative oversight, independent audits (CAG), Lokpal. • **Example:** The Comptroller and Auditor General (CAG) scrutinizing government expenditure.

Thinker's Corner

Foundations of Republican Governance

James Madison, one of the principal authors of the **US Constitution** and a key figure in the **Federalist Papers articulated** the importance of **checks and balances** to prevent the concentration and abuse of **power**.

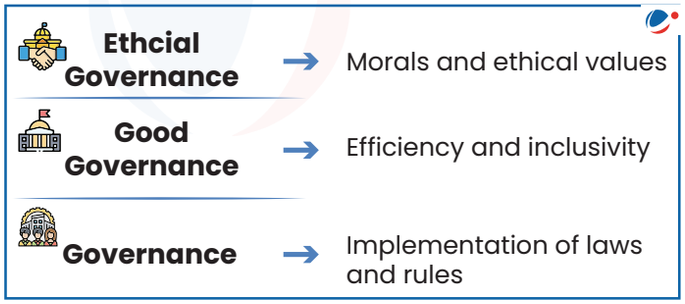


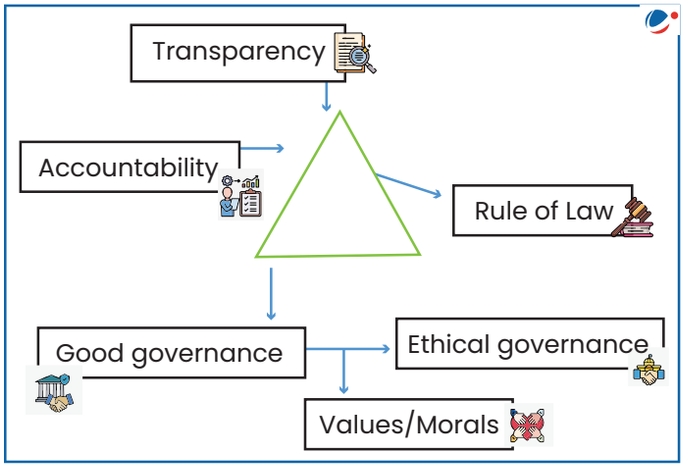
> Oppressors can tyrannize only when they achieve a standing army, an enslaved press, and a disarmed populace.
>
> -James Madison

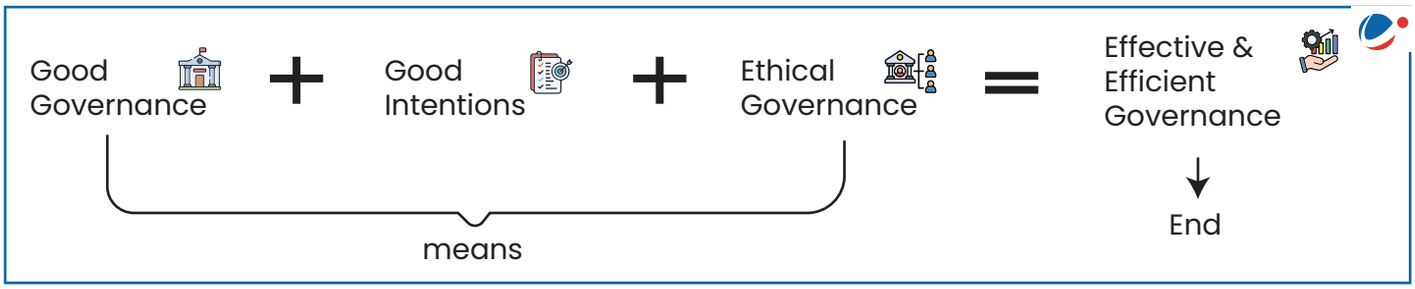
His ideas are foundational to **horizontal accountability**, ensuring that **ambition** counters **ambition** within **government** itself

Governance, Good Governance, and Ethical Governance

Aspect	Governance	Good Governance	Ethical Governance
Definition	**Process of decision-making** and **implementation** involving stakeholders	Governance **with quality, transparency, accountability**	Governance **based on a set of established ethical principles**
Key Features	Decision-making process	Transparency, Accountability, Value-based governance	Adherence to ethical principles and moral standards
Example	Decision-making in political and economic matters	Good Governance in Democratic India vs Communist China	Ethical absolutism in governance
Global Perspective	Universal across countries	Varies between countries (e.g., India, USA, China)	Applicable universally, but dependent on moral context
Ethical Governance = Accountability + Transparency + Impartiality + Public Trust + Service Efficiency			

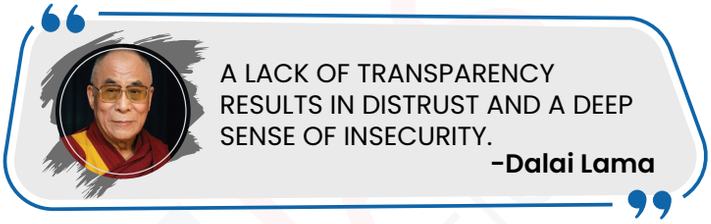






The Link Between Accountability and Ethical Governance

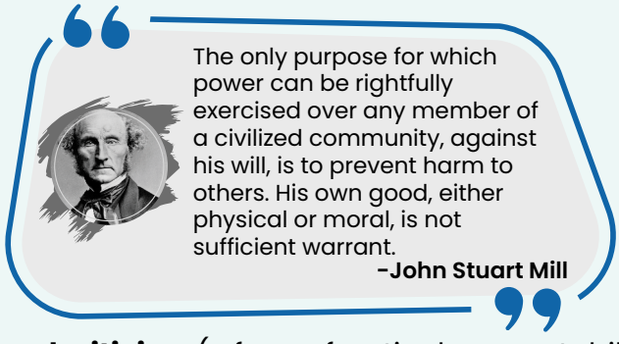
Accountability is the practical enforcement mechanism for ethics in governance. While ethical principles provide the moral compass, accountability ensures that these principles are upheld in practice. Without accountability, ethical values remain mere aspirations.



- **Enforcing Ethical Principles:** Accountability → Performance reviews & disciplinary actions → Adherence to ethics (impartiality, honesty, dedication).
- **Promoting Transparency:** Accountability → Public officials explain decisions → Open processes → Reduced corruption.
- **Preventing Misuse of Power:** Accountability → Clear responsibility & oversight → Check against arbitrary decision-making.
- **Building Public Trust & Legitimacy:** Accountability → Citizens perceive government responsibility → Enhanced trust & legitimacy.
- **Improving Service Delivery:** Accountability → Public servants answerable for quality & timeliness → Efficient service delivery.

Thinker's Corner

Public Scrutiny & Moral Stewardship



- **John Stuart Mill,** a champion of **liberty and free speech,** strongly **advocated for public scrutiny** and debate as essential for good governance.
  - He believed that **constant public dialogue and criticism** (a form of vertical accountability) encouraged ethical conduct among public officials, preventing the **"tyranny of the majority"** and fostering moral responsibility.
- **Mahatma Gandhi's** concept of **"Trusteeship"** inherently links accountability to ethical governance.
  - He viewed **leaders and wealthy individuals as "trustees"** of society's resources, implying a moral obligation to manage them for the welfare of all.

- This idea asserts that **power is not for personal gain** but is a trust that must be exercised with complete accountability to the masses.

Indic Idea of Good Governance

Indian Idea of Good Governance (Examples):	**Relevance:**
• **Brihadaranya Upanishad:** Emphasizes the importance of protecting **Dharma** (righteousness). • **Mundaka Upanishad**: Advocates for truth and justice, with the motto **"Satyamev Jayate"** (truth alone triumphs). • **Ramayana: Ram-Rajya** symbolizes ideal leadership, ensuring no starvation or discrimination in society. • **Bhagavad Gita:** Highlights **Adhishthan—** responsibility and stability in governance. • **Atharvaveda: Bhumi Suktam** stresses the importance of **harmony with nature.** • **Thirukural:** Focuses on societal development, resource regulation, and the environment. • **Kautilya's Arthashastra: Yogakashema** emphasizes citizen welfare and the ruler's duty **(Raj Dharma).** • **Antyodaya (Mahatma Gandhi):** Promotes welfare for all, especially the weakest, in the spirit of **Sarvodaya** (welfare of all).	• **Adapting to Globalization:** The idea of **Vasudhaiva Kutumbakam** (the world is one family) encourages global cooperation. • **Sustainable Living:** Aligns with **SDGs** and **LIFE** (Lifestyle for Environment) to promote eco-friendly living. • **Preserving Democracy:** Advocates cooperation between government and civil society for democratic stability. • **Welfare for All:** Programs like **MGNREGA, PDS,** and **Ayushman Bharat** aim to ensure inclusive welfare. • **Improving Diplomatic Relations:** Kautilya's **pragmatism** in foreign policy offers strategies for global diplomacy. • **Conflict Resolution:** The **Nyaya system** promotes justice, fairness, and mediation in resolving conflicts.

Ashoka's Dhamma: Ancient Wisdom for Ethical Rule

Emperor Ashoka's 3rd century BCE **edicts** are **authentic** proof of his unique **public administration.** After the war, he shifted to governing via **dhamma** – an ethical code promoting **non-violence, religious tolerance,** and **social harmony** across his vast empire.

Ashoka's dhamma was an early, profound example of integrating **universal ethical principles** into **state policy**. His **officers** spread these values, aiming for the **welfare** of all subjects and demonstrating **ethical governance** as a powerful tool for societal peace

Current Affairs Link

The **mandatory implementation of Social Audits for schemes like MGNREGA** and aspects of the National Food Security Act is a powerful illustration of the link between accountability and ethical governance.

- This **mechanism directly involves citizens in verifying records,** identifying discrepancies, and demanding explanations for the utilization of public funds.
- It **promotes transparency, reduces corruption, and ensures** that resources reach the intended beneficiaries.
- **Andhra Pradesh** pioneered **Social Audits** for **MNREGA**. Villagers **publicly verified** fund usage, this **unique tool** significantly **reduced corruption** (often cited up to 40% in some areas), fostering **accountability** and **transparency** in governance.

Conscience Check!!!

A new **government scheme** for providing essential **food grain**s to **flood-affected areas** is launched. You, as the **District Supply Officer,** discover significant **siphoning off of funds** and **diversion of grains** by a **nexus** of local **dealers** and a few corrupt **lower-level officials.** There is no proper **tracking mechanism** in place. This scenario highlights a severe lack of **accountability** leading to **unethical outcomes.** Your task is to establish **mechanisms**. How would you do it?

Ethical Issues in International Relations & Funding

- **PYQ: 2017 – "Strength, peace and security** are considered to be the pillars of international relations. Elucidate." **(Can be linked to ethics in international relations).**
- **PYQ: 2021 – "Refugees** should not be turned back to the country where they would face **persecution or human right violation."** Examine the statement with reference to the ethical dimension being violated by the nation claiming to be democratic with open society.
- **PYQ: 2022 – Russia and Ukraine war** has been going on for the last **seven months**. Different countries have taken **independent stands** and **actions** keeping in view their own **national interests.** We are all aware that **war** has its own **impact** on the different aspects of **society**, including **human tragedy**. What are those **ethical issues** that are crucial to be considered while **launching the war** and its **continuation** so far? **Illustrate** with **justification** the **ethical issues** involved in the given **state of affairs.**

Ethical Issues in International Relations & Funding

"Thus shall we live, because we will have created a society which recognizes that all people are born equal, with each entitled in equal measure to life, liberty, prosperity, human rights and good governance." Nelson Mandela

International relations are frequently characterized by a fundamental tension between a nation's pursuit of its national interest (e.g., security, economic prosperity, strategic influence) and its adherence to global ethics (universal moral principles like human rights, environmental protection, humanitarian assistance).

This inherent conflict creates complex ethical dilemmas for policymakers and diplomats on the world stage.

- **National Interest:** Prioritizing a state's survival, power, and welfare. Often involves pragmatic, realpolitik calculations.
- **Global Ethics:** Universal moral principles that advocate for human dignity, justice, sustainability, and collective well-being beyond national borders.
- **The Dilemma:** When safeguarding national energy security, for instance, conflicts with global ethical obligations to reduce carbon emissions.

Thinker's Corner

Realism vs. Idealism in IR

Hans J. Morgenthau, a prominent proponent of political realism, argued that **"Statesmen think and act in terms of interest defined as power."**

- For him, national interest, driven by the pursuit of power, is the supreme ethical guide in international relations, often implying a prioritization that can conflict with universal moral principles.



> A man cannot govern a nation if he cannot govern a city; he cannot govern a city if he cannot govern a family; he cannot govern a family unless he can govern himself; and he cannot govern himself unless his passions are subject to reason
>
> **-Hugo Grotius**

In contrast, **Hugo Grotius,** considered the **father of international law,** held a more idealist view.

He argued for the existence of a **"natural law"** applicable to nations, implying that even states are bound by **universal moral principles that transcend their immediate self-interest,** laying the groundwork for what we now understand as global ethics and international human rights.

Current Affairs Link

The Russia-Ukraine War



The ongoing Russia-Ukraine war provides a stark example of this clash.

- Russia's actions are often framed by its perceived national interest (e.g., security concerns, historical spheres of influence).
- However, this directly conflicts with fundamental global ethical principles like national sovereignty, territorial integrity, and the protection of civilian lives, as well as the prohibition against aggression under international law.

The ethical dilemma is stark for countries deciding on sanctions or aid.

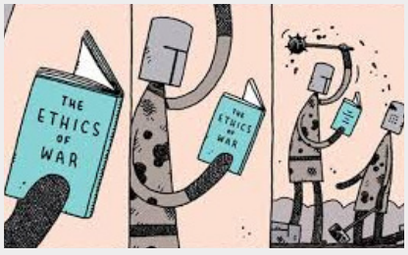
Administrative Viewpoint

For a diplomat or a policymaker in foreign affairs, navigating the tension between **national interest and global ethics** is a daily tightrope walk.

- While obligated to serve national interest, they must also ensure that policy is not devoid of ethical considerations.
- This involves finding **"principled pragmatism"—**seeking solutions that advance national goals while upholding universal values like human rights, especially in multilateral forums like the UN or G20.

Ethics of War

The ethics of war is a complex and enduring field of study, often framed by the **"Just War Theory."**



This theory, with roots in ancient philosophy and further developed by thinkers like **St. Augustine and St. Thomas Aquinas,** provides a framework for evaluating the morality of going to war (Jus ad Bellum) and the conduct within war (Jus in Bello). A third aspect, *Jus Post Bellum* (justice after war), also exists but is less universally applied.

Jus ad Bellum (Justice in going to war):

- **Just Cause:** There must be a morally justifiable reason for war, such as self-defense against aggression, defense of innocents, or to right a grievous wrong.
- **Legitimate Authority:** The war must be declared and waged by a recognized legitimate authority (e.g., a state or international body).
- **Right Intention:** The primary goal of the war must be to achieve a just peace, not for conquest, revenge, or economic gain.
- **Last Resort:** All peaceful alternatives must have been exhausted before resorting to war.
- **Probability of Success:** There must be a reasonable hope of achieving the just objectives.
- **Proportionality (Jus ad Bellum):** The good to be achieved by going to war must outweigh the harm it is likely to cause.

Jus in Bello (Justice in conduct of war):

- **Discrimination (Non-Combatant Immunity):** Military forces must distinguish between combatants and non-combatants, and intentionally targeting civilians is forbidden.
- **Proportionality (Jus in Bello):** The use of force must be proportionate to the military objective, avoiding excessive harm to civilians or infrastructure.
- **Military Necessity:** Attacks must be necessary to achieve a legitimate military objective.

- **PYQ: 2023 - ""International aid' is an accepted form of helping 'resource-challenged' nations.** Comment on **'ethics in contemporary international aid'.** Support your answer with suitable examples."

The Ethics of International Aid and Funding

International aid and funding, while ostensibly driven by humanitarian impulses, are fraught with ethical complexities.

These issues range from donor conditionalities and aid dependency to corruption and the effective utilization of funds, impacting the sovereignty, dignity, and sustainable development of recipient nations.

- **Donor Conditionalities:** Aid → Tied to political/economic conditions → Compromise on sovereignty & development priorities.
- **Aid Dependency:** Over-reliance on aid → Discourages domestic resource mobilization → Creates dependency cycle → Undermines self-sufficiency & dignity.
- **Corruption & Misappropriation:** Aid funds → Diverted or misused by corrupt officials → Fails to reach intended beneficiaries → Undermines ethical intent.
- **Tied Aid:** Aid → Linked to purchasing from donor country → Increases cost & inefficiency → Serves donor economic interests.
- **Effectiveness vs. Intent:** Aid → Short-term relief vs. sustainable development → Ethical dilemma in poverty reduction & long-term impact.



Aid: Altruism Meets Strategy

The Marshall Plan (1948), a massive U.S. aid program for war-torn Western Europe, exemplifies International Aid Ethics. It balanced genuine humanitarian goals of economic reconstruction and alleviating suffering.

However, it also served a clear political influence objective: containing communism during the nascent Cold War. This dual purpose highlights the complex ethical considerations inherent in large-scale international assistance

Thinker's Corner

Moral Obligation vs. Empowerment

Peter Singer, a proponent of **Effective Altruism,** argues for a strong moral obligation to provide international aid.



> There is a growing movement called effective altruism. It's important because it combines both the heart and the head.
>
> **-Peter Singer**

- His Utilitarian perspective suggests that if we can prevent suffering without sacrificing anything of comparable moral importance, we are ethically bound to do so.
- He calls for maximizing the good done per dollar spent.

Current Affairs Link

Global Debt Crisis & Calls for Relief



The escalating **debt crises** in many **developing nations** (e.g., in **Africa** and **South Asia**) highlight **ethical issues** in **international funding.** Calls for **debt relief** and **restructuring** from **International Financial Institutions (IFIs)** raise **ethical questions** about the responsibility of **lenders**, the **sustainability** of existing **debt burdens**, and the **moral imperative** to prevent widespread **economic collapse** and **human suffering.** It tests the **global community's** commitment to **equitable development.**

Previous Year Question (PYQ) Focus

"At the international level, bilateral relations between most nations are governed on the policy of promoting one's own national interest without any regard for the interest of other nations. This leads to conflicts and tension between the nations. How can ethical consideration help resolve such tensions? Discuss with specific examples." (2015)

All India
GS Mains PYQs plus
Test Series 2025
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Medium
English

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6th July



Answer Deconstruction

Approach: This question asks for an analysis of the tension between national interest and other nations' interests, and then how ethical considerations can resolve it. Emphasize the role of global ethics in mitigating conflicts.

Introduction: Acknowledge the dominance of national interest in IR, leading to conflicts. State that ethical considerations provide a necessary framework for cooperation.

Body

Part 1 (The Problem - National Interest First): Explain how unchecked national interest (e.g., resource grab, unilateralism) leads to tensions, using examples like historical colonialism, trade wars, or boundary disputes.

Part 2 (Ethical Considerations as Solution): Discuss how ethical considerations (e.g., adherence to international law, human rights, global commons) can resolve tensions by:

- Building Trust: Through adherence to principles like reciprocity, honesty.
- Promoting Common Good: Addressing shared challenges like climate change, pandemics.
- Legitimizing Actions: Ensuring actions are universally justifiable.

Conclusion: Conclude that while national interest is inherent, a "principled pragmatism" guided by global ethical considerations is essential for sustainable peace, cooperation, and conflict resolution in an interdependent world.

Keywords to Use in Your Answer

• Realpolitik vs. Idealism • Global Commons • Principled Pragmatism • Soft Power • Humanitarian Intervention • Sovereignty vs. Responsibility to Protect (R2P) • Multilateralism

Conscience Check!!!

A **developing nation (Nation A)** is facing a severe **food crisis** due to **climate change-induced drought.** A **developed nation (Nation B)** has **surplus food grains** but is reluctant to provide **aid** without **Nation** A agreeing to a **trade deal** highly favorable to **Nation B's corporations**. Apply **"Ethical Issues in International Relations & Funding",** in the context of this case.

Corporate Governance

Corporate Governance

Core Principles (e.g., Transparency, Fairness, CSR)

- **PYQ: 2017 - "Corporate social responsibility** makes companies more profitable and sustainable. Analyse."
- **PYQ: 2023 -** "What do you understand by **'moral integrity' and 'professional efficiency'** in the context of corporate governance in India? **Illustrate with suitable examples."**

Corporate Governance is the system by which companies are **directed and controlled.** It defines the **distribution of rights and responsibilities** among different participants in the corporation (e.g., board, management, shareholders), and lays down the rules and procedures for decision-making



Corporate Governance Principles

Characteristic	Description	Example
Transparency	Open financial reporting and decisions	Publishing audited financial reports
Accountability	Answerable for decisions to stakeholders	CEO answering to board
Fairness	Equitable treatment of all parties	Ensuring equal opportunity in employment
Responsibility	Responding to stakeholder claims	Addressing community grievances
Independence	Decisions free from undue influence	Directors questioning management decisions
CSR	Ethical operation and community contribution	Investing in local education

Thinker's Corner

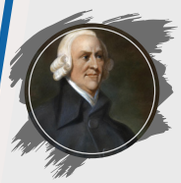
Profit vs. Broader Responsibility

- **Adam Smith,** the father of modern economics, in The Wealth of Nations, introduced the concept of the **"invisible hand,"** suggesting that individuals pursuing their self-interest can inadvertently benefit society.
  - However, his **Theory of Moral Sentiments** argued that market functioning implicitly relies on underlying ethical virtues like trust and justice.
- In contrast, **Milton Friedman,** a strong advocate of shareholder primacy, famously stated, **"The social responsibility of business is to increase its profits."**
  - He believed that pursuing social objectives beyond profit was a misallocation of shareholder funds, providing a stark philosophical counterpoint to the broader principles of corporate governance.

Current Affairs Link

The **Securities and Exchange Board of India (SEBI)** has mandated the **Business Responsibility and Sustainability Report (BRSR)** for top listed companies from **FY 2022-23.**

- This initiative aims to enhance transparency and accountability on Environmental, Social, and Governance (ESG) parameters.



> How selfish soever man may be supposed, there are evidently some principles in his nature, which interest him in the fortune of others, and render their happiness necessary to him, though he derives nothing from it except the pleasure of seeing it
>
> **-Adam Smith**
> **"The Theory of Moral Sentiments" (1759)**

- It's a key step towards formalizing CSR beyond just philanthropy, ensuring companies disclose their performance against tangible principles of responsible corporate conduct.



Enron's Illusion: A House of Cards

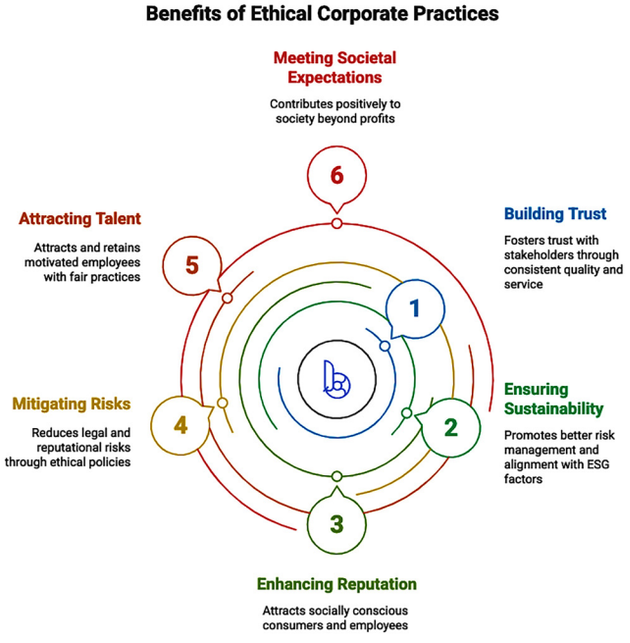
Enron, once an energy giant, collapsed due to unethical accounting. They used fraudulent practices like "mark-to-market" abuse to inflate earnings and hid massive debts through off-balance sheet entities. This created a false image of profitability, deceiving investors.

Their deception, aided by auditor Arthur Andersen's complicity, led to bankruptcy, job losses, and billions in investor losses. This scandal forced landmark regulatory reforms, like Sarbanes-Oxley, emphasizing corporate accountability and transparency to prevent future frauds.

The Need for Ethical Corporate Practices

Beyond merely complying with the law, ethical corporate practices are fundamental for a company's long-term sustainability, reputation, and societal legitimacy.

Ethics in Corporate Governance = Trust + Sustainability + Reputation + Risk Mitigation + Talent Attraction + Societal Contribution



Thinker's Corner

Stakeholders & Social Purpose

R. Edward Freeman, a key proponent of **Stakeholder Theory,** argued that a corporation's success is intricately linked to how well it manages the interests of all its stakeholders—not just shareholders.



I'm more interested in people than I am in how businesses work.

-PETER DRUCKER

- This includes employees, customers, suppliers, communities, and the environment.
- Ethical practice is thus a necessity for balancing these diverse claims and ensuring long-term value creation.

Peter Drucker, the management visionary, expanded on the idea that business has a social responsibility.

- He emphasized that **"the purpose of business is to create a customer,"** and that profit is a means to this end, not the sole purpose.
- He argued that neglecting social responsibility would lead to societal backlash and ultimately threaten the very existence of the business, underscoring the practical need for ethical conduct.

Personality in Focus: Ratan Naval Tata

- Former Tata Group chairman passed away, known for transformative leadership. Awarded Padma Vibhushan (2008), Padma Bhushan (2000).



If you want to walk fast, walk alone. If you want to walk far, walk together.

-Ratan Tata

- **Key Values:**
  - Profound Simplicity (low profile, focus on work);
  - Resilience and Perseverance (Tata Nano project);
  - Visionary (Tata Group from $4B to $100B);
  - Leadership (humility, hands-on involvement from shop floor);
  - Empathy (Tata Trust philanthropy, disaster relief);
  - Spirit of Service (Taj Hotel restoration, employee support).
- **Key Lessons:**
  - Compassionate Capitalism (Group wealth serving nation, 60-65% dividends to charity);
  - Corporate Social Responsibility (participative, bottom-up);
  - Contribution to Social Well-Being (pioneered cancer hospital);
  - Business Ethics (integrity, social well-being over profit);
  - Promoting Entrepreneurship (invested in startups);
  - Promoted Sustainability (net zero by 2045, vegan interiors); Global Footprint (international expansion).

Current Affairs Link

Recent Corporate Governance Lapses in Tech/Startups

APPLE

Apple had found itself in the middle of controversies more than one time. BatteryGate, Siri recording scandal and donations fraud are some of the more prominent cases.

As a part of settlements in these cases, Apple is paying around $500 million in the "BatteryGate" scandal, while the "Siri recording scandal" has it paying $95 million. Further, the "donations fraud" saw it fire many employees.

PNB SCAM

Involving high-profile individuals, including billionaire jeweller Nirav Modi and his uncle Mehul Choksi, the managing director of Gitanjali Gems, a fraud amounting to at least ₹13,000 crore came to light in 2018. It allegedly originated at a single branch in Mumbai.

Notably, days before the news of the scam became public, the accused fled abroad.

KINGFISHER SCAM

Coming to light in 2012, the Kingfisher scam really shook the industry as the airlines ceased operation due to mounting debt and losses. The airline's financial troubles set off a series of events that eventually led to one of the biggest loan default cases in Indian history, totalling up to ₹9,000 crore.

When authorities launched investigations, owner Vijay Mallya fled to the UK.

UBER

From illegal tactics by the company beating local laws in countries, lobbying with big politicians, digging up dirt on journalists critical of its operations, cracking sexual jokes by CEO, booking fake rides with competitors to cut into their profits, Uber has been accused of numerous scandals since 2017.

It even came under radar after whistleblowers leaked over 1,20,000 mails about its operations.

NISSAN

Carlos Ghosn, known for saving Nissan from bankruptcy, was arrested for financial misconduct and fired from his position as Nissan's board chairman in 2018. It came after a Japanese criminal case against him for causing Nissan to make incomplete securities disclosures about his deferred compensation.

While the Japanese court found him guilty in 2022, he fled to Lebanon and filed a lawsuit against Nissan.

VOLKSWAGEN

In 2015, the US Environmental Protection Agency exposed the Volkswagen cars in the US for having a "defeat device" in diesel engines, which could change the performance upon detecting testing. The German carmaker then accepted it and settled, paying $14.7 billion to the US authorities in 2016.

The company offered consumers a buyback and compensation for its 2.0-litre diesel vehicles.

FACEBOOK

In 2018, Facebook found itself in the middle of massive backlash, along with Cambridge Analytica, over the alleged harvesting and use of personal data.

The scandal raised concerns that the data may have been used to influence Brexit and the 2016 US elections. Turning into a class action lawsuit, the scandal was settled when Facebook owner Meta agreed to pay $725m.

Compassionate Capitalism

Compassionate Capitalism is an approach to business that combines the opportunities of capitalism with fairness and equitable wealth distribution. It aims to balance **Adam Smith's individualism** (which promotes personal success) with **Karl Marx's socialist ideals** (which emphasize equality). The goal is to provide **equal access to opportunities** so that everyone, regardless of background, can achieve economic success and benefit from it.

Practices for Compassionate Capitalism:

1. **For Workers:**
   - Companies create **open and flexible work cultures.**
   - **Skill development** and **equal opportunities** for all employees (e.g., **Infosys' ESOP** plan, which gives employees a stake in the company).
   - **Financial security**, such as **Tata Steel's Covid support,** which ensured financial aid for employees during the pandemic.

- **Compassionate leadership** emphasizes empathy and inclusiveness in leadership styles.

2. **For the Environment:**
   - Companies adopt **environmental accounting** to track and reduce their environmental impact.
   - Actions like reducing **pollution** and implementing **carbon action plans** to reduce the carbon footprint.
   - A **circular economy** approach (e.g., **ITC's sustainability efforts**) focuses on reducing waste and reusing resources.
3. **For Society:**
   - **Corporate Social Responsibility (CSR)** ensures businesses contribute to the community.
   - **Wealth redistribution** through initiatives like the **PMKKKY (Pradhan Mantri Kisan Kalyan Yojana),** which supports farmers.
   - Fulfilling social needs, such as **'Goodfellows'**, a service aimed at supporting the elderly.

Businesses have a **moral responsibility** to **guide, enhance, and nourish** everyone they interact with, including workers, the environment, and society. Moving towards **Compassionate Capitalism** aligns with the values in the **Indian Constitution** (Art. 38, 39(C)), which focuses on social justice and equitable development.

In short, **Compassionate Capitalism** is about balancing profit with fairness, ensuring everyone has the opportunity to succeed while caring for the environment and society.



Patagonia's "Don't Buy This Jacket" campaign -Ethics Beyond Sales

Patagonia's "Don't Buy This Jacket" campaign exemplified anti-consumerism ethics. On Black Friday, they urged customers to "buy less, choose well, make it last," highlighting their products' environmental cost.

This radical transparency fostered trust and brand loyalty. Patagonia demonstrated that ethical practices, prioritizing sustainability over pure sales, can resonate powerfully and align business with a greater purpose.

Previous Year Question (PYQ) Focus

"In the contemporary world, the corporate sector's contribution in generating wealth and employment is increasing. In doing so, they are bringing in an unprecedented onslaught on the climate, environmental sustainability and living conditions of human beings. In this background, is Responsibility (CSR) efficient and sufficient enough to fulfill the social roles and responsibilities needed in the corporate work mandated? Critically examine." (2022)

Answer Deconstruction

Approach: This question requires a critical examination of CSR's efficiency and sufficiency in addressing the negative externalities of corporate growth. Acknowledge CSR's role but argue for a broader, more integrated approach.

Introduction: Acknowledge the corporate sector's dual impact: wealth creation + negative externalities (environment, living conditions). Define CSR as a response.

- **(CSR: Efficiency & Sufficiency - The "Efficient" Argument):** Explain how CSR has led to positive impacts (e.g., community development, environmental initiatives, philanthropic activities). Mention legal mandates (India's Companies Act, 2013).
- **(CSR: Limitations & Insufficiency - The "Not Sufficient" Argument):** Critically analyze why CSR alone is insufficient: often philanthropic rather than systemic, "greenwashing," lacks binding enforcement beyond mandates, does not address core business model flaws.

Conclusion: Conclude that while CSR is a necessary step, it's not sufficient. A truly ethical corporate sector requires ESG (Environmental, Social, Governance) integration into core business strategy, robust regulatory oversight, and a stronger sense of shared value creation that internalizes externalities, moving beyond mere compliance.

Common Pitfall to Avoid

The "Blaming Corporations" Trap: While analyzing negative impacts, avoid overly simplistic "corporations are evil" arguments.

Keywords to Use in Your Answer

• Stakeholder Theory • Shareholder Primacy • Greenwashing • ESG (Environmental, Social, Governance) • Shared Value Creation • Social License to Operate • Triple Bottom Line (People, Planet, Profit)

Conscience Check!!!

You are the **District Environmental Officer.** A major **industrial factory**, a significant **employer** in your district, is found to be routinely discharging **untreated effluents** into a **river**, causing severe **water pollution** and **health issues** for **downstream communities**, despite having a **CSR wing** that funds local **schools**. The company **management** is **powerful** and **politically** . How would you handle this situation?

Part 6: Probity in Action: Tools for Transparency & Integrity						
Probity in Action	**Information Sharing & Transparency in Government**	**Codes of Ethics vs. Codes of Conduct**	**Work Culture**	**Quality of Service Delivery**	**Utilisation of Public Funds**	**The Challenge of Corruption**

Probity in Action

- **PYQ: 2014 –** What do you understand by **'probity' in public life?** What are the difficulties in practicing it in the present times? How can these difficulties be overcome?
- **PYQ: 2019 –** "What do you understand by **the term 'public servant'?** Reflect on the expected **role of public servant."**
- **PYQ: 2024 – "Mission Karmayogi is** aiming for maintaining a very high **standard of conduct and behaviour** to ensure **efficiency** for serving citizens and in turn developing oneself. How will this scheme empower the civil servants to enhance productive efficiency and deliver the services at the grassroots level ?"

Probity (derived from Latin 'probitas', meaning good) refers to the quality of adhering to strong moral principles like honesty, integrity, transparency, and incorruptibility. In governance, probity ensures that institutions uphold procedural integrity, regardless of the individuals within them.

Key Aspects of Probity in Governance:

- **Ethical Conduct:** Ensuring that public institutions act with uprightness, following ethical and transparent practices.
- **Integrity in Action:** Institutions and civil servants must adhere to moral principles to withstand public scrutiny and maintain trust.

Probity is a cornerstone of good governance, fostering a system where public trust is upheld through honest and incorruptible processes.

Concept of Public/Civil Service

Aspect	Public Servant	Civil Servant
Definition	Individuals employed by the government in various capacities to serve the public and implement policies.	Specific individuals employed in administrative roles within the government, typically under All India Services, State Services, or PSUs.
Scope of Work	Includes all government employees at various levels, including politicians, media, and civil society contributors.	Primarily focused on administrative, policy implementation, and service delivery roles within government institutions.

Examples	Politicians, civil society members, media, and other government staff.	Indian Administrative Service (IAS) officers, Indian Police Service (IPS) officers, Indian Foreign Service (IFS) officers, and other government bureaucrats.
Ethical Standards	Expected to uphold ethical standards, but more vulnerable to political pressure and corruption.	Held to high ethical standards through codes of conduct and ethics, ensuring impartiality and professionalism.

Current Affairs Link

The government's philosophy of **"Minimum Government, Maximum Governance"** aims for a streamlined, responsive bureaucracy that maximizes its positive impact on citizens' lives. This aligns with the philosophical basis of public service by seeking to make governance more efficient and citizen-centric, emphasizing quality service delivery over mere regulatory control.

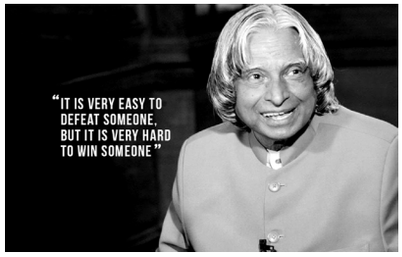
Mission Karmayogi (National Programme for Civil Services Capacity Building) is a direct attempt to transform the work culture within the Indian bureaucracy.

- It aims to shift from a **"rule-based" to a "role-based"** and **"citizen-centric"** work culture, emphasizing continuous learning, transparency, and a proactive approach.
- The integrated government online training (iGOT-Karmayogi) platform seeks to inculcate new skills and ethics, promoting a positive and performance-oriented environment.



Keyword in Action: Dr. A.P.J. Abdul Kalam

Dr. A.P.J. Abdul Kalam, as India's President, profoundly embodied the ideal of public service. His life and work were dedicated to national development and inspiring youth, viewing his role not as a position of power but as a profound opportunity for **"service before self,"** contributing to the nation's scientific advancement and fostering a **"nation of beautiful minds."**



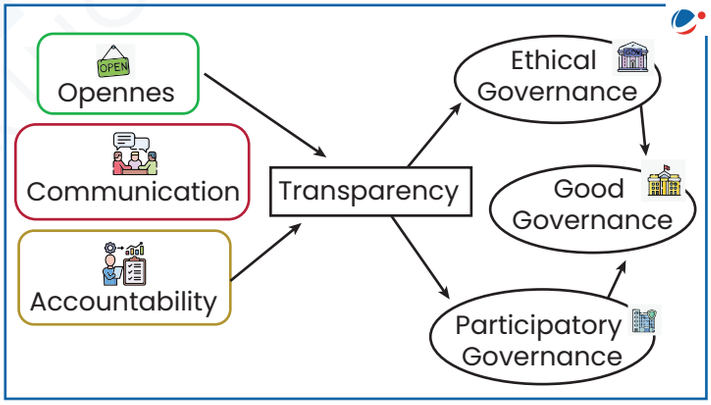
Information Sharing & Transparency in Government

- **PYQ: 2015 –** "Some recent **developments such as introduction of RTI Act, media** and **judicial activism, etc.,** are proving helpful in bringing about greater transparency and accountability in the functioning of the government."
- **PYQ: 2018 – "The Right to Information Act** is not all about citizens' empowerment alone, it essentially **redefines the concept of accountability.'** Discuss."

Information Sharing and Transparency in Government are fundamental pillars of modern democratic governance and essential components of probity.

Transparency implies openness, clear communication, and providing readily accessible information about government functions, decisions, and data. It curbs corruption, fosters accountability, and builds trust between the state and its citizens.

- **Challenges:**
  - **Bureaucratic Resistance:** Inertia, fear of accountability, and a legacy culture of secrecy (e.g., from colonial times).
  - **Official Secrets Act (OSA), 1923:** Often cited as a barrier to information sharing, even when not directly related to national security.
  - **Lack of Capacity:** Insufficient IT infrastructure, trained personnel, and comprehensive digitization of records.



  - **Vested Interests:** Corrupt elements actively work to obstruct information flow to protect their illicit gains.
  - **Misinformation & Disinformation:** While transparency involves sharing information, the rise of fake news can distort public understanding and erode trust.

Thinker's Corner

Openness as a Democratic Imperative

Karl Popper, through his concept of the **"Open Society,"** contrasted it sharply with closed, totalitarian systems.



> The open society is one in which men have learned to be to some extent critical of taboos, and to base decisions on the authority of their own intelligence.
>
> **-Karl Popper**

- He asserted that a truly free and rational society thrives on transparency, constant scrutiny, and the free flow of information.
- Here ideas are open to falsification and critique, fundamentally linking transparency to democratic health and intellectual progress.

Current Affairs Link

PM Gati Shakti National Master Plan

The **PM Gati Shakti National Master Plan i**s a contemporary example emphasizing integrated information sharing and transparency in infrastructure development.

- By bringing 16 ministries onto a single digital platform, it provides real-time visibility into project planning, execution, and progress.
- This ensures inter-ministerial coordination, reduces delays, and allows for public monitoring, thereby promoting efficiency and accountability through enhanced information flow.

Nandan Nilekani, co-founder of Infosys and former Chairman of UIDAI, has been a key proponent of **Digital Public Infrastructure (DPI)** in India.

- His work, especially with Aadhaar, UPI, and data governance frameworks, represents a massive push for information sharing and transparency through digital means.
- These initiatives aim to make government processes and citizen entitlements transparent, accessible, and accountable by design.

Previous Year Question (PYQ) Focus

"Some recent developments, such as the introduction of the RTI Act, media and judicial activism, etc., are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to make prompt decisions. Analyse the situation in detail and suggest how the dichotomy can be resolved. Suggest how these negative impacts can be minimized." (2015)

Answer Deconstruction

Approach: This question is multi-faceted. Acknowledge the positive impact of transparency tools, analyze the negative impacts, and then suggest solutions.

- **Introduction:** Affirm that RTI, media, and judicial activism have enhanced transparency and accountability. Introduce the nuanced counter-argument of misuse and "red-tapism."

Body

- **Part 1 (Positive Impact):** Briefly explain how RTI (empowerment), media (watchdog), and judicial activism (oversight) foster openness, reduce corruption, and protect rights.
- **Part 2 (Negative Impacts & Dichotomy):**
  - **Misuse:** Frivolous RTI queries, media sensationalism, judicial overreach.
  - **Decision Paralysis:** Fear of false accusations, retrospective vigilance inquiries, and media trials leading to officers avoiding bold or prompt decisions.
  - **Dichotomy:** The paradox of tools meant to improve governance actually hinder efficiency and proactive decision-making.
- **Part 3 (Resolution & Minimization):**
  - **Strengthening Internal Mechanisms:** Robust internal grievance redressal, clear performance appraisal, training for officers.
  - **Ethical Frameworks:** Emphasizing 'courage of conviction,' 'probity,' and 'impartiality' in training.
  - **Rationalizing RTI:** Discouraging frivolous queries, clear penalties for misuse.
  - **Responsible Media:** Promoting ethical journalism, media literacy.

Conclusion: Conclude that while transparency tools are vital for democracy, their effectiveness depends on a balanced approach that promotes accountability without stifling initiative, fostering a culture of both boldness and integrity.

Codes of Ethics vs. Codes of Conduct

- **PYQ: 2019 –** "There is a view that the **Official Secrets Act is an obstacle t**o the implementation of the Right to Information Act. Do you agree with this view? Discuss."
- **PYQ: 2016 –** "Discuss the **Public Services Code** as recommended **by the 2nd Administrative Reforms Commission."**
- **PYQ: 2018 –** "Distinguish between **"Code of ethics" and "Code of conduct"** with suitable examples."

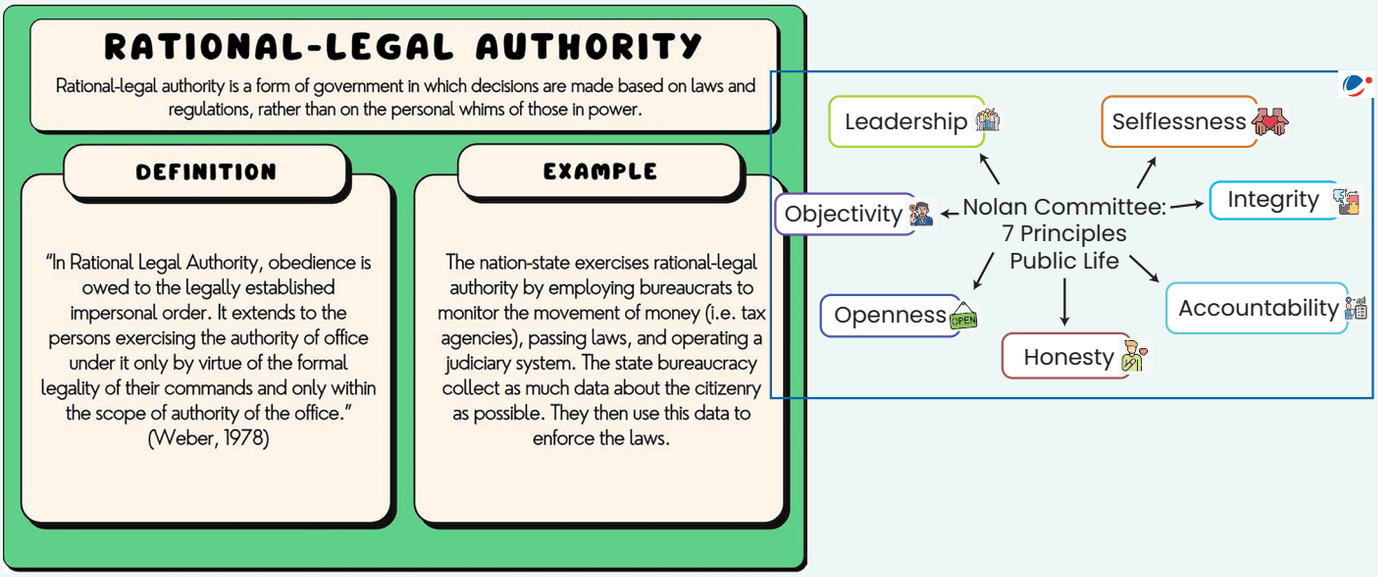
Basis of Distinction	Code of Ethics	Code of Conduct
Nature	**Aspirational:** Expresses fundamental values, principles, and ideals; guides judgment.	**Prescriptive/Prohibitive:** Lays down specific rules, regulations, and acceptable/unacceptable behaviors.

Focus	Values, Morals, Guiding Principles, Intent	Rules, Compliance, Specific Actions, Enforcement
Purpose	Inspire and educate members to achieve a higher moral standard.	Enforce compliance with minimum standards; discipline violations.
"What it asks"	"What should I aspire to be?"	"What must I do / not do?"
Example	A medical association's pledge to "do no harm."	A company's policy on punctuality or dress code.

Thinker's Corner

Formal Rules vs. Informal Dynamics

- **Max Weber's concept of rational-legal bureaucracy.**



- Globally, the **Nolan Committee's Seven Principles of Public Life** (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership) are often cited as a benchmark for **Codes of** Ethics for public servants.
  - In India, these principles have influenced recommendations by the **Second Administrative Reforms Commission (ARC)** for a Public Services Code, aiming to guide administrators beyond mere compliance to a higher standard of ethical conduct.

Current Affairs Link

Judicial Conduct & Ethics



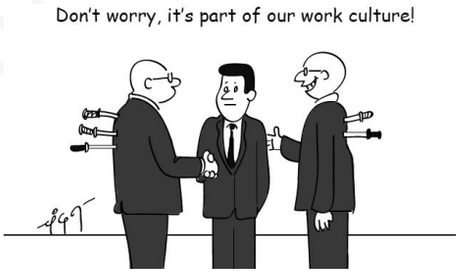
Recent debates and recommendations concerning the **conduct of judges** in India highlight the need for both **Codes of Ethics and Conduct.**

- While specific **rules exist (Code of Conduct for Judges),** there's a continuous push for a stronger, more transparent framework for ethical behavior (Code of Ethics)
- This would address issues like **conflict of interest, public statements, and use of social media,** aiming to maintain judicial independence and public trust.

(Example: On April 19th 2019, a former junior Court Officer alleged that she was sexually harassed and subsequently victimized by the Chief Justice of India at the time.)

Work Culture

"If you get the culture right, most of the other stuff will just take care of itself." -Tony Hsieh



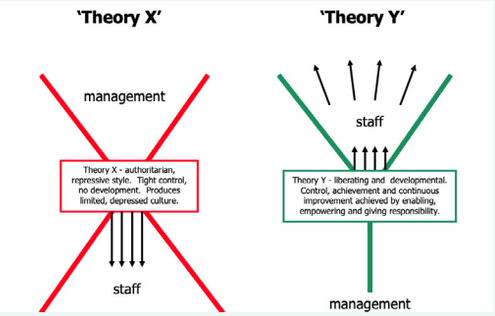
Work Culture refers to the shared values, beliefs, attitudes, practices, and behavioral norms that characterize an organization's internal environment.

- It is the unwritten code of conduct that shapes how employees interact with each other, with superiors, and with the public.
- A positive and ethical work culture is crucial for organizational efficiency, employee morale, and ensuring probity and transparency in governance.

Work Culture: Objectives and Challenges		
Characteristic	**Objectives**	**Challenges**
Professionalism	Sets conduct and discipline standards	Bureaucratic Inertia
Teamwork	Encourages supportive environment	Hierarchical Rigidity
Ethical Conduct	Reinforces integrity and accountability	Blame Game/Fear Culture
Productivity	Improves performance via morale	Politicization
Talent	Attracts and retains employees	Lack of Accountability
Innovation	Encourages new ideas and solutions	Gender Bias/Discrimination

Thinker's Corner

Shaping Organizational Ethos



Douglas McGregor's Theory X and Theory Y provides a foundational perspective on how managerial attitudes shape work culture.

- **Theory X (managers assume employees are inherently lazy, requiring strict control)** leads to authoritarian, distrustful cultures.
- **Theory Y (managers assume employees are motivated, seek responsibility)** fosters participative, empowering cultures. This highlights leadership's role in determining culture.

Quality of Service Delivery

PYQ: 2022 – "What do you understand by the term **'good governance'?** How far have recent initiatives in terms of **e-Governance steps taken by the State have helped the beneficiaries? Discuss with suitable examples." (Good governance and accountability are linked).**

Quality of Service Delivery in public administration refers to the extent to which public services are provided **efficiently, effectively, accessibly, and empathetically,** meeting or exceeding citizen expectations.

- It encompasses attributes like timeliness, reliability, responsiveness, transparency, and courtesy.
- High-quality service delivery is a direct manifestation of ethical governance, fostering citizen satisfaction, building public trust, and ensuring that development goals translate into tangible benefits for the populace.

Service Delivery: Objectives and Challenges		
Characteristic	**Objectives & Importance**	**Challenges**
Citizen Satisfaction	Impacts perception of government	Apathy & Lack of Empathy
Public Trust & Legitimacy	Enhances faith in administration	Corruption & Leakages
Achievement of Development Goals	Schemes reach beneficiaries as intended	Bureaucratic Inertia & Resistance to Change
Accountability	Standards allow for holding officials responsible	Lack of Capacity & Training
Reduce Grievances	Minimizes public complaints	Absence of Feedback Mechanisms
Promote Social Justice	Equitable access to quality services for all	Digital Divide

Thinker's Corner

Philip B. Crosby, a prominent quality management expert, emphasized **"Quality is Free"** and advocated for a philosophy of **"zero defects."**

Current Affairs Link

Ayushman Bharat Digital Mission (ABDM)

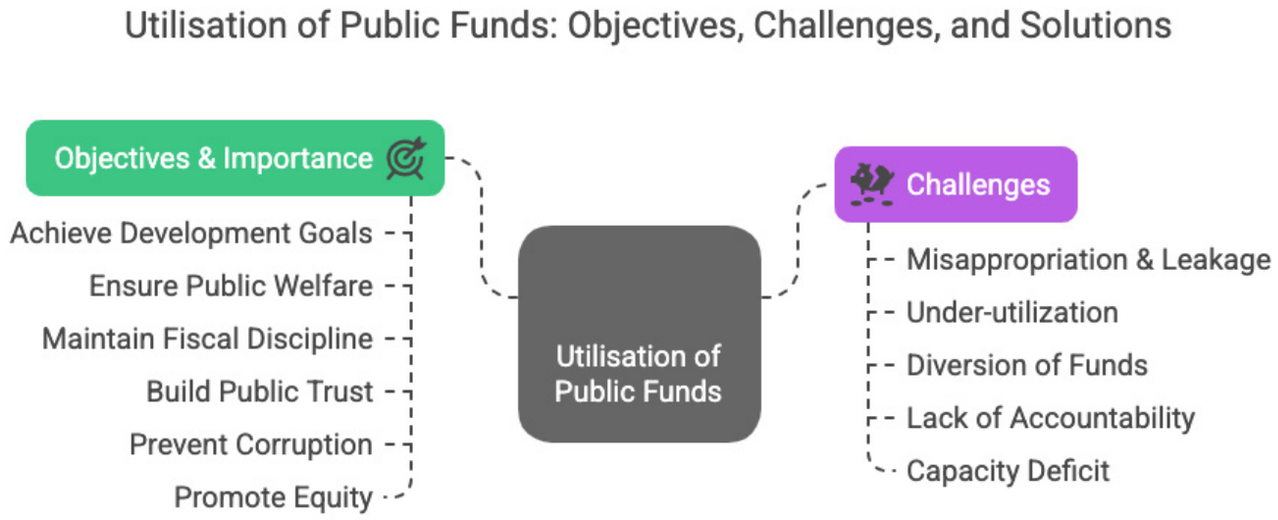


The **Ayushman Bharat Digital Mission (ABDM)** is a recent, ambitious initiative aimed at revolutionizing healthcare service delivery through digital means.

By creating a unified digital health infrastructure (e.g., ABHA ID, digital health records), it seeks to enhance accessibility, efficiency, and quality of healthcare services for citizens across India.

Utilisation of Public Funds

Utilisation of Public Funds refers to the effective, efficient, and equitable deployment of financial resources collected from the public (e.g., through taxes, borrowings) for the common good.



Current Affairs Link

Direct Benefit Transfer (DBT) Mission

The **Direct Benefit Transfer (DBT) Mission** in India is a major initiative aimed at improving the utilization of public funds.

- By directly transferring subsidies and benefits to beneficiaries' Aadhaar-linked bank accounts, it has significantly **reduced leakages and ghost beneficiaries** in welfare schemes (e.g., LPG subsidies, pensions).
- This enhances transparency, efficiency, and ensures funds reach the intended recipients, reflecting improved ethical utilization.

Vinod Rai (Former CAG of India)

Vinod Rai, as the former **Comptroller and Auditor General (CAG)** of India, became a symbol of ensuring accountability in the utilization of public funds. His audits of major sectors like **2G spectrum** allocation and coal block allocations exposed massive irregularities and potential losses to the exchequer, directly prompting public debate and legal action.



You aren't accountable to anyone, teachers or family but to yourself.
Make sure your surrounding s are clean in all aspects

-Vinod Rai

Previous Year Question (PYQ) Focus

"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)

Keywords to Use in Your Answer

- Fiscal Prudence
- Leakage
- Outcome Budgeting
- Transparency Audit
- Public Exchequer
- Value for Money
- Zero-Based Budgeting

Common Pitfall to Avoid

The "Only Corruption" Trap: While corruption is a major issue, remember to also analyze **"under-utilization"** and **"inefficient utilization."**

These are distinct problems with different root causes (e.g., bureaucratic inefficiency, lack of capacity) that also lead to failure in meeting development goals. A comprehensive answer covers all facets.

The Challenge of Corruption



THE CORRUPTION OF THE BEST THING GIVES RISE TO THE WORST.

-David Hume



CORRUPTION IS PAID BY THE POOR.

-Pope Francis

The Challenge of Corruption

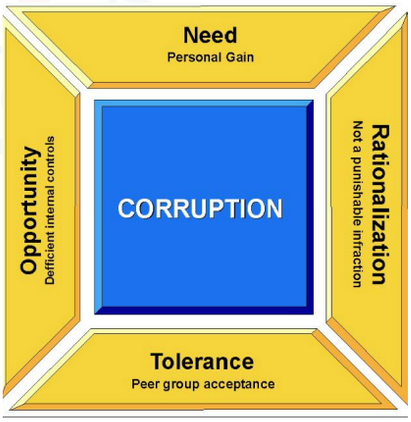
- **PYQ: 2014 –** "It is often said that **poverty leads to corruption.** However, there is no dearth of instances where **affluent** and **powerful people indulge in corruption** in a big way. What are the **basic causes of corruption** among people? Support your answer with examples."
- **PYQ: 2016 – ""Corruption causes misuse of government treasury, administrative inefficiency** and obstruction in the path of national development."" Kautilya's views.
- **PYQ: 2015 –** "Today we find that in spite of various measures like prescribing **codes of conduct, setting up vigilance cells/commissions, RTI, active media** and **strengthening of legal mechanisms, corrupt practices** are not coming under control.

  (a) Evaluate the effectiveness of these measures with justifications.

  (b) Suggest more effective strategies to tackle this menace."
- **PYQ: 2019 – ""Non-performance of duty by a public servant is a form of corruption".** Do you agree with this view? Justify your answer."

Corruption is the **misuse of public power for private gain.** It is a multifaceted phenomenon that extends beyond mere financial embezzlement to include **nepotism, favoritism, abuse of authority,** and **non-performance of duty.**

Corruption represents a severe failure of core ethical values in society and governance, fundamentally undermining probity, transparency, and the rule of law. It is arguably the greatest challenge to development and justice in many nations.



Current Affairs Link

E-Governance & Vigilance Reforms

- Recent **e-governance initiatives** in India (e.g., online grievance redressal portals, e-tendering for public procurement, digital attendance systems) are directly targeting corruption by enhancing transparency and reducing human interface.
- Concurrently, reforms in **vigilance mechanisms** (e.g., strengthening the Central Vigilance Commission, proactive investigations by CBI/ED based on data analytics) aim to make the anti-corruption framework more robust and effective.

Objectives in Fighting Corruption

Objective	Description
Restore Public Trust	Re-establish faith in institutions
Equitable Resource Distribution	Prevent diversion of public welfare funds
Enhance Efficiency & Development	Eliminate delays and hidden costs
Uphold Rule of Law	Ensure fair and impartial application
Promote Social Justice	Prevent exploitation of the marginalized

Challenges of Corruption

Challenge	Description
Systemic Nature	Deeply embedded in processes
Lack of Political Will	Resistance from political leadership
Bureaucratic Inertia	Apathy and lack of accountability
Nexus with Organized Crime	Involves criminal networks
Low Conviction Rates	Delays in justice system
Societal Acceptance/Indifference	Normalization at lower levels
Globalized Corruption	Cross-border illicit financial flows

Officers in Action

Ashok Khemka, an IAS officer of the Haryana cadre, symbolizes an unwavering fight against corruption and land scams.



> Perhaps in my zeal to take corruption head-on, my career pald the price.
> **-ASHOK KHEMKA**

- Despite facing numerous transfers (over 50 in his career), he consistently exposed irregularities and challenged powerful vested interests.
- His actions exemplify the **courage of conviction** and **integrity** required to confront corruption head-on, even when it entails significant personal and professional cost, making him an icon of anti-corruption efforts in the Indian bureaucracy.

Whistleblower's Tragic Dilemma



Satyendra Dubey's murder highlights a clash of ethics. His **public duty** to expose corruption in the Golden Quadrilateral project was met by a severe breach of **private confidentiality** when his identity was revealed.

This failure of **institutional ethics** in protecting a whistleblower demonstrated how breaking private trust in a public context can have tragic consequences, emphasizing the high stakes of upholding **integrity**.

Previous Year Question (PYQ) Focus

"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)

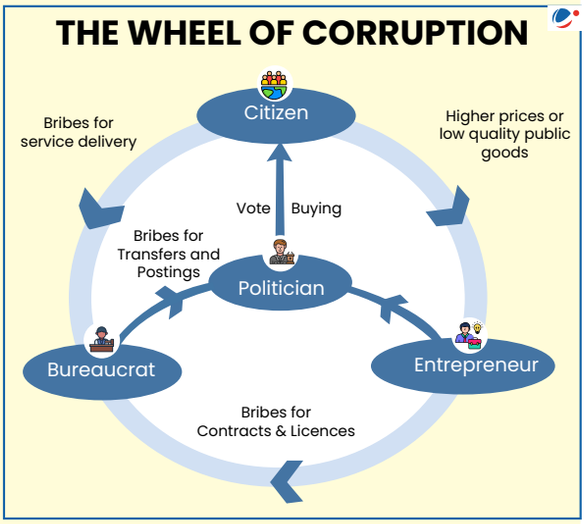
Answer Deconstruction

Approach: This question directly links corruption to a failure of values and asks for measures to uplift values. Focus on both individual and systemic solutions for value re-inculcation.

Introduction: Define corruption as misuse of public power for private gain, and immediately link it to an erosion of core societal values.

Body

- **Part 1 (How Corruption Manifests Failure of Values):** Explain how it violates integrity, honesty, public service, justice, and accountability.
- **Part 2 (Measures to Uplift Core Values - Comprehensive Approach):**
  - **Family & Education:** Role modeling by parents/ teachers; value-based education from early childhood.
  - **Societal & Cultural:** Promoting ethical leadership in public life; media campaigns; celebrating honest role models; social sanctions against corruption.
  - **Institutional & Governance:** Strengthening ethical codes of conduct, whistleblower protection, transparent grievance redressal, robust vigilance mechanisms, e-governance (reducing discretion), citizen participation (social audits).



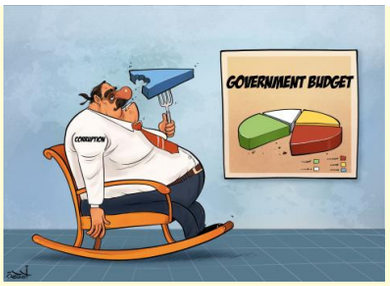
THE CORRUPTION FORMULA

- The corruption formula proposed by **Klitgard** in his book *International Co-operation Against Corruption* is helpful
- It is summarized as follows:
  C= M + D – A, where
  C - Corruption, M – Monopoly, D – Discretion, A – Accountability
- **Stevenson's critique**: On decentralised corruption, rigidity/red-tape, over-reporting, ambiguity of formula.
- **Stephan's amendment**:
  C= M + D – T – M2, where
  T – Transparency, M2 – Morality

Conclude that **combating corruption requires a holistic, long-term strategy** that goes beyond punitive measures to fundamentally strengthen the ethical fabric of individuals and institutions, thereby nurturing a society grounded in strong core values.

PYQ: 2016 - *"Corruption causes misuse of government treasury, administrative inefficiency and obstruction in the path of national development."" Kautilya's views."*

Administrative Reforms Commission (ARC) and Corruption



The 2nd ARC recommends amending the Prevention of Corruption Act, 1988, to include "abuse of **authority unduly favouring or harming someone"** and "**obstruction of justice**" as offenses. It further suggests bringing in private sector public utility providers and non-governmental agencies receiving substantial funding under the Act's purview. Proactive vigilance is necessary.

Source: Ethics in Governance (Fourth Report); Refurbishing Personnel Administration (Tenth Report); Social Capital (Ninth Report)

VISIONIAS
DAKSHA MAINS
MENTORING PROGRAM 2026

DAKSHA MAINS MENTORING PROGRAM 2026

(A Strategic Revision, Practice, and Enrichment Mentoring Program for Mains Examination 2026)

DATE
3 July

DURATION
5 Months

HIGHLIGHTS OF THE PROGRAMME

- Highly experienced and qualified team of mentors
- Emphasis on score maximization and performance improvement
- Scheduled group sessions for strategy discussions, live practice, and peer interaction
- Personalized one-to-one sessions with mentors
- Well-structured revision and practice plan for GS Mains, Essay & Ethics
- Subject-wise strategy documents based on thorough research
- Access toDaksha Mains Practice Tests
- Continuous performance assessment, monitoring and smart interventions



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