

Robert Oppenheimer - who contributed in creating atomic bomb, 12-07-2023

but when saw destruction caused by it, voiced against its proliferation.

Sey embroilment → Sam Bankman Fried - FTX Bankruptcy case - used customer funds to prop up his own trading company.

Compassion → Dr Purnima Barmam - Hargilla Army - Greater Adjutant Stork  
→ op<sup>n</sup> Post for EA hit Turkey; Savitri Bai Phule

In case study options → form committee, refer to senior,  
Strict yes, strict no, partial yes. negotiation & consultation

IAS Divya Devarjan in TL learned Gondi language in 3 months to understand issues of tribal people of her district.

## ETHICS

Edward Gibbon in his book Decline & Fall of Roman empire tells that nepotism, corruption, moral decay were the cause of ruin of great Roman civilisation.

Social acceptance of corruption - Koushik Basu calls it as Sanskritisation of corruption.

Kattunayakom PVTG protecting an elephant - compassion / love / kindness  
Rights of the people are not protected by laws, but by moral & political conscience of people - BR Ambedkar

**Values** → the degree of importance that we attach to every action. They help us deciding significance of any action. proscriptive & prescriptive in nature.

Dharmraj karan gave importance to value of donation, even after knowing that he will die after giving his kavach.

Bhishmapitamaha - took oath of serving throne loyally. Due to this, he was silent even on draupadi chirharan, and had to fight against pandavs even when he knew they were right. 'pran jaye par vachan na jaye'. Similarly, Lord Ram said to sugreev that he will make him th king and so he had to kill bali in order to keep his promise.

**3 types of values**

**Moral value** - connected with righteousness of an action

**Immoral value** - one which is morally wrong. Eg - honour killing by khap panchayats

**Amoral** - which cannot be judged to be moral or immoral

**Hierarchy of values** - there is a degree of importance that we assign to different values of ours in a hierarchy, ranging from less to more important.

**Individual value** - honesty, integrity, empathy

**Family values** - respecting elders, duty, solidarity, discipline. Eg - sense of brotherhood in muslims, and non violence in jains, or community service in sikhs. ; sacrifice (parents for kids to buy toys); commitment (child rearing duties)

Savitri Bai Phule - Value of compassion - for plague affected.

Lord Ram - value of obeying father's will

Nishhya case

also how to remain connected with nature

**Constitutional values** – liberty, equality, fraternity, justice  
**Societal values** – solidarity, spiritualism, tribal society (more egalitarian in nature), rural society – collectivism (collective sharing of burden of marriage by a society in case of marriage of girl) ; while urban society – individualism; caste society (hierarchy is prioritised as a value). Cleanliness value of Japanese society  
**Organisational values** – profit maximisation, public interest (calling back the Johnson powders after asbestos being found in them), customer satisfaction (dominos will replace the pizza if you don't like it), confidentiality. Tata took the whole burden of giving money to employees suffering in covid  
**Professional values** – safety, sustainability  
**Significance** – helps avoid misuse of skills; effective decision making/ resolve dilemma; long lasting civilisation; constructive utilisation of energy, acceptability in society  
**Ethics** – it is an external compass to gauge the rightness or wrongness of an actions. They are externally set standards.  
**Morals** – it is an internal compass to gauge rightness or wrongness of an action. They are voluntarily imposed.  
 Both morals and ethics have overlap also as sometimes societal morals (i.e., ethics) coincide with individual morals also. However they might be contrast to each other too. Ex – earlier times, sati was duty of wife and was considered ethical. But as per raja ram mohan roy, it was unethical.

Teachings		Significance in today's context
<b>5 Vows (Pancha Maha Vratas)</b>		
<b>JAINISM</b>	1. <b>Ahimsa</b> (Non-Violence): In terms of actions, thoughts, and speech ⇒ "Do not injure, abuse, enslave, insult, torture, or kill any living being."	Rising instances of hate speech, communal violence, mob lynchings, hate crimes, torture, insult, anger, jealousy, etc.
	2. <b>Satya</b> (Truth): Not lying involves speaking the truth without exaggerating facts.	Media sensationalization
	3. <b>Asteya</b> (Non-stealing)	Instances of Theft/ Robbery, Biopiracy, pirated movies and web-series, etc., IP
	4. <b>Brahmacharya</b> (Chastity): Keeping away from desires and sexual misconduct	Becomes essential especially in student life & to abstain from intoxicants like drugs, alcohol, etc., and capitalist tendencies, rape
	5. <b>Aparigraha</b> (Non-possession): Non-accumulation of wealth/ goods.	Hoarding (prohibited under Essential Commodities Act), vaccine nationalism
<b>Tri-Ratnas (Three Jewels)</b>		
1. <b>Right Faith</b> : Having faith in the teachings of the teachers and possessing an attitude of respect towards teachers (Not Blind faith).	Rising instances of slapping or killing of teachers by the students, blind faith in superstitions, etc.	

to counter use in jihadism

Constitutional morality: Adherence to spirit of constitutional principles

12-07-2023

Significance - helps in keep matching with evolving needs. Eg: Right to privacy, health etc. Keeping BSD intact, protect rights of citizens as laws are not exhaustive in nature

EIGHT-FOLD PATH (Ashtangika Marga)		
BUDDHISM	1. Right View/ Understanding: Awareness of what is true and right. It means view (vision) without any confusion or bias and having the right outlook towards life.	Builds Positivity, Optimism, Courage to keep going. (Accepting the spouse the way he/ she is rather than being worried about defects.)
	2. Right Intention/ Thought: Our intention to do anything should be free from any ill will or causing harm to anybody (harmlessness & goodwill).	"Our intentions may be very good but due to limited intelligence, the action may turn out to be a mistake, but not necessarily a sin, for sin comes out of a wrong intention."
	3. Right Speech: No lying, no rude talking, not to deceive anybody, being polite and kind. - Speaking only when necessary & with honesty ("We make the best speech we regret when we are angry")	Hate speeches, Defamatory dialogues, abusive language, slang (like for Northeast people in Delhi), etc.
	4. Right Action: Being mindful of one's actions and behaviors to ensure that it doesn't cause harm.	Similar to Right Conduct (Jainism)
	5. Right Livelihood: Making living in a just, peaceful, and legal way without affecting and endangering anyone else.	To reduce the use of Organized Crimes, Human/ Wildlife Trafficking, Theft, etc. as a livelihood.
	6. Right Effort: Persisting efforts to abandon wrong and harmful thoughts, deeds, and words through self-schooling. - Restrain our senses - Abandon bad emotions like anger, jealousy. - Consistency of efforts.	"Effort is important but knowing where to make an effort makes all the difference." "It's not about perfect, it's about effort. And when we bring effort every day, that's when transformation happens."
	7. Right Mindfulness (Self-Awareness): Having control over one's mind.	To build emotional intelligence
	8. Right Concentration: Focusing our attention on something without being distracted. • Doctrine of Karma: "Jaisa Karoge waisa bharege" (As you sow, so shall you reap). "What goes around comes around." (consequences of one's actions will have to be dealt with eventually)	Avoiding social media platforms, video games, smartphones, etc. while studying.

- \* Ritu Kavidhal Srivastav - rocket woman - Chandrayaan 3
- An IAS posted of on insta regarding his election duty - removed.

7 deadly sins christianity		Sin	Significance
CHRISTIANITY	Duryodhan, Ravana	1. Gluttony (Over-indulgence/ over-consumption of food, drink, natural resources, etc.)	Over-consumption of alcohol/ drugs may lead to diseases and cancer. To prevent environmental degradation due to over-exploitation of natural resources.
		2. Lust (Strong desire to obtain something) ⇒ It means obtaining something for the short term and has a sense of non-possessiveness, i.e., not preventing others from doing so.	Illicit or inordinate sexual desire which gives rise to sexual assaults like rape, child abuse, human trafficking, etc.
		3. Greed (uncontrolled selfish desire for material gain - food, money, land, etc., or social value - status, or power more than what is needed) ⇒ A person tends to possess something and prevent others from doing so.	"Earth provides enough to satisfy everyone's need but everyone's greed" - Mahatma Gandhi.
		4. Envy (Jealousy): Feeling of discontentment due to someone else's possessions, qualities, or luck.	"Happiness is found when we stop comparing ourselves with others." E.g. Social media culture - Comparing our lives with that of others and then feeling jealous.
		5. Anger: Strong feeling of being upset/ annoyed due to something wrong or bad.	"If you are patient in one moment of anger you will escape hundred days of sorrow." "For every minute we are angry, we lose sixty seconds of happiness."
		6. Arrogance/ Self-overestimation	Covered in Islam
		7. Sloth (Laziness): Reluctance to work or make an effort	It leads to reduced self-motivation which diminishes our self-estimation and affects our vision for the future and the goal achievement drive.

Perseverance → when reforms take place, it will take time to show effect.  
→ Persistence in efforts in doing something despite difficulty or delay in achieving success.

SIKHISM	1. <b>Equality on basis of religion &amp; nationality:</b> Guru Nanak sought to bring equality in society by declaring opposition to stringent caste laws and tolerance towards people of all religions and regions around the world.	
	2. <b>Gender Equality:</b> Sikhism does not differentiate religious obligations by gender. God in Sikhism has no gender too. Sikh scripture does not discriminate against women, nor bar them from any roles.	
	3. <b>Altruism</b> (welfare and happiness to others before one's own): Stresses on <b>par-upkar</b> (good service to others) as a cardinal virtue. Sikhism stresses ' <b>kirat karo</b> ' or <b>honest work by people</b> . It also emphasizes <b>vand chakko</b> (the concept of sharing with the needy for benefit of the community). E.g. <b>Langar Seva</b> .	
	4. <b>Monotheism:</b> The concept of God is <b>Waheguru</b> , considered to be <b>nirankar</b> (shapeless), <b>akal</b> (timeless), the creator, and the invisible.	
HINDUISM	<b>Purusharthas (FOUR goals that are necessary and sufficient for a happy life)</b>	
	Category	Significance
	1. <b>Dharma</b> (Duties, rights, conducts, virtues, and right way of living)	It makes a person and society ethical.
	2. <b>Artha</b> (Means of Life) ⇒ Wealth, career, financial stability, and economic prosperity (deals with economic values).	" <b>Earn with 100 hands but distribute with 1000</b> " - Chanakya. Artha with Dharam ⇒ Proper utilization of the means one has acquired (Trusteeship).
	3. <b>Kama</b> (Pleasures) ⇒ It deals with psychological values.	
4. <b>Moksha</b> (Liberation) ⇒ Self-Realisation, Freedom, Self-knowledge	" <b>Rise above all boundaries to be relieved from all sorrows.</b> "	

**Amartya Sen** (Nobel Prize in Economics)

- **Freedom = Development**
- **Welfare Economics:** People's development should be evaluated on basis of their **Capabilities to achieve something (Capability Approach)**.
  - **Capabilities:** Extent of freedom one has to lead a life one values.
  - People may differ from one another in physical, social, cultural, or intellectual inequalities. The absence of capabilities amounts to poverty. And the goal of the state should be to impart these capabilities.
  - **Inequalities of:**
    - ✓ **Outcome:** Whether the outcome (of a scheme like Sarva Siksha Abhiyan) is equally distributed among all the sections of society?
    - ✓ **Process:** Whether people treated with dignity and respect or are subject to discrimination?
    - ✓ **Autonomy:** Choice and control of individuals over their circumstances (E.g. A person who has poor health due to excessive drinking is autonomous whereas one who has poor health due to lack of money for treatment doesn't have autonomy over their circumstances).
- **Niti and Nyaya:** Niti = Procedural Approach and Organisational Propriety (Right policies and procedures)
  - **Nyaya = Substantial Approach (Justice)**
  - "**Institutions and their policies should be means to achieve an end.**"
  - **Example:** There are many schemes and policies for eliminating poverty and provisioning education for all. This constitutes the '**Niti**'. '**Nyaya**' approach would look into where these Nitis are leading to the right outcome and justice, i.e., is poverty eliminated/ reduced, or does everyone have access to education and have freedom from such accomplishment?

Hamza Islami - overdeveloped society  
 Reversal of perceptions - putting the last first  
 Oceanic circle - Gandhiji

	Ethics	Morality
Meaning	Codes/ rules of conduct defined in respect of a particular group of humans, culture, etc.	Customs/ habits/ principles of individuals dealing with right or wrong conduct
Source	Societal or institutional level/ External (Comes from external rules/ regulations)	Individual/ Internal (Comes from within ⇒ One's Internal Compass)
Alternate names	Social Morality (One is expected to follow them)	Individual Ethics (One strives to follow them)
Evolution	Evolved from life experiences of current and past generations	Based on one's intuitive feeling which may also change based on past experiences
What if we don't follow?	Face peer/ societal disapproval and/ or legal action	Doing something against one's morals can make one uncomfortable, remorseful, depressed, etc.

- Conflict between ethics morals – sati (ethical at that time but still immoral); slavery; untouchability; trials of vaccines on animals
- Examples of laws being shaped by ethics – fight against corruption anna hazare movement n lokpal; protection from sexual harassment at workplace, triple talaq , entry of women in sabrimala, sati. *env. protection Act*
- Good people don't need law but bad people will find their way around law – Ex – taxpaying loopholes.

	Ethics	Laws
What?	Set of codes/ guidelines based on moral principles to judge right and wrong	Set of rules & regulations with an aim of the common good of society
Goal?	Achieve civilized human conduct by conditioning thoughts/ beliefs/ morals.	Social Contract and promotion of common good.
Governed by?	Societal, legal, and professional norms (which are sometimes NOT clearly defined)	Government (clearly defined)
Sources?	Social norms, Family, Education, Scriptures, etc.	Constitution, Acts, Rules/ Regulations, Courts decrees/ judgements
Needed for?	Change, order, peace, and reform in society	Order in society and avoid chaos ('When ethics collapse, laws fill the void')
Failure to abide results in?	Usually, come with NO punishment/ fine	Punishments/ fine/ penalties may be imposed
Decision Making?	Final decision on the ethicality of an act is taken by individuals' conscience or society (indirectly via boycott, etc.)	Courts (Judicial) or Tribunals (quasi-judicial bodies) take the final decision on the legality of an action
Relationship	Ethically acceptable can also be acceptable to the law	Legally acceptable need not be Ethically acceptable too.
Flexibility	Ethics are flexible & change with requirements of time and location.	Laws are relatively rigid (not readily changed)

**Ethical but not legal** → abortion in USA, trans marriages in africa, civil disobedience by gandhi; abortion beyond 24 weeks of a minor in India; talking to phone on mother while driving car as she has panic attack.  
**Legal but not ethical** – gambling, drug abuse in canada, intoxicating drinks, marital rape.

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Ethics	Religion
Based on wisdom/ rationality/ reasoning/ logic	Based on faith
Can be questioned	NOT generally questioned
Based on critical thinking	Based on devotion and love
Ethics is not static, it keeps changing over time	There is a sense of rigidity in religion

Religion can also be questioned. **Example:** Socio-religious reforms in India in mid 19<sup>th</sup> century by reformists like Raja Rammohan Roy, Swami Vivekananda, Ishwar Chandra Vidyasagar, etc. Sometimes, things held religiously moral by the people in their individual capacity might not be ethical.

**Examples:**

- Sati (Abolished in 1829 by law)
- No entry of women of particular age group in Sabarimala Temple (Supreme Court recently allowed entry of women of all ages)
- Casteism/ Untouchability
- Triple Talaq (Annuled by Supreme Court recently)
- Pardah System/ Burkha wearing (Against Right to dignity of women)

At the same time, some acts are sanctioned immoral by some religions whereas they are considered ethical.

**Examples:**

- Abortion is considered immoral in some religions but it is ethical if done for genuine reasons (since it upholds the Right to self-determination of motherhood).
- Homosexuality is immoral as per many religions but it is widely accepted to be ethical (Supreme Court decriminalized Section 377).
- LGBTQ+ (Lesbian, Gay, Transgender, and Queer) Rights considered immoral in some religions but held ethical (Transgenders Rights Act and NLSA Judgement of SC).

Kasab's lawyer - had defended him because as per natural justics everyone has the right to get defended. So when lawyer was assigned to kasab by govt, the lawyer followed his professional ethics. But he refused to take the fees and instead donated it to the poor and needy. **Factors operating on terrorists**

**Determinant of ethics** - they are the factors which shape the formation of ethical factors

1. tradition - it influences people as it becomes the habit
2. religion - sarva dharma sambhav
3. time - like views on capital punishment, gender equality
4. social influences - arya samaj, french revolution
5. collective conscience - nirbhya case, freedom struggle
6. government - nationalism, cleanliness etc; judiciary - ex sabrimala case

Historical experience - Freedom struggle  
↓  
so democracy

**Consequences of ethics**

**For individuals** - survival ( basic needs, fulfilment of duty, cooperate with other people); fulfilment of higher order needs (mother teresa); credibility ( like e shreedharan in metro projects - when contractors worked without payments in konkan railway during harshad mehta scam); decision making ( gandhi's decision to withdrew ncm after chauri chaura); happiness; **Confidence** (bcz we know what we do is right. Eg - whistleblowing); social capital

**Without ethics, world will sink in bottomless darkness - maharbharat**

acceptability in the society

long term happiness

Startups spend money mindlessly then fail

↳ helps transform output to outcome

**For organisation** – **economy** (lowest cost), **efficiency** (getting the most from the input - ex - DBT), **effectiveness** (expected output), **work culture** (transparent, participative), attract best talent; **credibility**; **profitability**, **Brand positioning**

**For society** – **sustainability**, **inclusiveness**, **progress**, **harmony**, **peace**, **stability**, **justice**, **good governance**.

### Theoretical dimension of ethics

**Normative ethics** – prescribe what is right and wrong. What norms shall be followed. It is **deontological ethics**; **teleological**, **virtue ethics**

**Descriptive ethics** – describing the ethical principles. **Relativism** and **absolutism**.

### Descriptive school of thought –

1. **ethical absolutism** – they say that ethics are universal and don't change. Eg – justice, love, peace. There needs to be some standard metric as common minimum ethical standards. It helps us in avoiding slippery slope (if u do a sin once, it is easy to commit it again). But what are those universal standards. It promotes ideology of people having power and ignores diversity (same sex marriage, polygamy, UCC, treatment of animals, gender equality, abortion), favours status quo. Also promotes intolerance and resists growth n development.

Relativity applies to physics, not ethics' – Einstein

2nd ARC said – UPSC has immense credibility, but same cannot be said about state PSC (corruption, environmental degradation) ...

(if upsc is of higher calibre) ...

2. **ethical relativism** – which change as per time and place. They depend upon circumstances. Allows to cater to special needs, promotes diversity and tolerance (gay rights). But extreme form of relativism undermines ethics (ex – taliban denying rights of woman and considering it right).

Both universal and relative standards exists. There is now increasing harmonisation of both of them due to globalisation n ICT (Ex – UN SDG, human rights etc).

**Environmental ethics** – studies the relation of humans and env and ethical problems surrounding env protection.

Prakriti Rakshite Rakshita

### Tenets of env ethics

1. **ecocentricism** – we need to maintain the ecosystem integrity and carrying capacity. Like killing invasive species; culling poultry to prevent birdflu. It includes ecosystems, habitats, species, etc

2. **sustainability** – environmental justice

3. **equity** – CBDR – every person must contribute as per their capacity

4. **rights** – animal rights (cruelty)

5. **duty** – each stakeholder has their duty. (mine, govt, private, ngo, etc ki duty) Ex – montreal protocol was successful due to realisation of our duties at global level. Reduce reuse recycle is also our duty.

Why ethics for civil services →

Trustee of resources, large scale impact, huge discretionary power, social contract, social capital, acting as role model, EOB

↳ Naxalism (winning heart & mind)

Break civil services into → Tribunal, police, Tehsildar, B'y etc

Env problems are global. We need to follow glocalism (global in approach and local in action). Env ethics promotes pacifism (avoiding war) and peace. It calls for justice (pollutor pays). Jainism says that every thing has got a soul

**Media ethics** – set of specific principles and standards which media must follow to uphold the trust of people and maintain their credibility.

1. fair n accurate info – ex – fake news regarding chip in 2000 note
2. privacy – no intrusion in privacy unless genuine public interest. Ex – victims of rape case
3. duty to provide an opportunity to reply to critical opinions
4. duty to distinguish between facts and opinion
5. duty not to discriminate anyone on grounds such as race nationality religion or gender. Ex – sudarshan TV showed UPSC jihad.
6. duty not to use dishonest means to obtain information
7. duty to not prejudice the guilt of an accused – ex – media trials rhea chakraborty
8. independence – maintain arms length distance from govt and corporate ownership
9. duty not to endanger people – eg – mumbai attacks
10. freedom of speech – with reasonable restrictions.

Peepi live movie

Gender stereotype / objectification by media (perpetuates stereotype & does not celebrate diversity)

Media trials (violation of pr. of natural justice)

Echocamber (violation of tolerance, fairness)

violation of privacy

Sensationalism (violates right to dignity & respect)

	Positive Consequences of Ethics	Negative Consequences (ABSENCE of Ethics)
<b>Individual Level</b>	<ul style="list-style-type: none"> <li>• Fulfill basic human needs</li> <li>• Moral Analysis (without ethics, people would do cost-benefit analysis)</li> <li>• <b>Selflessness (#Self4Society)</b></li> <li>• <b>Confidence building</b> (whistleblowers)</li> <li>• Decision making (withdrawal of NCM by Gandhiji post-Chauri-Chaura)</li> <li>• <b>Improves critical thinking</b></li> <li>• Self-realization &amp; self-actualization</li> </ul>	<ul style="list-style-type: none"> <li>• Petty crimes</li> <li>• Stalking + Acid Attacks + Domestic Violence</li> <li>• Dowry deaths</li> <li>• <b>Uncontrolled/ Unchecked Hedonistic tendencies (pleasure-seeking)</b></li> <li>• Mass cheating in exams</li> </ul>
<b>Organizational Level</b>	<ul style="list-style-type: none"> <li>• Building <b>credibility and trust</b> (like TATA Group, UPSC, RBI, etc.)</li> <li>• <b>Increases Brand Value</b></li> <li>• <b>Improved Work culture</b></li> <li>• Low <b>employee turnover</b> (less number of employees leave the organization)</li> <li>• <b>CSR (Corporate Social Responsibility) ⇒ Capitalist Socialism</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Corruption</b></li> <li>• Tax Evasion ⇒ Transfer Pricing</li> <li>• Nepotism &amp; Favoritism</li> <li>• Crony Capitalism</li> <li>• Destruction of Work Culture</li> <li>• Glass Ceiling</li> </ul>
<b>Social Level</b>	<ul style="list-style-type: none"> <li>• <b>Securing Society ⇒ Order, Peace, and stability in society</b></li> </ul>	<ul style="list-style-type: none"> <li>• Casteism</li> <li>• Regionalism</li> <li>• Communalism</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Social Capital:</b> Quality &amp; strength of relations among people of society</li> <li>• <b>Egoism (Self-Interest) to Altruism (Selfless work)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Vigilantism &amp; Mobocracy</li> <li>• Crimes against women/ children/ elderly</li> <li>• Organized Crimes ⇒ Human Trafficking</li> </ul>
<b>International Level</b>	<ul style="list-style-type: none"> <li>• International Peace &amp; Harmony ('Vasudhaiv Kutumbakam')</li> <li>• Soft Power (Humanitarian &amp; Developmental Assistance by India to African countries)</li> <li>• Democracy</li> <li>• Elimination of weapons of mass destruction (NPT, CTBT, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Civil Wars (Libya, Arab Spring, Yemen, etc.)</li> <li>• Hard Power (China's debt trap)</li> <li>• Matsya Raj ('Big fish eats smaller ones')</li> <li>• Protectionism</li> <li>• Nuclear threats &amp; tensions between USA &amp; North Korea</li> <li>• Refugee crisis (Rohingya)</li> <li>• International Terrorism</li> </ul>
<b>Political Level</b>	<ul style="list-style-type: none"> <li>• 'Politics with principles'</li> <li>• Government of the people, for the people, and by the people</li> </ul>	<ul style="list-style-type: none"> <li>• Criminalization of Politics</li> <li>• Politicization of Criminals</li> <li>• Political Defection due to Horse Trading</li> </ul>
<b>Economic Level</b>	<ul style="list-style-type: none"> <li>• Equality</li> <li>• Inclusive Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Crony Capitalism;</li> <li>• Wealth without work (Corruption);</li> <li>• Economic Inequalities (Concentration of Wealth &amp; resources)</li> </ul>
<b>Environmental Level</b>	<ul style="list-style-type: none"> <li>• Harmony with wildlife and nature</li> <li>• Landscape approach</li> </ul>	<ul style="list-style-type: none"> <li>• Extinction of flora and fauna</li> <li>• Increased levels of pollution</li> <li>• Developed countries are not taking responsibility</li> </ul>

**Ethics in public and private relationships**

**Public life** – aspects of our life which occur publicly in open – our relation and interaction with society at large. Public life wrt a citizen and public servant and private officer and institutional perspective (public or pvt orgn). The essence of public life is public interest. It needs to be protected (societal good).

**Ethics in public life** → **Selflessness** (ASHA workers serving in covid even when they also have a family; bhoodan movement – people gave their lands; sachin tendulkar refused to endorse alcohol brands – held public interest above money), **integrity** **openness** (degree of transparency – like source of income when filing income tax; quality of raw material in the product like maggi), **honesty** (correct tax filling), **accountability** (willing to subject us to answer it. Ex – wear helmet, wear mask, come on time, discharging waste in open, open defecation etc), **objectivity** (making decision based on facts and not on prejudice. Ex – no prejudice regarding transgenders, women, etc), **dignity n compassion** (everyone deserve to be dignified regardless of class caste – savitri bai phule and mother teresa), **leadership** (guiding people even when we don't have any leadership position. Ex – asking person to leave the reserved seat in metro for a handicapped; kailash satyarthi – child marriage; celebs promoting SBM through their actions in public life.).

**Private life** – with friends and family. The essence of pvt relation is in love and sacrifice (human emotions). They are voluntary imposed, are informal.

Lord Ram, Bharat

**Ethics in private life**

**Fidelity** (loyalty, faithfulness and honouring commitments - karan loyal to his friend duryodhan); **dignity** (wife on equal footing); **responsibility**; **compassion**; **honesty**; **traditions n customs** (to be following them - which binds us together - touching feet of elderly); **rule of law** (no dowry, no domestic violence); **love** (as pvt relations are not based on transactions - laxman's love for ram)

**Relation between private and public life ethics**

What we follow in public life has influence on private lives as well and vice versa. There is a separation in both of them because their essence is different, context is different, if we follow same ethical principles in both spheres then it may cause fatigue. Also the sanctity of private life may get violated. It may also cause conflict of interest if both lives are intermingled (Ex - giving contract to friend without tendering) But there is no watertight separation possible. Public ethics does enter private life in form of reforms (like triple talaq, dowry prohibition etc). Whatever we practise at home becomes our characteristic trait. This then gets displayed in public life as well.

If there is difference between pvt n public life then there is dissonance and incongruence. It would lead to crisis of credibility (keshab chandra sen - publicly - no child marriage but pvt life married her daughter at age of 13).

There are both commonality n diff in public n pvt lives bcoz human nature remains common. But there has to be some different standard as their context n essence is diff.

with rastra mixed both lives

↓  
also will lose credibility if both diff + cognitive dissonance

**1.4.1 Influence of Ethics in Private Life on Ethics in Public Life**

Ethics in private life can differ from person to person and are often influenced by the morality, emotional state, and personal interests of individuals. It often forms a major part of morality, which is the basis for ethical behavior in public relations.

• **Values in private life transform into values in public life:** A person who is ethical in private life can be expected to be ethical in public life too. The values one possesses in private relationships transform to values in public life as follows:

- **Honesty becomes Integrity.** Example: Gandhiji was honest in his private life and hence had high integrity. During his school days, the Inspector of Schools asked his class to spell five words. He could spell only four words correctly whereas others spelled all of them correctly. He didn't cheat from his neighbor's slate even when the teacher made a sign behind Inspector's back to do so.

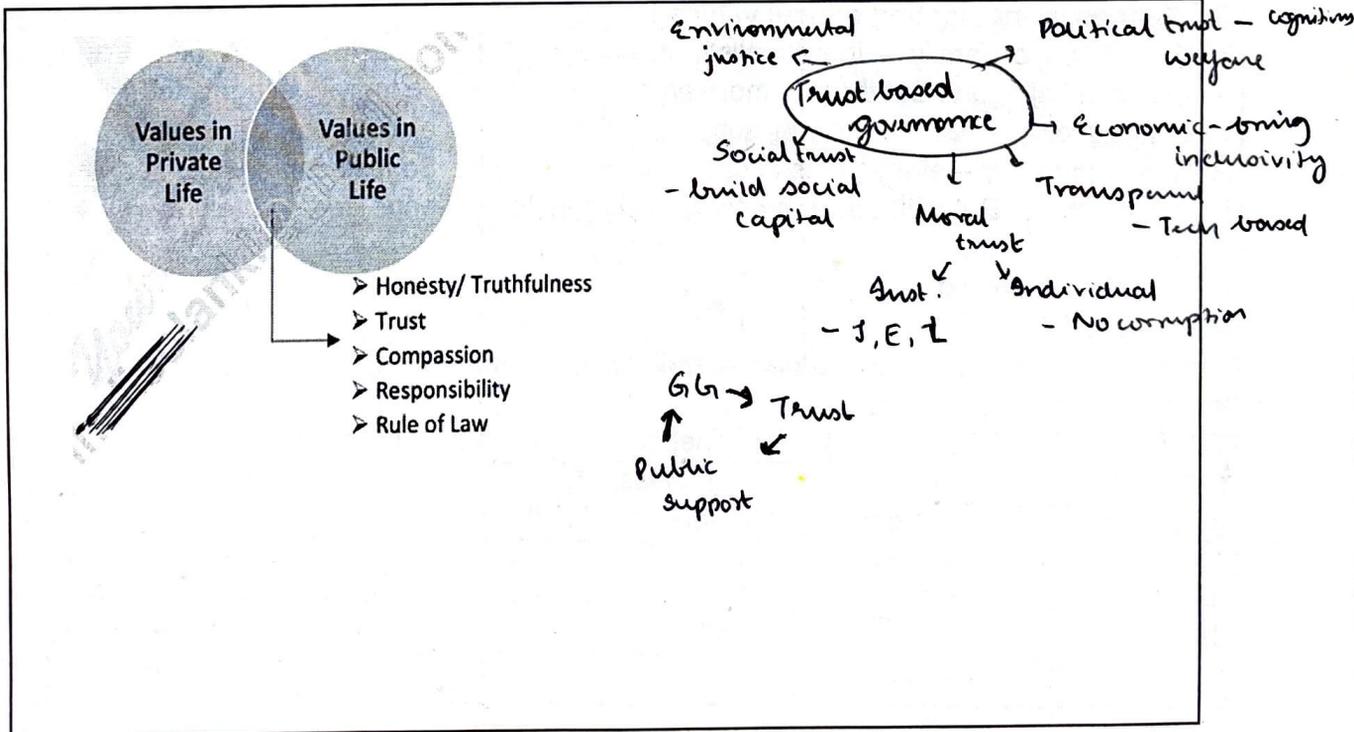
Ethics of care becomes ethics of justice; selflessness becomes selfless service (ex - love for kids to working against child labour - kailash satyarthi). ; love n affection becomes empathy (love for wife n empathy for rape victim and trying to help her). If patriarchal attitude at home then will face cognitive dissonance as police officer to file report against domestic abuse.

But sometimes both of them may be at conflicts too. Like being an army officer conducting some serious operation, so cant reach home for daughter's bday and cant even tell the reason for it - will lead to mistrust, guilt.

Ethics in Private Relationship	Ethics in Professional/ Public Relationships
Focuses on individuals' morals and values instilled generally by family, parents, friends, etc.	Focuses on strict code of conduct laid down for workplace & dealing with the public (involving strict adherence to the rules and regulations)
Informal, flexible, relative, and individualized	More formal, universal, and professional
Influenced by process of socialization (precedes the organizational process)	Influenced by process of organization
Failure to stand up to these principles may lead to a breach to trust but the relationship may remain intact although with imperfections.	Non-Compliance leads to unprofessional behavior and may even lead to termination of job/ contract
Private Ethics doesn't ensure compliance with ethics in public life	Similarly, Professional/ Public Ethics doesn't ensure morality in private life
Duties are voluntary, self-imposed, informal (might be defined by personal laws of religious codes)	Duties are externally imposed (All India Civil Services Conduct Rules, Prevention of Corruption Act, etc.)

As per Gandhiji, social harmony and peace are only possible if four principles are followed in all kinds of relationships. These are:

- **Respect:** for parents, spouse, elderly, etc.
- **Appreciation** of employees, women (homemakers), etc. for their work & dedication.
- **Acceptance:** Opportunity in diversity, Accepting what is around us.
- **Understanding:** Being empathetic towards each other (Emotional Intelligence)



**Human values** – the values which we must possess by virtue of being human. Like – self-regulations, quest for knowledge, sympathy, compassion, respect, empathy, dignity.

**Role of family** – the rules n regulations can only work upto a certain extent. Any law would be followed dependent upon the behaviour of people. the behaviour is shaped by our attitude n values. So we need value or attitude change in order to make laws effective or to stop social evils.

The **first school** for child is family. The values that are inculcated are love, kindness, respect (for elders), selflessness (taking care of child), cooperation (like in joint family), sacrifice (the piece of dessert for child by mother), discipline (like in military family.)

Child rearing practices plays very imp role (study by maragret mead found that japanese society children are reared in very efficient but harsh way of self control is taught to them. This makes them apathetic and cruel);

**Observational learning** – like drinking/smoking

**Allegory** – story based learning – ramayana mahabharat

**Identification** – based on mentorship by family member. Ex – will imitate the style of our mentor

**Realistic expectations** – from parents – create mental pressure, and hinders self confidence

**Role modelling** – like if a civil servant at home – then consider him as role model

**Operant conditioning** – reward n punishment for our good n bad acts.

**Challenges in inculcating ethical values by family**

**Nuclearisation** of family – individualistic in nature – elders left in villages or old age homes so no allegory. But there is more emphasis on private n individual rights too

**Working parents** – so no emotional support to child. But this also create role models

**Role of technology** – everyone is occupied in social media. So less conversation among family members. But with social media we are able to challenge certain prejudices also with it.

**Patriarchichal mindset**

**Politics and intolerance**

**Overall role of society in values** – school, family, media, leaders, religion, culture, friends, neighbour, cinema.

**Values inculcated in school** – discipline, cooperation (sitting together, eating together), uniformity, leadership (mentorship in class, assembly, school festivals), tolerance (diverse background of people we meet), punctuality, critical and rational thinking (via science n maths – reasons for solar n lunar eclipses) ; respect to elderly (wishing teachers n staff); open mindedness (an open env is offered for child to express themselves); inculcating right values via 'thought of the day' (quotes of great leaders – svnit logo and sophia logo – seek ye wisdom); role modelling (Eg – prof HC verma)

**Role of teachers** – act as agents of change (like chanakya , gokhale ; ramkrishna paramhansa who made narendra to swami vivekanada, krishna for arjuna); mentor and guide (act as friend, surrogate parents n motivators); role model; pedagogy (it can promote critical thinking or suppress thinking by rote learning. Eg – taare zameen par – aamir khan)

**Role of curriculum** – maths (objectivity); science (rational thinking); environmental science (importance of water, env, biodiversity etc); social science (tolerance, secularism – like akbar – din e illahi and ibadat khana, justice); art n craft (thinking out of the box – like paintings, rangoli, poetry, dramatics); extra curricular activity (team spirit via games, dealing with failures when we lose in any game); moral science (tortoise n rabbit story, golden hen story tells how we shall not be greedy; making human chains n rallies on diff issues like green club or democracy club or youth parliament club; samkalp patras). Cultural activities – various art forms are celebrated.

We need to make our studies contextual and local. Nowadays there is privatisation and commodification of education, discrimination in schools (boycott of dalit cook), misconduct by teachers, politicisation (Ex – removal of texts for political favour from textbook). The reforms needs are – promote role playing dramas, proper scrutiny of teachers while recruitment, curriculum reforms \*Eg – chattisgarh made Indian constitution as part of school); dedicate time for moral value (done in puerto rico; japan – cleanliness lessons).

**Man is the product of nature and nurture** (we get values from school, friends, govt, organisations, family, peers, cinema, media)

**Role of government in promoting human values**

**Operant conditioning** → Govt rewards via civilian awards (padma bhushan, vibhushan etc – to promote good values)

**Abhiyans** – do boond zindagi ki, beti bachao beti padhao; sabka sath sabka vikas; give it up campaign to give up subsidies

**Enforcement of acts** – sc st prevention act

But negative aspect → false arrests n encounters ; lack of enforcement of acts; politicisation of people on name of caste or religion; criminalisation of politics

**Role of culture** –

Universalism – sarve santoo sukhina sarve bhavantu

Vasudheva kutumbhkam – world is one family

Respect – athithi devo bhava

Tolerance – simultaneous co-existence – in art forms like mughals borrowed features from hindus and persians

Sarva dharma sambhav – all religions are same.

Negative – cow vigilantism, hatred and communalism, corruption, casteism and hierarchy supremacy

**Role of social media n cinema** – what the eyes do not see, the heart does not grieve about. Ex – media showed migrant crisis and that's why actions were taken for them

**Shaping public opinion** (Ex – dangal – mhari chori choron se kam hai ke; pink movie – no means no)

**Solidarity and cooperation** – Ex – in second wave of covid – people helped for covid oxygen cylinders

**Reinforcement of shared values n traditions** (Ex – republic day parades help to learn diverse cultures)

**Diversity and tolerance** (Ex – bahubali got world famous)

**Scientific temper** (Ex – national geography, discovery, RSTV, DD Kisan)

**Eradication of stereotypes** (dangal movie)

**Justice as value** (Eg – India against corruption coverage by media, metoo campaign)

**Accountability** (Ex – 2g scam)

**Courage n determination** (journalists who have been killed while on duty. Ex – danish in afghanisatn)

**Other side of media** – gender stereotype, objectification (women doing household works in tv ads); communal discourse (UPSC jihad tv show); respect for privacy, cyberharrasment (bulli bai apps); media trials; sensalisation of news; echo chamber effect (reading forwarded messages which are fake but we believe them and our already present prejudices get strengthened further)

### **Lessons from lives of leaders**

**Mansa vaachna karmna** (in thoughts, in actions; in words) – non violence (mob lynching, domestic violence, fake news, corruption). Farmers protest case where non violent movement took place.

**Honesty n integrity** (a lady came to gandhiji bcoz her son act too much jaggery n she asked gandhi to tell some way to get rid of it. Gandhi asked her to come after 15 days. After 15 days gandhi told the child to not eat jaggery. Lady asked that this could have been said 15 days earlier also to which gandhiji replied that 15 days earlier, he himself ate too much jaggery – practice what you preach).

Ex of honesty – gandhi could not write the spelling of cattle in english class while the inspector was on round to check. The teacher asked gandhi to copy the spelling from neighbour but he refused.

But today what people preach is far diff from what they preach. Ex – various babas

*Practice what you preach – Socrates*

**Swaraj** – political (authority with people of country – sovereignty, local self govt), economic (independence wrt imposition of various rigidities – like doing occupation which we want to do – rather than what is forced on us) and individual – at individual level swaraj means self discipline – keeping our vices, greed, emotions in control. Self regulation n self discipline (emotional intelligence), resisting temptations.

**Justice** – “Rather than being party to injustice and being followed by all people, stay with justice and be alone”

**Talisman** – think of last standing person in society

**Tolerance** – leader of both khilafat n NCM, both no changers n pro changers, western n Indian education

**Forgiveness** – “hate the sin not the sinner”. Forgiveness is the attribute of the strong (here we are winning over our desire of revenge – that’s why we have mental toughness which is the great virtue). Ex – mother keikei n Lord Ram; mandela n apartheid govt; gandhi refused to identify his assaulters in south africa as he forgave them

**Compassion**

**Sarvodaya** – sabhi ka uday. ; *anthyodaya*

Means n ends theory – “if we take care of means, the end will take care of itself”. Boya ped babool ka toh aam kahan se hoye.

**Trusteeship** – bhoodan movement.

**Relevance of trusteeship** – consumerist culture today which sees everything as commodity – but if everybody believes this, then we cannot sustain; protecting env resources as we are trustee of env resources; inequality in India; rising individualism

**7 sins**

**Wealth without work** – Ex – robbery and corruption

**Religion without sacrifice** – Ex – asaram. Sacrifices of wrong values n vices.

**Pleasure without conscience** – Ex rape, child abuse, gambling, drug addiction; consumerist culture.

**Politics without principle** – Ex- communal politics, caste

**Science without humanity** – Ex – climate change n global warming

**Commerce without morality** – Ex – biocon bribery; johnson ;

**Knowledge without character** – Ex – nuclear missile; cyber hackers; doctors prescribing drugs which are sometimes not needed like dolo case. ; novak djokovich

**Rights without responsibility** ( given by arun gandhi) – we want to have good roads but don’t want to pay tax; we want good env but ourself polluting it.

**Dr APJ Abdul Kalam**

**Empathy** – he refused to put broken glasses outside his walls for security since this would harm the birds

**Humility** – he took roadside cobbler n owner of small hotel to rajbhavan dinner

**Equality** – he refused to sit on larger chair kept for him and instead sat on small chair like all

**Leadership** – he took children of his subordinate to museum

**TN Seshan**

**Persuasion** – MCC. Although MCC existed, but he was one to enforce it really on ground and take actions by disqualifying

**Transparency** – introduced EPIC for removing bogus identity card

**Courage of conviction** – he refused to conduct elections unless EPIC is implemented

**Equality** – audit started of money in elections by independent observers, so as to sustain democracy

**Impartial**

**E shreedharan (use for improving work culture)**

**Punctuality** – timely completion. He used to install reverse clock to highlight deadline.

**Credibility**

**Leadership** – Ixminagar metro collapse – he offered to resign

**Innovation** – generally metro station takes 2.5 yrs to build. But in chatarpur rail station, he made prefab steel station even when land was not allocated. So when land was given, entire station was built in just 3 months.

**APTITUDE – aptos (means fitted for)**

Is the inherent capacity of an individual to acquire an appropriate skill through appropriate training. It is inborn potential

Diff types of aptitude – STEM, logical, linguistic, spatial

Everyone is genius. But if a judge a fish to climb a tree, it will live its whole life believing that it is stupid. As aptitude varies from person to person

Talent – means outstanding aptitude.

### Civil services aptitude

Physical – like min height criteria for IPS

Intellectual – rationality, reasoning, scientific temper, objectivity

Emotional – EI, empathy

Moral – honesty, integrity, probity

**Objectivity** – making unbiased decisions based on facts and not being influenced by personal feelings, prejudices or preconceived notions. Because any decision based on personal emotion can be biased. The blindfold lady of justice is due to that she is free from any prejudices.

However it may lead to iron cage of rationality; goal displacement;

**Relevance** – countering misinfo (counter vaccine hesitancy), old lady ration, prevent alienation among any stakeholder as justice is upheld if decision is based on facts; improves credibility; proper implementation of schemes. Ensures transparency n acc in govrnc; fair assessment of performance; enforcement of laws; free n fair elections; challenging prejudices *proper utilisation of funds*

A civil servant navigate through various interests like making dams, mines, award contracts – so here objectivity is required to handle interest of all parties.

1. To deal with conflict of interest
2. Selecting beneficiaries for schemes
3. Challenging prejudices – caste/female discrimination can be countered by facts
4. To challenge superstition – like vaccine hesitancy
5. Personnel mgt – objective criteria based promotions n transfers inc morale of other people – hence better work culture
6. Rule of law – sec 144, sedition, uapa, fake encounter, should not be misused – but should be based only on facts.
7. Upholds accountability – 2g scam, coal scam
8. Facilitate transparency – can tell public on what basis any decision is made
9. Credibility and trust  
Multi linguistic society of ours and multi religious – so to be neutral and impartial – we need objectivity to deal with any case
10. Quasi judicial body – administrative become its members – so be objective while taking decision.  
**Limitations of objectivity** – constraints of time, data, ability. Questions our ability of intuition and ability; hinders risk taking n innovation; rules become ends; value neutrality is not desirable at times (there should be value commitment with constitutional morals).

**Committed bureaucracy** – to the constitutional morality.

Value neutrality is desirable but that should not become the end, rather it should be combined with constitutional morality.

**Impartiality and non-partisanship**

**Impartiality** – making decision without any bias or prejudice. It is a refusal to discriminate between humans based on religion, race, caste. It is a positive concept, it is action oriented (equal association with all)

**Non partisanship** – the virtue of not being specifically affiliated with any group, party, or cause. It flows from constitution and not any ideology. It is a negative concept and calls for no association with any political party. The political class must be able to trust us that we will implement their policies without any bias. Secondly, the temporary political executive must be able to trust permanent executive for unbiased advices.

**Sardar Patel said** - admn to render service without fear or favour and without any expectation of extraneous rewards.

**Citizen** - The people should be able to believe that civil servant is working for them, confidence.

**By** – non partisanship leads to merit based posting n transfer + good work culture

**Dilution of non partisanship**  
 Recruitment – scams ( rpse );  
 Training ( 2<sup>nd</sup> arc says – training is done by sparable to sparable – if u r not favouring politician then wither u will be sent for training or to give training)  
 Transfer, posting n promotions – used as carrot n stick (2<sup>nd</sup> arc says – there is tidal wave of transfers after new govt swears in)  
 Performance appraisal – ACR are filled by political executives – used as punishment  
 Collusive scams  
 Post retirement jobs (parking lot for favourite b'y ) – or even taking voluntary retirement just before elections.

**Dedication to public services** – is the quality of being passionately committed to a task, purpose or thought. One is willing to go beyond doing the minimum and walk an extra mile.  
 Relevance – handling job pressure (facing criticism but still having courage to do job bcoz of dedication); perseverance (for achieving results) ; hostile situation; innovation (crowdfunding by armstrong pame); bringing social reforms (especially when everyone is opposing and lack of support from political executives); problem solver ( my school my garden initiative in mizoram); ensures good govrnc, helps in reaching self actualisation, gives away status quoist attitude; helps in eliminating social evils (untouchability, child labour); inc adaptability to new situations (ashok khemka).

Examples of Impartiality and Non-Partisanship	
<b>Institutional</b>	<ul style="list-style-type: none"> <li>• <b>Free &amp; Fair elections</b> by ECI (Election Commission of India)</li> <li>• Principle of <b>Net Neutrality</b> (Internet Service Providers must treat all internet communications equally) upheld by TRAI ensured impartiality in end-use &amp; charging of internet services.</li> </ul>
<b>Public Life</b>	<ul style="list-style-type: none"> <li>• <b>Vinod Rai (former CAG)</b> exposed scams and cases of corruption by members of the then ruling party (under whose tenure he was appointed).</li> <li>• Selection of a contractor for the Mid-Day-Meal Scheme by the district administration through a transparent tender mechanism without any bias.</li> </ul>
<b>Socio-Religious</b>	<ul style="list-style-type: none"> <li>• <b>Buddhists &amp; Jain Sangh's</b> were introduced as completely impartial institutions. They allowed entry to every section of society including lower castes and women.</li> </ul>
<b>International</b>	<ul style="list-style-type: none"> <li>• Lawyers in Nepal accused President Bhandari of <b>partiality</b> in dissolving the lower house despite the legitimate claim of opposition to form the government.</li> </ul>
<b>Lack of Impartiality, Non-Partisanship</b>	<ul style="list-style-type: none"> <li>• An IAS officer in Telangana was seen touching the feet of the Chief Minister in the public domain. This questions the impartiality and non-partisanship of the concerned civil servant and the bureaucracy at large.</li> <li>• Discrimination against the Rohingyas by Myanmar and the Uighur Muslims by Chinese Governments violates the principle of impartiality.</li> <li>• Participation of an IPS officer in a political rally in West Bengal.</li> <li>• Non-registering of FIRs by police officials especially when the victim belongs to a lower caste.</li> </ul>
<b>QUOTES</b>	<ul style="list-style-type: none"> <li>• "You cannot have a united India without All India civil services which can independently speak its mind and has the security of tenure" – Sardar Vallabhbhai Patel</li> </ul>

Also improves work culture (bcz people believe in chalta hai attitude – status quoist attitude). It is easy to be minimalist guy. We need to transform from regulative to developmental work and for that require dedication.

Good governance – whistleblowing in corruption ; grievance redressal; going last mile; citizen centric adm (random inspections, field visits)

Sdm arvind – carried sandbags on himself during rains

**Tolerance** – it is the 'permissible attitude' towards thoughts behaviour culture etc that we might 'disagree' with. It comprises of allowing people to exercise their rights – religious, race, caste, gender, opinion. Ex – akbar (din e illahi) vs aurangzeb; jainism – syadvada n anekantvada ; sarva dharma sambhav; pluralistic settlements like samasthapuram in tamilnadu, anti mob lynching laws, role of society (media)

**Relevance** – to build social capital (bcz we are multi religios n ethnic society – so it is natural to have diff viewpoints – so to have peaceful co-existence – we need tolerance); regional divides; ethnic divides;

Upholds human rights n dignity when we are tolerant (like honour killing, lgbt rights – even might we not believe in them).

*lasting civilisation*  
*unite together to fight a common cause*  
*justice delivery*  
*Help society grow*  
*Helps in promoting diversity + open mindedness* → NCM

Examples of Tolerance	
Institutional	<ul style="list-style-type: none"> <li>SC (Supreme Court) declared a case against the kids who refused to sing National Anthem as null and void by saying that "Our tradition teaches tolerance, our philosophy preaches tolerance, and our constitution practices tolerance, let us not dilute it".</li> </ul>
Historical	<ul style="list-style-type: none"> <li>Ashoka promoted tolerance towards all religions through his Dhamma mahamatras</li> <li>Akbar was tolerant of all religions (evident from steps like Din-e-Ilahi, Ibadat Khana, etc)</li> <li>Hindu-Muslim Unity during Swadeshi Movement and Non-Cooperation Movement</li> </ul>
Public Life	<ul style="list-style-type: none"> <li>During the freedom struggle, despite having clashes in ideologies, Jawaharlal Nehru, Subhash Chandra Bose, and Mahatma Gandhi worked together towards a common goal of independence of India.</li> </ul>
Socio-Religious	<ul style="list-style-type: none"> <li>Bhakti-Sufi tradition</li> <li>Syadvada (Anekantavada) in Jainism advocates that every view is correct from its perspective but no particular view is absolutely correct.</li> <li>Our PM cited 'Yaadhum Oore Yaavarum Kelir' (which means "All places are our own, everyone is our kin") to underscore India's ancient faith in universalism and tolerance.</li> <li>Muslims saved a temple in a riot-hit Northeast Delhi (Tolerance &amp; communal harmony)</li> </ul>
International	<ul style="list-style-type: none"> <li>Vasudhaiva Kutumbakam (The world is one place)</li> <li>Atithi Devo Bhava</li> <li>Jacinda Ardern, New Zealand PM, consoled the country's Muslim community after the Christchurch mosque attack. Her swift gestures of wearing the hijab and avoiding any debate on the accused showed her tolerance towards all sects and religions.</li> </ul>
Rising Intolerance in society	<ul style="list-style-type: none"> <li>Mob Lynching and cow vigilantism</li> <li>The killing of Journalists (Kashogji, Gauri Lankesh, Shujaat Bukhari, etc.)</li> </ul>

Inculcating tolerance – media, parents, society, govt laws, religious teachings, role playing, sensitivity training

To promote secularism

Promote democracy (freedom of expression) – media freedom (sedition cases)

Fraternity

Better leadership skills (diversity).

Help in practicing empathy n compassion

Helps in development – as tolerance promotes scientific temper (any research paper is done with so much criticism n feedbacks for which we need tolerance – and entertain the opposing views to improve ourselves).

**Integrity** – doing right even when no one is watching you (stopping on red lights even when traffic police is not there). LB Shastri – was granted parole during freedom struggle to meet his family member as she was very ill – but that member died – so he returned back to jail even before the parole period ended ( no one asked him to come back before end of parole period – so it is integrity).

**Honesty** – implies being truthful (even when it is incorrect).

**Honest but no integrity** – ashwathama maara gaya parantu nar nahi haathi. Or a thief returning back covid vaccination. So honesty is not a guarantee of integrity.

*Handwritten notes in Hindi below the first box.*

**3 types of integrity**

**Intellectual integrity** – it is our willingness to pursue the truth or being true to one's intellectual understanding of the world and willing to change our opinion in the light of new information. Ex – fake news of chip in 2000. value objective based decision making. (use intellectual integrity when writing about knowledge, examining life etC)

**Moral integrity** – unconditional commitment to one's moral principles. Ex – bharat did not sit on throne; or bhishmapitamah was sworn to protect the throne.

**Professional integrity** – integrity in agreement with norms n values of professions. Ex kasab lawyer. Or doctor's operating on terrorists.

**Knowledge without integrity** – education without character makes a man more clever devil. Ex – osama bin laden, satyam scandal, harshad mehta, cyber terrorists, doctors – dolo, nuclear missiles

**Integrity but no knowledge** – happens in case of generalist civil servants who don't have knowledge or domain specialisation. Ex – digital India but govt servants don't know how to use. One cannot be effective in their tasks if they are not knowledgeable. And this non performance due to lack of knowledge is also a form of corruption. The lack of knowledge of forensics, the criminals remain free and thus police have to rely upon inhuman form of torture.

Better work culture

**Relevance** - credibility ; leadership ability build ( public trusted gandhi after he stopped ncm ) ; 3E ; accountability; rule of law; discretion is very high in civil services so need integrity; info asymmetry with citizens so integrity imp for accountability; better utilisation of public resources, ensure compliance with law n uphold consitutional morality n natural justice

**Reasons for decline of integrity** - political patronage, collusive corruption, poor law enforcement, poor whistleblowing, lack of value education; no code of ethics; poor accountability mechanism; historical reason (presence of bakshish in mughal period); society has chalta hai attitude; promotion of materialistic values which pay less attention on means as focus is on ends (criminalise politics); huge pendency of cases.

Show me the man I will show you the rule

**Debo na, nebo na (wont give wont take)** - initiative of cachar adm in assam to curb corruption. Also one can conduct integrity surveys n grant integrity certificates

**Compassion** - empathy + action = compasionexamples - mother teresa, tata's csr activities; ECI placing wheelchairs at booths. People providing covid19 help.

**Apathy** - hoarding of oxygen cylinders, animal cruelty, black marketing.

**Empathy is a virtue, but should not always be our top guiding principle** - we should be emotionally integlligent too ( like implementation of afspa, encouraging begging by giving money)

Tata signed integrity pact with govt.

Identify risk prone areas - place less risk officer to high risk area  
 ↳ corruption prone

	Sympathy	Empathy	Compassion
<b>What?</b>	Feelings of pity and sorrow for someone else's misfortune.	Capacity to imagine oneself in the situation of others, experiencing their ideas and emotions.	Accepting the nature of suffering and an intention to relieve from the same
<b>Goal?</b>	Understand another's hardships	Relating to another's experiences and feelings	To relieve another's suffering
<b>Aspects possessed?</b>	Largely cognitive aspects	Both cognitive and emotional aspects	Both Cognitive and Emotional aspects
<b>Action?</b>	None	Less action-oriented ⇒ More inclined towards finding a solution	Collaboration to resolve the problem
<b>Sustainability</b>	Highly momentary in its nature	More sustainable than sympathy	Most sustainable of all three
<b>Analogy</b>	I care about your suffering	I feel our suffering	I want to relieve your suffering
<b>Examples</b>	Hugging or putting a hand on their arm when they tell us a bad news	When someone walks in a room smiling, it makes you smile	Compassion made Mother Teresa leave her motherland & serve selflessly in Kolkata.

Better grievance red. + gg.

lived experiences

police sensitivity towards rape victims

How to inculcate empathy – role of parenting, role playing, role models, sensitivity training, role of media, religious teachings, bharat darshan, govt measures (reservation).  
Imp of empathy n compassion – promotes teamwork, conflict mgt, trust n confidence (increases level of persuasiveness of individual – gandhi empathy for harijans – led to poona pact). Ensures welfare of people and challenges prejudices, helps in self actualisation, societal development (CSR)

**Emotional intelligence** – refers to the ability to interpret, understand, and manage one's emotions and emotions of others.

**Self awareness** – recognise your own emotions and how they affect your thoughts and behaviour. Have analysis of strength, weakness, opportunity n threats. So when we know this, we will work out ways to manage our own emotions. "an unexamined life is not worth living" – socrates. Helps makes honest assessment of our life. Ability to learn from mistakes; being aware of one's dark side n bright side. However there are barriers to it like cognitive bias, lack of mindfulness, unwillingness to seek feedback.

**Social awareness** – understand the emotions, needs, concerns of other people, pick up emotional cues and non verbal communication by others. Ex – we came to know about crisis of migrants in covid when we saw their images on tv.

**Self mgt** – controlling impulsive feelings and behaviour. Manage our emotions in healthy ways. Ex – buddha asked 'what next' to person who spit on him. Mob lynching is example where self mgt fails. It is emotional and behavioural control. It prevents a person from being a prisoner to their feelings. practise learned behaviour rather than prompt response.

**Relationship mgt** – to influence n inspire others, develop n maintain good relations, communicate clearly. Ex – kalam sir taking child to museum. Relationship mgt involves conflict resolutions; and persuading others or influencing them to change their point of view (gandhi using non violence)

**Self motivation** – ability to drive oneself to take initiative n action. It requires perseverance, and delay gratification. Ex – malala yusufzai for taking effort for education of girls. Motivation is made up of commitment n self determination; optimism; achievement drive.

### Utility of EI

**Health** – mental health as pressures are to be handled (Ex – role of ECI during elections). Helps in self motivation (ensures dedication to public service); helps in managing work life balance (keeping public n private life away, poor work day emotions mgt so as to discharge duties effectively, we will not carry officer burden at home).

Relationship mgt - public and private

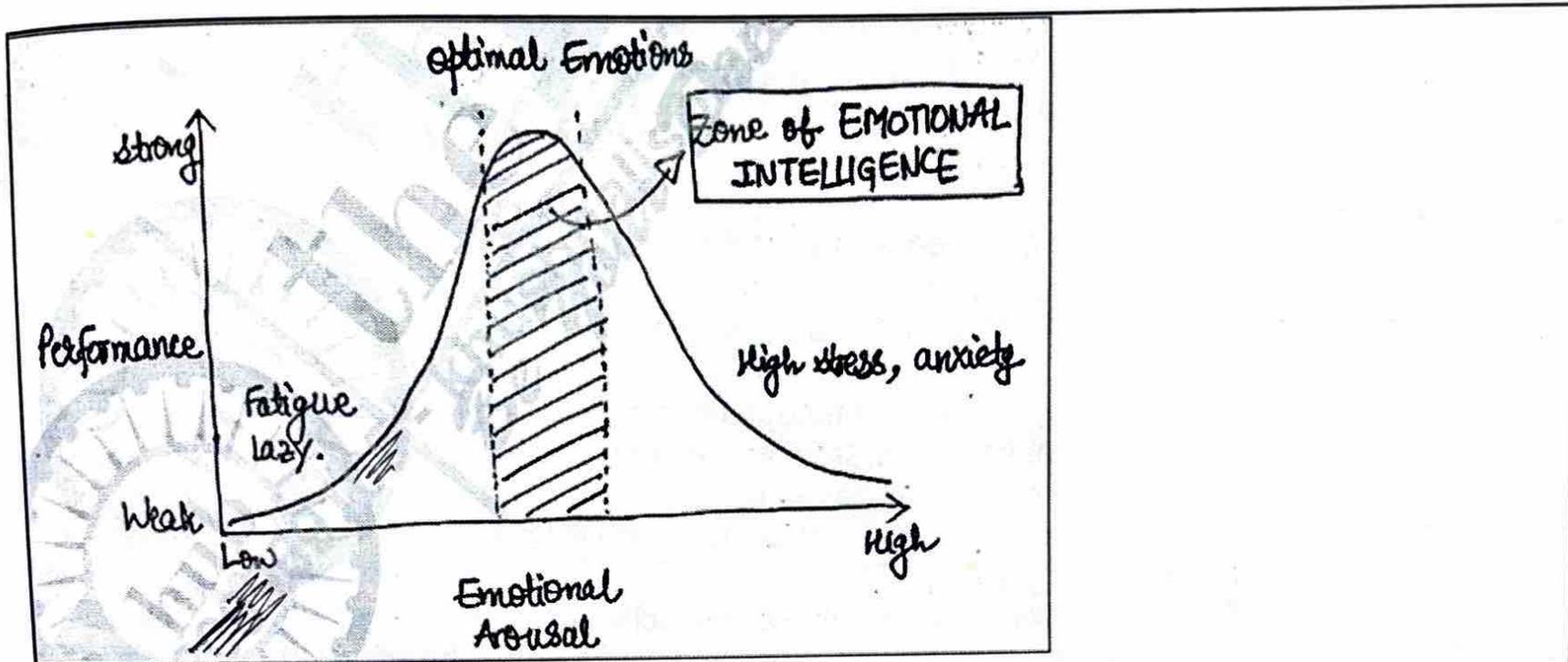
Workplace - managing frictions (lobbys and groups); relations with senior n juniors (police); motivating the staff (CRPF has 20 exits per day; PM hugging k sivan after failure of chandrayaan 2); bringing best out of subordinates; leadership ( E shreedharan; satish dhawan taking ownership of failure of slv 3). Will develop a problem solving approach since EI will lead to more social awareness about organisation and then will work on limitations of orgn; team building n collaboration (vertical and lateral communication). A DM went to school and ate mid day meal food prepared by dalit cook when he was boycotted.

1. Decision making
2. Good governance
3. Relation with public - use of EI
4. Tolerance - in facing criticism from media
5. Empathy - armstrong pame 100 km road
6. Integrity - resisiting the temptation of power n money
7. Social capital - community initiative.
8. Conflict mgt - ex explaninign people about constitutional values and thus internalising sc sabrimala judgement
9. Handling pressure from politicians, media, people etc. ex - ira singhal was cyberbullied bcz of her physical condition - but maintained her calm and made a case for more inclusive and sesitisation al local levels.

10. Grievance redressal - during field visits. Knowing problems of public - prashasan aapke dwar
11. Inclusiveness - change from mai bap attitude to my man attitude
12. Effective leadership - power with others rather power over others. Ex - satish dhawan incident. Also promotes better work culture.

When people n media are against you or keeping calm when protestors are shouting against us - at that time EI helps in decision making by staying calm

**developing emotional intelligence** - **role of parenting** (boys don't cry - makes them apathetic); **habitual self introspection** ( ex - diary writing - by bhagat singh in jail); **emotional literacy** (opening up with friends, counsellors, meeting people with more diverse backgrounds); **religious teachings** (nishkam karma, budhha's madhyam marg); **meditation n yoga** (this improves resilience of mind ). **Role models** (sony sood helping migrants); **sense of humour** (seeing lighter side of the problem); **sensitivity training** (justice venkatesh of madras HC educated himself on LGBT issues for delivering judgement); **code of ethics n conduct**; **role of media** (movie satyamev jayate by aamri khan); **religious teachings** ( bhagwad gita- nishkam karma, buddha majjima pratipada)



- Gandhi did not show anger towards ticket checker who threw him out of the train – rather he channelized this energy n anger to fight racism. Further, gandhi gave up western clothing and opted only for minimalistic covering to remeble himself like a common India to show masses that he undertand their emotions.
- Buddha was tempted by demon mara in order to seduce buddha. Yet buddha stayed calm and touched earth to be the witness of his achievement.

**IQ**- is intelligence. But for high performance, IQ and EQ is needed.

**Dark side of EI** – manipulation of others (jihadi, killing of jews by hitler; pseudo nationalism). Exploitation of EI by leaders for their own gain – giving emotional speech by leaders often causes no rational enquiry by the audience.

**ATTITUDE**

Predisposition of the psyche to act or react in a certain way. It is attitude, belief, opinions about an object. Belief (it is the assumption that we hold true - shaped from culture, experience, education ,mentors) which translates to values which makes attitude which makes our behaviour.

Cognitive component – about the assumptions n cognitions that we hold true.

Affective – it is the emotional response towards an attitudinal object. It is often our first reaction – positive and negative such as fear based or excitement based reaction.

Conative or behavioural component – it is verbal or non verbal behavioural tendency by an individual. Ex – running after seeing a snake.

**Consistency in attitude n behaviour** – when all 3 are synchronous.

**Inconsistency** – when attitude do not guides our behaviour. It can happen due to social norms (Ex – educated boy do not want dowry but father n society wants so dowry taken; or studying bcoz parents want it or doing IIT bcoz parents want it); subjective norms (degree of social pressure influenced by the judgements of people we hold dear – like parental expectations); normative influences (how to behave as per what society has defined as good); descriptive norms (people hold perceptions about what most people do in a situation. Ex – staying silent in library or covering head in temple)

**Formation of attitude**

**Sensory reactions** – with help of our senses.

**Values** – formed by religion, culture, parents etc

**Observational learning** – ex the way mothers daughters are treated at home, we observe n learn that n replicate that

**Evaluative learning**

**Exposure effect** – long term effect. Ex – green tea

**Past experience and self perception** – Ex – ashoka and kalinga. Ex – majid nawaz a dreaded terrorist was forgiven (from death ) and after spending time in jail – his attitude changed drastically that now he runs one of the largest deradicalisation campaign in europe.

**Role playing** (angulimala and buddha)

**Operant conditioning** – by punishment (child punished for littering in house; withdrawing bonus from salary if comes late to office) or reinforcement (child rewarded for cleaning own room)

**Socio economic factors** – like curriculum, value inculcation, unemployment and economic values.

**Cognitive dissonance** – refers to mental discomfort that results from holding two conflicting beliefs values or attitudes. It leads to mental turmoil and anxiety. Ex – whistle blowing as to whether public interest is best or organisational secrecy is good. Ex – eating chocolate while dieting.

**Reducing dissonance** – by changing behaviour or justify our behaviour (cheat meals should be allowed)

### **Functions of attitude –**

1. **knowledge function** – helps us to understand and make sense of the world. Ex – attitude against snakes. But it also leads to stereotyping
2. **instrumentality function** – the holding of certain attitude may bring net rewards Ex – workaholic attitude
3. **social adjustive function** – improve the social status by making them more popular in eyes of others. Ex – being feminine in society even when patriarch at home
4. **ego defensive attitude** – serve to protect the individual from both internal and external unpleasantness.
5. **value expressive** – to express values which are integral to that person's self concept.

**Significance of positive attitude** – make us feel energetic, motivated, committed to a duty, solving life's problems with ease, finding out good amid all bads, increases productivity, helps in managing stress, boosts creative thinking, better relationship mgt, make unbiased decisions without any prejudice.

*Bring social change in society*

*Builds a momentum, learn to accept failures & improve*

**Moral attitude** – an attitude based on the moral convictions and conscience of right or wrong or good or bad. It includes honesty (raja harishchandra), compassion, danveer karan , upholding promises (lord Ram), non violent attitude.

**Immoral** – castism, gender discrimination, patriarchy

**Political attitude** – expression of favour or disfavour towards different political ideologies, parties, politicians, political culture in a particular society. It includes attitude towards voting pattern, ideology of political party, functioning of democracy, role of executive judiciary n legislative, nexus between corporates n politicians, etc.

**We may not be interested in politics but politics is very much interested in you** – bcoz we are at the receiving end of utility services – so we receive what politics has for us; how our rights will be exercised and implemented; how law n order is controlled; we pay taxes

**Citizen centric governance will come from governance centric electorates** – means that political culture to be based on cognitions by making govt continuously accountable. When we keep governance in mind while voting in electorates.

**Leftist** – distributive justice, reduce inequality, welfare state

**Rightist** – more of status quoist, promotes corporatisation

**Centrist** – pragmatic in approach. Seek compromise between extremes.

**Reactionary** – revival of past – like ISIS

**Conservative** – status quoism, only incremental changes

**Progressive** – radical, revolutionary overhaul

**Factors influencing political attitude**

**Historical factors** – freedom struggle – fight against injustice and authoritarianism

**Social factors** – caste, gender, family, education, age, economic status, religion (two nation theory)

**Role of media** – prashant kishore and ache din

**Circumstances** – adversity – germany was facing too much crisis so leader become charismatic for providing solutions– like hitler.

**Social influence** – change in one's attitude due to external factors that may be real or imaginary. It may be creating, changing or reinforcing the conditions, affective states or behaviour.

**Normative influence** – how society affects us – doing good (service of jiva worship of shiva); intercaste marriages

**Informational influence** – like evidence based reports and expert advice – IPCC report etc or removing vaccine hesitancy via information.

**Situational influence** – like environment of temples forces us to behave in certain manner

**Cohesiveness of the group** – influence of peers – like smoking, liquor. As we began to feel left out or isolated or FOMO.

**group size** – we compare what other people are doing, and then decide whether to do it or not. Ex – taking courtesy money as bribes – others are taking it so let me also take it.

**Importance of the object** – take own judgement as the particular object is very important to us. Like decision for marriage or career.

**Individual character** – based on own values n virtues. Ex – whistleblowing

**Power equation in society** – like religious gurus advice n we follow it bcz they hold power over us.

However people may not always be influenced – we have right to self determination and want to maintain individuality. We don't want ourselves to be controlled by situation.

**Persuasion** – is a special case of social influence. It includes intentional communicative act. Ex – parents persuade children to eat green vegetables. Or wearing helmet; or donation in pm cares during covid; or giving up subsidies or do bond zindagi ki.

**Techniques of persuasion** – via social proofing (it is like following social norms bcoz it seems that high frequency of people are following it so it is right kind of behaviour) – expertise (approval from credible experts in relevant fields); celebrities (polio campaign); approval from current or past users (via ratings, reviews); peer pressure, local level representatives (will be used to persuade people).

**Leveraging the default rule** – means that by default our attitude has changed. Ex – accepting that tax will be paid as now employer only will cut the TDS on own – so we cant hide black money.

**Scarcity complex** – humans have a tendency of avoid loss so are persuaded to act in a certain manner. Ex – dark patterns followed by myntra as only 3 articles left-buy soon; or less vaccines left for covid so people rush for it.

**Reciprocity** – creating a moral debt on you so that you are forced to return favour. Ex – if govt gives us good roads then we are obliged to pay taxes.

**Attention and clear messaging** – strong words, key messages, paraphrase which affect our mental construct (beti bachao beti padhao; namami gange swachh bharat mission – visuals of flies sitting on excreta and then sitting on food – conveys why we should keep surroundings clean)

**Messenger liking** – following the messenger more than the message as the messenger has got the credibility. Ex – shaahrukh khan for educational add of byju

**Public commitment** – people want to be consistent with what they had committed in public to uphold their integrity, trustworthiness, self image in society. Ex – oaths in schools or human chains or samkalp patras.

**Priming** – it is a phenomena wherein exposure to one stimulus influences a response to a subsequent stimulus, without guidance or intention. Ex – flat 50% off in first delivery of zomato – so then we continue buying from it.

#### **Dark side of persuasion**

**Manipulation** – with intent to fool or control another person into doing or believing something. Ex – mis-selling of products by companies like byjus

**Intention** – hate speeches

**Withholding of truth** – anything other than honest representation is blatant manipulation.

Ex – asbestos in johnson powder

**Coersion** – like blackmailing

Ethical theory	Virtue based	Duty based (deontology)	Consequentialism (utilitarianism)
Perspective	The action which makes you ethical makes u a virtuous person.	Emphasis on the manner of the action, act out of sense of duty, don't treat people as just means to an end	Emphasis on the outcome of the action, no action in itself is good or bad, the ends count
	It is based on actor . Good human character guides good action	Selflessness (nishkaam karma)	Ends are given more prevalence
Morally correct action	Right action is that which a virtuous person would do	Right action is that following duty	Right action which with the greatest usefulness can be achieved
		It is based on reason, no subjectivity as means are moral and rationality means morality so universalim	It is practicle, flexible, result oriented
		Ethical absolutism	Ethical relativism

↓ what if very grave consequences?  
Take resp. for the ends too

↓ what if you

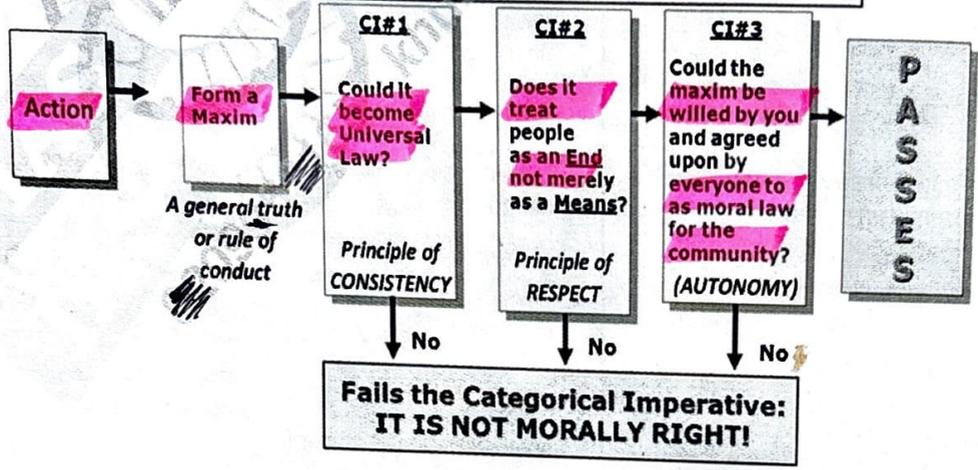
**Categorical imperative of kant** – you must follow ethics because you are rational beings and have free will. Every individual has free will and everyone is rational human being and rationality is linked to morality, so everyone has to follow same moral universal principles regardless of the circumstances. It is an unconditional moral obligation that is binding in all circumstances and is not dependent on a person's inclination or purpose, rather it is unconditional principle that originate out of rationality and free will. Example – be honest n have integrity in work, not because of spirituality or what will be the causes, but be honest because it is rational. The only thing good is freewill.

He believed in principle of consistency and universalizability – one should act according to a moral rule which can at the same time become universal law or moral precedent.

British said us to be white mans burden and used Indians as a means to reach their ends. Or manual scavenging, human trafficking, capitalism, uninformed clinical trials, bonded labour, political freebies, consumers exploiting environment.

The consequences does not matter for kant, only the actions need to be right. It is not only important that right conduct followed, but that conduct should flow from one's conscience. One must act according to universal principles but that should not infringe on one's freedom.

### "Kantian Categorical Imperatives" Schematic Representation



**Merits** – there are some universal human values that are to be followed by virtue of human existence. Like justice, dignity

**Demerits** – people are also responsible for the consequences that their actions bears but Kant ignores that (presidential visit protocol – woman died – followed duty but consequence bad). Also everything cannot be universal and ignores diversity. Bureaucracy cannot simply hide behind the veil of rules and regulations – they are themselves responsible for the consequences.

**Teleological ethics** – if the consequence of action is correct, then follow the action regardless of the means. Believes in utilitarianism.

**Act utilitarianism** – any act done by a person is to be judged by the consequences of the action itself. Ex - robinhood

**Rule utilitarianism** – is the view that the rightness of an action is to be judged by the goodness and badness of the consequences of a rule that everyone should perform the action in like circumstances. Ex – following a rule – should result in positive benefit.

**Jeremy bentham – quantitative utilitarianism** – nature has placed mankind under the governance of two sovereign masters – pain and pleasure. An action is moral if it utilises pleasure n minimises pain. For him, there is no qualitative difference between different kinds of pleasure i.e., bodily pleasure is as desirable as mental pleasure. Our action is guided by 4 sanctions (which gives pain) – natural (fear of death); political (fear of punishment); social (fear of boycott); religious (fear of god).

**John stuart mill – qualitative utilitarianism** – pleasure n pain cant be quantified as they are subjective and vary from person to person. There are certain pleasures which are superior than others. Intellectual pleasure is superior over bodily pleasure. It is better to be a human being dissatisfied than a pig satisfied ( pig or animals are guided by only bodily pleasures, but humans have the capacity to achieve spiritual pleasures, puts human at the highest pedestal, pleasure that is guided by reason, critical thinking, selfless service etc is spiritual pleasure). He said – I have learned to seek my happiness by limiting my desires, rather than attempting to satisfy them.

**Ethical egoism** – an action is ethical is it maximises self interest. If one's interest is taken care of, automatic societal interests will be taken care of. 'aap bhala toh jag bhala'. It promotes self worth as what good is public good if it does not promote your good.

**Ethical altruism** - consequentialist theory which prescribes that an individual take actions that have best consequences for everyone except for himself.

**Criticism of teleological ethics** – not only total happiness but the fair distribution of happiness among members is also equally important ( creation of dams – but tribals are displaced – did they get a share of benefit from dams); it might lead to violation of the human rights of some people ( routine suspension of internet in some states due to conduct of exams – is denying the rights of the people); different perceptions of happiness ; difficult to measure happiness ; promotes slippery slope

**Virtue ethics** – focuses on inherent character of a person rather than on his action. If a person is good and virtuous, right actions will follow automatically.

**Socrates** – dialectic method – which involves arguments n counterarguments – using critical thinking n logical reasoning, any human being can arrive at true knowledge by using this method – this will stimulate critical and rational thinking. For ex – need for high gdp – but it will have environmental cost attached – so come with EIA – then think about how gdp will be distributed –and go on

He said knowledge is the most imp virtue, and virtue leads to happiness. If one knows what is good, one will do what is good. A good person's virtue alone keeps them away from bad fortune. One can become a better person by self resonsing, continuous impovremnt n self introseption. He said that knowledge is innate in every individual but need to extract it out and that can be done via question n answer methd.

Happiness doesn't flow from external r physical conditions like bodily pleasure, but from living a life that's right for one's soul.

Socrates proposed unity of virtues – if we have one virtue, then we have them all. 4 chief virtues – courage, moderation, justice, wisdom

Socrates refused to avoid his death by leaving athens, although he could flee, but such an escape would be contrary to his moral principles and would be an injustice to the state, his education and origin of law.

**'the true wisdom is in knowing you know nothing'**

**Plato** – believed that human soul is divided into 3 parts

- Reason – ability to judge
- Spirit / emotion – to feel empathy
- Appetite – our desires

According to plato, we should balance these three parts of our sould to make good decision and moral choices.

4 cardinal virtues – prudence – ability to govern n discipline oneself by use of reason

Justice – being just, fair and following righteousness

Fortitude – mental emotional strength in facing difficulty (tukaram omble n kasab)

Temperance – moderation or voluntary self restraint.

**Aristotle** – happiness is the outcome of being a virtuous person. The goal of human life is to use contemplation n critical thinking to derive true knpwlge. As per him, the

\* foremost function of state is to promote good life and create essential conditions for mental, moral, and physical develop of the people. it is duty of state to make virtuous citizens.

**Golden mean – a moral behaviour is the mean between 2 extremes**

Relevance –

**Bureaucrats – don't violate rules and don't make rules end in themselves**

**Individual – promotes work life balance**

**Judiciary – should not be apathetic to not take any suo moto action – at same time don't be judicial adventurism**

**Culture relativism vs inhumane treatment of humans**

Vice deficiency	Golden mean	Vice excess
Cowardice	Courage	Reckless
Disregard	Respect	Idolatory
Selfishness	Love	Enablement (drithrashtra had it with duryodhana that he couldn't see his mistakes)
Lazyness	Diligence	workaholic
Sloth	Ambition	Greed

VICE (Deficiency)	VIRTUE (Mean/ Balance)	VICE (Excess)
<b>Cowardice</b> (Warrior would flee battlefield)	<b>COURAGE</b>	<b>Recklessness</b> (Performing an action disregarding associated risks) (E.g. Hitler's actions against Jews)
<b>Disregard</b> (state of paying no attention; ignorance) (Apathetic attitude: Non-filing of FIRs by police)	<b>RESPECT</b>	<b>Idolatory (Idol worship)</b> (Raja Rammohan Roy strived to eliminate idolatry)
<b>Corruption</b> (Involvement in scams, bribery, illegal practices, etc.)	<b>INTEGRITY</b>	<b>Legalism</b> (Following laws & standards while disregarding the emotional intelligence leads to excessive administrative procedures)
<b>Selfishness</b> (Lack of consideration for other people)	<b>LOVE</b>	<b>Enablement</b> (Allowing loved ones to do self-destructive behavior & drive to save them from any circumstances)
<b>Laziness</b> (Reluctance to work or make effort)	<b>DILIGENCE</b> (Working carefully with high effort)	<b>Workaholism</b> (Uncontrolled need to work constantly) (Might lead to bad interpersonal relations & stress)
<b>Sloth</b> (Reluctance to work or make effort)	<b>AMBITION</b>	<b>Greed</b> (intense or selfish desire for something)

**John Rawls** – in order to bring justice, the institutions need to be just. For them to be just, there shall be a veil of ignorance. Since every human is rational in nature, if he does not know his position in future society then he will be able to take unbiased decision.

**All citizens** should have basic rights and liberties with a similar set of liberties for all to guarantee maximum standards of minimum liberties to all.

**Equal opportunity** – citizens with similar level of talent and willingness to use them, should have same educational and economic opportunities regardless of whether they are born rich or poor.

**Difference principle** – it states that inequality is allowed only when it benefits the least fortunate (ex – reservation)

**Criticism** – not always possible to be oblivious of your position and status – and have an inherent bias amongst oneself. Evaluation of fairness is not always easy (3 children and flute example – when by who should the flute be given – the one who makes it, the one who knows how to use it, or the one who has no other toy). It is necessary to know how to utilise the goods and opportunities, rather than mere fair distribution.

**Weber** – written rules and regulations are most important – to make boss accountable. Boss is not the owner of orgn, only a professional. A vertical division of labour to maintain clear command and control and establish chain of command. Calls for impersonality between colleagues. It is a closed system, considers citizens as mere beneficiaries and not as participants.

**Negatives** – rigid hierarchy creates frustration and restrains team spirit. Written rules and regulations become ends in themselves leading to red tapism and extortionist corruption. Too much objectivity will make a person apathetic. Too much segmentation of division of labour creates sub unit centrality and diverts from overall target (for increasing health – you need to work on patriarchy, hunger, nutrition, sanitation, health etc – so the segmented view will lead to no coordination and failure of programs). Also division of work will mean only one type of work so no motivation as no job enrichment.

**Participatory attitude** means in policy making (mygov); implementation (akshay patra-mid day meal); monitoring and evaluation (social audit, RTI,)  
**Development adm** – time orientation (sdg 2030); innovation (armstrong pame); ecological orientation (stakeholder perspective, from govt to governance); responsiveness; commitment; client orientation; action and goal orientation; participative

**Rights** – the natural rights are not dependant on laws, customs, beliefs of any culture or govt, and therefore are universal.

**Conventional rights** – those created by humans and reflect society's values. (political rights, rights of civil liberties, economic rights, cultural rights)

**Human rights** – which are inherent to our nature without which we cannot live as human beings (constitutional rights, consumer rights, legal, animal, contractual etc)

**John locke** – gave 3 natural rights

1. right to life
2. right to liberty
3. right to property

**Social contract of john locke** – is an agreement between a legiitimate authority and citizens in which citizens wilfully surrender some of their freedom and liberties for establishing a society with peace and which protect natural rights of its members. It is done with consent, govt authority flow from our rights – gives constitutionalism idea. The power of govt comes with responsibility. It ensures a just society; violence is the monopoly of state (police, army etc); restriction on rights of citizens.

**THE UNIVERSAL DECLARATION OF HUMAN RIGHTS**

<b>1 Equality</b> Everyone is born free and equal in dignity and with rights.	<b>2 Freedom from Discrimination</b> No one should be discriminated against for any reason.	<b>3 Life, liberty and security</b> Everyone has the right to life, liberty and personal security.	<b>7 Equality before the Law</b> You have the right to be treated by the law in the same way as your fellow-citizens.
<b>4 Freedom from Slavery</b> No one shall be held in slavery or servitude.	<b>5 Freedom from Torture</b> No one shall be subjected to torture or to cruel, inhuman or degrading treatment.	<b>6 Recognition as a Person before the Law</b> You have the right to be recognized as a person before the law.	<b>11 Innocent until Proven Guilty</b> You have the right to be considered innocent until proven guilty.
<b>8 Remedy by Tribunal</b> You have the right to a fair and public hearing by an independent and impartial tribunal.	<b>9 Freedom from arbitrary arrest</b> No one shall be subjected to arbitrary arrest, detention or exile.	<b>10 Fair Public Hearing</b> You have the right to a fair and public hearing by an independent and impartial tribunal in the case of any criminal charge.	<b>15 Nationality</b> You have the right to a nationality.
<b>12 Privacy</b> No one has the right to be subjected to arbitrary or unlawful interference with his privacy, family, home, or correspondence.	<b>13 Freedom of Movement</b> You have the right to move freely and to reside in any country.	<b>14 Asylum</b> You have the right to seek and to enjoy in other countries asylum from persecution.	<b>19 Freedom of Opinion</b> You have the right to hold opinions without restriction and to express them.
<b>16 Marriage and Family</b> You have the right to marry and to found a family.	<b>17 Property</b> You have the right to own property.	<b>18 Freedom of Belief</b> You have the right to freedom of thought, conscience and religion.	<b>23 Work</b> You have the right to work, to free choice of employment, to just and favourable conditions of work, to protection against unemployment, to rest and leisure, and to remuneration commensurate with the efforts expended.
<b>20 Freedom of Assembly</b> You have the right to peaceful assembly and to associate with others for the promotion and defence of your interests.	<b>21 Take Part in Government</b> You have the right to take part in the government of your country, directly or through freely chosen representatives.	<b>22 Social Security</b> You have the right to social security.	<b>27 Participate in Cultural Life</b> You have the right to participate in the cultural life of the community.
<b>24 Rest and Leisure</b> You have the right to rest and leisure, to reasonable limitation of working hours and periodic holidays with pay.	<b>25 Adequate Living Standards</b> You have the right to a standard of living adequate for the health and well-being of yourself and your family, including food, clothing, housing, and medical care.	<b>26 Education</b> You have the right to education.	<b>30 Freedom from State or Personal Interference</b> There is nothing in this Declaration that permits any person or country to engage in activities that would prevent any person from enjoying any of the rights to which he is entitled.
<b>28 Social Order</b> You have the right to a social order that respects the rights and freedoms set forth in this Declaration.	<b>29 Mutual Responsibility</b> You have duties to the community in which alone the free and full development of your personality is possible.		

**We are all born free and equal.**

Everyone is entitled to these rights no matter your race, religion, sex, language, or nationality.

Everyone has the right to life, freedom, and safety.

You have the responsibility to respect the rights of others.

No one can take away any of your rights.

No one has the right to hold you in slavery.



You have the right to seek asylum in another country if you are persecuted in your own.



Every adult has the right to a job, a fair wage, and membership in a trade union.



No one has the right to torture you.



Everyone has the right to a nationality.



You have the right to leisure and rest from work.



You have a right to be recognized everywhere as a person before the law.



All consenting adults have the right to marry and to raise a family.



Everyone has the right to an adequate standard of living for themselves and their family.



We are all equal before the law and are entitled to equal protection of the law.



You have the right to own property.



Everyone has the right to an education.



You have the right to seek legal help if your rights are violated.



Everyone has the right to belong to a religion.



Everyone has the right to freely participate in the



protection of the law.

You have the right to seek legal help if your rights are violated.



Everyone has the right to belong to a religion.



right to an education.



No one has the right to wrongly imprison you or force you to leave your country.



You have the right to think and voice your opinions freely.



Everyone has the right to freely participate in the culture and scientific advancement of their community, and their intellectual property as artist or scientist should be protected.



You have a right to a fair, public trial.



Everyone has the right to gather as a peaceful assembly.



We are all entitled to a social order in which we may enjoy these rights.



Everyone is innocent until proven guilty.



You have the right to participate in the governance of your country, either directly or by helping to choose representatives in free and genuine elections.



Everyone's rights and freedoms should be protected unless they obstruct the rights and freedoms of others.



You have the right to privacy. No one can interfere with your reputation, family, home, or correspondence.



You have the right to social security and are entitled to economic, social, and cultural help from your government.



No State, group, or person can use this Declaration to deny the rights and freedoms of others.



### Public vs private organisations

	Public orgn	Private orgn
Motive	Public interest	Profit
Focus	On citizens	On customers
Legal framework	Based on laws	Flexibility in laws
Accountability to	Citizens	Limited set of stakeholders
Political direction	Politically acceptable decisions	Autonomous
Social consequence	Bigger	Smaller
External financial control	CAG, PAC, CVC	Internal only
Values	Uniformity of treatment, compassion, social justice, transparency, acc, participation	3E, profit maximisation

### Importance of ethics in pubad

**Trustee of resources** – a b'y is mere a trustee of public resources – so need to be ethical

**Large scale impact** – of your actions in functioning of orgn – that's why need to be ethical

**Huge discretionary power** – with b'y – so need to be ethical **to minimise arbitrariness**

**Social contract with society** – that's why need to be ethical – it is obligation of us as we are taking tax from people

**Social capital** – without social capital there cannot be any behavioural change – so need to win heart and mind of people – like naxalism is a humanitarian problem – so need to be ethical (compassion, empathy)

**To bring good governance** – ethics is required.

**Constitutional morality** demand following ethics – justice equality fraternity

**Providing ease of doing business**

**Intl relation n soft power** (responsible nuclear power; NAM)

**3E – economy** – getting right inputs at lowest cosr (ex – open auction of mines)

**Efficiency** (getting most from the inputs – DBT)

**Effectiveness** – getting expected results (Ex – darwaja band campaign for attitude change)

**Determinants of ethics in pubad**

Historical factors

Social cultural factors (family edu religion media society)

Legal judicial factors

Political factors (collusion, nepotism)

Economic factors

Administrative factors – work culture (arrogance, closed system approach, hierarchy, red tape, apathy)

**Ethical dilemma** – a complex situation that involves apparent conflict between moral alternatives, in which, to obey one would result in transgressing the other.

**Types of dilemma in public sector**

- 1. personal benefit vs public gain (ex – firefighters; adarsh housing scam – houses for war widows but politicians got themselves flats in it)
- 2. pvt resp vs prof ethics ( safety of family vs going with decision of taking action against criminals; during disaster whether save family first or general people first)
- 3. conflicting responsibilities ( lockdown vs economy; obey superior order vs personal value)

- 4. oath of secrecy (confidentiality) vs transparency
- 5. public interest vs right to privacy (releasing caste data – for better service delivery but it can be used to harrass lower castes too)
- 6. Non discrimination vs preferential treatment
- 7. Retributive vs reformatory justice (juvenile justice – minor has done a theft)
- 8. Development vs growth
- 9. Economic vs environment
- 10. Welfarism (social ethics) vs profit motive
- 11. Centralised vs decentralised approach (solve via principle of subsidiarity)
- 12. Means vs ends
- 13. Empathy vs objectivity (subsidy case to old woman)
- 14. External acc vs inner acc (conscience) (women died in traffic stoppage)
- 15. Autonomy vs accountability
- 16. National interest vs human rights (afspa, sediton law; refugee crisis)
- 17. Discretion vs procedures
- 18. Jurisdictional dilemma
- 19. Conflict of interest (judge hearing case against family)
- 20. proactive response vs procedural SOPs (using force to stop force or wait for political orders)

# Solving ethical dilemmas

Common good approach

Approach	Details
Utilitarian Approach	<ul style="list-style-type: none"> <li>This approach holds that moral behavior must produce the greatest good for the greatest number of people.</li> <li>A decision-maker is expected to consider the effect of each decision alternative on all parties and select the alternative that optimizes the satisfaction for the greatest number of people.</li> <li>Most of the laws in IPC and CrPC in India are based on this approach.</li> <li>Capital punishment (Death Penalty) may be harmful to the culprit and family dependent upon the criminal but it will be beneficial for society.</li> <li>Increased level of security in India post 26/11 attacks and in USA post 9/11 attacks might discomfort some people but it is justified as the system has helped in strengthening the national security scenario.</li> </ul>
Kantian Deontological Approach	<ul style="list-style-type: none"> <li>It lays emphasis on the manner of action and prescribes that the actions/ means should be seen as ends in themselves.</li> <li>Following the three Categorical Imperatives of Kant.</li> <li>Thus, ethical dilemmas can be resolved by adhering to moral rules and treating people as ends, thus, ensuring human dignity and respect.</li> </ul>
Virtue Approach	<ul style="list-style-type: none"> <li>It emphasizes that the character and motivation of a person determine the morality of their action, i.e., a good human character guides a good action.</li> <li>Four Cardinal Virtues by Plato ⇒ Prudence, Justice, Fortitude, Temperance</li> <li>In an ethical dilemma, a virtuous person would ask oneself whether the decision taken represents the kind of person he/ she wants to become (ideal self).</li> </ul>
Law/ Conscience as a Source of Ethical Guidance	(Discussed later in this document)
Gandhian Talisman & Sarvodaya Approach	<ul style="list-style-type: none"> <li><b>TALISMAN:</b> Whenever in doubt, apply the following test. Recall the face of the poorest and the weakest person whom one may have seen, and ask oneself if the step they contemplate is going to be of any use to that person.</li> <li><b>SARVODAYA:</b> It refers to Universal Upliftment or Progress of All.</li> </ul>

Whether your actions make you the person you want to be?

Locke's Rights Approach	<ul style="list-style-type: none"> <li>It is the concept that there are some rights, both positive and negative, that all humans have based only on the fact that they are human.</li> <li>Rights are justified claims on others. Justification of a claim is dependent on standards acknowledged by society and arbitrarily by a few individuals.</li> <li>When faced with an ethical dilemma, one should think about whether they would be violating any natural human rights (Fundamental Rights or UDHR) in doing so.</li> </ul>
The doctrine/ Principle of Double Effect (Thomas Aquinas)	<ul style="list-style-type: none"> <li>It aims to provide specific guidelines for determining when it is morally permissible to act in pursuit of a good end, despite having the full knowledge that the action will also bring about bad results.</li> <li>The action having foreseen harmful effects which are practically inseparable from the good effect is justifiable if the following are true:                             <ul style="list-style-type: none"> <li><b>Nature of Act condition:</b> The act itself must be morally good or at least morally indifferent (neutral).</li> <li><b>Right Intention Condition:</b> The intention must be the achieving of only the good effect, with the bad effect being only an unintended side effect.                                     <ul style="list-style-type: none"> <li>The person intends the good effect and does not intend the bad effect either as a means to the good or as an end in itself.</li> </ul> </li> </ul> </li> </ul>

**Conflict of interest** – a situation when a person is involved in multiple interests, financial or otherwise, and serving one interest could involve working against another.

**Actual COI** – it already involves COI between public official's current duty and resp and existing pvt interest (Ex – wife bidding in auction)

**Potntial COI** – it may arise later in service due to previous position held by civil servant ( after retirement, made CAG – so now auditing own tenure's files)

**Perceived COI** – when an individual may reasonably be understood as having 2 cometicative interests, which are likely to undermine decision making ( ex – a board member being a relative of a student, regardless of the fact that he is making meritoius selection process)

**6 R's of resolving COI**

- Recording** – the disclosure of COI
- Restrict** – the involvement of self
- Recruit** – an independent 3<sup>rd</sup> party to oversee the decision making (like election observers from another state for conducting elections in other state)
- Removal** – from involvement altogether
- Relinquish** – personal or pvt interests may be a valid strategy
- Resignation** – last resort

*... of ... for ...*

**Ethical concerns in pvt institutions**

- Sexual harrassment (metoo)
  - Gender discrimination, pay gap
  - Disability
  - Caste discrimination
  - Monopolistic tendencies
  - Nepo, favorutiism
  - Cronyism
  - CSR as mere publicity
  - Misleading advertisements ( fair n lovely , byjus's)
  - Commodification of data
  - Hire n fire culture
  - Misusing of company resource
  - Plagiarism
  - Insidier trading
  - Working for mulitple companies
- Greenwashing  
Self Interest & no consumer interest*

### Ethical dilemmas in pvt sector

1. business motive vs social responsibility (treating the waste or let it flow into river)
2. personal job security vs wrongdoing of the institution
3. professional ethics vs personal morality
4. information confidentiality vs personal profits

	LAWS	RULES	REGULATIONS
What?	Legislative instrument to equally & rationally govern the behavior of the people.	Prescribed guidelines for right conduct/ behavior in an organization or country.	Directives meant for controlling an activity or process.
Objectives	<ul style="list-style-type: none"> <li>Laws usually provide a skeletal framework for addressing an issue.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a detailed framework for implementing laws (They translate laws into action).</li> <li>'By rules you restrict'</li> </ul>	<ul style="list-style-type: none"> <li>These are directives made in addition to laws to fill missing gaps in the existing system (They supplement the laws).</li> <li>'By regulations you control'</li> </ul>
Source	Legislature (and it is the duty of the Executive to enforce them)	Individuals, organizations, or groups	Usually made by Executive authority established by law
Jurisdiction	Doesn't ordinarily bind outside the territory of the legislator.	Usually, bind person wherever they go	Same as Rules
Enforceability	Legally enforceable in courts & violation is usually punishable	Enforceability of violation of rules in a court of law is of the least magnitude among all three.	Regulation has a legal force and can be enforced in court of law.
Flexibility	Most rigid among the three	Most flexible (altered depending on place, people & organization)	Relatively flexible than laws and rigid than rules
Examples	Environment (Protection) Act provides for the protection of all aspects of the environment. "Motor Vehicle Act (MVA)" ⇒ To regulate all aspects of road transport vehicles.	Plastic Waste Management & Solid Waste Management Rules to facilitate the collection and reduction of such wastes. "Driving License Rules" ⇒ Lays down the process and requirements of Issuing a Driving License.	Coastal Regulation Zone Notification, 2018 under EPA to conserve & protect the coastal environment. "Motor Vehicle (Driving) Regulations, 2017" ⇒ To ensure driver drives with due care & caution.

### How laws, rules, regulations act as source of ethical guidance

Law as codification of societal morality

Legitimacy n acceptance

Arbitrator (whenever there is conflict b/w law n societal morality – so law will win. Ex – triple talaq case)

External source of ethics (ex- CSR)

Promote public interest at large

Operant conditioning (for building character n value system)

Enforcement n deterrence (money laundering n corruption etc)

### Limitations of laws

Create only minimum morality and standards

Might provide free hand to people in 'not illegal but unethical' situations – such as marital rape

Laws on a certain subject is not enough, rather its interpretation and enforcement is more important.

Laws are not exhaustive – so there is discretion

Loopholes in law – taxation

Coercive in nature – focus on enforcement than internalisation

Unjust laws (salt law, sec 66A, everything hitler did was legal – said by ml king)

Laws in conflict with morality (abortion, capital punishment)

Undemocratic procedure to make laws (farm laws)

**Subordinate legislation** – PRS says that only 1% of rules are examined by committee on subordinate legislation.

**Conscience** – is an inner voice or intrinsic capacity to differentiate between right n wrong. It is a cognitive act of mind based on value system of a person.

**Importance of conscience** – it is the first response in emergency (saving lives in covid – so lockdown); it is lasting internal motivation to avoid crisis of conscience and to avoid mental turmoil (gandhi withdrew NCM post chauri chaura); helps in resolving ethical dilemma ( daanveer karan donation > saving kingdom); enforcement of law in letter and spirit ( no abuse of discretion – denying a pharma company for renewing its patent license bcoz of evergreening – it is in discretion of officer to allow license or not – so conscien helps here); staying ethical even in situations of legal vacuum ( marital rape); utilising discretion; high standards of integrity ( manmohan singh depositing money); consistent development of character through reasoning (ashoka, maajid nawaj); raising of ethical standards of society and laws(sati, lgbt)

**Limitation of conscience** – it is individualistic in nature and so subjective (Udaipur tailor incident; acid attacks; jihadis); when social norms become too heavy on you (khaps, honour killing); conscience may not always lead to ethical decision making bcoz you may not have courage to do so ( eg – whistleblowing).

**There is a higher court than court of justice and that is the court of conscience. It supersedes all other courts – gandhi**

**Conscience is the voice of the soul; passions are the voices of the body – rosseau**

**One can win in a court of law but not in court of conscience**

**The intellect has a sharp eye for methods and tools but it is blind to ends and values (einstein)**

**Corporate governance** - system of principles, policies, procedures which ensure that a company is governed in the best interest of all stakeholders.

**Stakeholders** – shareholders, customers, employees, suppliers, govt, competitors, society at large.

**Importance of ethics for -**

**Shareholders** – difference of interest between majority n minority shareholders, to protect the interest of minority shareholders – so follow corporate gov principles for equitable distribution. There shall be disclosure of relevant information to shareholders.

**Ensure fair, sustainable and competitive returns** on shareholder investments.

**Customers** – healthy and safety of consumers (asbestos – johnson); should not have harmful env impact (buy back culture – extended producer responsibility); be sensitive to culture n traditions of customers ( no beef by McD); right of customers to safety right to be heard and right to be informed; **good ethics is good business**

**Employees** – everyone desires treatment with dignity n respect; grievance redressal of employees; remove discriminatory practices (gender, pay, caste); **no illegal practices** (bonded labour); focus on employee benefits (maternity,); holistic growth of employees (training).

**Competitors** – market is based on trust and level playing field (to avoid any monopoly – if no open markets, then no FDI, no investments; or if deep discounts given – then u will fall); anti competitive practices will make you fall; lead to economic crisis (sub prime crisis 2008); stifles innovation if no competition; industrial espionage will lead to break of trust.

**Society** – society is the one demanding products – so it is duty to provide for its welfare. People with healthy env makes good customers n good employees (loss of hotel business in uttarakhand as environment not taken care off – so land subsidence. Business is using people's resources so responsibility of companies for overall development of society. Opt for wider socio economic development (thus reduce crime rate – which help in more investments;). Companies Need to take care of externalities (polluting rivers and air); with great power comes great responsibility (corporates have more power- more money – more information – hence have responsibility → making vaccines in covid); corporations are the result of society – they are created by society – so have civic duties towards them

**Government** – follow law to ensure level playing field, not indulge in monopoly n corruption

pharma companies

### Compassionate capitalism (narayan murthy)

**Corporate citizenship** – just as citizens have duty, so do corporates. The private hospitals take land from govt in very cheap rate – so they have resp towards citizens – right to health bill. Also many startups avail tax benefits in initial time – so resp of it too.

### Trusteeship

### People planet profit

Corporate gov builds morale, reputation, high performance, credibility, good work culture, 3E; create opportunities for investment; gain a competitive advantage; practical way to guide decision making at all levels; attract and retain talent. \\\

**Issues of corporate gov** – lack of objectivity (rana Kapoor of yes bank made to step down by RBI); family ownership (lacks professionalism); poor transparency; issues regarding independent directors (partisanship, nepotism); insider trading (ex Rakesh Agarwal – ABS industries); gender discrimination; misleading advertisements; collusive bribery (2g scam); labour exploitation; env degradation (diselgate scandal of Volkswagen – shelflife of lie is very small); monopoly (jio); greenwashing

Independent directors must have arms length interest from owners of company.

predatory pricing - airline industry / Tata Mobile services (data)

### Provisions in companies at 2013

**Board of directors** – atleast 1/3 directors will be independent; and also women director

**Role n importance of ID** – fraud prevention, internal risk management, monitor conduct n impartial conduct, improve credibility, protect interes of minority shareholders.

**Audit committee**- qualifications also given in the act. Monitor the end use of funds

**Stakeholder relationship committee** – to resolve conflicts between the shareholders n BOD and address their grievances.

### Proviision for CSR

TATA spends 6% of its profits on CSR (going beyond minimum). It has tribal cultural centres showcasing the legacy of tribes in jharkhand and odisha. Tata motors grahini social welfare soceity assists women in becoming financially independent.

**Issues with CSR**- used as agenda of publicity; lack fo community participation in deciding CSR activities; issues of transparency (do not make enough efforts for disclosure); non availability of well organised NGO in remote areas; narrow perception of CSR ( more donation driven rather than sustainable investment. It is seen as episodic event rather than continuous process)

### Ethics in international relations

**Why** – problems are global in nature (covid, climate change, cyber security); there is wider disparity in development n military capabilities (so to prevent matsya raj and prevent abuse of power, there is ethics requirement); there is need of overarching effective legal sanctions (law on terrorism , money laundering – FATF); there are diverse national interests (russia n ukraine); diverse cultures n values ( so need ethics to protect them); ethical values at global level provide a common minimum agenda ( sdg, paris deal); prevent misuse of technology; globalisation has made it impossible to walk alone

**Cosmopolitan moral theory** – morality is universal and territorial boundaries are morally irrelevant in limiting our identification, solidarity n obligation to others.

**Panchsheel principles** – mutual non agrssion, peaceful coexistence, territorial integrity n sovereignty, mutual non interference, equality n mutual benefit.  
Promote UDHR, common goals, protect cultural relativism; democracy, sustainability, not use force, settle disputes by peaceful means,

### Just war theory

Taking human life is wrong

States have duty to protect citizens n defend justice

Protecting innocent human life

Principles of just war – last resort (mahabharat – dharm yudh), legitimate authority, right intention, proportionate, probability of success.

**Doctrine of double effect** – doing one act of good, but it results into something else bad. Ex – doing war for justice but also kills innocent civilians.

**Concerns in IR** – militarisation of space, cc, refugee, environmental concerns (overexploitation of resources, lack of compensatory justice); skewed governance (UNS); state sponsored terrorism; ideological clashes; genocides (rohingyas, xinxiang); neo colonialism, dereliction of duty (USA leaving UNESCO); hegemonistic tendencies; unethical trade practices (tax heaven in countries); interference in internal affairs of others.

*Tragedy of commons, irrelevance of UN/WHO/WTO  
coups (military rule), debt traps, loss of sovereignty,  
trade wars, food insecurity*

**Concerns in intl funding** – hidden interests of donor country in foreign aid (stalling developmental activities by using NGOs); conditional aids (tied grants); loss of sovereignty; neo imperialism (SAP to loans); corruption and no accountability (not reaching to intended beneficiaries); terror funding.

**Probity in governance** – act of strict adherence to highest principles and ideals (integrity, good character, honesty, decency) rather than merely avoiding corrupt conduct. It is wider than integrity. Lack of probity – unfair refusal to disclose information under RTI act, poor work culture, red tapism, corruption, selfish behaviour

**Philosophical basis of governance** – kautilya's arthashastra – [happiness of king lies in happiness of his subjects, in their welfare, his welfare. Corruption is unavoidable (sam dam dand behd); [mantrasampada rajyam vardhate] (participation makes state stronger), [a single wheel does not turn the cart in motion (team spirit, participation)]

**Gandhi** – concept of ram rajya (virtue, morality n justice are core ideals – equal rights to both prince and pauper) and swaraj. (tame your desires n vices); sarvodaya, antyodaya

**Learnings from ramayana**

**Inclusiveness** in approach (the sena included vanars, men , ants everyone)

**Bharat ( integrity)**

**Sovereignty respect** (making vibhishan as king of lanka after winning)

**Adherence to one's promise**

**Grievance redressal** (dhobi incident)

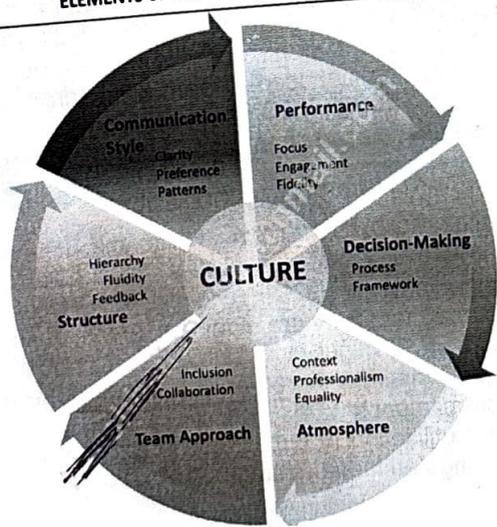
**Work culture** – collective set of beliefs, traditions, values, principles and rules that shape the socio cultural and psychological environment in an organisation.

Fayol's 14 principles of management are an element of work culture. Equity, initiative, hierarchy, centralisation, esprit de corps, order, authority n respo, unity of command n direction, subordination of personal interest to general interest, division of work.

Herzberg 2 factor theory – satisfying factors ( GARWAR); dissatisfying factors ( working conditions, policies n rules, wages, co worker relations, supervisor quality).

In private sector, the hygiene factors are there – but still remain unmotivated. While in public sector, there is motivation but hygiene factors are not there.

**ELEMENTS of Work Culture in an Organization**



**Elements of work culture** – motivation (extrinsic and intrinsic); job satisfaction and productivity; communication; team work and encouragement; quality of service delivery and customer relations (GRM); leadership; inclusiveness, hierarchy work culture.

**Case study** – google's work culture is flexible, it is founded on trust, employees can work how they like – have fun, nap pods, video games and ping pong. Coach each other via googler to googler program. Employees encouraged to shoot for the room and rewarded for failures. They have weekly question answer sessions and being honest that creates a culture of trust.

**Role of leadership in ethical work culture** – satish dhawan and e shreedharan. ; air India chief adwani lohani made an effort towards ending the culture of grand receptions for him at any airport visits ( ensuring equality and equity).

**Training n mentoring** – inculcating foundational values. Sensitivity training – inculcate positive attitude of orgn as a whole.

Adopt ICT and e gov – **biometric n CCTV**

**Performance orientation**- 360 deg appraisal instead of ACR. Performance or perish. Merit based promotions. Weeding out inefficient bureaucrats.

**Mission karmyogi, lateral entry, compulsory retirements.**

**Code of conduct** – refers to standards, practices, rules of behaviour that guide decisions procedures n conduct in an orgn. It clarifies the orgn goals – mission vision principle strategies. More specifics of do's n don't's. civil service conduct rules 1964. No member shall use his influence to secure employment for any family member with any pvt undertaking. Not to communicate any official document; don't accept gift without govt sanction; non indulgence in dowry; not being under influence of intoxicating drinks while being on duty.

**Code of ethics** – represents ethical values, principles, norms of an orgn that influences orgn behaviour. Leads to morality in actions n justice n fairness, helps in making decision. Ex – nishkaam karma, 5 vows of jainism

**What is requirement of code of ethics** – bcoz COC has its own limitations. It cannot specify everything, every rule cannot be codified, discretion is always there, de novo situation, so need internal reforms within oneself – that's why COE required. COC focus on only do's n don't's – but governance is much beyond that. They are externally enforced so no internalisation of COC, they have weak enforcement. It might curb innovation n out of box innovations. It has rigid framework. Therefore COE shall be there which will internalise the moral sense of duty in civil service n establish commitment towards work.

**Significance of COC** – ensures discipline, better utilisation of public resources, paves way for honesty n integrity, improves trust in govrn, brings attitudnal change, internal cohesion in rogn

if COE not followed - creates crisis of conscience

**Significance of COE** – good work culture, good corporate govnc, promotes social change, upholds prof ethics.

**Differences between COE and COC**

- The code of ethics is an aspirational document designed to influence individual decision-making and the thought process of the employees. On the other hand, the code of conduct is a set of guidelines that are meant to influence the employee's actions.
- The code of ethics contains a company's core ethical values, principles, and ideals, which serve as the foundation for the code of conduct. Code of Conduct is originated from the code of ethics. A Code of Conduct applies the Code of Ethics to a host of relevant situations.
- The organization provides more specific practices and behavior covering many scenarios in COC, and therefore, it has a narrower scope and longer length than COE.
- Code of conduct related to the list of do's & don'ts while Code of Ethics relates to "What ought to be done?"
- Code of Ethics is publicly available, i.e. anyone can access it. Conversely, the Code of Conduct is addressed to employees only and is often limited to them.

	Code of Ethics	Code of Conduct
Nature	General Principles	Specific Guidelines
Scope	Wide	Narrow
Governs	Judgement & Decision making	Actions
Length	Short	Comparatively longer
Disclosure	Publicly disclosed	Often disclosed to Employees only
Focused on	Values or principles	Compliance and rules

**Transparency** – refers to increased flow of timely and reliable information, which is accessible for scrutiny and general interest of public.

**Event transparency** – open info about inputs, outputs, outcomes

**Process transparency** – info about transformations that take place between inputs outputs outcomes (how fund is utilised, how decision r made, how beneficiary is selected)

**Real time transparency** – info released immediately ( arogya setu app)

**Retrospective transparency** – available after time has passed ( CAG reports)

**Pillars of RTI** → value of maximum disclosure (pro active, voluntary n suo moto – Ex – jan soochna portal in RJ) ; obligation to publish on blogs emails newspaper; promotion of open govt (promoting culture of openness within govt – inform public regarding their rights, promote better record maintenannce); limited scope of exceptions (disclosure should be the norm n secrecy should be the exception – public interest override test ; accessible for all; open public meets (open meetings act of washington state); protection for whistleblowers.

There are procedural guarantees ( within 30 days info ; within 48 hrs if life n liberty concerned; appeal can be made)

Exceptions – sovereignty security integrity breach of privilege of parliament trade secrets, IP,

OSA – can be overridden if public interest outweighs.

Specific penalties on PIO – if wrong info, if denied info, if refuses info

Section 2(h) – defines public authority

Sec 4- suo moto disclosure

Sec 6 – prescribes simple procedures for securing info

Sec 7 – gives various time lines

Sec 8 – about exceptions.

### Challenges of RTI

Lack of infra and ineffective record mgt; inadequate HR – skills- staff; monopoly of civil servants; changes in RTI act 2019 – lack of autonomy. RTI activists deaths; slow adjudicatory mechanisms; high rejection rates; lack of coordination and buck passing of requests; CIC data says that 40% of rejections did not had a valid reason of being rejected in 2019. low public awareness; misuse of act.

3.3% conviction rate, 388 days for complete disclosure taken.

CIC said - will give info to those also who are now deceased + during covid, the info regarding covid was prioritised.

new changes in Data protection Act - Info. (personal) can be denied

### Significance of Information Sharing and Transparency

- 1) **Objectivity:** Transparency in government organizations makes them function more objectively and leads to evidence-based policymaking.
- 2) **Predictability:** It enhances the predictability of decision-making thereby ruling out arbitrary decisions.
- 3) **Participatory:** Transparency enables citizens to participate in the governance process effectively.
- 4) **People-centric governance:** In that sense, transparency becomes the key to strengthening participatory democracy and ushering in people-centered governance.
- 5) **Equity:** It empowers the poor and vulnerable to get information about public policies and actions and leads to their welfare.
- 6) **Indiscretion:** Transparency cuts down the discrepancies between government officials and politicians.
- 7) An international observation shows that countries with transparent governments tend to have higher GDP and lower levels of corruption.

### 2.3.4 Strengthening the Right to Information Act

#### I. Administrative Reforms

- **RTI Call Centre & Helpline:** To provide information regarding how to file RTI requests, or to file a request on behalf of citizens. A copy of the filed request can be sent via SMS or E-Mail. This would create a system like a telecom customer care service.
- **Harnessing Technology & Automation:**
  - **Using AI to create FAQs:** Putting all relevant FAQs and automated responses to frequent questions asked by the people based on social media comments, sentiment analysis, and previous RTI queries (using artificial intelligence). This will reduce the number of RTI requests and pendency of the cases.
  - **Data Management System:** Cataloguing, indexing, and proper storage of data digitally on **GI Cloud (Meghraj)** or **DigiBoxx (NITI Aayog)** should be made mandatory.
- **Proactive Disclosure of Information:** Under Section 4 of the RTI Act should be made a norm and taught so as a part of Civil Services Training and be provided as a rule by amending the *Civil Service (Conduct) Rules [2<sup>nd</sup> ARC]*.
- **Creation of RTI Implementation Cell** on the lines of **NeAC (National e-Assessment Centre):** It should act as a master division of **CIC** for clearing doubts of public authorities related to RTI.
- **Mandatory publication of annual self-assessment reports** so that all public authorities are self-aware of the issues and deal with them promptly.

#### II. Legislative Reforms

- **Time Limit for the Second Appeal:** Currently, the law doesn't provide for any specific time limit to dispose of the appeal with CIC.
- **Oath of Transparency for Ministers** can be mandated by amending the **Articles 75 & 164** and Third Schedule accordingly. [2<sup>nd</sup> ARC]
- **Repeal OSA (Official Secrets Act):** 2<sup>nd</sup> ARC recommended that there should be single legislation dealing with national security and the right to information.

**Quality of service delivery** – it is the conformance to certain standards to meet or exceed customer expectations.

- Accessible (wheelchair to voters for voting)
- Reliability (booking tatkal tickets n getting them confirmed)
- Responsiveness ( twitter used to answer queries by govt)
- Customer satisfaction (dominos – replace pizza)
- Available ( one nation one ration card – for migrants)
- Flexible ( online payment of bills)
- Sustainable

3E  
 Quality (delhi schools, pds grains)  
 Convenience ( doorstep delivery of rations)  
 Timeliness (birth death certificates) + follow sevottam model  
**Issues** – poor infra, corruption, apathetic attitude; lack of awareness among people; excessive adherence to laws  
**Utilisation of public funds** – issues – red tapism; freebies (loan waivers, electricity); political campaigning; misutilisation (using govt vehicle for family trip; underutilisation (MPLADS); misappropriation (diversion for the purpose not intended); bailing out loss making psu

→ vacuum cleaners from covid money  
 March rush, live item budget, incremental budget

Soln → DBT, zero based budget, PERT/CPM, comment audit

CAG said - diversion of NSOAP scheme funds for publicity of other schemes 53

Good case study - citizen charter (Belli cantonment),  
Hydrabad water supply Board, Jan soochna portal,  
Passport seva Kendra, NTPC citizen charter

12-07-202

All of them take feedback, joined participative, timeline, commitments,  
GRM, multiple languages, online details, vision & mission,

### MAKING CITIZEN'S CHARTERS AN EFFECTIVE TOOL OF GOOD GOVERNANCE IN INDIA

Tracking portal,

- 1) **Attitudinal Change:** The mere issuance of a citizen's charter might not help in changing the lackadaisical and apathetic attitude of some officials. There is a need for regular sensitization, peer influence, leadership, and external sanctions against misconduct to do so.
- 2) **Inclusiveness and Consensus-Oriented [2<sup>nd</sup> ARC]:** Citizen's Charter should be made after proper consultation with all stakeholders like civil society including marginal section. Open Engagement with citizens can be done through social media, online forums, or feedback forms.
- 3) **Grievance Redressal Mechanisms (GRM):** There should be well laid down grievance mechanisms and available remedies in case of any default in standards of services.
- 4) **Awareness:** The agencies should publicize their charters using social media handles, pamphlets, posters, local newspapers, and ensure proper visibility of the same on their websites.
- 5) **Proper Budgetary Allocation:** There should be proper budget allocation by every public organization for the training & orientation of staff and awareness of the public about their charter.
- 6) **Catalog of Best Practices:** A case study catalog of best citizen charters in India can be maintained by NITI Aayog so that other agencies can replicate or learn from them.
- 7) **Accountability mechanism [2<sup>nd</sup> ARC]:** Enforcement Officers or Staff members should be held accountable for the implementation of values and standards in the charter through "Annual Citizen Charter Appraisal" as a part of their performance appraisal.
- 8) **Periodic Evaluation of Progress [2<sup>nd</sup> ARC]** and updating of Citizen Charters.
- 9) **One size does not fit all [2<sup>nd</sup> ARC]:** The formulation of Citizens' Charters should be a decentralized activity with the head office providing broad guidelines to incorporate the local conditions and changing work culture.
- 10) **Nudging:** Establishing a "Best Citizen Charter in India" Award wherein NITI Aayog could evaluate the elements and compliance of the charters of various agencies and rank them accordingly. This would increase motivation and competitiveness in implementing best practices.

Whistle blower protection - legal measures < delineate clearly - procedure reporting mech, investigation  
- Protective measures - confidentiality, anonymity  
- Institutional measure - Dedicated Act & enforcement  
- Behavioural measures - Training, awareness, psychological assistance

**2<sup>nd</sup> ARC solutions for corruption** - Public recognition & rewards

**Code of ethics** - cover conflict of interest comprehensively

**Legal framework for fighting corruption** - include squandering public money, gross perversion of constitution

**Liability of corrupt servants to pay for damage**

**Amend POCA**- include pvt sector providing public services

**Ombudsman at local level** - to investigate cases against the functionaries of the local bodies

**Civil society engagements to fight corruption** - hold **integrity workshops** and public hearing at different levels. Survey n assess public services periodically

**Rating of public offices by citizens**

**Principle of positive silence** - if permission not given within a certain timeline - then permission is deemed to be given. And officials to be held responsible for the delay

**Use of IT**

**Integrity pacts** - by all stakeholders - agreement to ensure fair bid

**Review of all govt offices and find out where discretion is there**- then bound down the discretion. There shall be collective discretion rather than individual discretion. Find out high risk n low risk posts.

**Track performance in APAR of civil servants** - as how they reduced corruption.



**Public service** – it is a service provided by the govt to the people. 'in the happiness of his subjects lies the happiness of king'

**Importance of ethics in pubadm** – builds social capital, inc credibility, responsive empaththatic n compasionnate adm ( Ex – creation of separate roadside market for vendors before removing their encroachments); improves EODB, avoid wastage of public funds; curbs corruption, use discretion in objective manner

**Ethical issues in Indian adm** – perception of high status (red beacons); nepotism; lack objectivity; credibility (fake encounters – vikas dubey); red tape; corruption ( 2g scam); rules become ends (jharkhand pds death due to starvation); lack of coordination (covid mgt); abuse of personal authroy (public vehicle for pvt trip).

elitism → thugayraj stadium case of IAS couple.

\* **Crisis of Conscience:** It is a situation when there is a conflict between the *ideal self* and the *real self*. It is a situation when people worry because they think that they have done something wrong.

*Remorse, guilt*

- **When does it occur?**
  - ✓ There is a conflict between personal morals (private ethics) and the public duty (public ethics) of the individual (For Example – When a doctor, who belongs to a sect that prohibits abortion, is asked to perform a legal abortion, it would lead to the crisis of conscience).
  - ✓ When a person doesn't heed the voice of conscience due to a weak value system (A person steals something from a shop but later feels guilty).
  - ✓ When one thinks that his/ her actions were wrong/ immoral.
- **Examples/ Manifestations:**
  - ✓ **Socio-religious reforms:** Abolition of Sati, Untouchability, Decriminalisation of Section 377, Abolition of Triple Talaq, Opening up of Sabarimala Temple to women of all ages, etc.
  - ✓ **Acknowledgment of historical wrongs:** Britain's apology for Jallianwala Bagh Massacre and Canada's apology for the Komgatamaru Incident.
  - ✓ Sometimes crisis of conscience is used as a tool to bring about social reforms and attitudinal change in society. **Example: #MeToo movement**, although not being a legal tool of justice, became successful to some extent in exposing the cases of sexual assaults and creating a crisis of conscience in minds of alleged culprits. It also attacked the attitude of leaving scot-free despite committing a crime like sexual assault.
- **How to resolve it?**
  - ✓ **Code of Ethics (Conflict of Interest & Post-Employment Code for Public Office Holders in Canada)**
  - ✓ A self-imposed discipline should be taught at schools (as propounded by Supreme Court)

(All the methods of dealing with Ethical Dilemmas can be used here too)

**Golden Rule** - ethics of reciprocity - Treat others as you want to be treated  
 → Treat others the way they like to be treated

**Psychological egoism** = Humans are inherently selfish (good packets delivered during disaster & trying to acquire as many as one can).

**Ethical egoism** = People should act in accordance to their self interest - to maximise one's happiness & minimise unhappiness.

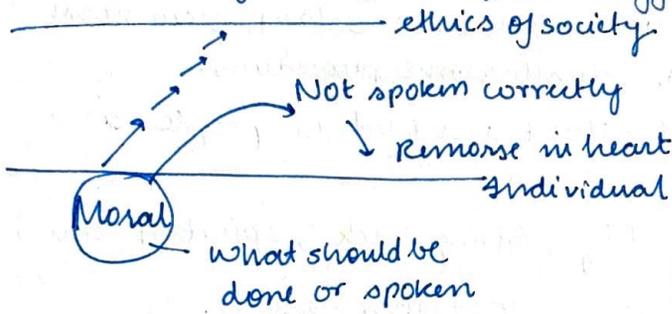
**Moral subjectivism** = what is true for one is not true for all

**Cultural relativism** = Moral standard that are culture specific

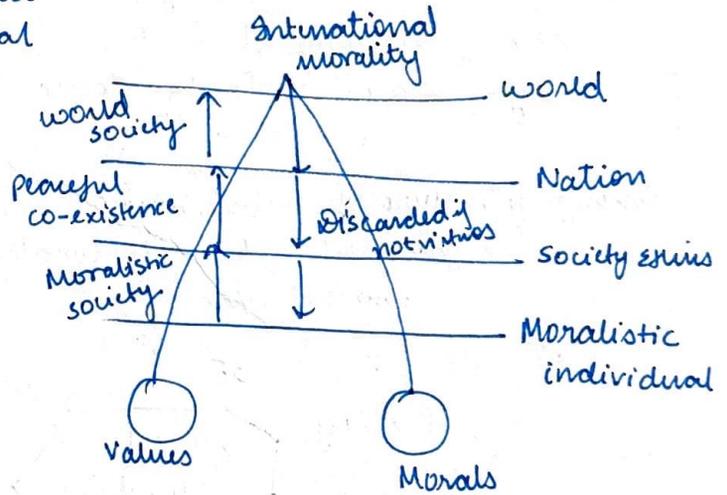
**Expert power** - An individual's power deriving from skills or expertise of the person.

**Coercive power** - -ve application of power in terms of threats & punishments

Gandhi used self sacrifice & public suffering as powerful emotional tool.



**OHANA ; MY MAN**  
**NISHKAM KARMA**



**Foreign policy pillars**

→ Samman, Samvad, Swaraksha, Samruddhi, Sabyata & Sanskriti

Adhering to values of Ohana.

**War ethics - during war**

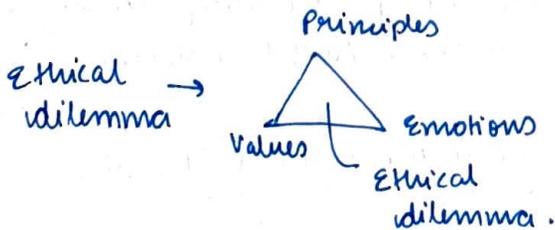
Ethics of war - debate before war - whether country should participate?

'Just war theory' - waged by a legitimate authority; is a just cause; right intention; last resort; be proportional

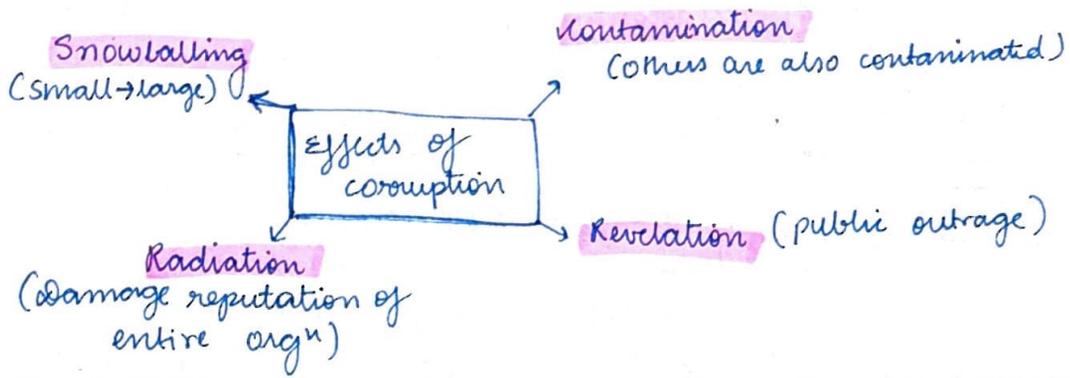
People treated as means to reach ends - surrogacy, child labour, trafficking, freebie culture

For case study course of action → know / Plan / Action

3 stage approach.



\* Delhi govt's 'happiness curriculum' aims to inculcate EI among students to deal with anger, negative emotions etc.



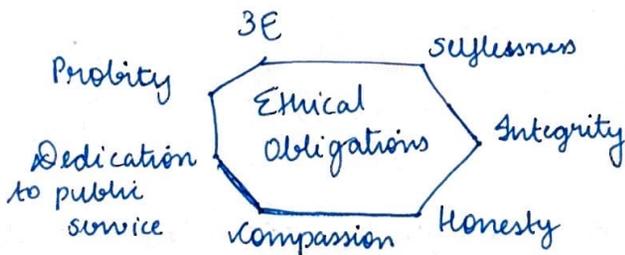
• Corruption in India has wings, not wheels → Money immediately sent abroad  
 - - - leads to promotion, not prison

• Reasons - colonial  
 Protection → power asymmetry  
 over regulation - citizen at mercy of state - monopoly of govt.  
 low conviction, nexus, pressure, consumerism, low salary, new normal,  
 No protection to whistle blowers, cumbersome procedures.

• Public service = a service of general interest provided to people as a group  
 keeping citizens at centre

why → Social contract, Spirituality, Giving Back, spirit of service  
 ↓  
 used public resources → Shiva/Jiva  
 ↓  
 now serve 'punya'

• Changing nature of public service  
 → from silos to collaboration, role of state changing, third sector, marketisation



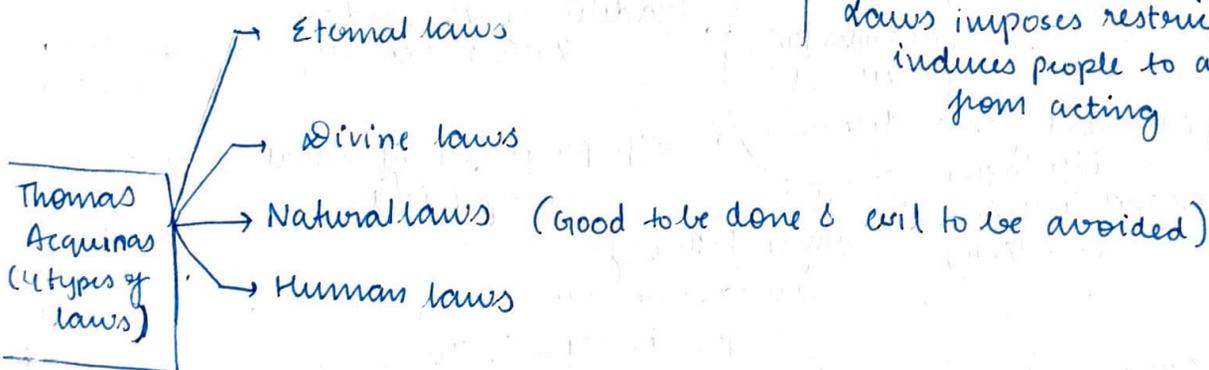
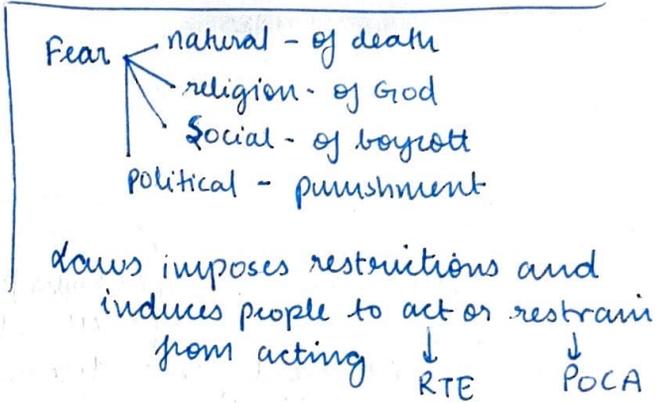
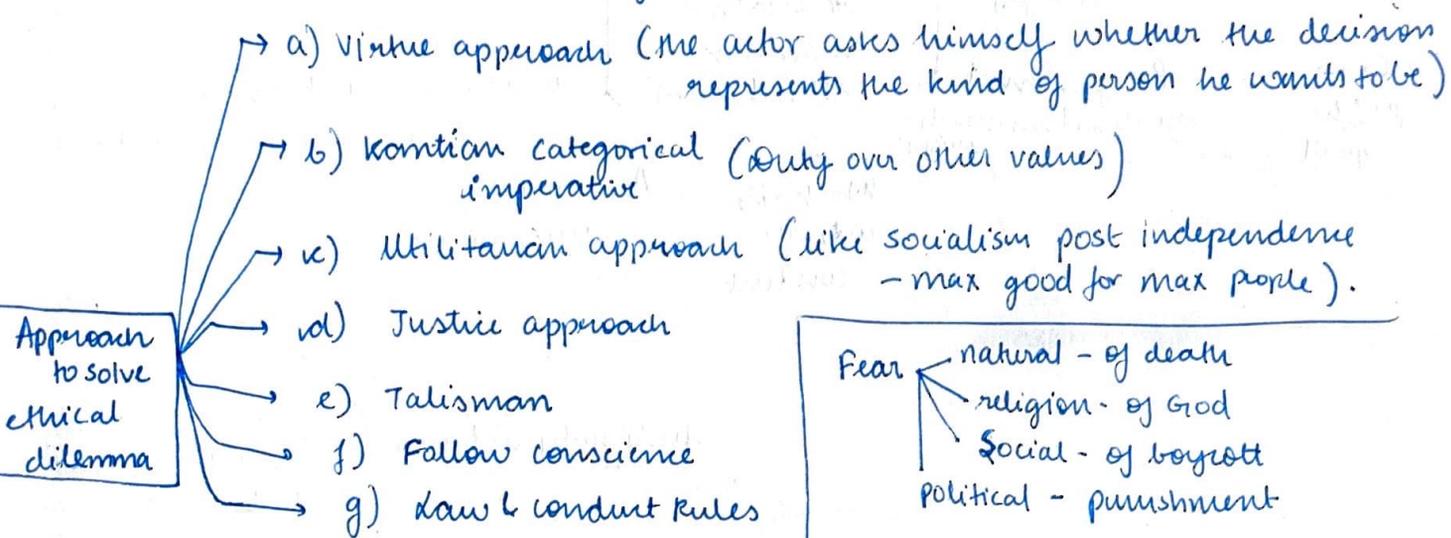
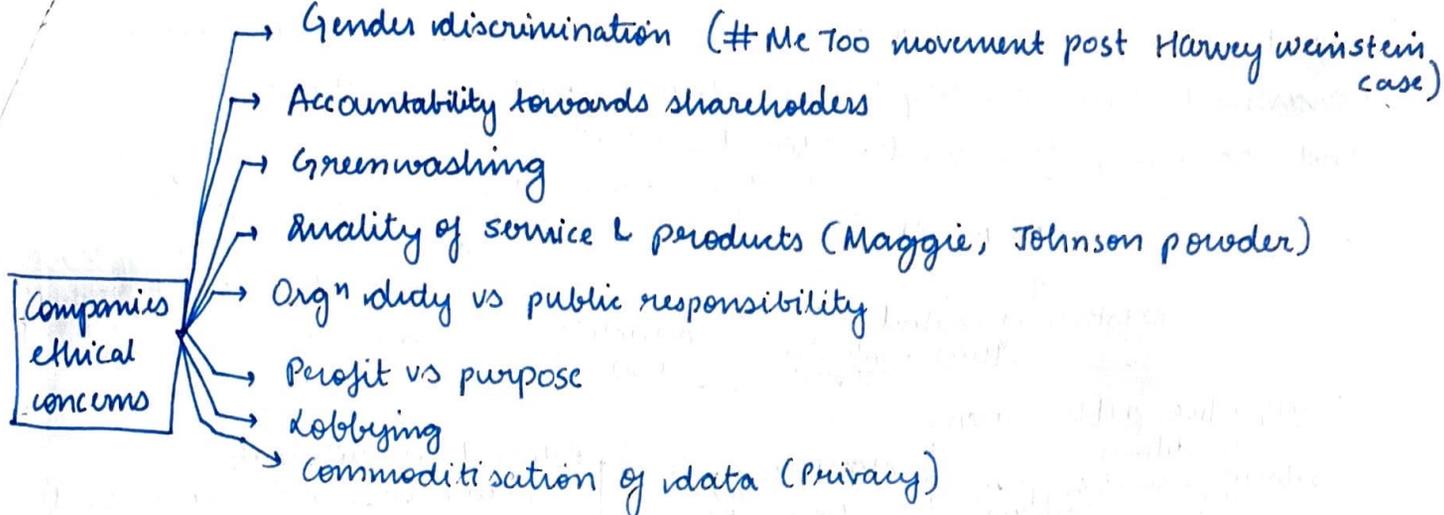
• Free will - free to take decisions about one's own career prospects.

• Determinism - Decisions of human beings are determined by outside forces.  
 → Eg - A student wants to do fashion designing but parents engineering.

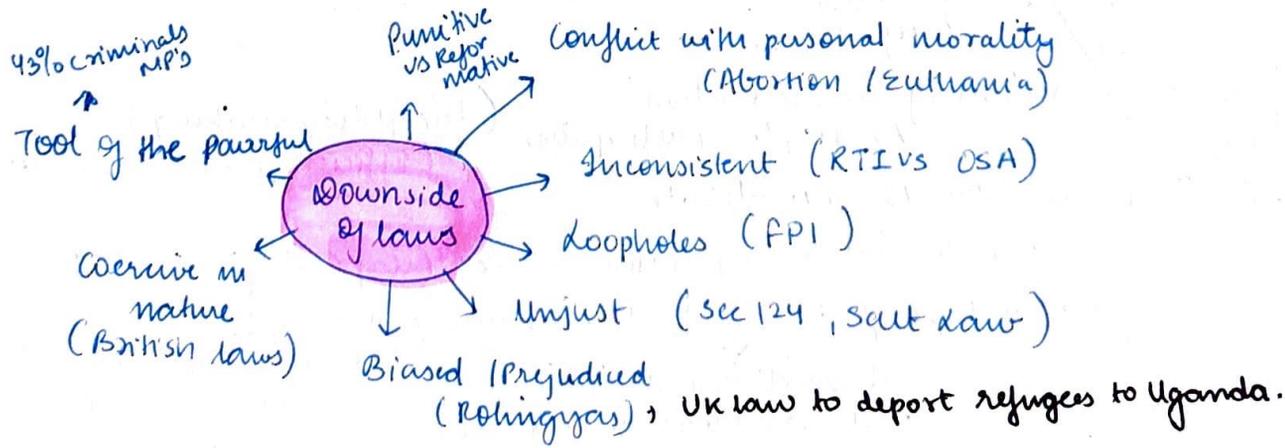
• Altruism - Paying bus fare for another person who has lost his wallet.

• Vices - Injustice, Rashness, Anger, Wrath, Envy, hostility, cowardice, sloth, vanity, impatience, jealousy, recklessness (wild carelessness), greed, cynical, gluttony, lust.

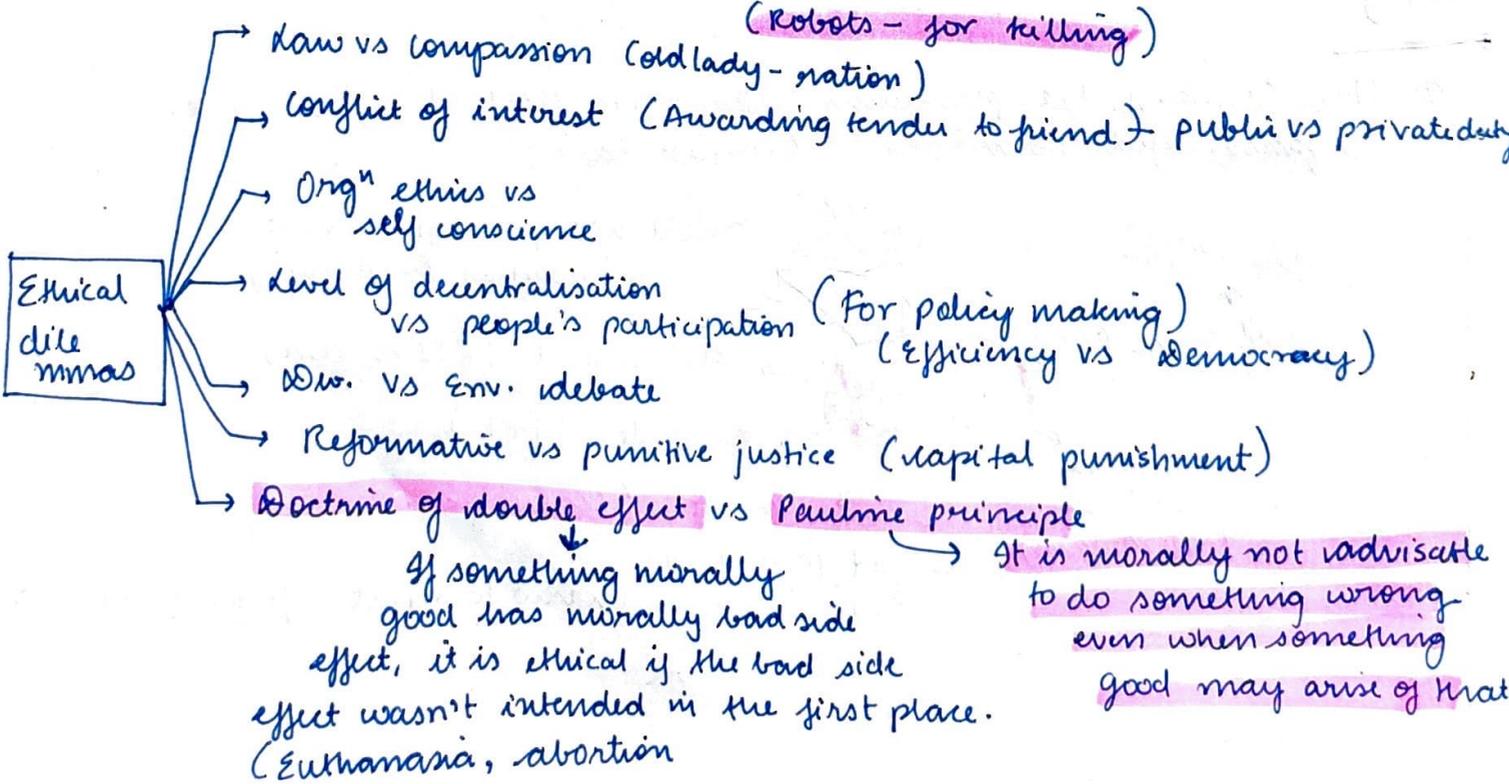
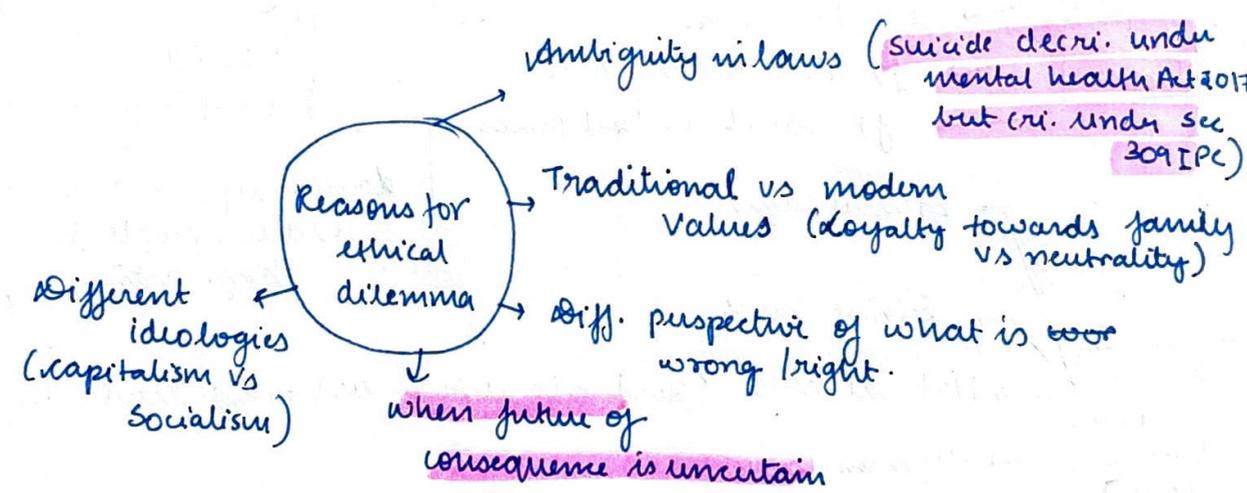
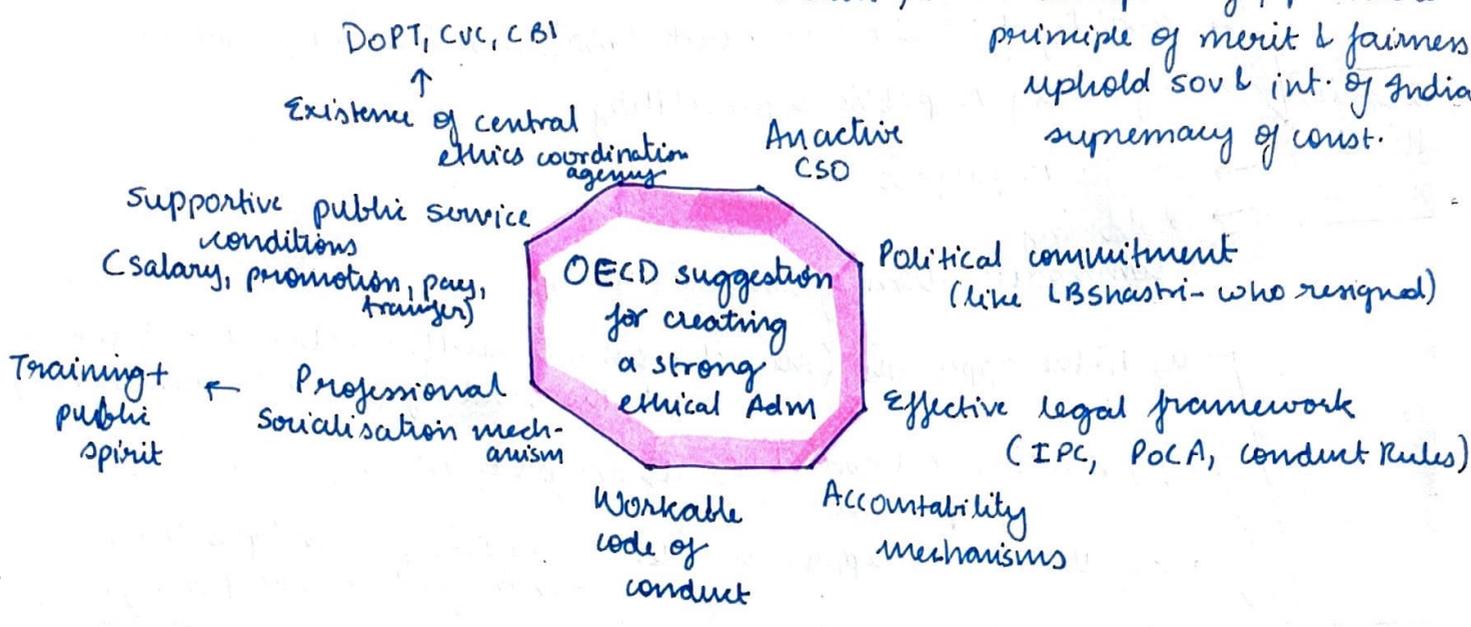
• Steps to win over vice - Win <sup>own</sup> the vice, choose a life without it, describe its impact, make a resolve, implement



In Nazi Germany, the persecution of Jews was legalised by the state.  
 Myanmar rejects Rohingyas (unjust laws)



Conduct Rules for CS - changing by adding new - prohibit sexual harassment of women employees, observe courtesy, prohibit demanding and accepting dowry etc, political neutrality, responsiveness to public & weaker section, Acc & Transparency, promote principle of merit & fairness, uphold sov & int. of India, supremacy of const.



1. Gandhi favoured generosity - The to be righteous regardless of behaviour of others. - The weak can never forgive. Forgiveness is the attribute of the strong.

• A man is but a product of his thoughts, what he thinks, he becomes.

• **Nehru** - compassion - welcomes refugees from Pak & China soon after independence.

↳ He said, "Culture is the widening of the mind & of the spirit."  
(Culture shall be directed at developing individuals & society in mind & heart - He practiced yoga & rejected many orthodoxies of that time).

He also favoured right means (took J&K to UN)

Urged people to call him 'Pratham Sevak' rather than PM.

• **Vivekananda** - @ Chicago conf said - All differences in the world are of degree & not of kind, becoz oneness is the secret of everything

• Synthesise west & East civilisation.

• Arise, awake & stop not until the goal is reached

He detached himself from the material luxury as it were seen as a vicious cycle.

• He relied on reason to shape the culture & civilisation of India.

• Urged people to be selfless so that they are not weakened by desires.

• "Ask nothing; want nothing in return. Give what u have; it will come back to you, but do not think of that now."

• "Education is the manifestation of the perfection already in man."

↳ used to unleash human potential

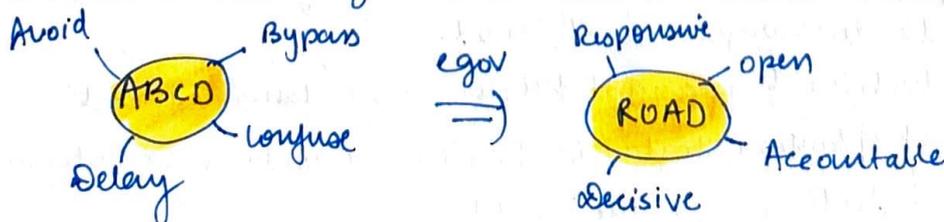
**Amartya Sen** - shifted the focus from GDP to development

= Remove 'unfreedoms' → barriers like illiteracy/corruption/no connectivity etc which hinder development.

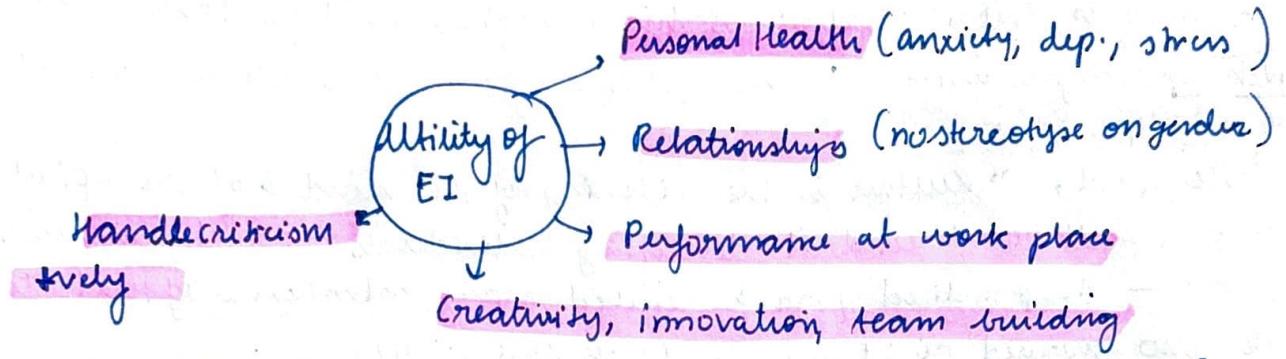
• Capability approach - Humans must have capability to achieve their desired skills or competencies i.e., they must have edu, health, nutrition

• **Mother Teresa** - "I alone cannot change the world, but I can cast a stone across the waters to create many ripples."

• PM said that e-gov has lead to ROAD instead of ABCD b'c of



- Models of EI
  - Ability - By Mayer & Salovey
  - Mixed - Daniel Goleman (Self Awareness, Reg, Emp, SS, Motivation)
  - Trait - Based on personality

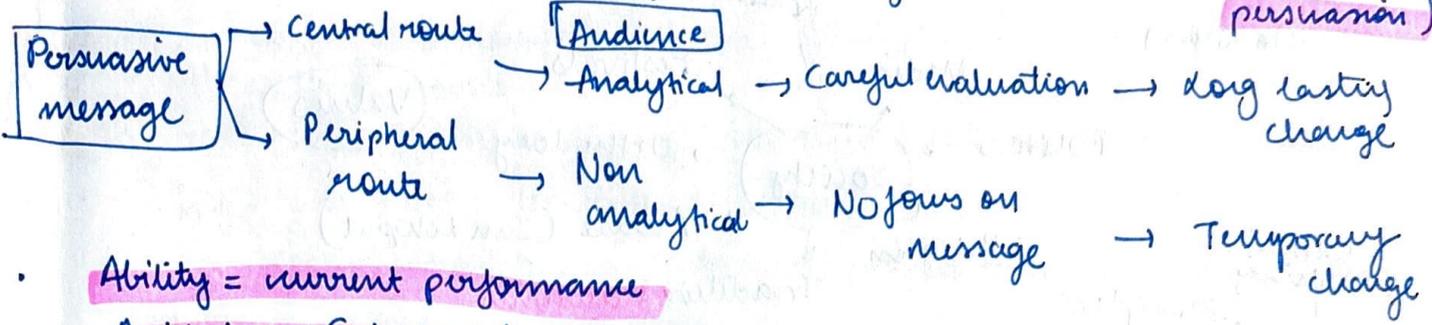


- Socrates philosopher king - to rule the society - so that power is not usurped by the tyrants.
- Socrates - good life is examined life
- Plato - just examining life is not enough - one must master or control it with reason to bring stability & well being.
- Plato's kallipolis - A Just city has 3 classes
  - Guardians - to ensure justice
  - Auxiliaries - fight war
  - Civilians - parison
- Plato said - humans are born virtuous
- Aristotle - Virtues can be acquired in life by habit & practice.
- Social Contract - Humans themselves surrender some of their liberty (an agreement) to the state to establish a society with peace.
- Gandhi's prayers - Ashwas Allah Tere Naam, Satke Sammati De Bhagwan.
- Strength does not come from physical capacity but from indomitable will (People fasting into death - strength)
- Cleanliness is next to godliness - hygiene leads to mental peace & strengthen the generation of good thoughts
- Gandhi's Talisman - impart of decision on life of poorest
- Sawa dharna Sambhav
- People have right to disobey the law when it is unjust - Salt law
- Economy - he favoured free economy but for larger social well-being & not greed.
- Trusteeship - Owners of public wealth should see them of as custodians of public wealth to do larger social good.
- Favoured small industries & manual labour - 'machines' are 'evil'
- Anudaya (upliftment of bottom strata) is key to Sawodaya (development of all)
- Be the change u wish to see in the world
- Happiness is when what u think, what u say & what u do are in harmony.

Change in attitude can be also due to

information (IPCC reports), use of power  
 ↓  
 Leg. Ad. Judicial → Expert  
 ↓  
 Ban on crackers

- pictorial warning of cancer on cigarette persuade people.
- Drive slowly, someone is waiting for you in your home (emotional persuasion)



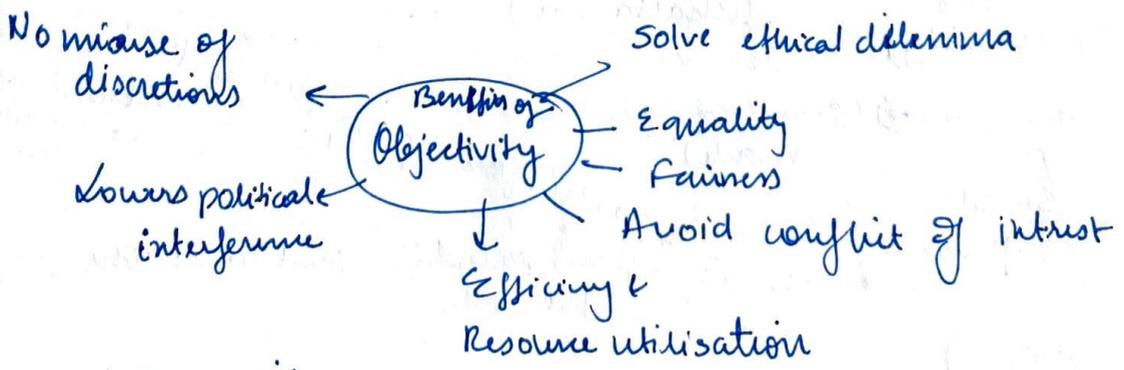
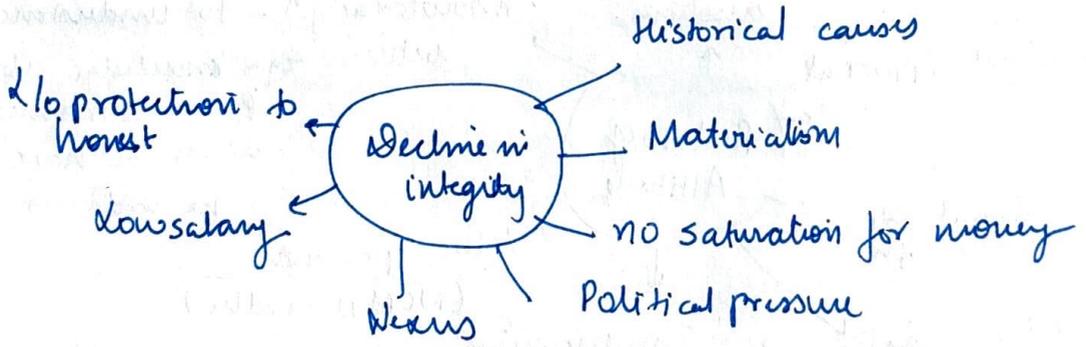
Ability = current performance  
 Aptitude = future potential

Intellectual integrity - when a person is willing to stand up for his best judgement of truth. Eg - Socrates

Personal integrity - organising one's desire, commitments, values, beliefs & actions in a coherent way - no conflict b/w them.

Moral integrity - Morally upright, honesty, kind, empathy etc.

Personal integrity w/o moral integrity - Giving back the bribe if favourable posting not given. Or in a hierarchy, everyone takes his 'cut' and passes it upwards.

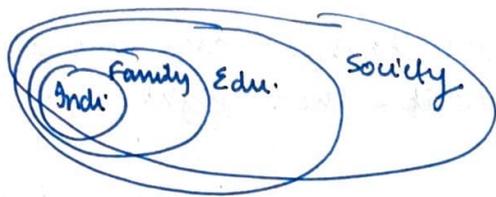


Impartial → based on merit  
 Non-partisan → Politically neutral

BR Ambedkar - drank water from public tank - beaten mercilessly for this - not allowed to study Sanskrit - then fight against it - took action.

- Ashwar chandra Vidyasagar - Reason & enquiry for seeking truth - used ancient scriptures to justify cause of widow remarriage. He even married his son to a widow.
- Vivekananda - Ramkrishna mission - serve the poor / destitute  
→ selfless service
- Tagore - started Rakhi Utsav - Hindu Muslim tie rakhi in Swadishi <sup>more</sup> <sup>neet.</sup>
- M.L. King - use CDM & peaceful methods to fight racial discrimination. Even his house was bombed & several assassination attempts made but none could shake up his conviction.
- Mandela - spent 27 yrs in jail - was born in royal family but left all privileges to fight apartheid. When he became President, he forgave the greatest enemy - the apartheid govt.
- Savitri Bai Phule - died from infection while treating the plague patients.
- IAS Parameshwaram Aiyer, sang M/o drinking water - got inside a twin toilet pit in Telangana & removed faecal matter with his hands  
→ led by example - that scavenging is not a menial job - changed attitude towards pit cleaners.
- Tukaram Omble - ASI Mumbai police - during 26/11 Attack in Mumbai, he stood in front of Kasab & held on to Kasab's rifle's barrel thus preventing anyone else from being hit. Omble took 40 bullets from AK-47 at point blank range & accepted martyrdom. (selfless, courage, dedication)
- S. Semavandhi - IAS in MP - got AC removed from <sup>his</sup> office & installed in rehab centres to save children from heat wave.
- M. Visveshwariya kept 2 candles → one of govt fund (other his own) used them diff. after office hours - only private one.
- Saurabh Kumar - IAS - Dantewada introduced 'lunch with the collector' initiative to interact with students - brought down insurgency.
- U. Sagayam → extensive research on illegal granite mining in Madurai led to charges against many known politicians.

Values



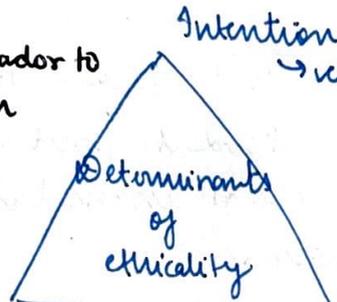
Behavi  
The

Morals are principles of right or wrong held by an individual. They pertain to an individual

- Gender inequality is considered ethical in Saudi due to its peculiar culture & tradition.

CD Deshmukh asked ambassador to pay for personal purchases even when ambassador was very close friend of the then PM.

- Industrious spirit,
- ambitious character,
- enthus spirit,
- diligent attitude.



Intention → charity done for vested interests

Situation → Breaking traffic rules to save someone's life

Nature of action

→ polluting env. is unethical but can be justified for rural dev. under limits



- Woodrow Wilson said - Corruption thrives in secret places & avoids public places.
- Shrikrishna mixed his public & private relationships

→ son to become king even when he was unworthy.

Former CBI chief met the accused in a case at his residence (due to personal relations) - & thus his integrity was questioned.

Courage : Eg Bose, Bhagat Singh

Humility (not feeling superior) : Patel & Maniben, Gandhi

Justice : Gandhi argued for compensation of Pakistan & safety of out-migrants

Sacrifice : Patel for his brother - opportunity to study abroad

Respect : Akbar for all rulers

Integrity : Kalam ji did not <sup>took</sup> receive any gifts during presidency & even deposited them in govt. treasury.

Shoni recalled an English batsman back on the field in 2011 test match. The batsman was given out by umpire in ambiguous manner.

(Duty - Kant)

- when means are wrong - Khushi Chaura, Hyd. encounter, H. Mehta
- Justified ends - Bhagat Singh, India re opening embassy in Afg to send aid to people in EA.

Hacking of software when nuclear missile is to be launched

Help to exploited labourers even when they are legally tied to zamindar

- John Locke - If someone violates another's right to life, they forfeit their own right to life & can therefore be treated as a being not possessing any right to life at all.

- when wealth is lost nothing is lost. Health - something; character - everything - Gandhi

- MANSI initiative by Tata Steel to ↓ infant mortality rate in Jharkhand.

Athulya initiative of Tata Tea - vocational training to physically challenged people.

- Corruption - Bioten bribery; Coal block

Nexus - NSE co-location; PNB

Lo oversight - IHFL crisis

Favouritism - Chanda Kocher

Over regulation collusion - DHFL case

Internal fights - Tata boardroom battle

In FY 21, companies spent 8800 ₹ crore on CSR which is 1/3<sup>rd</sup> of what they did in FY 20.

- Google's work culture is flexible - employees can have nap pods, video games, ping pong, googler to googler program for coaching each other (Interactive influence).

- Krishna was born in the darkness of night into the locked confines of a jail. However at the moment of his birth, all the guards fell asleep, the chains were broken and the barred doors gently opened. Similarly, as soon as Krishna (Chetna, Awareness) takes birth in our hearts, all darkness (negativity) fades. All chains (ego, I, me, myself) are broken. All prison doors (caste/religion) are opened.

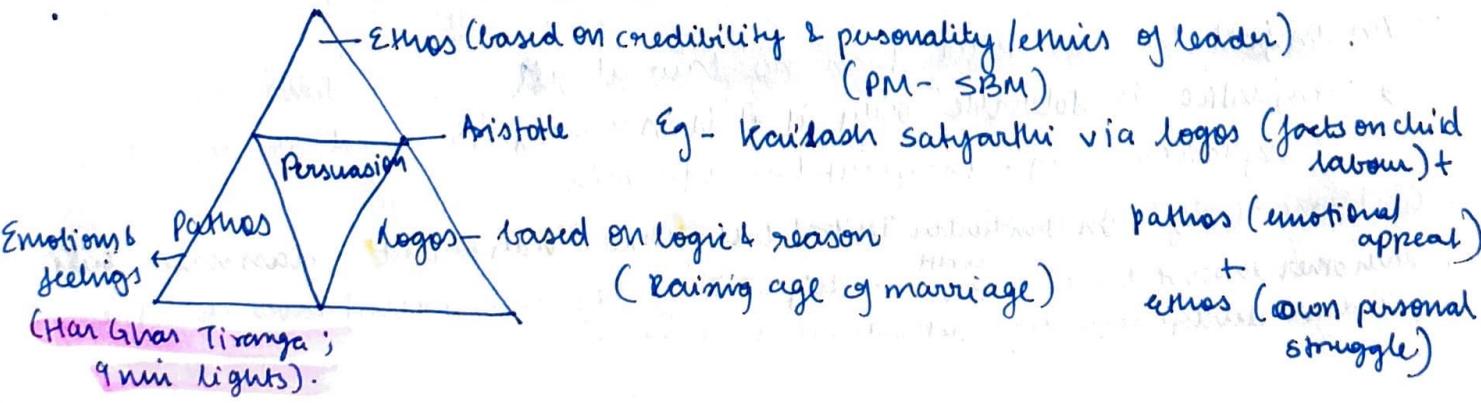
- Udaipur Collector Tarachand Meena - Mission Kotda - stopped human trafficking of girls. Encouraged them to form SHGs & taught them to form herbal colours which are in great demand.

Tribals of Kotda village - in 50 days - removed the mountain - so that teacher can come to teach children (otherwise had to cross rivers twice on legs).

## Ethics Examples

- Crisis of conscience - Arjuna killing his own kith & kin  
EI - Lord Krishna counselling Arjuna for victory of good over evil.
- Civil servant asked to prepare a report on covid-19 deaths but there is extreme pressure from MLA to show zero covid deaths even when reality is different. (Crisis of consc + ethical dilemma).
- Chidhabaran must be stopped or not as child is sole breadwinner of family whose sister has cancer. (Ethical dilemma).
- Man promised to come home early for his son's b'day but on the way sees an old poor man being hit by an accident.
- Social influence - SBM ; Aamir Khan in Satyamev Jayate
- Persuasion - Yanna on traffic signals → wear helmets
- Gandhi 7 sins :
  - Wealth without work (Corruption)
  - Pleasure without conscience (Theft, rape)
  - Religion without sacrifice (Priestly class) → means sacrifice or stereotypes
  - Knowledge w/o character (Bin Laden, Al Zawahiri, H. Mehta)
  - Science w/o humanity
  - Commerce w/o morality
  - Politics w/o principle
- Dante's deadly vices -
- Negative use of EI → Hitler's regime, radicalisation, electoral mobilisation based on caste.
- Fireman entering the building when everyone else is running out - Fortitude
- A Sikh policeman saved a muslim man from angry mob in Ramnagar.
- Honest civil servant punished for bonafide mistakes - HC Gupta for coal block irregularities.  
See 13(1)(d) of POCA does not protect bonafide mistakes.
- In 2002, allocation of petrol pumps & gas agencies were made but a mistake was committed in it & hence govt. simply cancelled the allocations without punishing the members for bonafide mistakes.
- Nambir Narayan scientist - booked falsely under OSA Act.
- E. Sreedharan allocated extra land for metro & thus was sued by CAG however the main intention was future expansion.

- Op. Sulaemani By Prashant Nair - no one is denied food. 100km road by A. Pame in Manipur
- Kiran Bedi - Tihar jail reforms - courage of conviction
- UJAAS initiative - Jitendra Kumar soni - Nagaur
- also called Crane Bedi - lifted the car of PM Gandhi which was not parked at right place.
- TN Sesham - electoral practices & reforms
- D. B. Shastri - resigned as railway min due to 2 accidents
- Honest civil servants are harassed - Ashok Khemka, HC Gupta, Ashok Uvasa.
- Karnataka floods - min said IAS to transfer the funds under control of idy. Commissioner but IAS refused - so transferred.
- Satyendra Dubey - died fighting corruption in NHAI scam.
- E. Shreedharan - gave resignation after collapse of Karim Nagar metro. He built entire pre-fab structure of steel (when even the land was not granted) then when land was granted it took only 2.5 months to build the whole station (innovation)
- Contractors worked with E. Shreedharan even when money was not paid temporarily post H. Mehta scam as there was no money in market.
- Dudhnow Presidential visit - traffic stopped - women died - rules = end
- Akbar - tolerance
- SDM Anand Kumar himself carried the sand bags when there were floods in his village.
- Kumar Pal Gautam, Pali collector - 'BPL' in houses - ration
- Bharat served empire for 14 yrs & never sat on throne when Lord Ram was not there. (Integrity)
- Pepsi informed Coca Cola that its trade secret was leaked
- role of society for values - Rakhi, Tilak, orthodoxy - Khaps
- Mamohan Singh - gave all money to PM Relief fund gained via devaluation of currency even when no one asked him to do so.



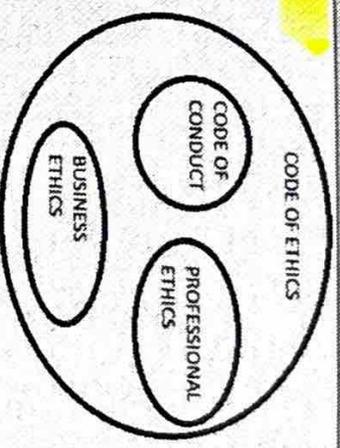
**CODE OF ETHICS AND CODE OF CONDUCT**

COE- It is the core value of the organisation, or a behaviour expected out of an individual, how to approach the problems etc. it is a guide of principles that keeps the honesty and integrity intact. It guides the employees about the ethical standards of the organisation and how to achieve them. It ensures that decisions made are in line with values of the org., even when rules are missing. It improves decision making

COC- it lists the unacceptable conduct, what an individual must not do, like indulging in corruption, or favouritism etc. it guides the person that he is required to adhere strictly to rules and regulations of the office, and it does not talk about the moral obligations of the individual.

PROFESSIONAL ETHICS – Need of it—due to knowledge asymmetry b/w professionals and their clients and the fact that the professionals enjoy some sort of legal monopoly over the profession( the clients can't go just somewhere if they r treated badly).

Code of ethics say that we must follow rules, then now the code of conduct will list which rules are to be applied in various times. It is designed to help professionals so that they



S.No.	Criteria	Code of Ethics	Code of Conduct
1	Meaning	Code of ethics are highest ethical standards that a civil servant is expected to display.	Code of conduct are minimum standards of ethical behaviour expected from a civil servant.
2	Nature	General	Specific
3	Scope	Wide	Narrow
4	Governs	Decision making	Actions
5	Focused	Values and principles	Compliance and rule
6	Enforcement	Since they are general and broadly worded, they cannot be enforced, violation cannot be punished	Since they are narrowly and specifically worded their violation can be punished.

There is no formal code of ethics in India. Ways have to be found to ensure idealism and patriotism to have a proper place in youth's ambitions. Lack of moral earnestness has become a roadblock in efficiency and integrity. The deterioration of public values and standards needs to be arrested.

can conduct their business honestly with integrity. If we as civil servant are stuck while making a decision, it is the code of ethics and the commitment to our values towards the service that we will make a decision which will ensure justice to the last standing person. It tells us the obligations which a civil servant is expectant to follow. It describes how organisation will achieve its values, and these values are the moral obligations, which are the expected ethical conditions and the behaviour which follows from the values. On the other hand the code of conduct does not talk about moral obligation or values

Steps taken in this regard—

CVC, conference of chief ministers 1997 to introduce code of ethics (not done), PUBLIC SERVICE BILL (to set up a central public service authority and formulate public service code, injecting elements of accountability, transparency, neutrality, integrity, and professionalism in public services, adherence to work ethics).

**The Right of Citizens for Time Bound Delivery of Goods and Services and Redressal of their Grievances Bill, 2011** envisages that citizens to receive time-bound services. This would help create more responsive administration to improve service delivery

**CODE OF ETHICS FOR CIVIL SERVANTS** → it helps make decisions which are in line with values of the organisation in the absence of a clear rule or direct supervision. The public service bill visualises for setting up central public service authority

**CODE**  
**NDU**

Norms prescribe the mechanism of doing particular things. (Eg- while on a private visit by civil servant to a foreign country, you must submit all details and funds). A well-written code clarifies organisations' mission, vision, and values along with the professional ethics. It enhances the strength of expectations from civil servants that they will act in public interest and avoid dual morality. They create a sense of remorse for wrong doing. **The chief secretary is in hand in gloves with CM of Rajasthan (Gehlot). The chief sec's wife is contesting election. Now who can issue anything notice against him? He is not scared of anyone he openly says that he will also contest elections next time. Also this chief sec has superseded 12 people from becoming chief secretary. What is the solution? → the people → but for people the most important thing is to overcome covid, to overcome hunger, to save their children die from hunger, to send their children to school, to make their ends meet.**

Responsibility- to take permission of the gov is resp of every civil servant, but at same time

Those who use public services, must expect a high standard of conduct from their public servants. Following coc ensure transparency, accountability, responsiveness towards citizens, and efficiency.

COC sets standards for civil servants, that they should act in public interest, avoiding improper forms of behaviour. The fear of punishment makes them do things in an appropriate manner.

Code of conduct is the rules, norms, regulations which ought to be followed by a civil servant in order to maintain sync with his moral commitment towards public services. It is an artificial boundary, which when broken, provides a path for the vices to engulf our virtues and morals. In such a condition, the man loses his self-control, with a blanket covering his conscience, and never able to follow code of ethics. Following COC gives satisfaction to a civil servant, and is a win-win situation both for him (as his integrity remains intact) and for public as probity in governance is assured. But COC, when violated, invites punishment, as diverting from our path of public service to self-interest is against work ethics.

COC for civil servants-

They must act in their own best judgement to be true and correct except when acting under senior's orders.

They must obtain the order from the senior in writing.

No member should be in any way associated with any political party, nor even assisting the same.

No member shall communicate any document to any person except unless ordered by government or in his good faith.

No member of the service should speculate in the stock market or other investments except occasional investment made under official stock-brokers.

No member shall engage in any other forms of private employment or business, unless prior sanction from the government

Every member shall submit a return of his assets and liabilities regarding the movable and immovable properties owned by him or inherited by him, or the debts and liabilities incurred by him.

Every member of the service, shall observe in his personal capacity, the age of marriage, conservation and preservation of environment, 2 child policy, crime against women, wild life and cultural heritage, influence of any intoxicating drink on duty hour

A civil servant must work in public interest, be politically neutral, efficient and transparent in working, not influenced by any money or material benefits, promoting merit, fairness and impartiality in treatment, courtesy and good behaviour with the public, keeping integrity intact. Commit him to uphold the superiority of constitution, and sovereignty and integrity of India, not misusing his position as a civil servant for private gains, perform and discharge his duties with highest degree of professionalism and dedication to the best of his abilities.