



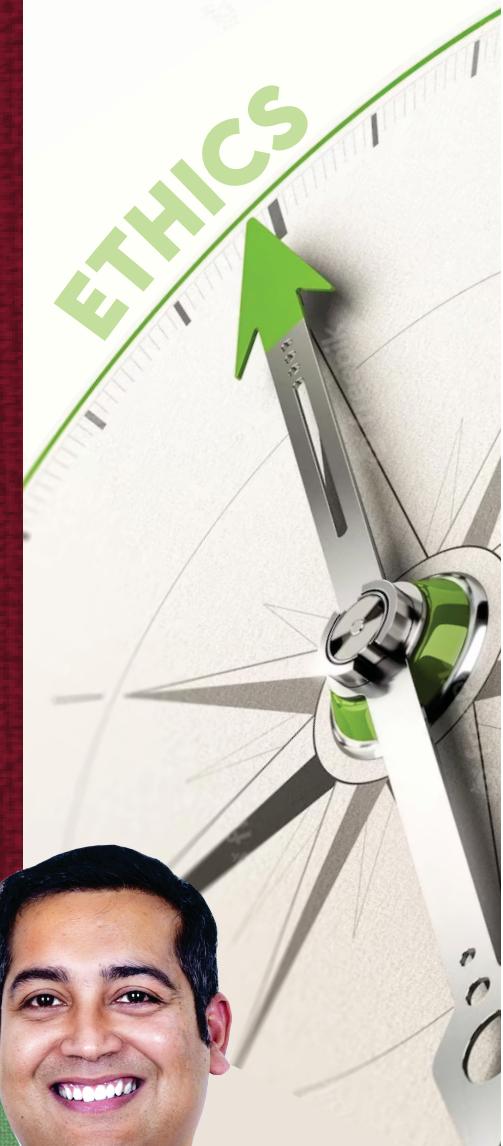
KNOWLEDGE INDIA
Publication

ETHICS, INTEGRITY & APTITUDE

FOR CIVIL SERVICES EXAMINATION

- Comprehensive Coverage of GS Paper IV
- Ethics Key Terms at One Place
- Use of Flow Charts, Diagrams and Illustrations
- Integration of Theories and Case Studies
- Real-life and Case Centric Examples

SUMIT REWRI
VISHAL MISHRA





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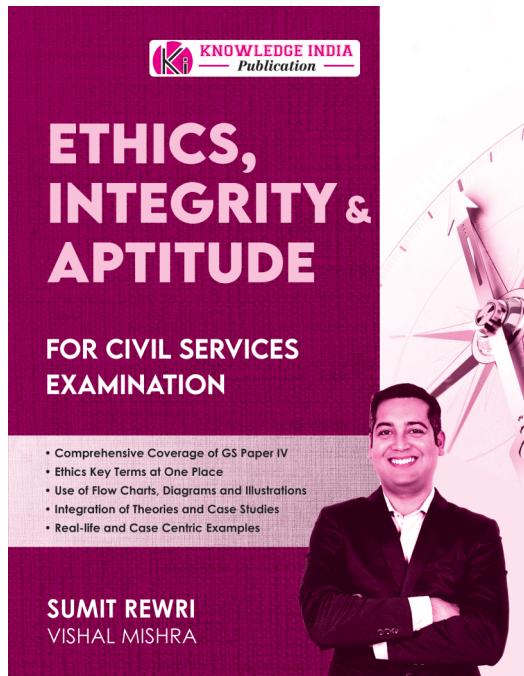


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Edition – 2023



Price: ₹ 350/-

Publisher & Distributor



◎ B-3, 37-38-39, Ansal Building, Comm. Complex, Dr. Mukherjee Nagar, Delhi-110009

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The TAO of Ethics

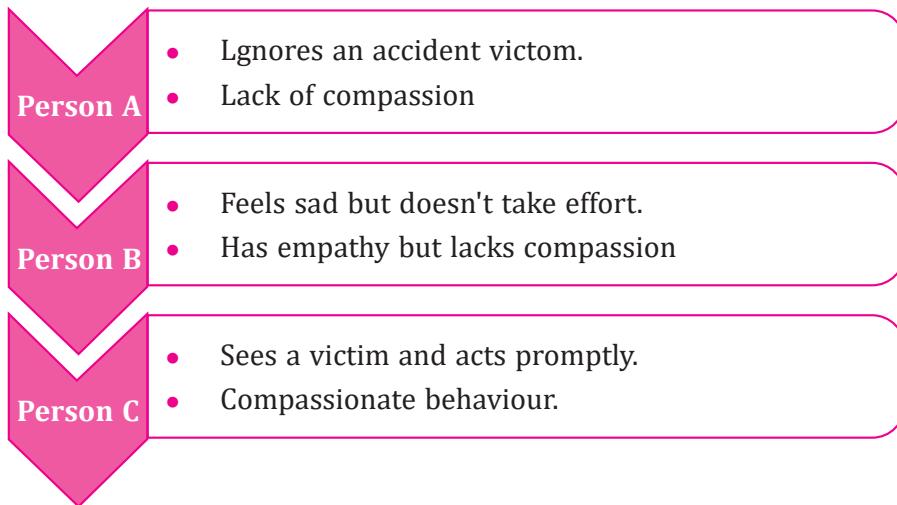
- **General Studies 4 - Ethics, Integrity, and Aptitude** paper for Civil Services Examination requires a clear and holistic understanding of all Ethics-based concepts and philosophies. It requires the right balance between theory and proper exemplification with the help of examples, case studies, and best practices. Understanding and explaining Ethics in the form of examples, scenarios, and real-life situations infuses life into theoretical propositions and makes Ethics an applied field.
- There is, thus, a need to learn "**THE ART OF EXAMPLES**" to have a distinctive and clear-cut idea of every topic needed in an Ethics paper. There may be many ways and perspectives to look at this. For the reader's ease and comfort, we have tried to explain and demonstrate how to generate, develop and enrich our example-based knowledge of Ethics and related concepts.
- Students generally face problems and challenges regarding the quality and relevancy of examples in Ethics papers. There is a dire need on the part of readers to develop the ability to generate quality examples in less time offered by Ethics papers. 'The art of examples' is thus a well-researched effort to help students in this regard. We have tried to keep things simple to learn, understand, and master the trick and technique of example articulation in real-time.
- There are a few templates based on which a reader in her/his pursuit of understanding Ethics can structure their knowledge throughout their preparation. We suggest such an approach based on the experiences of a large number of students who have done well in the civil services examination.

THE METHOD

- **To develop the art of illustrative and representative examples, we need to think in following directions and generate structured information in our minds. These are four templates that may be used:**
 1. **Template 1:** We can look at the Life experiences/sayings of great leaders, reformers, and administrators from the past and present. These examples have great utility and are useful in the theoretical sections of the paper. They are also useful to understand how great people apply and bring principles from the thought and value domain to the action domain.
 2. **Template 2:** Man along with being a political, social animal is in all his right and also a great ethical being. We by the virtue of being humans ourselves act and face ethical issues regularly. Thus, we need to reflect on our own life situations and contexts and the people around us to understand and explain the interplay of ethics in the life of ordinary people. So the use of Personal life experiences and examples can be highly beneficial in ethics.
 3. **Templates 3:** Often in Ethics Hypothetical situations and examples and possible courses of action can give a clear idea of the distinction between what and what not is ethical. This has great applicability in understanding case studies along with concepts.
 4. **Template 4:** We also need to imagine ethical perspectives/theories and contextualise them civil servant's perspective. In this case, we can assume the role of civil servant/bureaucrat/Administrator or whatever applicability given scenario offers to us.
- **Illustrative examples based on the above templates have been developed on the same topic to explain the templates.**

For example, Topic - Love and Compassion

- **Template 1:** Standard Example - Gandhiji had great empathy and compassion for the downtrodden in society. It was visible in his approach toward untouchability and the removal of caste discrimination
- **Template 2:** Personal Example - During a cricket match in my school days I once got irritated in a match and in my frustration threw a stone on a barking dog. Unfortunately, it got wounded a bit. After catering to it, later, that very incident strengthened my compassion for animals and their suffering which was not that strong beforehand.
- **Template 3: Hypothetical cases:**



- **Template 4:** Civil servant/bureaucrat/administrator - As a civil servant true compassion can be shown by always implementing the spirit of welfare and protecting and implementing empowerment efforts sincerely. A compassionate civil servant must ensure the availability of the government for those who need government assistance for a decent life.
- However, The Ethics book as a whole, tries to work out these templates. The reader must try to get along well with the approaches to learn the "Art of Examples" and fetch the final reward in the form of a great performance in the Ethics Paper (GS-4) in the Civil Services Mains Examination.

Ethics and Human Interface

"Ethics is knowing the difference between what you have the right to do and what is right to do."

-Potter Stewart

Syllabus

- **Ethics and Human Interface:** Essence, determinants and consequences of Ethics in human actions; dimensions of ethics; ethics in private and public relationships.
- **Human Values:** Lessons from the lives and teachings of great leaders, reformers, and administrators; the role of family, society, and educational institutions in inculcating values.

1.1 INTRODUCTION TO ETHICS

- **Ethics is a framework of moral principles that regulate human conduct in society.** It studies the norms or standards of right and wrong to judge actions. **It studies what is morally right or wrong, just or unjust.**
- Religions, philosophies, cultures, human conscience and intuition, role models, family and friends, schools and colleges, rational thinking, and personal experience are all examples of this.

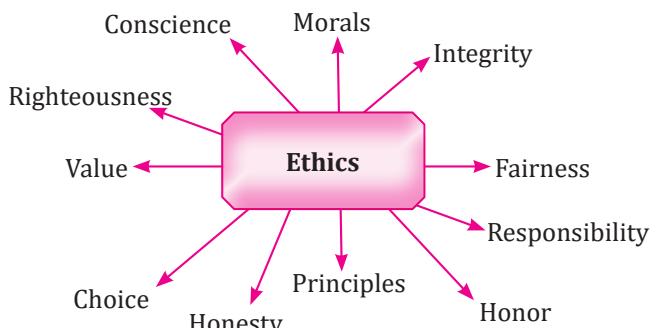


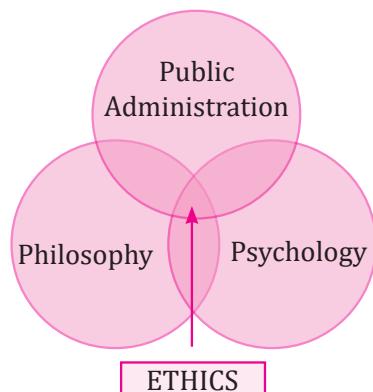
Fig: Components of Ethics

1.2 DEFINITIONS OF ETHICS FROM DIFFERENT SCHOLARS

Scholar	Definition of Ethics
Aristotle	"Ethics is the study of how individuals can live a good and virtuous life , and involves the examination of moral character and virtues."
Immanuel Kant	"Ethics is the rational investigation of the principles and rules that guide human behaviour , focusing on the inherent worth and dignity of rational beings."
John Stuart Mills	"Ethics is concerned with maximising overall happiness and well-being for the greatest number of people through the principle of utility and the pursuit of pleasure."
John Rawls	"Ethics concerns principles of justice and fairness in social institutions , emphasising the need to create a just society that maximises the welfare of the least advantaged."

1.3 THE ORIGIN OF ETHICS

- **Nicomachean Ethics of Aristotle:** Ethics can be traced back to ancient Greek philosophy, specifically Aristotle's works. "Nicomachean Ethics," by Aristotle, is a comprehensive exploration of ethical theory and practice.
 - Aristotle delves into the nature of virtue, moral character, and the pursuit of a good life in this work, laying the groundwork for ethical inquiry and providing invaluable insights into the origins and study of ethics.
- Ethics is derived from the **Greek word ethos** and the **Latin word mores**, which mean "custom," "ways of behaviour," or "human character."



1.4 SOURCES OF ETHICS

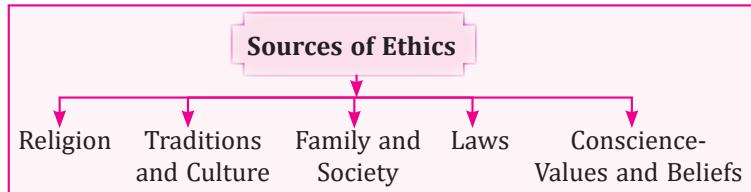


Fig: Sources of Ethics

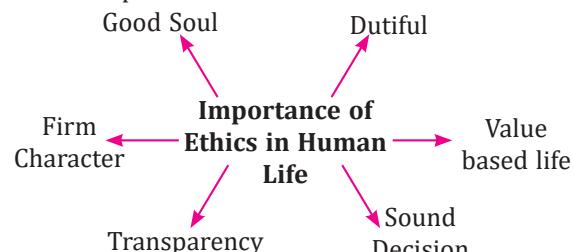
- Religious and Spiritual Beliefs:** Religious and spiritual traditions frequently provide ethical frameworks based on divine teachings, moral principles, and religious scriptures. These ethical sources help believers determine what is right and wrong and establish moral values. **Examples** include the teachings of Hinduism aligned to respect for nature and elders in society.
- Philosophical Ethics:** Philosophical traditions such as consequentialism, deontology, and virtue ethics provide ethical theories and principles based on rational inquiry and philosophical reflection. Philosophical ethics offers approaches to moral decision-making that are based on reasoning.
- Cultural and Societal Norms:** Cultural and societal norms shape ethical standards within a specific community or society. Shared values, customs, traditions, and social expectations all have an impact on these norms, which establish accepted guidelines for moral behaviour. **For example**, we are aware of the fact that vegetarianism was treated with high regard in the Brahminic era which isn't the case in Western societies.
- Legal and Regulatory Frameworks:** Legal and regulatory frameworks define acceptable and unacceptable behaviour in a society. These laws and regulations frequently reflect ethical principles and provide guidance and accountability. **For example**, public displays of affection in India are not considered right by the law which is different from the Western societies.
- Professional Codes of Ethics:** Specific codes of ethics exist in professional fields such as medicine, law, engineering, and journalism that outline professional responsibilities, conduct, and ethical standards. These codes guide ethical decision-making within the context of a specific profession.
- Ethical Principles and Theories:** In ethical frameworks, ethical principles such as autonomy, beneficence, nonmaleficence, and justice serve as foundational concepts. Ethical theories such as utilitarianism, deontological ethics, and virtue ethics provide systematic approaches to assessing ethical quandaries and decision-making.
- Human Rights and International Standards:** Declarations, conventions, and international

agreements on human rights establish fundamental ethical principles regarding individuals' inherent dignity and rights. These ethical sources provide a global framework for promoting justice, equality, and human rights respect. **For example**, LGBTQ orientation is now a recognised part of human rights and, thus, isn't now seen as an ethical issue in most societies.

- Scientific Research and Empirical Evidence:** Scientific research and empirical evidence help to inform ethical decision-making by providing information about the potential consequences, benefits, and risks of various actions. Evidence-based approaches guide ethical decisions in fields as diverse as medicine, technology, and environmental ethics.

1.5 THE IMPORTANCE OF ETHICS

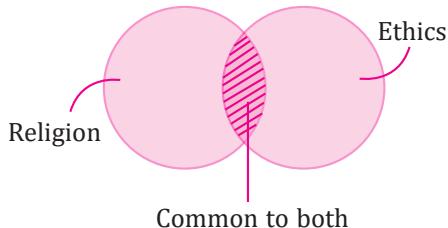
- Provides a Moral Map:** Ethics provides us with a framework that we can use to navigate difficult issues.
- Promoting Fairness and Justice:** Ethics ensures that people are treated fairly, regardless of their background or characteristics. Ethical principles aid in the prevention of discrimination, exploitation, and power abuse. **For example**, a civil servant believing in fairness and justice will always act impartially and never in an arbitrary manner.
- Fostering Social Responsibility:** Individuals and organisations are encouraged by ethics to consider their impact on society and the environment. It encourages responsible decision-making that considers long-term consequences and benefits for the greater good. **For example**, Sachin Tendulkar denied advertisement opportunities for alcohol companies based on the social responsibilities tied to his stature in India.



- Help in Finding Solutions to Moral Issues:** Ethics does provide useful tools for thinking about moral issues. It does not always provide the correct answer to moral problems, but it can help to clear up confusion

and clarify issues. **For example**, Gandhiji suggested going against the Shastras if it did sanction the inhuman practice of untouchability based on ethical principles.

- **Ensures Individual and Social Good:** Ethics is an attempt to guide human behaviour and to assist man in leading a good life by applying moral principles. It seeks both individual and social good, as well as the good of humanity as a whole.



- **Upholding Professional Standards:** Ethics establishes standards of conduct and competence. It directs professionals' ethical behaviour while ensuring the well-being and safety of clients, customers, or patients.
- **Building Trust and Relationships:** Individuals, organisations, and communities can all benefit from ethical behaviour. It lays the groundwork for dependability, honesty, and integrity, thereby strengthening relationships and social cohesion.

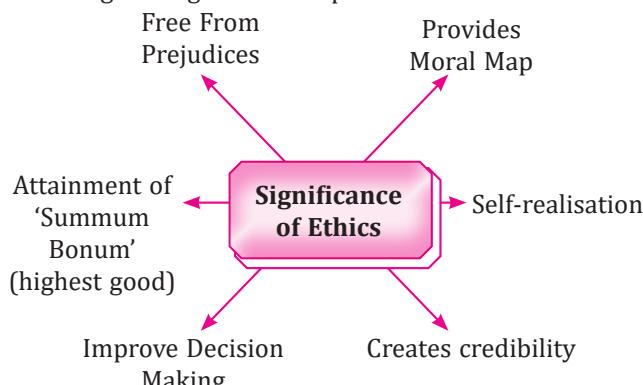


Fig: Significance of Ethics

- **Resolves Moral Dilemmas:** Ethical values such as honesty, trustworthiness, and responsibility lead us down a path that helps us deal with ethical dilemmas more effectively. **For example**, most great personalities like Buddha, Gandhiji, Ambedkar, Martin Luther King jr, etc all held some ethical principles which guided them in difficult decisions in their public lives.
- **Frees from Bias and Prejudice:** Using moral principles and ethical values in our daily lives helps to deconstruct false beliefs and attitudes, as well as avoid bias and prejudice.
- **Effective Decision-Making:** Ethics guides us in making decisions that are right, just, and inclusive of both personal and societal interests.

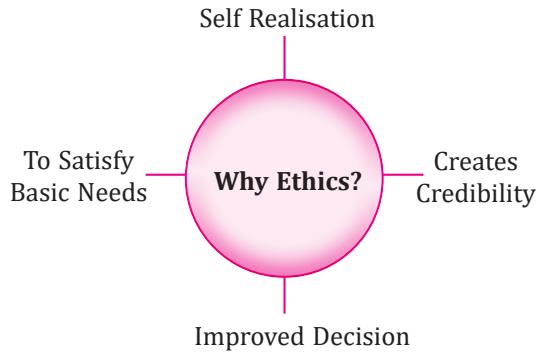


Fig: Importance of Ethics

1.6 CONSEQUENCES OF ABSENCE OF ETHICS

Immanuel Kant

- Kant argues in his book "**Groundwork of the Metaphysics of Morals**" that without ethics, society would devolve into chaos and moral anarchy.
- He argues that ethical principles and moral duties are necessary for maintaining order, encouraging cooperation, and protecting human dignity.
- The absence of ethics, according to Kant, would result in a breakdown of social harmony, resulting in conflicts, exploitation, and a disregard for individual rights and well-being.
- **Individual Level:** Abuse, domestic violence, casteism, selfishness, cheating, unemphatic, bystander apathy, etc.
 - **Example:** I always see my neighbour Ramesh abusing his partner and making sexist remarks to her. The lack of ethical behaviour is affecting their personal life.
- **Social Level:** Acceptance of corruption, the commodification of women, increased materialism, ends justify the means Drug addiction, violence, communalism, gender crimes, and disrespect for women, the elderly, and the disabled
 - **Examples:** Stalking and following girls, social boycotts, etc.
- **Political Level:** Criminalization of politics and politicisation of criminals, power abuse, power concentration, defections, government instability, violence, communalism, use of money and muscle power, constitutional abuse, and so on.
 - **Examples:** Campaigning on a communal agenda, bribing voters, using goons to create disturbances at rallies or rioting, etc.
- **Bureaucratic Level:** Corruption, nepotism, a lack of trust, punishment postings, red tape, poor decisions, personal gain, favouritism, a conflict of interest, abuse of power, neglect of public welfare, poor implementation of schemes and welfare programs, etc.

- **Example:** Asking for a bribe from a rule breaker or bribing traffic police instead of paying a penalty.
- **International Level:** Ceasefire violations, encroachment on border areas, cross-border terrorism, drug trafficking, human trafficking, organised crime, tax havens, protectionism, vaccine nationalism, nuclearization, conflict war, eroding international institutions' legitimacy, etc.
- **Examples:** Israel's illegal occupation of Palestinian territories, Pakistan's support for separatists in Jammu Kashmir, etc.
- **Environmental Level:** Illegal deforestation, encroachment on natural water bodies, animal torchers, illegal mining and depletion of natural resources, wildlife crime, etc.
- **Examples:** Dumping industrial waste into rivers or other bodies of water for profit, illegally poaching and trading threatened species, etc.

1.7 SCOPE OF ETHICS

Scope of Ethics is concerned with principles/causes of action:

- What obligation is common to all?
- What is good in all good acts?
- The sense of duty and responsibility.
- Individual and society.
- In ethics, we deal only with human actions.

The study of moral principles, values, and the evaluation of human behaviour are all part of the scope of ethics. It investigates issues of right and wrong, good and evil, and offers frameworks to help guide ethical decision-making. The field is divided into several branches, including metaethics (the nature of ethics), normative ethics (moral principle theories), and applied ethics (ethics in specific contexts).

Book by Simon Blackburn

"Ethics- A Very Short Introduction" by Simon Blackburn is a related book that delves into the scope of ethics. It gives a brief overview of ethical theories, moral quandaries, and the practical application of ethics in everyday life.

- **Includes all free human actions:** The subject matter of ethics is defined by its scope. It encompasses all references to free human acts (voluntary actions).
- **Difference between actions of humans and human actions:** Human actions are those performed by humans consciously, deliberately, and with a goal in mind.

- **Dealt with human actions:** Actions of humans may not be done wilfully, voluntarily, consciously, or deliberately, but they are done by humans (e.g., sleeping, walking, etc.). We only deal with human actions in ethics.
- **Linkage with other fields of knowledge:** Ethics is fundamentally linked to all other fields of knowledge, including sociology, political science, jurisprudence, law and legal study, psychology, anthropology, culture study, ecology and environmental study, economics, religion, aesthetics, and other related fields.
- **Concerns with the issues of all spheres:** In the pursuit of the highest good, ethics is concerned with political, sociological, cultural, psychical, economic, environmental, and religious issues. As a result, these issues have a new place in the realm of ethics.
- **Addresses emerging issues:** As new technology emerges, the scope of ethics expands to address new emerging issues such as artificial intelligence, social media and OTT content regulation, gene editing, etc.

1.8 THE NATURE OF ETHICS

- **Ethics can be found in all human societies:** Ethics emerges during the evolution of social, intelligent, long-lived mammals with the ability to recognize one another and remember the past behaviour of others.
- **Exclusively for human beings:** Ethics is concerned with the actions of individuals and groups. Animal, bird, and insect behaviour is not subject to ethical standards. Only humans have the ability to guide and regulate their own behaviour.
- **Ethical standards change from society to society:** Ethics standards change from society to society; what is considered ethical behaviour in one society may be considered unethical in another.
 - **Example:** Abortion, is prohibited in the majority of Islamic countries. However, it is completely ethical in many other countries. Further, ethics evolves with time, situation, understanding, and experience, among other factors.
- **Universal nature of Ethical principles:** Some ethical principles are universal in nature; they prescribe obligations and virtues for all members of society.
 - **For example,** truth as an ethical principle and virtue is almost universal in its acceptance beyond the boundaries of individual societies.
- **Ethics is scientific:** In the manner that it seeks systematic knowledge. As a scientific approach, it deals with the systematic explanation of right and wrong in the light of man's highest good.

- Ethics is a normative science:** As opposed to positive science, ethics is concerned with values. It assesses the standards or norms by which we can determine whether human action is right or wrong.
 - For example, ethics doesn't just describe things like many scientific disciplines, rather it is concerned with normative prescriptions and can suggest what to do in a particular situation.

1.9 THE ESSENCE OF ETHICS

The **intrinsic quality of something** that determines its character is referred to as its essence. The essence of ethics represents its characteristics, significance, benefits.

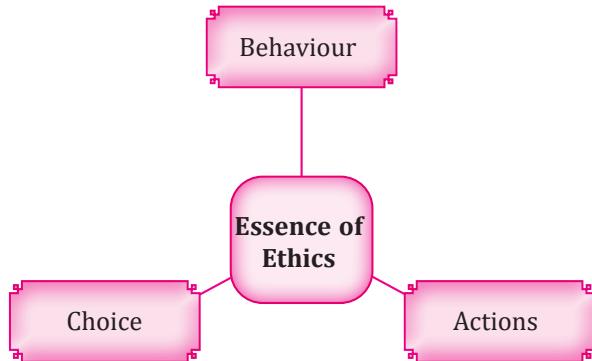


Fig: Essence of Ethics.

The Essence of Ethics

- Moral Principles and Values:** At the heart of ethics are moral principles and values. These principles, which include honesty, fairness, compassion, empathy, love, humanism, integrity, respect, etc, serve as the foundation for ethical behaviour and guide individuals in making morally correct decisions.
- Right and Wrong:** The fundamental distinction between right and wrong actions is addressed in ethics. It aims to provide a framework for assessing the morality of human behaviour, distinguishing between morally acceptable and morally unacceptable behaviours.
- Moral Responsibility:** The concept of moral responsibility is recognized in ethics, emphasising that individuals have a duty to act in ethically responsible ways. It emphasises individuals' accountability for their actions and the consequences they may have on others.
- Ethical Decision-Making:** The process of ethical decision-making in ethics entails assessing ethical quandaries, considering various perspectives, and selecting the morally appropriate course of action. It gives people the tools and approaches they need to navigate complex ethical situations.

- Individual and Collective Well-being:** The goal of ethics is to promote both individual and collective well-being. It recognizes the importance of ensuring individuals' welfare, rights, and dignity, as well as the broader impact on communities, societies, and the environment.
- Balancing Conflicting Interests:** Ethics recognizes that ethical quandaries frequently involve competing interests and values. It demands that these interests be considered and fairly balanced in order to determine the most ethically justifiable course of action.
- Ethical Development and Growth:** Ethics recognizes that ethical behaviour is not fixed but can be cultivated over time. It emphasises the significance of personal development, self-reflection, and continuous learning in order to improve ethical decision-making and behaviour.
- Ethical Leadership:** Ethics emphasises the role of ethical leadership in guiding individuals and organisations. Ethical leaders uphold moral principles, set a good example, and inspire others to follow suit.

1.10 DETERMINANTS OF ETHICS

DETERMINANTS OF ETHICS

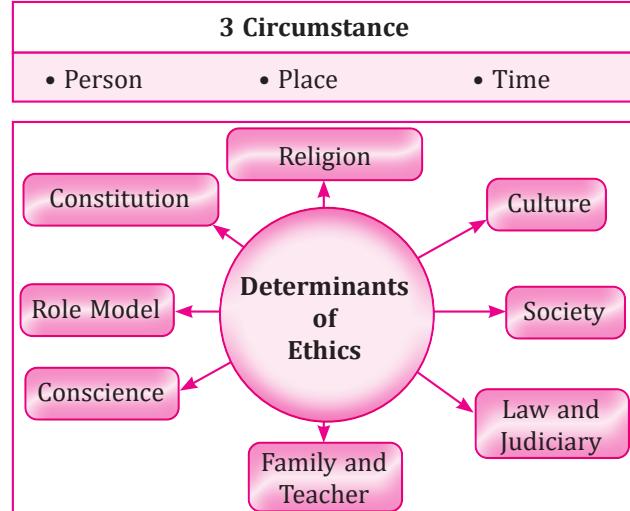
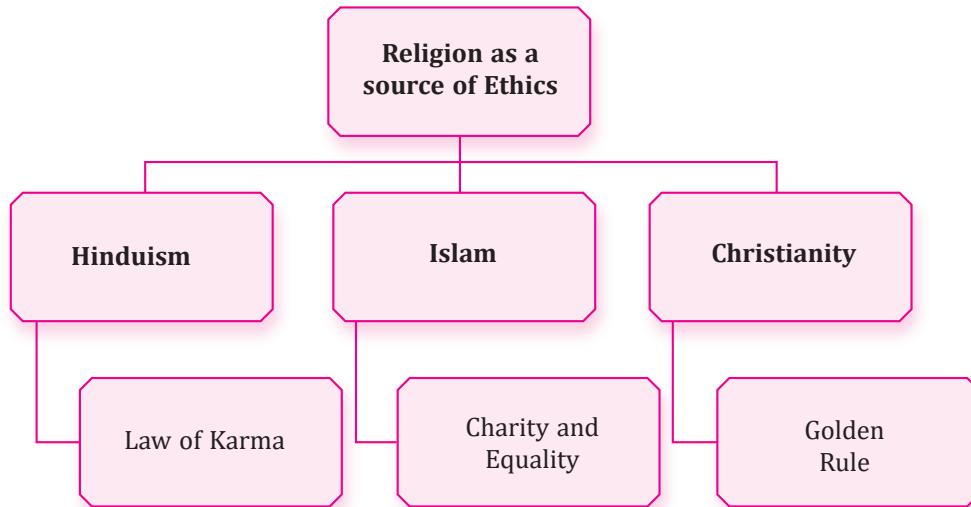


Fig: Determinants of Ethics

- Religion:** Every religion in the world advocates ethical living and lays down ethical principles or standards.
 - Examples:** Law of Karma in Hinduism, the Golden Rule in Christianity, Charity and Equality in Islam, etc. The source of religion-based ethics is attributed to God. Ethics, however, cannot be confined to religion nor is it the same as religion.
 - For instance,** an atheist person can also be ethical (deriving his morality from conscience).



- **Culture:** The manner in which a society lives, eats, drinks, wears, celebrates, and engages among its members, setting certain standards are considered social norms that regulate the behaviour of an individual. Culture acts as a prescription for correct and moral behaviour.
 - **Example:** I always say “Namaste” whenever I meet someone and touch the feet of elders. This is because of the cultural impact on me as a person belonging to Indian society.
- **Society:** In any society, most people accept standards that are, in fact, ethical. However, ethics is not just doing whatever society accepts. Standards of behaviour in society can deviate from what is ethical. An entire society can become ethically corrupt in toto or may be unethical in certain aspects of social living.
 - **Example:** Nazi Germany was an example of a morally corrupt society while sati was one unethical practice in traditional India.
- **Law:** Law acts as a determinant of ethics by setting legal standards and consequences for behaviours, thereby influencing individuals' ethical decision-making. It provides a framework that defines acceptable and unacceptable conduct within a society.
 - **Example:** Prevention of Corruption Act, establishes legal boundaries that align with ethical standards of honesty and integrity.
- **Family and Teachers:** A child's family and teachers play a significant role in shaping his attitude, behaviour and inculcating values. But sometimes, children can deviate from family teachings owing to external influences laden with negative values.
- **Conscience:** Conscience is a person's moral sense about right and wrong, viewed to be acting as a guide to one's behaviour. The products of conscience are moral intuitions, which are the feelings that some acts are right and others are wrong.
 - **Example:** Gandhiji's withdrawal from the Non-cooperation movement after the violence at Chauri Chaura incident was based on his conscience.
- **Role models:** Role models can also influence the ethical values of individuals by setting certain standards of good behaviour or will in society.
 - **Example:** Lal Bahadur Shastri's simplicity, honesty, integrity, and compassionate behaviour is revered to date. Gandhi, Vivekananda, and Ambedkar acted as role models for the society. Politicians and Bureaucrats may set high ethical standards of Integrity and Probity for the youth.
- **Constitution:** Constitution provides broad principles that govern what kind of laws, and legislatures may be enacted and what sort of actions administrators can take.
 - **Example:** Fairness, Justice, equality, non-discrimination, and duty to protect the environment are some ethical values provided in the Indian constitution which need to be imbibed by all members of Indian society in general and the state in particular.
- **Governance:** The government creates laws and policies that incentivize one type of behaviour while discouraging another type of behaviour. Such an incentive structure shapes people's ethical standards as well as their adherence to them.
 - **William Gladstone:** “It is the duty of the government to make it difficult for people to do wrong and easy for them to do right,”
 - **Example:** The Swachh Bharat Abhiyan has influenced people's ethical standards in favour of cleanliness and sanitation.
- **Judiciary:** The judiciary lays down ethical standards through various judgments, pronouncements, and guidelines.
 - **Example:** In the Sabarimala temple case, the SC of India upheld the right to equality. Vishakha Guidelines of 1997 materialised as legislation on the Prevention of Sexual Harassment of Women at Workplaces ensuring women's safety and promoting gender parity.

1.10.1 Law and Ethics: Determinants of Human Conduct

- Critical tools for regulating human behaviour:** Law and ethics are two critical tools for regulating human behaviour and ensuring civilised social existence. They accomplish this goal in various ways.
- Law Establishes minimum standards of conduct:** Law establishes minimum standards of conduct that must be followed in order to provide a framework for regulating behaviour.
 - Enforcement through sanctions:** These standards are enforced through the use of sanctions such as fines, imprisonment, or other penalties.
 - Example:** The law makes murder, theft, and assault illegal. These are considered harmful to society, and the law is intended to discourage people from engaging in them.
- Ethics provides a set of moral principles:** In contrast, ethics provides a set of moral principles and values that guide individual behaviour. Although ethics are not enforceable by the state, they can still play a significant role in shaping human behaviour.

- Example:** We always believe that lying, cheating, or stealing is wrong. Even if these actions are not illegal, they are considered unethical.
- Both differ in their approaches to controlling human behaviour:** The approaches of law and ethics to controlling human behaviour differ. The threat of punishment is used by the law to deter people from engaging in harmful behaviour. In contrast, ethics is more persuasive, appealing to people's sense of right and wrong.
- Both collaborate to achieve the goal of controlling human behaviour:** However, law and ethics can collaborate to achieve the goal of controlling human behaviour.
 - Example:** The law can make certain behaviours illegal, such as murder, and ethics can provide a moral justification for that prohibition. In this way, law and ethics can complement one another and contribute to a more civilised society.

Here is one example which shows that if Mr Ahuja is working in a big financial firm then how law and ethical approaches control his behaviour differently:

Mr Ahuja's Behavior	Effect of Law on his behaviour	Effect of Ethics on his behaviour
Financial dealings	Tax Laws, Fraud Laws	Honesty, and integrity in financial matters
Workplace conduct	Employment Laws, Harassment Laws	Respect, professionalism, fairness
Environmental	Environmental Protection Laws	Sustainability, conservation
Privacy	Data Protection Laws	Confidentiality, consent, respect
Consumer rights	Consumer Protection Laws	Honesty, transparency in business
Intellectual	Copyright, Patent Laws	Respecting intellectual property rights

Additional thoughts:

- Other factors also influence human behaviour:** Law and ethics are important, but they are not the only factors influencing human behaviour. Other factors can also play a role, such as culture, religion, and personal beliefs.
- Necessary to strike a balance between law and ethics:** It is critical to strike a balance between law and ethics. Individual freedom can be stifled if the law is overly restrictive. Too permissive ethics can lead to social chaos.
- A strong foundation of both is needed:** A strong foundation in both law and ethics is the best way to achieve a civilised society. This will help to ensure that people are acting in a legal and ethical manner.

Difference between Law and Ethics:

Aspect	Law	Ethics
Nature	Rules and regulations that are legally binding.	Moral values and principles.
Universality	Varies depending on the jurisdiction.	Although universal principles exist, their interpretations are different.
Source	The governing authority establishes them.	Personal beliefs, culture, and society all have an impact on it.
Purpose	Maintains peace and resolves disputes.	It directs morally acceptable behaviour.
Enforcement	Legal systems are used to enforce this.	Relied upon Individual conscience and social norms.
Overlap	Laws can be influenced by ethical considerations.	Laws can be used to express ethical principles and values.

Analysis of Determinants of Ethics:

- **Multiple determinants work at the same time:** A number of determinants are active at the same time, and ethical standards are the result of the combined effects of various factors.
 - **Example:** The integrity of civil servants in government is affected by social, economic, political, cultural, and other factors.

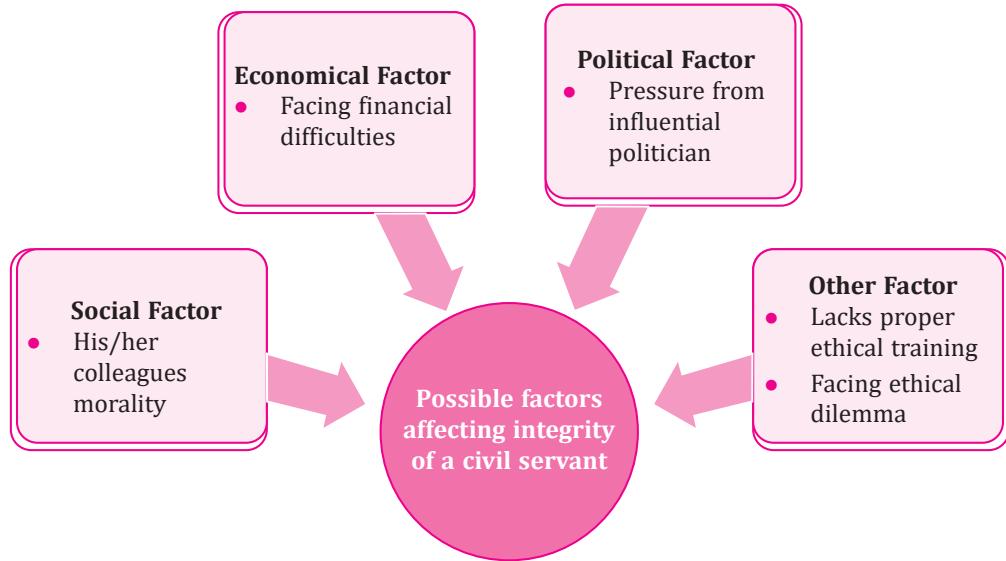


Fig: Possible factors affecting integrity of a civil servant.

- **Variation in Influence:** Different determinants influence ethical standards to varying degrees.
 - **Example:** Some people's marriage choices are influenced by personal factors, whereas others are influenced by social norms.
- **Possible Conflict:** When determining ethical standards, various factors may come into conflict.
 - **Example:** An individual's thoughts and experiences may lead him to be an atheist, whereas society may lead him to be religious.

1.11 CONSEQUENCES OF ETHICS

The consequences of ethics can have a profound impact on individuals and society. Here are the points highlighting the real-life consequences of ethics:

- **Trust:** Ethical behaviour helps to build long-lasting relationships based on trust and respect which is fundamental in the creation of a civilised society.
- **Social harmony:** Ethical behaviour imbibed in the collective conscience of society ensures the minimisation of conflict and optimisation of harmony.
- **Positive Reputation:** Acting ethically can contribute to building a positive reputation, both personally and professionally.
 - **For example,** Tata's business is known for its ethical practices, such as fair trade sourcing or environmentally friendly manufacturing.
- **Legal Compliance and Avoidance of Penalties:** By acting ethically, individuals and organisations can avoid legal complications and potential penalties.
 - **For instance, The Volkswagen Emissions Scandal**
 - Volkswagen manipulated emission tests to appear compliant with environmental regulations.

This unethical behaviour resulted in severe legal and financial consequences, including hefty fines, product recalls, and reputational damage.

- **Long-Term Sustainability and Success:** Ethical behaviour contributes to long-term sustainability and success. It builds a strong foundation of trust with stakeholders. This trust fosters loyalty, collaboration, and stakeholder support, which are critical for sustainable growth.

1.11.1 Consequences for Individual

- **Source of Happiness:** An ethical life is said to be the source of ultimate happiness rather than a life of wealth, pleasure, fame, and so on. Such happiness leads to ultimate satisfaction and contentment, in which a person does not require anything more or less.
- **Golden Mean of Aristotle:** Aristotle claims that following the "Golden Mean" (middle path, moderation, etc.) leads to happiness, which he refers to as "Eudaimonia." Donating blood, for example, makes us feel good on the inside.

- **A positive attitude toward society:** An ethical person has a positive attitude toward society. This optimism contributes to the development of trust and social capital.
- **Improves individual acceptability and likeability:** When a person exhibits ethical behaviour, he or she is accepted into society and appreciated for his or her actions.
 - **For instance,** My Parents and relatives always value my cousin because, with his sheer hard work and determination, he cleared the prestigious civil services exam.
- **Increases Credibility:** People who are moral and upright are believed by others, and their words and deeds have more weight than those of regular people.
 - **Example:** Leaders with integrity and honesty, have a greater influence on the public than leaders with a questionable track record. Political parties solicit endorsements from well-known public figures.
- **Helps in accomplishment:** Ethical behaviour is not only morally required, but it is also practical. People who have ethics and values are more likely to succeed in the long run.
 - **Example:** Honest people like **Kiran Bedi** and **TSR Subramaniam**, have held high positions in government. Professional ethics is an important factor in the advancement of lawyers, doctors, and other professionals.
- **Provides a foundation for decision-making:** In today's complex lives, ethics tells us what is the right thing to do when we are torn between two equally good/bad alternatives. Ethics also provides a foundation for decision-makers to justify their actions.
 - **Example:** Civil servants have a Code of Ethics to guide their decision-making.

1.11.2 Consequences for society

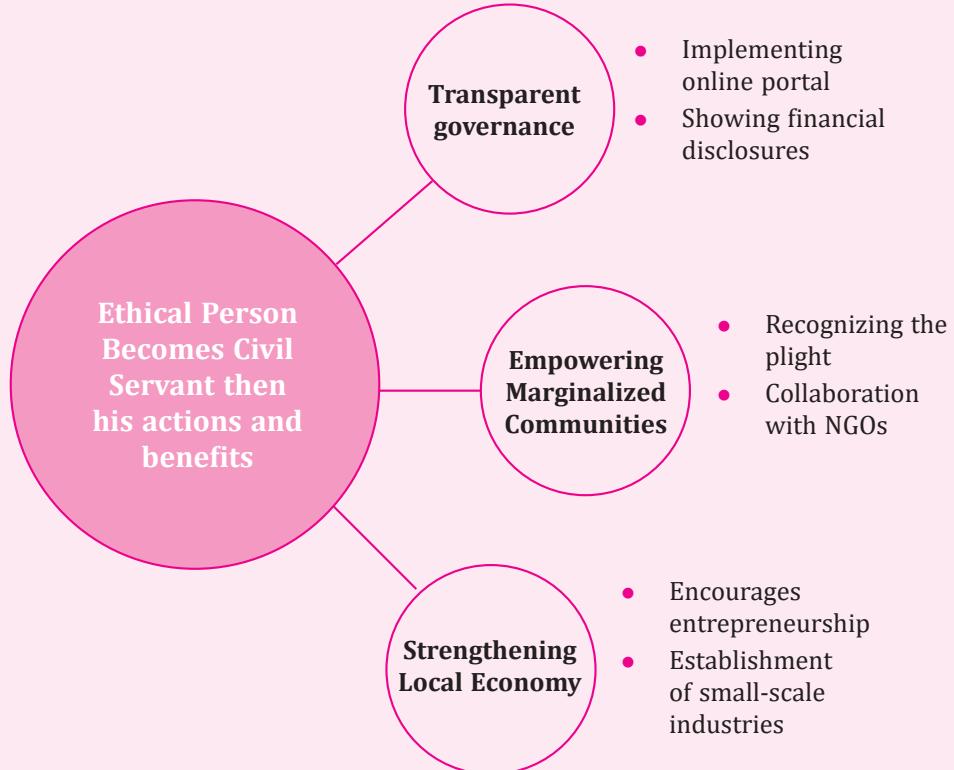
- **Leads to harmony and peace:** Ethical behaviour leads to reciprocation, which leads to a peaceful and stable society.
 - **Example:** Neighbours have good relations if they mutually respect noise pollution, sanitation, and other standards. Similarly, if countries follow the rules, the world will be at peace.
- **Ensure good governance:** Administration ethics (transparency, accountability, rule of law, etc.) ensure greater administrative effectiveness and efficiency, which leads to greater public satisfaction.

- **Example:** Kiran Bedi used her values of integrity, compassion, and dedication to turn around the state of Tihar jail, which became a success story of good governance.
- **Ensures justice and inclusion:** Ethical social behaviour leads to equality of status and opportunity, fair treatment, and other benefits for all people, particularly the weak and vulnerable. Injustices such as untouchability and gender discrimination result from a lack of ethics.
- **Equitable and inclusive development:** In the economic sphere, ethics is critical. Ethics ensures equal opportunity, equitable resource distribution, and social mobility. Scams, meltdowns, and labour exploitation are all the results of unethical behaviour.
- **Set a good example for future generations:** Society's ethics set a good example for children and youth. They observe, learn, and develop values that ensure ethical behaviour. This results in a stable social order. When young boys see women being respected in the home, they respect women in their social lives as well.
- **Create environment consciousness:** In today's world, the environment and climate are critical concerns. Environmental ethics can ensure that human civilization is clean, green, and sustainable, which is critical for survival and development.
 - **Example:** Simple behaviours such as not wasting water, electricity, or fuel can go a long way toward saving the environment.
- **Motivates for reform:** Ethics of care, justice, and reason, among other things, motivate societies to reform and bring about change. In this way, ethics contribute to a healthier society.
 - **For example,** in nineteenth-century India, liberal humanistic ethics reformed society and reduced social ills such as sati, restrictions on widow remarriage, polygamy, and so on.
- **Maintains People's faith:** Religion and tradition are highly valued all over the world. Ethical behaviour is prescribed by all religions and is thus valued by people. It also maintains people's faith in a supreme authority (such as God) and thus the social order.
- **Leads to a healthy society:** Ethical behaviour leads to the right kind of behaviour by individuals, which is reciprocated by others, resulting in a well-functioning society in which no one is harmed.

- **Example:** Adherence to traffic rules by all individuals will result in safe and efficient transportation, which will benefit society as a whole.

Example Scenario

Mr. Sharma aspired to make a positive impact on society. After clearing the civil services examination, he joined the Indian Administrative Service (IAS) and was assigned as the District Collector of a backward district in rural India. Now his following actions can bring positive changes in society:



1.12 DIMENSIONS OF ETHICS

There are 4 branches of ethics and they deal with the following types of questions:



1.12.1 Descriptive Ethics

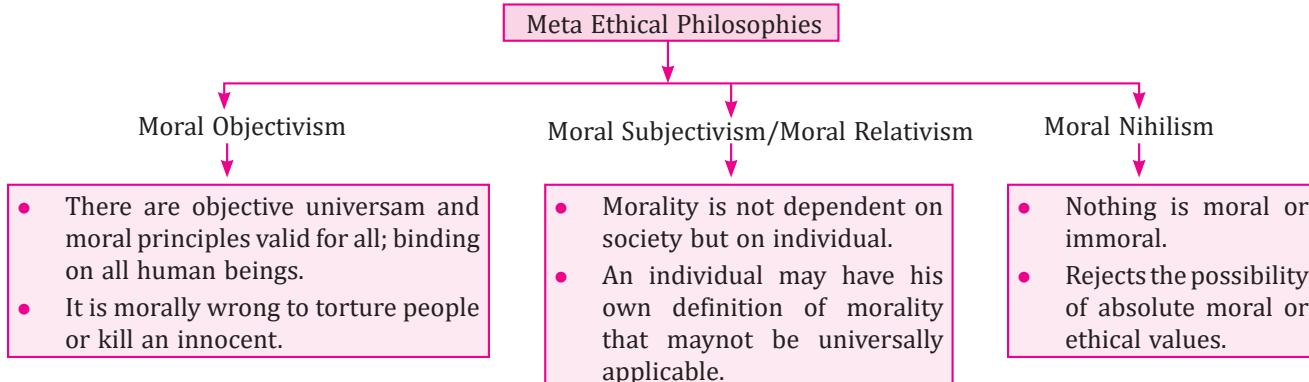
- Scholars such as **David Hume** have studied descriptive ethics, which is concerned with describing and analysing existing moral beliefs, practices, and behaviours within a specific culture or society. Rather than prescribing how people should behave morally, it seeks to provide an objective understanding of how they actually behave.
- **Studies moral beliefs of people:** Studies about things like values, which actions are right and wrong, and which traits of moral agents are virtuous. It also looks into people's ethical ideals and what actions societies reward or punish through the law or politics.

- **Example:** In India, attitudes towards homosexuality have evolved over time. Initially, there was cultural acceptance, but British colonial rule introduced laws criminalising same-sex relationships. However, there has been a notable shift in recent years, with increasing acceptance and support for LGBTQ+ rights, particularly among younger generations and urban populations. Descriptive ethics helps us understand the changing moral beliefs and values surrounding homosexuality in Indian society, reflecting the dynamic nature of social attitudes.

- It is a **value-free approach to ethics**. It does not make judgments about the morality of the practices and beliefs but simply describes the practices observed in the different groups or cultures.

1.12.2 Meta-Ethics

- Metaethics, as studied by scholars such as **J.L. Mackie**, **investigates the nature and foundations of ethics itself**. It looks into the meaning of moral language, the objectivity of moral claims, and the nature of moral truths. Metaethics seeks to comprehend the philosophical underpinnings of ethics and the concepts involved.



- Investigate the underlying principles of ethical values:** The study of the origin and meaning of ethical concepts is known as metaethics. It examines where our ethical principles originate and what they imply. It attempts to investigate the underlying principles of ethical values.
 - Meta refers** to the things themselves. As a result, **meta-ethics is ethics about ethics or the evaluation of ethics itself**.
 - For example,
 - What is the wrong action?
 - Why is stealing morally wrong?
 - Why is charity moral?
- Focuses on the meaning of ethical terms:** It focuses on the meaning of ethical terms rather than the applied question of ‘what should be done in a specific situation?’ It is not concerned with whether an action is good or bad, but rather with the goodness and badness of morality itself.
 - It addresses issues such as “What do we mean by “freedom” and “determinism”?
 - Meta-ethical philosophies include Moral nihilism, moral objectivism, moral subjectivism, and moral relativism.

Meta-ethics is divided into two categories:	
1. Meta issues	<ul style="list-style-type: none"> They deal with fundamental issues such as why it is important to be ethical, what is the most important determinant of ethics - reason or emotion. Example: Philosophers such as Ayn Rand, use reason as the foundation for ethical principles. She believes that rational egoism should be the foundation of human choice. Example: Philosophers such as Mahatma Gandhi, on the other hand, use the human conscience as the foundation of ethical norms. He claims that our inner voice can be used as an ethical guide in times of dilemmas and that such a voice possesses the highest value.
2. Meta-physical issues	<ul style="list-style-type: none"> This branch deals with cosmic concerns such as whether ethics is an absolute cosmic reality or a social construct. Example: The Bhagavad Gita says that every entity (whether energy, soul, molecules, planet, etc.) has a predetermined path that it must follow in order to achieve salvation. According to this, ethical standards apply to the entire cosmic universe, not just to humans.

1.12.3 Normative Ethics

- Normative ethics, which has been extensively studied by scholars such as **John Stuart Mill**, focuses on providing guidelines for determining what is right and wrong. **Its goal is to create ethical theories and principles that will aid individuals in making moral judgments and decisions.** The goal of normative ethics is to **establish moral standards and assess the morality of human behaviour.**
- Examines ethical theories:** It is an examination of ethical theories that prescribe how people should act and behave in society. If someone violates established standards, there are provisions for punishment as well as justification for the same.

Theories of Normative Ethics

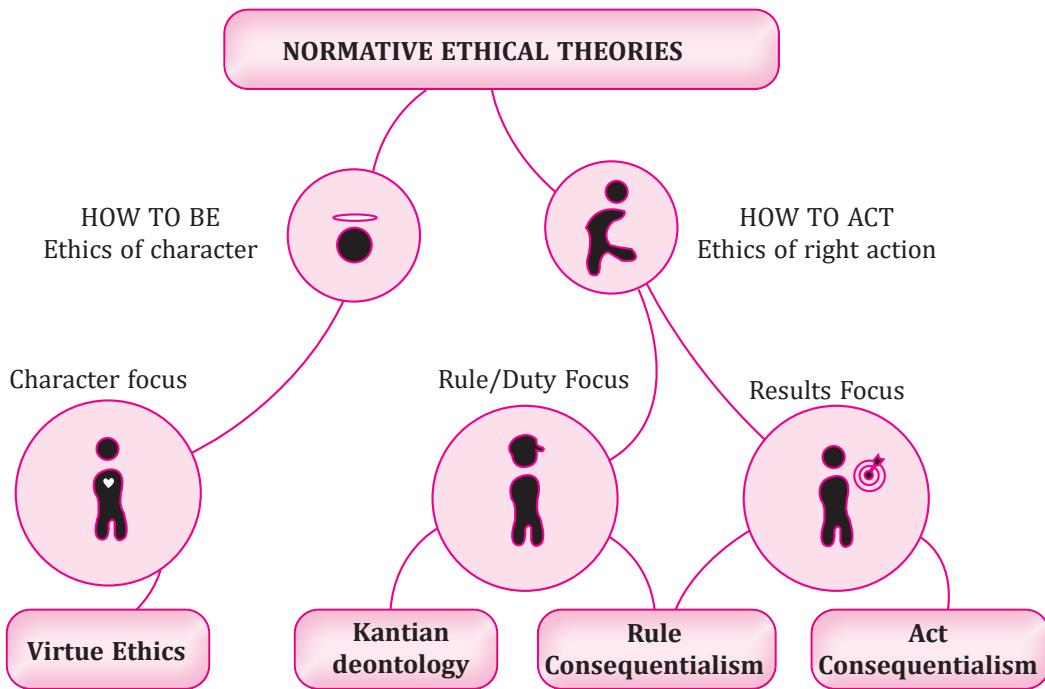


Fig: Theories of Normative Ethics

Utilitarianism

- Utilitarianism is an ethical theory that emphasises outcomes in determining what is right and wrong. This is a **form of consequentialism**.
- Greatest good for the greatest number:** As per utilitarianism, the most ethical choice is the one that produces the greatest good for the greatest number of people.
 - Example:** Terrorists are sentenced to death as an example of utilitarianism. According to utilitarian theory, killing terrorists is an ethical act because it saves the lives of numerous innocent people, maintains peace in society, and aids in the development of the country. Killing another person is unethical in almost all religions and is a fundamental value that our families and even schools teach us.

- Examines standards of actions:** It looks into standards for the rightness and wrongness of actions and is more concerned with 'who ought one to be' than with the ethics of a specific issue.
 - If someone violates established standards, there are provisions for punishment as well as justification.
- Examines how basic moral standards are established:** The central question in normative ethics is how basic moral standards are established and justified.
- Normative ethical theories:** The most common normative ethical theories are utilitarianism, deontology, and consequentialism.

Limitations

- It is impossible to quantify happiness:** Happiness and well-being are impossible to quantify, compare, or measure. It does not take into account feelings and emotions, culture, or justice.
- Utilitarianism **disregards the well-being of minorities**, such as LGBQ communities.
 - Example:** If a particular act is enacted that is in the interests of the general public while also infringing on the rights of transgender people, utilitarianism would defend it.
- Creates a black-and-white moral construct:** One limitation of utilitarianism is that it creates a black-and-white moral construct. There are no shades of grey in utilitarian ethics—either something is wrong or it is right.

- **Uncertain about consequences of action and its outcomes in the future:** Utilitarianism also cannot predict with certainty whether the consequences of our actions will be good or bad—the outcomes of our actions occur in the future.

Deontology

- **Duty-based system of ethics:** Deontology is a duty-based system of ethics that holds that some acts are intrinsically right or wrong regardless of their consequences and that moral agents have duties to obey moral commands or rules regardless of their consequences.
- **Uses rules to distinguish between right and wrong:** Deontology is an ethical theory that uses rules to determine what is right and wrong.
 - **Immanuel Kant** is frequently associated with deontology. Kant believed that ethical actions must adhere to universal moral laws such as "Do not lie." "Don't steal anything". "Do not deceive."
- **Follow the rules and duties:** Deontology is a simple concept to grasp. It simply requires that people follow the rules and perform their duties. This approach corresponds to our natural intuition about what is and isn't ethical.
- **Does not evaluate actions based on their outcomes:** Unlike consequentialism, which evaluates actions based on their outcomes, deontology does not necessitate weighing the costs and benefits of a situation. Subjectivity and uncertainty are avoided because only set rules must be followed.
 - **Example:** According to the deontological approach, a civil servant must follow the given rules and regulations without regard for the consequences.

Limitations

- **Cannot be followed rigidly:** Following deontology rigidly can produce results that many people find unacceptable.
 - Assume you're a software engineer who learns that a nuclear missile is about to be launched, potentially igniting a war. You can hack the network and cancel the launch, but gaining unauthorised access to any software system is against your professional code of ethics.
 - This rule should not be broken, according to deontology. However, by letting the missile launch, thousands of people will die.
- **No role of human emotions:** Human inclinations, emotions, and consequences, according to this theory, have no place. Emotional intelligence (empathy) is required in some situations to bring harmony or achieve a greater good.
- It may have **unfavourable consequences** for the majority of people.

- **Example:** You should not lie even if it saves millions of people's lives.
- **Ignores the consequences of actions:** Some argue that by ignoring the consequences of actions, Deontology missed an important aspect of ethical decision-making.

Real Life example to show the difference between descriptive, normative, and meta-ethics

Me and my friends (Prince and Prakhar) were discussing ethics in day-to-day life. We went on to discuss 'whether it is morally acceptable to lie to protect someone's feelings'.

My arguments were based on Descriptive Ethics: I shared my personal beliefs and experience about how it is wrong to lie. Once I lied to my parents regarding money for which they scolded me a lot.

- This descriptive conversation helps us to understand the diverse range of moral beliefs and attitudes towards lying held by every one of us.

Prince's arguments based on Normative Ethics: As the conversation progressed, Prince delved into normative ethics to evaluate whether lying to protect someone's feelings is morally right or wrong. He considered various ethical theories, such as deontology or consequentialism, to analyse the moral implications of lying. He discussed principles like honesty, empathy, and the potential consequences of lying, aiming to arrive at a shared normative judgement about the morality of lying in this particular situation.

Prakhar's arguments based on Meta-Ethics: He explored the nature of moral judgments and the foundations of ethical claims. He delves into questions like whether moral values are objective or subjective, the role of cultural relativism in shaping moral beliefs, or the existence of universal ethical principles. These metaethical inquiries help us gain a deeper understanding of the philosophical underpinnings of our moral judgments and the nature of ethics itself.

Threshold Deontology

One possible solution to this problem is threshold deontology, which holds that **we should always follow the rules unless we are in an emergency situation**, in which case we should revert to a consequentialist approach.

Moving forward, ethics can be studied in relation to specific issues. Ethics is viewed not only as a theoretical branch of knowledge but also as an applied branch of knowledge that can be used to solve real-world problems. Various fields, such as administration, medicine, and the media, face ethical issues in their operations and require ethical guidance.

Virtue Ethics

- Aristotelian virtue ethics **emphasises the development of virtuous character traits as the foundation of ethical behaviour.** It emphasises the importance of virtuous individuals in creating a flourishing society by emphasising the development of qualities such as courage, justice, and temperance to guide moral decision-making.
- **Character-based approach to ethics:** It focuses on the development of good character traits, or virtues, as the foundation for moral behaviour.
- **Acquired through practice and habit:** The more we practice being honest, just, courageous, and so on, the more likely we are to become virtuous people.
- **Not rules or principles:** They are more like dispositions or tendencies to act in certain ways. **For example**, the virtue of courage is not a rule that says "Always do what is dangerous." It is a disposition to face danger with determination and resolve.
- **Concerned with the good life:** It is not only about doing the right thing but also about living a meaningful and fulfilling life.

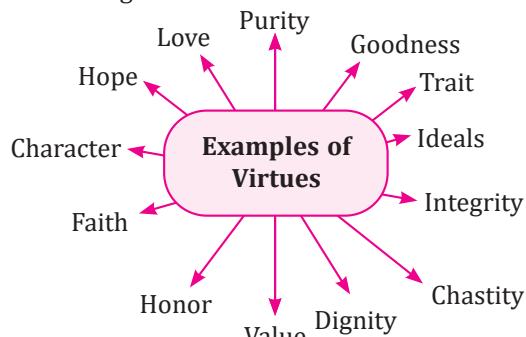


Fig: Examples of Virtues.

Virtue and Vice

- A virtue is a morally good disposition to think, feel, and act well in some domain of life. Similarly, a vice is a morally bad disposition involving thinking, feeling, and acting badly.
- Virtues are not everyday habits; they are character traits, in the sense that they are central to someone's personality. A virtue is a trait that makes its possessor a good person, and a vice is one that makes its possessor a bad person.
- Virtues include truth, integrity, hard work, etc whereas vices include stealing, cheating, fraud, etc.

1.12.4 Applied Ethics

Administrative Ethics

- **Transparency:** The administration must not only follow transparency laws but also voluntarily disclose all information to the public in order to prevent

corruption and fraudulent decisions and to provide the public with an accurate picture of the government.

- **Woodrow Wilson** was correct when he said, "Corruption thrives in secret places and avoids public places."
- **Integrity:** Integrity is frequently referred to as the "**value of values**". It requires administrators to stand firm and persistently up for civil service values. Nothing else matters if there is integrity. Nothing else matters if there is no integrity.
 - **Example:** Civil servants like Ashok Khemka and Sanjiv Chaturvedi set a good example for present and future civil servants.
- **Objectivity:** Civil servants must make decisions based solely on facts and logic, with no undue influence from bias or prejudice.
 - **Example:** A civil servant's advice to political bosses should be based on facts, analysis, and rational logic rather than personal beliefs.
- **Compassion:** In a developing country where poverty and hunger are widespread, civil servants must be compassionate to the weaker sections in order to meet their needs.
 - **Example:** If a needy beneficiary named Ramesh under a scheme does not have valid documents, a public servant should not simply reject the application but should make efforts to obtain the necessary documents and provide him with the benefits he is entitled to.
- **Commitment to public service:** Governance in a democracy involves many challenges and pressures, so civil servants must be completely committed to serving the people despite the challenges. Such dedication ensures that civil servants remain motivated over the course of their long careers.
 - **Example:** The district's police department's dedication is demonstrated by the district's recent UN Award for community policing.
- **Impartiality:** Civil servants must treat everyone equally, regardless of religion, class, caste, or other factors. This is critical for the rule of law and maintaining people's trust in democracy. Articles 14 and 15 of the Indian Constitution guarantee the right to equality for all Indian citizens.

Scholars Opinion

- In his book “**The Responsible Administrator: An Approach to Ethics for the Administrative Role,**” **Terry L. Cooper** emphasises the importance of ethical behaviour for public administrators.
- Cooper contends that in making decisions, administrators should be guided by principles such as accountability, transparency, and fairness.
- He emphasises the importance of administrators balancing the interests of various stakeholders, upholding the public interest, and exercising power responsibly.
- Cooper’s work emphasises the importance of ethical behaviour in the administrative sphere and offers suggestions for promoting ethical behaviour in public administration.

Feminist Ethics

Feminist ethics is the study and critique of traditional ethical theories from a gendered perspective. It emphasises the importance of gender equality and challenges male-dominated ethical frameworks.

Feminist ethics encompasses multiple dimensions, including:

- Care Ethics:** Scholars such as **Carol Gilligan** and **Nel Noddings** developed care ethics, which emphasises the ethics of care and relationality. It emphasises the moral importance of care, empathy, and interconnectedness in ethical decision-making, particularly in relationships and caregiver roles.
- Gender Justice:** Feminist ethics criticises the gender biases and injustices that are inherent in traditional ethical frameworks. It advocates for gender perspectives to be recognized and included in ethical analysis, addressing issues such as reproductive rights, violence against women, and gender-based discrimination.
- Intersectionality:** Feminist ethics recognises the intersectionality of gender and other social identities such as race, class, and sexuality. Scholars such as Kimberlé Crenshaw emphasise how multiple oppression and privilege systems intersect and shape ethical experiences and moral obligations.
- Ethics of Autonomy and Agency:** Feminist ethics advocates for the recognition of women's autonomy and agency in decision-making processes. It opposes paternalistic attitudes and promotes women's empowerment in exercising control over their lives and choices.
- Feminist Critique:** Feminist ethics examines traditional ethical theories and their gender biases critically. Scholars such as Virginia Held and Alison Jaggar argue that feminist perspectives should be included in order to broaden the moral domain,

challenge hierarchical power structures, and transform social norms.

Feminist ethics strives to build a more inclusive and just ethical framework that addresses the unique experiences and concerns of women and marginalised groups. It questions traditional moral concepts, emphasises the importance of care and relationality, and strives for gender equality and justice. Feminist ethics seeks to contribute to a more equitable and inclusive understanding of ethics by investigating power dynamics, gender identities, and social inequalities.

Bioethics

The Bioethics domain examines ethical issues in human biology and biotechnology. While modern science has advanced to the point where it can alter human biology, bioethics establish certain ethical guidelines for how and why such scientific knowledge should be used. Bioethics addresses the following issues:

- Privacy:** Biomedical research and data collection must respect individuals' privacy because they deal with private, sensitive medical information about them.
 - People's medical histories should not be revealed because it is an invasion of privacy and opens the door to abuse. A person with a chronic life-threatening disease, for example, may not want to reveal this to another person.
- Bio-piracy:** Advanced countries and their innovators conduct commercial exploration and gathering of biological resources (such as DNA, leaves, tissues, and so on) from developing countries in the tropical region (which has higher biodiversity).
 - Bio-piracy is the use and exploitation of biological resources by an advanced country from a relatively backward country for profit without sharing profits with the source country. It is expected that developed countries will not exploit biological resources without sharing the benefits with developing countries.
 - The Nagoya Protocol** under the Convention on Biological Diversity, for example, requires signatory countries to ensure access and benefit sharing for the greater good of biotechnology and humanity.
- Abortion:** The act of abortion is hotly debated in terms of its ethicality. Pro-life preachers argue that human life is sacred in nature and that parents have no right to terminate it. Human life begins when a baby is conceived, and ending such a human life is equivalent to murder.
 - Pro-choice advocates, on the other hand, argue that parents must have the absolute right to choose and plan parenthood, including the right to abort an unwanted child. With increasing modernity, India's abortion law has also been relaxed.

- Abortion, on the other hand, remains illegal in India.
- **Exorcism:** Exorcism raises ethical concerns in the context of bioethics due to its use in treating individuals who may be suffering from mental health or neurological conditions.
- It intersects with bioethics when issues of autonomy, informed consent, potential harm, and the need for evidence-based medical interventions in the treatment of psychological or psychiatric conditions that may be misinterpreted as possession or spiritual afflictions arise.

Medical Ethics

- **End-of-life care:** Interventions such as life support are necessary to keep a person alive when he or she is brain-dead or has no hope of recovery.
 - Different societies have different ethical norms regarding when to introduce and when to withdraw life support.
 - Some countries prefer to keep the patient alive, while others prefer to remove it when survival is unlikely so that the facility can be used for other promising patients.
- **Informed Consent:** Patients should be given complete information about the procedure they are about to have, and consent should be granted based on that information. Taking kidneys from patients without their consent, for example, is clearly unethical.
- **Attachment with the patient:** Medical ethics states that a doctor should avoid developing emotional attachments to patients who must be treated scientifically. It allows a doctor to be objective, courageous, and so on. On the other hand, one school of thought holds that a basic level of compassion and devotion to patients is required.
- **Euthanasia:** The moral acceptability of euthanasia differs depending on location and time. It raises the serious ethical question of whether it is permissible to intentionally end human life in cases of severe irreversible suffering.
 - One school of thought believes in the sanctity of human life, while another believes in ending human misery and allocating resources to other needy patients.
 - **In this regard, the Supreme Court of India permitted passive euthanasia** in the Aruna Shanbaug case in 2011, and it recently permitted an 'advance directive' or 'living will' for terminally ill patients.
- **Prescription:** Doctors must ensure that they prescribe the most accessible, affordable, and effective medicines to their patients, i.e. generic drugs rather than expensive patented drugs. The goal is to assist the needy while also protecting public health.

- **Example:** The Government of India, runs the Jan Aushadhi Yojana to increase the supply of generic medicines.
- **Patient identity:** Medical ethics require doctors to treat all patients with honesty and commitment, regardless of their identity or background, even if the patient is a criminal. The Hippocratic oath, which doctors take, establishes this ethical standard.

Media Ethics

- **Independence:** Media outlets (print, electronic, or digital) must be politically neutral and independent of the government. The independence of the media not only promotes free speech and expression but also encourages debate and dissent in democratic societies.
 - Currently, in the United States, certain media outlets are showing courage and determination to question the Trump administration's policies, despite direct criticism and denigration by the President himself.
- **Objectivity:** Media personnel's reports should be based on facts rather than personal bias or prejudice. The media must report all information from all points of view. It must also give due consideration to all points of view as well as facts.
 - **Example:** The Government of India recently barred Qatar government-owned news channel Al-Jazeera from operating in Jammu and Kashmir due to its biased coverage.
- **Sensationalism:** The role of the media in a democracy is to provide people with information in its purest form so that they can make informed decisions. The media must avoid sensationalising and scandalising news for the sake of marketing, as this causes tensions, heightened emotions, and so on.
- **Editorial independence:** Media outlets are commercial enterprises that require funds to operate. The editorial and news reporting segments, on the other hand, must be kept separate from the commercial segments, such as advertisements.
 - **Example:** Governments may coerce newspapers to refrain from publishing criticism of the government in exchange for government commercial advertisements.
 - However, an independent editorial department can double-check that.
- **Ownership:** Media organisations must avoid concentrated ownership, particularly in the hands of vested interests such as politicians, businessmen, and others. Media ownership should be distributed as widely as possible.

- **Responsibility and sensitivity:** When covering news, particularly live coverage, media professionals must ensure that their coverage does not jeopardise the larger public interest.
 - **Example:** When covering issues such as terrorist attacks, wars, and so on, the media must exercise reasonable responsibility toward national interests.
 - When reporting on issues such as riots and rapes, the media must exercise basic sensitivity and avoid hurting the emotions or dignity of any individual or community.
 - **Honesty:** It must be ensured that information is shared with the public in its entirety and accurately.
- No information shall be withheld, even if it is contrary to the interests of the media outlet itself.
- **Accountability:** The media should be held accountable for its mistakes and take appropriate action to right the wrongs. For example, news programs must acknowledge errors in their reporting while also presenting the correct information.
 - **Methods of obtaining information:** Proper methods of obtaining information should be used while maintaining privacy, dignity, and trust, among other things. Methods such as sting operations should be used only when they are clearly in the public interest, and there should be clear guidelines in place.

Environmental Ethics

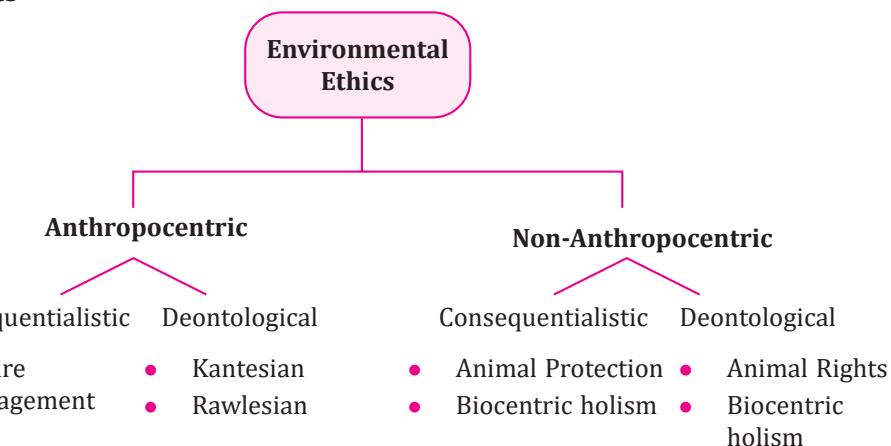
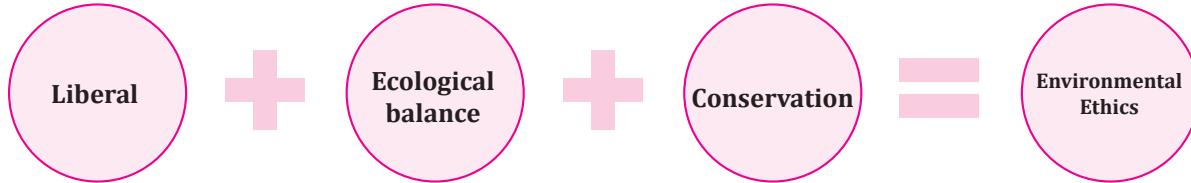


Fig: Dimensions of Environmental Ethics

- **Ensure sustainability:** The environment and its resources must be used in such a way that future generations and marginalised groups have enough to meet their basic needs. We must conserve natural resources and avoid modern consumerism. According to Gandhiji, there is enough for everyone's needs but not for anyone's greed.
 - **Example:** The story of Kamala Sohonie, the first Indian woman to receive a Ph.D. in science. Sohonie was a scientist who worked on developing environmentally friendly pesticides. She believed that humans had a responsibility to protect the environment and worked to develop sustainable pest control solutions.
- **Compensation for environmental loss:** Although basic economic and domestic activities consume resources and pollute the environment, they are necessary for development. Those who degrade the environment, whether for legitimate or unjust reasons, must take compensatory measures.
 - **One example** is compensatory afforestation, for which the Government of India recently passed legislation.
- **Conservation of biodiversity:** Every effort must be made to eliminate or reduce environmental pollution. This is critical for the preservation of nature as well as the survival of living beings who rely on natural resources.
 - **Chipko movement:** The story of the Chipko movement in India, which fought against deforestation. The Chipko movement began in the 1970s as a nonviolent protest. Members of the movement considered forests to be sacred, and they chained themselves to trees to prevent them from being cut down.
- **Equal access to natural resources:** All living beings have equal access to Mother Nature. As a result, we must ensure that nature is used for the benefit of all, rather than just a select few.
- **Right to life and existence of natural creatures:** Every living being has the right to life and existence. Humans are not meant to consume or exploit other living beings. The earth belongs to all living things, not just humans.

- Wildlife, for example, must be conserved not for continued human exploitation, but because it has its own life and rights granted by nature.
- **Example:** This concept even extends to non-living environmental entities. The Uttarakhand High Court recently granted the Ganga the status of a living person, along with all the rights and obligations that entails.
- **Mother nature:** Environmentalists believe that 'nature knows best'. We must treat it with respect or it will lash out in order to restore the balance.
- Floods, cyclones, and landslides, for example, are viewed as natural methods of restoring natural order.



Scholars Opinion

- Holmes Rolston III, a philosopher and environmental ethicist, emphasises the ecological consequences of ethics in his book "**Environmental Ethics**." Rolston emphasises the significance of ethical decision-making in addressing environmental issues and preserving the planet for future generations. "The biosphere may survive," he says, "but humanity's role within it will be determined by whether we individually and collectively come to act ethically toward the environment."

Ethics in Business

- **Transparency:** Businesses must be open in their operations and share all information with their stakeholders. This is also required for the market to function properly.
- **Conflicts of interest:** Business professionals must act objectively and fairly regardless of personal interests or obligations. They must make decisions only in the best interests of the company.
 - **For example,** ICICI CEO **Chanda Kochhar** was sanctioned for a conflict of interest in lending to entities related to her husband. Individuals must fully disclose any conflicts of interest that arise.
- **Integrity:** Complete adherence to moral principles is required for the long-term health of any business. Organisational and public interests must take precedence over private interests.
 - Recent scams such as **PMC Bank and PNB Bank** are the result of individuals' lack of integrity.
 - Furthermore, businesses must ensure that they do not undermine government integrity by offering bribes or kickbacks.
- **Environmental sustainability:** Industries must operate in a way that does not degrade the environment beyond repair and recovery. They must also reduce the harm by implementing measures such as energy efficiency, effluent treatment plants, rooftop solar energy, and so on. Everything operates within

the context of the environment and cannot function without it.

- **Social responsibility:** Because businesses make profits, they have a moral obligation to contribute a reasonable portion of their profits to the welfare of the society around them.
 - Gandhi Ji put forth the "**concept of trusteeship**", in which wealthy people hold the resources of the people in trust and must use them for the greater public good.
 - Industries use society's resources (both human and natural), and they must reciprocate.
 - **Corporate Social Responsibility (CSR)** is one such mechanism in India. It makes moral as well as business sense because it improves the image of any business.
- **Worker rights:** Because industries rely on labour to generate output and profits, they are obligated to provide basic rights and facilities to workers in order for them to work in humane conditions. Furthermore, good employee benefits such as pay, recognition, and so on boost worker motivation and productivity.
 - The Indian government has introduced a Code on Wages Bill to rationalise and raise minimum wages in order to protect workers' right to a fair wage. Philosophers such as **Karl Marx** emphasised workers' rights in a capitalist society.
- **Accountability:** Because they use large amounts of public money and resources, businesses, particularly large corporations, must hold themselves accountable to their stakeholders.
 - Companies must ensure regular annual reports, audits, and Annual General Meetings (AGMs) to ensure business honesty and fairness.
- **Gender equality:** In a patriarchal society, businesses must act as torchbearers and set examples for gender equality and justice by implementing policies such as equal work for equal pay, maternity leave, anti-sexual harassment bodies, and so on.

Scholars Opinion

- Scholars also stress the relationship between ethics and organisational performance. In his book **"Ethics and the Conduct of Business," John R. Boatright** investigates the implications of ethical behaviour in the business context.
- He contends that companies that prioritise ethical behaviour gain trust, improve their reputation, and gain a competitive advantage (Boatright, 2012). "Ethics can pay off in business by enabling companies to avoid legal problems, build customer loyalty, and develop better relationships with employees, customers, and suppliers," Boatright adds.

Artificial Intelligence Ethics

- According to the European Commission, the ethics of AI focuses on the ethical issues raised by the design, development, implementation, and use of AI. It involves issues like facial recognition bias, prejudices, etc.
- Ethics Guidelines for Trustworthy AI Issued by the European Commission:
 - Human Agency and Oversight:** AI systems should both act as enablers to a democratic and flourishing and equitable society by supporting the user's agency.
 - Transparency:** AI systems should be based upon the principle of explainability, and encompass transparency and communication of the elements involved.
 - Diversity, Non-discrimination, and Fairness:** Involves avoidance of unfair bias, encompassing accessibility, universal design, and stakeholder participation throughout the lifecycle of AI systems apart from enabling diversity and inclusion.
 - Accountability:** The requirement of accountability complements other requirements and is closely linked to the principle of fairness.

Cyber Ethics

- Following the law:** Internet users must follow the law and not use the Internet for illegal activities such as hacking, defrauding, stalking, harassing.
- Intellectual Property Rights (IPR):** Online content is frequently protected by copyrights that must be respected by other users. This is critical for web innovation and authenticity.
- Privacy:** Despite the availability of modern technology such as mass surveillance, spyware, and so on, users must respect the privacy and dignity of one another. Before online platforms can obtain users' private information, they must obtain their informed consent.

- Free and open Internet:** Governments, service providers, and other stakeholders must work together to ensure that the Internet remains accessible to all and free of barriers. The recent demands for net neutrality aim to uphold this cyberspace ethic.
- Respect of all in online behaviour:** Users are expected to demonstrate basic respect and courtesy in their online behaviour in order to provide a safe and stable environment for all. Recent incidents of trolling, abuse, and shaming highlight the importance of this ethic.
- Public decency:** Because the internet is a public platform, users must make certain that their content is appropriate for all audiences, including children. Offensive content such as pornography and brutality should be avoided.
- Honesty and Sincerity:** In the age of social media, users, in addition to platforms, can create their own content. Users and platforms must both create and share only true, complete, and accurate information. Violation of this norm leads to the risk of fake news and rumour-mongering, which ultimately undermines people's trust in the internet.

Application of Ethics in Refugee Crisis

- Principle of non-refoulment:** The principle of non-refoulment prohibits a country from returning a refugee to a country where they may face persecution.
 - However, countries claiming to be democratic and open societies frequently refuse to accept refugees and return them.
- National responsibility Vs Global responsibility:** Countries deny asylum citing limited resources, security threats, and primary responsibility to their citizens.
 - However, as a member of the global community, responsibility is frequently violated. In dealing with refugees, nations justify their actions on utilitarian grounds (protecting their citizens) while ignoring the deontological aspect (duty to protect).
- Violation of Human Rights:** Human rights are unalienable rights to life, liberty, and the chance to realise one's full potential. Refusing to accept refugees violates their basic human rights.
- The categorical imperative of Kant:** Turning away those in need violates Kant's categorical imperative because it cannot be made into a universal principle.
 - Some countries are accused of using migrants as a tool of foreign policy, as seen during the 2021 border crisis between Belarus and the European Union.
 - This amounts to treating people as a means to an end rather than an end in themselves. Such actions do not meet Gandhiji's Talisman (action in the interests of the weakest).

- **Accidents of birth:** The majority of refugees are suffering through no fault of their own. They become victims of violence as a result of 'accidents of birth' such as being born in a particular country (Syria, Afghanistan), into a persecuted community (Ahmadiyas, Rohingyas). Denying them the opportunity to flee violence and persecution violates every ethical principle.
- **Historical responsibility:** The Western world is to blame for many refugee crises. Colonial exploitation and policies (Sykes-Picot Agreement, for example), armed humanitarian intervention leading to civil wars (Middle East), climate refugees. They must accept historical accountability for their actions.
- **Society's ethical standards:** Dehumanising refugees and refusing to recognize their suffering sets a bad example for the future, leading to a decline in values such as care, empathy, and compassion in society.

Action Agent Theory

- An ethical framework that **emphasises the role of the agent or individual in moral decision-making** and evaluation is Action-Agent Theory, also known as agent-based ethics.
 - It **considers the character, intentions, and virtues of the person performing the action** to determine the moral worth of the action. By incorporating personal virtues and character traits into the evaluation process, this approach provides a more holistic understanding of ethics.
 - **Aristotle, Alasdair MacIntyre, and Rosalind Hursthouse** are among the scholars who have contributed to the development and exploration of Action-Agent Theory.
- **Aristotle's Virtue Ethics:** The foundation for Action-Agent Theory was laid by Aristotle's virtue ethics. In his work "**Nicomachean Ethics**," Aristotle argued that moral virtue is fundamental to ethical behaviour.
 - He proposed that people strive to develop virtuous character traits such as courage, justice, and temperance. A morally good action is one performed by a virtuous person, according to Aristotle.

- **Rosalind Hursthouse's Virtue Ethics:** Rosalind Hursthouse made an impact on Action-Agent Theory with her work on virtue ethics, particularly in her book "On Virtue Ethics."
 - She emphasised the importance of character traits and virtues in making ethical decisions. Hursthouse proposed that virtuous people have certain character traits that guide them in making morally sound decisions.
- **Emphasis on moral judgement:** The emphasis in Action-Agent Theory is not solely on the outcomes of an action (as in consequentialist ethics) or on adherence to universal moral principles (as in deontological ethics).
 - Instead, moral judgement is based on the character and intentions of the agent performing the action.
 - This approach recognizes that ethical actions emerge from individuals' moral character and the virtues they embody.
- **Assess the morality of action:** When assessing the morality of an action, Action-Agent Theory considers factors such as personal motivations, intentions, moral reasoning, and the cultivation of virtuous traits.
 - It recognises that an action can be morally praised or condemned based on the virtues or vices displayed by the agent.
 - Because it recognises the complexities and context-dependence of moral decision-making, this framework provides a more nuanced understanding of ethics.

Overall, the Action-Agent Theory **enriches ethical analysis by focusing on the individual's role in moral actions**, emphasising the importance of character and virtues in guiding ethical behaviour. Scholars such as Aristotle, Alasdair MacIntyre, and Rosalind Hursthouse contributed to the development and exploration of this ethical framework, providing valuable insights into the role of the agent in moral decision-making.

Teleological Ethics

"**Telos**" is the ancient Greek term **for an end, fulfilment, completion, goal, etc.** Teleology is a philosophy that states that the **consequences of one's action are the ultimate judge of the rightness or wrongfulness of the conduct.**

Deontological Ethics (Duty-Based)	Teleological Ethics (Result-Oriented)
● Focus on moral duties, not consequences.	● Focus on the consequences of actions.
● Prioritises intentions over outcomes. Focus is on the right means.	● Prioritises outcomes over intentions. Focus is on the right end even if means are not right.
● Moral duties are more important than moral value.	● Moral value is more important than duties.
● Individual's intentions play a crucial role.	● Individual's intentions have no relevance.
● Rightness of actions is prior to their goodness.	● Goodness of actions determines their rightness.

<ul style="list-style-type: none"> Emphasises individual's moral status. Moral duties have a negative formulation. Personal interests have no relevance. Actions are inherently moral or immoral. 	<ul style="list-style-type: none"> Emphasises the moral status of the action. Moral duties have a positive formulation. Equal consideration of personal and others' interests. Actions are evaluated based on consequences.
<ul style="list-style-type: none"> Application: Deontological approach is applied in the criminal justice system, which ensures that the punishment was proportionate and appropriate to the crime committed. 	<ul style="list-style-type: none"> Application: Teleological approach is used by the courts for the interpretation of any legislation, its purpose, direction or design.

- Teleological ethics, also **known as consequentialist ethics**, is an ethical framework that evaluates the moral worth of actions based on their consequences or outcomes. It emphasises the notion that the goodness or value of an action determines its morality.
 - Jeremy Bentham, John Stuart Mill, and consequentialist theories such as utilitarianism have all contributed to the development and exploration of teleological ethics.
- Jeremy Bentham and Utilitarianism:** An influential philosopher, Jeremy Bentham, is regarded as one of the founders of utilitarianism, a prominent form of teleological ethics.
 - Bentham proposed that actions be judged according to their ability to maximise overall happiness or utility.
- John Stuart Mill and Rule Utilitarianism:** Building on Bentham's utilitarianism, John Stuart Mill advanced teleological ethics with his concept of rule utilitarianism.
 - Mill contended that actions should be guided by broad principles that, when followed, tend to maximise overall happiness. Rather than focusing on the happiness or utility of each individual action,
 - Mill emphasised the importance of adhering to rules that promote the greatest happiness in the long run.
- Act Utilitarianism and Rule Utilitarianism:** Teleological ethics is divided into two parts,
 - Act Utilitarianism:** It evaluates the morality of individual actions based on their immediate consequences. It takes into account the specific circumstances of each situation and seeks to maximise overall utility in that particular instance.
 - Rule Utilitarianism:** It emphasises adhering to general rules that, when consistently applied, tend to produce the greatest overall utility or happiness.
- Teleological ethics evaluates actions based on their outcomes:** Instead of focusing on intentions, virtues, or duties, teleological ethics evaluates actions based on their outcomes. It emphasises maximising overall well-being or happiness as the ultimate goal of ethical

behaviour. In teleological ethics, ethical evaluation is frequently based on the principle of utility or some other criterion of goodness.

- Criticism of theory:** Critics of teleological ethics express concerns about the difficulty of predicting consequences, potential conflicts of interest, and the possibility of sacrificing individual rights or minority interests for the greater good.

Example Based on Deontological and Teleological Theories

- Let us suppose a man kicks a dog sleeping roadside. The dog cries and runs away. Moments later, a car comes speeding along the road so fast that it would certainly have killed the dog if it had still been lying there.
- Deontological perspective** says, the man's action was bad since it is cruel to kick dogs but according to the **teleological perspective**, his action was good, since it saved the dog's life.

Nonetheless, teleological ethics, particularly utilitarianism, has had a significant impact on ethical discourse, shaping debates on topics such as social justice, policy-making, and the balancing of individual and collective interests. Scholars such as Bentham and Mill have made significant contributions to the study of teleological ethics and its implications for ethical decision-making.

Means Vs Ends Debate

The means vs. ends debate in ethics is a question of whether the ends justify the means. In other words, **is it ethical to use unethical means to achieve a good end?** This is a complex question with no easy answer, and there are many different perspectives on it.

- Means-ends distinction is a central concept in ethics:** It refers to the idea that the way we achieve our goals is just as important as the goals themselves.
- There are two main ethical theories that deal with the means-ends distinction:
 - Consequentialism:** This theory **judges the morality of an action based on its consequences**. If the consequences are good, then the action is considered moral, even if the means used to achieve those consequences were bad.

- **Deontology:** This theory judges the morality of an action based on the duty or obligation to act in a certain way. The means used to achieve an end are not as important as the fact that the action was performed out of a sense of duty.
- **The means-ends distinction is often debated in the context of political and military actions:** For example, some people believe that it is justified to use torture to extract information from a terrorist suspect, even if torture is considered a morally bad act.
- **The means-ends distinction is also relevant to personal ethics:** For example, some people believe that it is justified to lie to a friend in order to protect their feelings, even if lying is considered to be a morally bad act.
- **There is no easy answer to whether the ends justify the means:** It is a complex issue that depends on the specific circumstances of each case.
- **Some people believe that the ends never justify the means:** They believe that it is always wrong to use bad means to achieve good ends.
- **Other people believe that the ends sometimes justify the means:** They believe that it is sometimes necessary to use bad means to achieve good ends if the good ends are sufficiently important.
- **The means-ends distinction is a complex and challenging issue:** There is no easy answer, and each case must be considered on its own merits.

Historical Examples of the Means vs. Ends Debate

- **The Mahabharata:** The Mahabharata is an ancient Indian epic depicting a tremendous conflict between two families of cousins. This raises the question of whether using unethical means to attain a good end is ever appropriate.
- **Vietnam War (1954-1975):** The United States utilised Agent Orange, a chemical weapon. Although Agent Orange was known to cause birth deformities and other health problems, the United States continued to deploy it in the belief that it would help them win the war.
- **The Suffragette Movement:** The suffragette movement used a variety of strategies to fight for women's right to vote, particularly in the early twentieth century. Civil disobedience by suffragettes included protests, hunger strikes, and even property destruction. While their ultimate goal was to secure women's suffrage and equal political rights, the methods they used, such as disrupting public order and clashes with authorities, sparked debates about the ethics of their tactics.

1.13 CHALLENGES TO ETHICS

- **Data Breach:** High-profile data breach cases involving sensitive personal information raise ethical concerns about the protection and security of individuals' data.
- **Manipulation and Targeted Advertising:** The collection of personal data for targeted advertising purposes raises concerns about informed consent, user autonomy, and the potential manipulation of consumer behaviour.
- **Situation Ethics:** This is the kind of moral approach one might expect from an existentialist, who rejects the concept of human nature or any nature or essence.
- **Moral Relativism & Moral Objectivism:** Moral relativists believe that universal moral principles do not exist. Whereas moral objectivism holds that there are objective moral truths that some actions are right for everyone at all times and others are wrong for everyone at all times.
- **Moral subjectivism:** Contends that in the realm of human behaviour, what is true for one individual is not necessarily true for everyone else or even anyone else. In this viewpoint, what is right and wrong is a matter of personal preference. People's moral beliefs cannot be evaluated.
- **Cultural and ethical subjectivism:** In one culture, polygamy is considered right and moral, whereas, in another, it is strongly condemned. Within the same country or culture, there can be divisions: some Indians oppose widow remarriage, while others support it.
- **Ethical Egoism:** It is the belief that people should act in their own self-interest. This is a type of hedonism, which is a doctrine that proposes maximising happiness while minimising unhappiness.
- **The doctrine of determinism:** Holds that human decisions and actions are causally determined by external forces. They lack free will and are unable to make conscious or deliberate moral decisions. They cannot choose between good and bad actions and thus are not truly responsible for their actions. As a result, men cannot be held morally accountable for their actions.
- **Surveillance and Government Intrusion:** As governments and law enforcement agencies' surveillance capabilities expand, there are concerns about privacy invasion and potential abuse of power. Balancing security needs with privacy rights is a contentious ethical issue, especially in areas such as mass surveillance programs and facial recognition technology.
- **Artificial Intelligence and Algorithmic Bias:** The use of artificial intelligence and algorithms in decision-making processes such as hiring, loan approvals, and criminal justice can raise ethical concerns. If these

systems are not designed with fairness and inclusivity in mind, they have the potential to perpetuate biases and discrimination, reinforcing societal inequalities.

1.14 ETHICS IN PRIVATE AND PUBLIC RELATIONSHIPS

Thoughts of Gandhiji

- Human beings are social animals. So, we interact with each other and when we interact with each other we establish some relations. Gandhi said, “**For achieving a non-violent and truthful society, it is important to have good relationships**”.

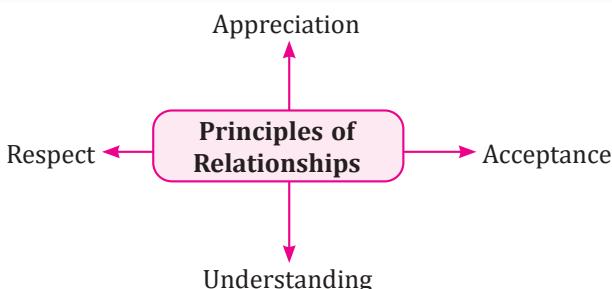


Fig: Relationships based on four principles

1.14.1 Ethics In Private Relationships

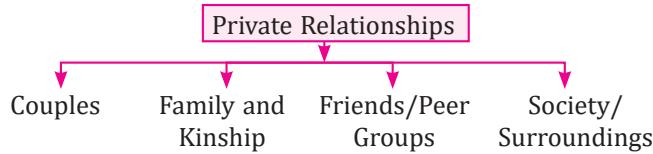


Fig: Ethics In Private Relationship

- It refers to the ethical values that a person adheres to/ values in his or her personal life when dealing with various relationships such as family relationships, friendship, and so on.
- The following are some cardinal values in private relationships:**
 - Trust:** Trust is the foundation upon which your relationship can withstand the most difficult of times. In fact, you cannot sustain a long-term relationship without trust. One of the causes of relationship breakdown is a lack of trust.
 - Mutual respect:** It is beneficial in remaining compassionate, committed, truthful, and honest. Strengthens the relationship and treats each other fairly.
 - Law of Integrity:** The law of integrity states that a person should not lie and keep his promises.
 - Law of Improvement:** If a mistake is made, the person should try to improve on it.
 - Gratitude:** If anyone has helped, the person should remember that.
 - Loyalty:** Devotion to one's partner and family members.

- Love:** Loving everything, even if it has flaws.
- Fidelity:** This is a key driver of marital relationships and the essence of marriage ethics. It refers to remaining faithful to one's life partner while avoiding sensual distractions or committing adultery.
- Confidentiality:** In order to keep private relationships sacred, secrecy and privacy are essential.

- Example:** I generally refrain from sharing the secrets of my friends, colleagues, and others without their permission. This is because I understand that revealing their confidential information can lead to discord and strain in our relationships. Respecting their privacy and maintaining their trust is important to me. Just as I value my own privacy, I extend the same courtesy to others. By keeping their secrets confidential, I show them that I value and respect their trust, which helps to strengthen and deepen our relationship.

- Accountability & Responsibility:** In private relationships, one is bestowed with various responsibilities such as responsibility towards a child, life partner, parents, and so on. This necessitates fulfilling one's responsibility to them as well as being accountable to them in the event of failure to do so.
- Tolerance and Acceptance:** Tolerance is the ability to recognize and respect the values and differences of others. Tolerance removes self-imposed barriers, allowing one to think more broadly and experience greater inner peace.
 - Tolerance and acceptance both lead to less conflict and harmony in society, especially in a country like India, which has multiple religions, cultures, and ideologies.

Ethics in private relationships are generally directed by:

- Individual virtues:** They are generally used to guide ethics in private relationships: Truthfulness and honesty are important factors in determining ethics in private relationships. It reveals a person's attitude and behaviour.
- Universal human values:** The established standard for ethical behaviour is based on universal values.
 - Example:** Respect for elders is a universal value that serves as a guiding principle in private relationships.
- Religion:** Religious and theist people accept Divine commands and follow them in their personal lives in order to please God and gain salvation.
 - Example:** The Ten Commandments (from the Bible) serve as a guide for Christians in their interactions with family, neighbours, and society at large.
- Social norms:** Some values are learned from environmental factors that influence humans, such as family, peer groups, society.

- **Example:** I learn from my parents how to interact with family elders.
- **Law of the land:** Some ethical principles are governed by laws and constitutional values.
 - **Example:** Not insulting women's modesty is a fundamental duty under the Indian constitution.

The Importance of Ethics in Private Relationships

- **Leads to a good life:** Allows individuals to sail smoothly through difficult times and live a good life.
- **Right decision-making:** Allows us to make sound decisions, especially when there is a conflict of interest.
- **Character development:** Is aided by adherence to good values such as honesty, integrity, equality, and so on.

- **Ethical lessons for children:** Ethical living in private relationships, particularly at home, influences children's behaviour and serves as their first ethics lesson.
- **Acceptance in Public Life:** Personal relationships with ethics make a person more acceptable in public life.
- **More Tolerance for Imperfection:** Because of mutual trust, love, and dependence, people used to have a high index of tolerance for imperfection in private relationships.

1.14.2 Ethics In Public Relationship

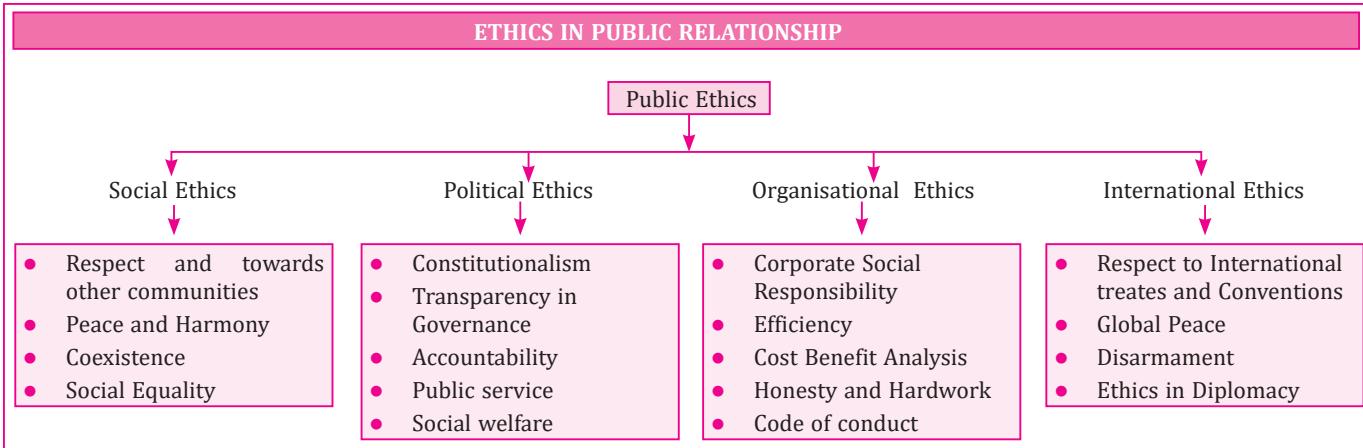


Fig: Ethics In Public Relationship

- Ethics in public relations refers to the ethical values or moral standards that an individual adheres to in his or her professional interactions and business dealings. Power governs ethics in public relationships.

values are required to guide human actions and are critical to the integrity of any profession.

- Any ethical framework must include the following components:
 - **Codifying** ethical standards and practices.
 - **Disclosure** of personal interests in order to avoid a conflict between public interest and personal gain.
 - Establishing a **system for enforcing the relevant codes**.
 - Establishing criteria for qualifying and disqualifying a public official from office.

Example: In a public relations campaign for a healthcare company, the PR professional

- Adheres to ethical values and moral standards throughout the campaign.
- Ensures that all communication is truthful, accurate, and transparent.
- Respects the privacy and confidentiality of patients and clients.
- Avoids any conflicts of interest that could compromise the campaign's integrity.
- Engages with stakeholders in an inclusive and respectful manner.
- Strives to create a positive and ethical image for the healthcare company.
- **Important values critical to the integrity of any profession:** Advocacy, honesty, selflessness, expertise, openness, accountability, fairness, and other core

Examples: Ethics In Public Relationship

Sir M Visvesvaraya	<ul style="list-style-type: none"> ● He invited all of his relatives to dinner before accepting the position of Dewan of Mysore. He stated unequivocally that he would accept the prestigious position on the condition that none of them approach him for favours. These days, such things are unheard of. He is said to have had two sets of candles. One was purchased privately and used for personal purposes, while the other was provided by the government and was only used for official purposes.
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Madhu Mohanty <ul style="list-style-type: none"> • In 2005, Mohanty was instrumental in the rescue of the crew of the ill-fated Indian Space Research Organisation (ISRO) cryogenic engine test vehicle. The vehicle had exploded during a test, and Mohanty led the team that rescued the three scientists who were on board. This incident showed Mohanty's commitment to safety and his willingness to put others before himself.
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The Role of Ethics In Public Relationships

- **Moral Compass for Resolving Conflicts of Interest:** Creating a moral compass for navigating ethical quandaries and resolving conflicts of interest. Personal life frequently has an impact on an individual's work and role in public spheres of life.
- **Contributes to the humanization of public relations:** Ethics in private relationships contributes to the humanization of public relations and plays an important role in the formation of a person's moral system. If someone values honesty in his personal life, he is likely to be honest in his public life as well.
- **Responsible advocacy and communications:** Personal values are translated into responsible advocacy and communications through responsible advocacy and communications.
- **Social well-being:** This entails sustaining authority, developing and enhancing public trust in the system, and achieving societal well-being.
- **Effective and balanced decision making:** Aids in making more fair and balanced decisions.
- **Office/institution/organisation credibility:** Ethical public relations requires maintaining transparency when dealing with any information, sensitive or not. Blurring the lines between fact and fiction can erode credibility and tarnish the reputation of an office/institution/organisation.
- **Trustworthy relationships with people:** Through trust, an organisation can build solid relationships with various stakeholders, which can be gained by always taking an ethical approach. Following the Code of Ethics can aid in the development of much-needed trust between organisations and the general public.
- **Courtesy:** This is extremely important in the official conduct of civil servants in India. This creates a sense of belonging among the general public.
 - **Example:** Prashanth Nair (IAS)'s approach to dealing with the general public earned him the moniker "Collector Bro."
- **Spirit of service:** This is essential in order to serve the purpose of service. Civil servants are expected to

go above and beyond the call of duty in order to serve the public interest. This provides the individual with inner satisfaction while also inspiring his colleagues to meet the service goals.



Civil servants' morale has been deteriorating in recent years. **Following are the prominent reasons:**

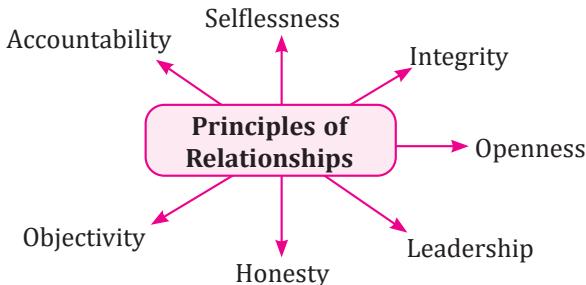
- **Lack of accountability and responsibility:** When things go well, there are plenty of people willing to claim credit, but when things go wrong, no one is willing to take responsibility.
- **Sacrificing ethics, values, integrity, and spiritualism:** These are sacrificed in favour of materialism and worldly success.
- **Social Acceptance:** Society as a whole has begun to accept corrupt individuals. Good people's silence is more dangerous than some people's moral erosion. Failure of the family, schools, society, and institutions to instil values.
- **Mega Administration, slow methodology, and decision-making delay:** Each department and institution is growing both vertically and horizontally. This has caused confusion in the hierarchy, resulting in decision-making delays.
- **Soft society, tolerant public opinion, and the nexus of politics, business, and bureaucracy:** The public does not resent or tolerate wrongdoing. This gives decision-makers more leeway in the future to avoid committing such crimes.

Efforts to correct this

- **Increase transparency:** By enacting laws that require civil servants to justify their official decisions.
- **Whistleblower Protection Act:** To protect appropriate 'public interest disclosures' of official wrongdoing.
- **Ethical audit of integrity:** To identify threats to the integrity of the most critical processes and Effective external and internal complaint and redress procedures.

- **Disciplinary action:** Code of Ethics violations and breaches should result in sanction and punishment under the disciplinary rules.
- **Computerization and digitization:** Eliminate the middle layers that require people to rely on bureaucrats for work.

Nolan Committee: Seven Principles In Public Life



The Committee on Standards in Public Life in the United Kingdom, also known as the Nolan Committee, has outlined the seven principles of public life outlined below:

1. Selflessness: Public officials should make decisions solely in the public interest. They should not do so in order to benefit financially or otherwise for themselves, their family, or their friends.

- **Example:** When Lal Bahadur Shastri was Prime Minister, he never took a vacation. When he died, he left only a few rupees, a loan, and some belongings. As a result, he always put the nation first and lived to the end.

2. Integrity: This is the practice of being truthful and adhering to moral and ethical principles in a consistent and unwavering manner. Holders of public office should not place themselves under any financial or other obligation to individuals or organisations outside of their official duties.

- **Example:** U. Sagiyam (a civil servant from Tamil Nadu) - In his 20 years of service, he has been transferred approximately 20 times. He is well-known for fighting corruption wherever he goes. He was also the first IAS officer to disclose his assets.
- Mahatma Gandhi and Abraham Lincoln were both exemplary leaders known for their honesty.
- In times of crisis, both remained true to their values, such as Lincoln's commitment to the abolition of slavery and Gandhi's commitment to nonviolence.

3. Objectivity: This refers to making decisions based on established facts and figures rather than personal bias or opinion. Holders of public office should make merit-based decisions when carrying out public business, such as making public appointments, awarding contracts, or recommending individuals for rewards and benefits.

- **Example:** Sam Manekshaw, one of the key architects of India's 1971 victory over Pakistan, is best known for telling Prime Minister Indira Gandhi bluntly in April 1971 that the Indian Army was not prepared for war. Saying that his job was to fight to win, he requested a few months — a request which Gandhi, to her credit, accepted. Manekshaw provided India with one of its most rapid and remarkable military victories.

4. Accountability: Holders of public office are accountable to the public for their decisions and actions and must submit to whatever scrutiny is appropriate for their office.

- **Example:** As Railway Minister under Prime Minister Jawaharlal Nehru, Lal Bahadur Shastri resigned in August 1956, following a major railway accident in Mahabubnagar, Andhra Pradesh, in which 112 people died. He resigned, accepting moral responsibility and accountability, but Nehru persuaded him otherwise. Shastri's actions set a high standard for public servants to be accountable to the public.

Ethics in Public Relationship

- **According to the second ARC:** Open, transparent, and accountable government is a must for community citizen-centric public service delivery.
- **According to Max Weber:** A fully developed bureaucracy's power position is everywhere overwhelming. Without accountability, bureaucracy will resemble Frankenstein's monster, who divorced his master.

5. Honesty: "Being trustworthy, loyal, fair, and sincere" is what it means. An honest person is deceit-free, truthful, and sincere, and does not lie. Holders of public office must declare any private interests related to their public duties and take steps to resolve any conflicts that arise in a way that protects the public interest.

- **Example:** A honest civil servant should be open about his work and property, admit his own mistakes, and try to correct them rather than hiding or shifting responsibility onto others.

6. Leadership: Holders of public office should lead by example and promote and support these principles.

- **Example:** Indira Gandhi, resisted all suggestions to remove her Sikh bodyguards following Operation Blue Star because it would create a communal divide. Despite the fact that all of the country's investigative agencies urged the late prime minister to remove the two bodyguards from her security detail, she was hesitant because she feared it would cause a schism.

7. **Openness:** Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
- **Example:** Vinod Rai, former CAG turned the office of CAG into a powerful force for openness and transparency by unearthing a 2G scam.

OECD and an Ethical Infrastructure

- OECD called for an ethical infrastructure referring to a range of tools and processes for regulating or checking undesirable behaviour and providing incentives to encourage good conduct of public officials. OECD 8-point charter is as follows;
- Political commitment for ethical governance
- Creation of an Effective legal framework,
- Evolving an Efficient accountability mechanism,
- Need for evolving workable codes of conduct,
- Professional socialisation mechanisms (including training),
- Creation of supportive public service conditions,
- Need for a central ethics coordinating body,
- Need for an energetic civil society able to act as a watchdog.

Comparison of Ethics in Public and Private Relationship

Type of Relationship	Ethics in Public Relationships	Ethics in Private Relationships
Whom it concerns?	Concerns community, society, business etc.	Concerns immediate family, friends etc.
What is the Nature of the relationship?	Formal in nature.	Informal in nature.
What are the Sources?	Based on societal and personal norms.	Based on personal values, morality and family values.
Which part plays the larger role?	The large role of rules and regulations.	The large role of feelings and emotions.
Controlled by	Externally imposed and controlled office rules.	Voluntary and self-imposed.
Codification	Codified.	Generally, not codified.
What are the implications after a violation?	Legal, social, professional and implications if norms are violated.	Violation generally goes unpunished but can have social consequences e.g. Loss of reputation in society.

Separation of Public and Private Relationships

Reasons for separation:

- **Both function in a different way:** Private and public relationships are conducted in very different ways and thus must be treated separately in order to behave appropriately in each context.
- **Should not be influenced by each other's problems:** Neither public nor private relationships should be influenced by the problems of the other. Private issues should not have an impact on public performance.
 - **Example:** People expect public servants to be at their best regardless of personal issues. The ups and downs of public relationships should not influence our personal behaviour. For example, a police officer's work situation should not influence his behaviour at home.
- **Combining two results in complications:** Combining the two types of relationships frequently results in complications. The publicization of private relationships leads to nepotism and favouritism. The introduction of public relationships into the private sphere jeopardises the sanctity, privacy, and intimacy of private life.

- **Example:** In the Mahabharata, conflict arose because Dhritrashtra mixed his public and private relationships. When he wanted his son to be king despite being unworthy, he allowed his private relationship with his son to influence his public decision-making.
- **Different expectations from both spheres:** As society judges people differently in their public and private spheres, it is best to keep them separate.
 - **Example:** Mahatma Gandhi is revered as the "Father of the Nation," but he is not held accountable for his troubled relationship with his own son.
- **Helps in the prevention of conflict of interest:** Separating public and private relationships helps in the prevention of conflicts of interest.
 - **Example:** Former CBI chief Ranjit Sinha met an accused in a case at his home (due to personal relationships), and his integrity was called into question. This could have been avoided if public and private relationships had been kept separate.
- **Cannot be mixed to preserve the sanctity:** Public relationships can be so complicated and intense that they cannot be mixed with private relationships in order to preserve the sanctity of private life.
 - **Example:** Politicians frequently keep their private lives separate from their public lives because their public lives are heavily scrutinised and criticised.

Problems and Challenges with Separation

- **Not feasible:** Because public and private relationships frequently overlap and mix, they cannot be kept separate.
 - **Example:** The President of the United States and his wife, the First Lady, have a critical public relationship. Politicians' families and marriages are openly discussed in the United States.
- **Undesirable:** A rigid separation of public and private relationships may be counter-productive. Both types of relationships can benefit from one another.
 - **Example:** Support from family and friends can help people excel professionally. Friends at work assist people in remaining motivated and satisfied.
- **Not manageable:** Individuals may experience confusion and mental stress if public and private relationships are treated differently.
 - **Example:** Police officers who behave differently at work and at home (toughly and nicely, respectively) may be confused and feel hypocritical.
- **Not separable:** Because some values and ethics are shared by both public and private relationships, both types of relationships necessitate similar behaviour.
 - **Example:** Honesty and politeness are desirable in both the family and the workplace.

Effect of Public Relationships on Private Relationships

Positive:

- **Inspiration:** Our public lives frequently serve as a lesson for our private lives, inspiring us to improve our behaviour.
 - **Example:** Workshops on gender equality in the workplace, inspire husbands to treat their wives better at home.
- **Value:** The harsh realities of public relationships (such as give and take and insensitivity) make us appreciate the importance of our private relationships and the emotional support they provide.
 - **Example:** Deception by colleagues, frequently makes people realise the innocence and greatness of their friends and family.
- **Humane:** Private relationship ethics, such as love and care, can be used to make public relationships more humane and compassionate.
 - **Example:** A District Collector, who is loving and caring in his personal life is likely to be compassionate toward the poor and needy in his official role.

Negative:

- **Spillover:** When people are preoccupied with the public, they continue to behave in the same manner in their private space.
 - **Example:** Criminals or anti-social elements exhibit violent and harsh behaviour even at home.
- **Time management:** Excessive involvement in public life frequently forces people to sacrifice time from their private lives, which has a negative impact on their private relationships.

Effect of Private Relationships on Public Relationships

Positive:

- **Interpersonal relationships:** Private relationships teach people values like love, care, empathy, and so on, which they can then replicate in their public relationships to improve their quality.
 - **Example:** Studies by psychologists such as Douglas McGregor have shown that managers' trust, confidence, politeness, and so on increase the motivation of their subordinates.
- **Positive mood:** People who have smooth and happy private relationships are more satisfied, which allows them to behave better in public. This is the reasoning behind the adage "Happy wife, happy life."

Negative:

- **Stress:** Tensions in private relationships with friends, family, spouses, and others cause stress and have a negative impact on public behaviour. Healthy private

relationships are a basic requirement that must be met in order to have good public relationships.

- **Example:** Companies provide holiday packages for their employees and families in order to maintain a healthy family life.
- **Prejudice:** Private relationships frequently permeate the public sphere.
- **Example:** When one of our friends from a particular community acts in a certain way, we form an opinion about the entire community.

Common Ethics in Public and Private Relationships

- **Honesty:** Both types of relationships expect truthful behaviour, without which trust and confidence are lost. Marriage, for example, as well as superior-subordinate relationships, necessitate loyalty.
- **Example:** In public relationships, I always communicate transparently and truthfully, which helps to earn credibility. In private relationships, I prioritise open and honest conversations, fostering trust and deepening connections.
- **Interpersonal factors:** Both relationships are not mechanical, but rather involve interpersonal behaviour. As a result, both require individuals to have basic sensitivity, empathy, care, and so on in order for both parties to better understand each other.
- **Example:** Many businesses have begun to provide sensitivity training (T-Group training) to their employees in order to improve interpersonal relations.
- **Accountability:** In both relationships, we are held accountable for our actions. To maintain trust and confidence, we must answer for and account for our actions.
- **Example:** People are expected to account for their financial decisions both at home and at work.
- **Compassion:** Helping others is a good deed that is desired in both public and private relationships.
- **Example:** People assist not only their own family members but also colleagues, neighbours, and so on.

Balancing Public and Private Relationships

- **Act appropriately with due diligence:** Relationships are very important in our lives, so we must take care to act appropriately. There are different ethics for acting in public and private relationships. They make certain that the relationships run smoothly.
- **Certain values work in both spheres:** It is common practice to treat private and public relationships separately because they necessitate different behaviours. However, further examination reveals that, while the two are distinct, they share some characteristics. Certain values are required in both public and private relationships.

● **There cannot be a watertight separation:** As a result, striking a balance requires wisdom and ingenuity. While public and private relationships should be viewed differently, they should not be viewed in watertight compartments.

- **Use the continuum of both relationships:** We must comprehend how they interact and how one can be used to benefit the other. We must also recognize that certain fundamental values must be demonstrated in both public and private relationships.
- It will be more helpful if we consider the ethics of public and private relationships as a continuum rather than as separate compartments.

1.15 MORALS

- Derived from the Latin word **moralis**, meaning “**traditional customs**”.
- Morals are **personal beliefs about what is right and wrong**. Morals, as opposed to ethics, are standards of behaviour that apply to an individual rather than social behaviour.
- Personal experience, character, conscience, and other factors all contribute to moral development.
- **For example**, homosexuality may be considered unethical in a society but it might be seen as a moral by an individual.

Moral ideas and concepts:

- **Individualistic:** As previously stated, morals are an individual concept that is the result of each individual's conscience, upbringing, psyche, and so on.
- For example, a person may see non-vegetarian food through the lens of morality others may not.
- **Moral attitudes:** Moral attitudes are formed as a result of an individual's morals. These are perspectives on moral issues. People develop a moral preference for viewing an issue favourably or unfavourably.
- A person with a conservative attitude, for example, tends to see most right-wing policies as positive.
- **Variation in morality at multiple levels:** Morality varies greatly from person to person and from society to society (collective morality).
- **Example:** Views on capital punishment, range from abolition to phased abolition to the rarest-of-rare doctrine to active retention.

- **Dynamism:** Although moral standards are stable, they can change as people are exposed to new information, lifestyles, cultures, and so on.
- **Example:** Drug abuse was once considered a crime, but with increased awareness and understanding, people have begun to view it as a disease that requires assistance and treatment.

Differences Between Ethics & Morals:

Attributes	Ethics	Morals
Origin	Greek word "ethos" meaning "character".	The Latin word "Mos" means "custom".
Nature	The rules of conduct are recognized with respect to a particular class of human actions or for a particular group or culture.	Principles or habits with respect to right or wrong conduct. While morals also prescribe dos and don'ts, morality is ultimately a personal compass of right and wrong.
Source	Social system – External	Individual – Internal
Flexibility	Ethics are dependent on others for definition. They tend to be consistent within a certain context but can vary between contexts. Ethics largely stays universal for eg - truth, compassion, non-violence, etc.	Usually consistent, although can change if an individual's beliefs change. For eg-views of homosexuality, cross-cousin marriage changes from individual to individual.
Acceptance	Ethics are governed by professional and legal guidelines within a particular time and place.	Morality connects with cultural norms.

In recent times, there have been some cases of moral erosion of civil servants:

Reasons for Moral Erosion	Effort to Correct it
<ul style="list-style-type: none"> Lack of Accountability and Responsibility: If anything goes well, there is no dearth of people to claim that they are the people behind that but if anything goes wrong, nobody is ready to take responsibility. Sacrificing Ethics, Values, Integrity, and Spiritualism: These things are sacrificed in comparison to materialism & worldly success. Social Acceptance: Society's acceptance and tolerance of corruption remains high. The silence of good people is more dangerous than the moral erosion of some people. Mega Administration, Slow Methodology, and Delay in Decision Making: There is growth in each department and institution both vertically and horizontally. This has created confusion in the hierarchy leading to delays in decision-making. Soft-Society, Tolerant Public Opinion, and Politico-Business-Bureaucracy Nexus: Public doesn't resent & tolerate the wrongdoings. This gives decision-makers more liberty against not doing such crimes in the future. 	<ul style="list-style-type: none"> Increase Transparency: Effective laws which require civil servants to give reasons for their official decisions. Whistle-blower's Protection Law: To protect appropriate 'public interest disclosures' of wrongdoing by officials. Research and Studies: Public relations professionals should study the academic research and best practices of issues management to best prepare themselves to engage in ethical issues. Ethics Audits: To identify risks to the integrity of the most important processes Effective external and internal complaint and redress procedures. Violation and Breaches of the Code of Ethics: This should invite sanction and punishment under the disciplinary rules. Computerization and Digitization: Remove the middle layers in which people have to depend on bureaucrats for work Setting CCTV: It creates fear that they are being watched.

Constitutional Morality

- Constitutional Morality** means adherence to or being faithful to bottom line principles of the constitutional values.
- It includes a commitment to an inclusive and democratic political process in which both individual and collective interests are satisfied.
- The major elements of constitutional morality in the context of the Indian constitution are – **Rule of law, right to equality, social justice, unity and integrity of nation, social justice, secularism, individual liberty and freedom of expression** etc.

- The SC had relied on constitutional morality to allow entry of women of all ages into the **Sabarimala temple** under a 4-1 majority verdict. In the **Navtej Singh Johar vs Union of India**, the SC struck down the archaic provision of Section 377 and upheld constitutional morality.

1.16 HUMAN VALUES

- Values are broad preferences regarding appropriate courses of action or outcomes. As a result, values reflect an individual's sense of right and wrong, or what "ought" to be. It establishes a crucial aspect of

one's self-concept and operates as a person's guiding principles.



- **Sometimes individual beliefs are referred to as values:** Individual beliefs that motivate people to act in one way or another are referred to as values. These values can be ethical/moral, religious, political, social, or aesthetic, among others.
- **Predisposition to the values:** People are generally predisposed to adopt the values with which they are raised. People also believe that those values are "right" because they are the values of their culture.
- **The usefulness of values in ethical decision-making:** Ethical decision-making frequently entails weighing values against one another and deciding which values to elevate. Conflicts can arise when people's values differ, resulting in a clash of preferences and priorities.
- **Values are learned and instilled:** Values are not created by nature. They are learned and instilled. The family, its environment, and traditions all play an important role in the development of values.

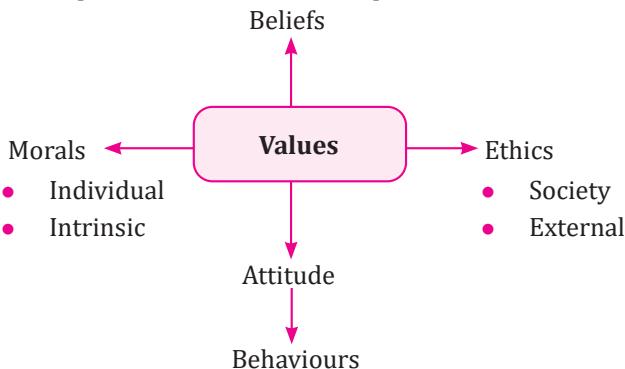


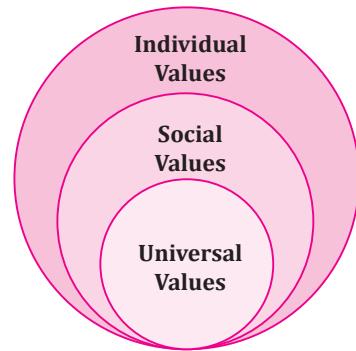
Fig: Constituents of Values

Example

- Mohan values compassion and empathy. Manjuli cherishes personal freedom and autonomy. Suman advocates for environmental sustainability and conservation. Darwish prioritises intellectual curiosity and the pursuit of knowledge. These individuals represent different sets of human values: empathy, autonomy, conservation, and knowledge-seeking, respectively.

1.16.1 Different Types of Values

- **Terminal and Instrumental Values:** Terminal values are those that end in themselves, such as happiness, salvation, and so on. Terminal values are derived through the use of instrumental values.



- **Example:** In Indian tradition, dharma, artha, and kama are instrumental values, while moksha is the terminal value.
- **Relative and absolute values:** Relative values differ between people, and on a larger scale, between people of different cultures.
 - **Example:** Materialistic values are individual and society specific. An absolute value is philosophically absolute and independent of individual and cultural perspectives, as well as whether or not it is known or perceived. Nonviolence, equality, non-discrimination, and so on.
- **Protected values:** A protected value is one that an individual is unwilling to give up, regardless of the benefits of doing so.
 - **Example:** Some people may be unwilling to kill another person even if it means saving many others.
- **Personal Values:** Personal values are those that are prescribed by the individual alone, regardless of his or her social relationships.
 - **Examples:** Dignity of labour, sensitivity, cleanliness, politeness, honesty, and so on.
- **Community Values:** Community values are values that are shared by the entire community.
 - **Example:** Caring for and respecting elders.
- **Intrinsic and extrinsic values:** Intrinsic values are those that have intrinsic value on their own, such as peace, love, and so on. Extrinsic values are only valuable when used to obtain something with intrinsic value.
 - Wealth and wisdom, for example, are extrinsic values that are used to realise intrinsic values such as prosperity and knowledge. Value division is not mutually exclusive.
 - **Example:** A religious book may be valued because of its intrinsic value (religious message/doctrine) or because it assists in the attainment of higher goals such as moksha or nirvana.
- **Morality, amorality, and immorality:** Values can be classified according to what is right and wrong. Moral values are those that encourage the right action, such as honesty, empathy, and so on. Immoral values are those that encourage wrongdoing, such as greed and

lust. Amoral values are those that are neither moral nor immoral and have nothing to do with morality, for example, beauty, fitness, and so on.

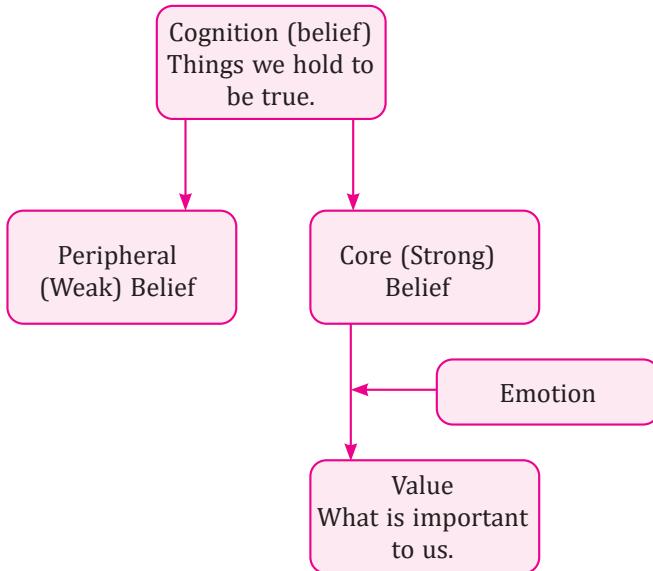


Fig: Value System

Constitutional Values

- Justice, Liberty, Equality, Fraternity, Non-discrimination, Secularism, Tolerance, Compassion towards weaker sections etc.

1.16.2 Importance of Values

- **Guides Human Behaviour:** Values are the principles and fundamental convictions that serve as a general guide to behaviour. Attitudes and behaviour are influenced by values.
- **Driving Force in Ethical Decision-Making:** Values are universally recognized as a driving force in ethical decision-making - Values are universally recognized as a driving force in ethical decision-making. They serve as the foundation for their intentional activities and influence an individual's choices.
- **Internal Reference for Good Living:** Personal values provide an internal reference for what is good, beneficial, important, useful, beautiful, desirable, and constructive in life.
- **Helps Differentiate between what is Right and Wrong:** All values have effective, cognitive, and directional aspects that guide us in deciding what is right and wrong.
- **Promotes Peace and Stability:** Human values are a tool for managing human relations and a tool for peace when tensions are high. Values enable us to live in harmony with one another and to contribute to peace on a personal level.
- **Values Extend beyond Specific Actions and situations:** Values extend beyond specific actions and situations.

- **Example,** obedience, and honesty are values that may be relevant at work or school, as well as in sports, business, and politics. This distinguishes values from more limited concepts such as norms and attitudes, which usually refer to specific actions, objects, or situations.

- **Serve as Standards or Criteria:** Values are used as standards or criteria in the selection or evaluation of actions, policies, people, and events. People make decisions about what is good or bad, justified or illegitimate, worthwhile to do or avoid based on the potential consequences for their cherished values.

Morality, Ethics, and Values

- **Values include all ethics and morals.** Not all values are ethical. For instance, bravery.
- **It is a value, but it is not ethical.** Individuals who are not courageous cannot be considered unethical.
- In our society, **conservation is a value, but not ethics.**
- In some countries, such as Japan, punctuality is valued alongside ethics. Hard work is a value, but it is not an ethical value.

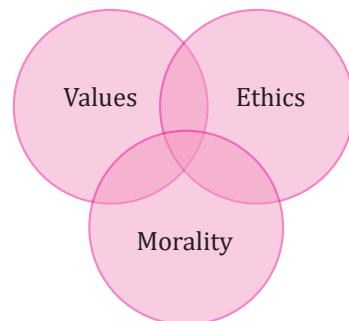


Fig: Morality, Ethics, and Values

Examples of Morality

- "A young boy in Kerala returned Rs. 1 lakh that he found in his school bag. He said he learned from his parents to always return what doesn't belong to him." This is a moral example because the boy did the right thing despite the fact that he could have kept the money for himself. He demonstrated honesty, integrity, and a solid moral compass. His actions serve as a reminder that by doing the right thing, young people can make a difference in the world.
- **From Movie Characters:** In the Bollywood movie "Lagaan," the characters display morality when they refuse to succumb to oppression. Led by Bhuvan, played by Aamir Khan, they unite against unjust taxes imposed by the British. Despite the odds, they uphold principles of fairness, honesty, and integrity, fighting for their rights and inspiring a nation.

How to remain ethical when the entire system is corrupt

- **Maintain Personal Integrity:** Before preaching integrity to others, you must first practise it. Be honest by conviction rather than fear or compulsion.
- **Know Your Job Well:** To steer your subordinates in the proper direction, you must know the laws, rules, and processes better than they do.
- **Courage:** Demonstrate courage by giving your honest opinion to your managers vocally and verbally. Overrule your subordinates with boldness.
- **Divide and Rule:** Support the honest while ignoring the dishonest. Recognizes publicly the good work of any employee.
- **Be an Inspiration for Others:** Inspire others by being the change you want to see in the world.
- **Be Compassionate:** Be kind to subordinates and help them through difficult times. Demonstrate emotional intelligence.
- **Follow the Law:** Don't cut corners for the sake of speed. A single criminal act can haunt you for the rest of your life and destroy your reputation. This also lowered your credibility.
- **Be a Leader:** Take the lead. Don't get into the habit of passing the buck up or down.
- **Suffer for the Principles You Hold:** Honesty does not come without cost. Always be prepared for transfers. The softest pillow is a clear mind.

1.16.3 Role of Family In Value Inculcation

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

Quotes

- "There is nothing called a self-made man. We are made up of thousands of others".
—George Mathew Adams
- "A man is usually closest to five people closer to him."
- A family is a social institution with the bond of common belief, religion, customs, culture, language, and way of life. It carries on the heritage and traditions as legacies from the earlier generation to the next generation.

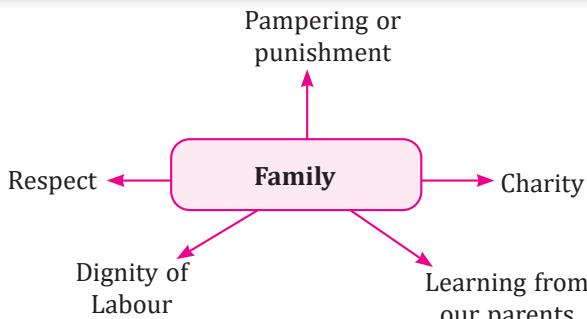


Fig: Role of Family In Value Inculcation.

- **First School of Value Learning for Children:** Values are often obtained through cultural processes, particularly diffusion and transmission or socialisation from parents to children.
 - For children, family and parents serve as the first school of value learning. They instil in youngsters values such as honesty and truth. Grandparents in Indian traditional families frequently tell their children ethical/moral stories from holy books such as the Mahabharat and Ramayana. They also share their life experiences and lessons with them. As a result, youngsters acquire their earliest lessons in values from them.
- **Provide Emotional Support:** Provide him with the emotional support, care, and counselling he needs to get him out of negative thoughts.
- **Family Provides an Informal way of Learning:** A child develops implicitly love, compassion, self-sacrifice, and values of sharing and caring. **For example**, children are taught to share their lunch boxes with their friends and their toys with siblings, instilling in them a spirit of charity and brotherhood.
- **Role Model for Children:** Parents and family members are role models for children, and they frequently follow their acts and behaviours.
 - **For example**, if a father beats his or her mother, the child is likely to have a similar value for women, however, if family members treat women equally and respect them, the youngster is likely to do the same in the future.
 - If they willfully violate traffic laws, their children will do the same.
 - If a boy is raised in a society where girls are treated as second-class citizens, he will treat his wife similarly and see nothing wrong with it.
 - If parents are conscientious about cleanliness on both private and public property, their children will be as well.
- **Constructive and Destructive roles:** Family can play both a beneficial and a detrimental role in instilling ideals in children.
 - **An example** of a constructive role is assisting elderly or blind people to cross the street, which originates from the concept of respecting elders instilled in children by their parents. In our cultural, children acquire and develop their understanding of the caste system during childhood within their families.

- Change in values taught by parents:** Another tendency we can see is a shift in the values taught by parents. They prioritise competition over cooperation, individualism over family and collectivism, and consumerism above gratification and sacrifice.
- Divergence between family and individual values:** Due to the disintegration of traditional families, the necessity of both parents working, the technological explosion, and peer influence, the role of the family as a first value provider has declined in recent years. Furthermore, as a result of education, critical thinking, media, and awareness, children may reject and deviate from family values.

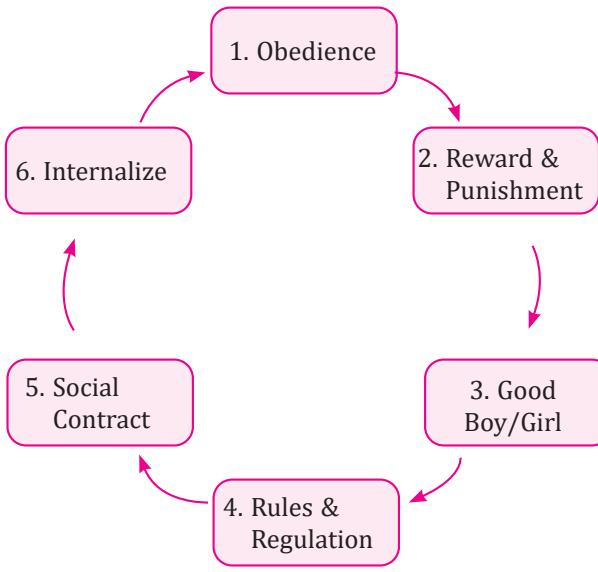


Fig: Value Inculcation

Examples of the Role of Family in Value Inculcation

- Hypothetical:** Mr. X and Mrs. X actively promote gender equality in their home. They involve their son and daughter in decision-making, encourage them to pursue their ambitions, and teach them to challenge gender stereotypes. They instil values that empower their children to advocate for gender equality in society by modelling respect and fairness. As a result, they often advocate gender equality in school and peer circles.
- Real life:** "Every year during Diwali, a family in Mumbai began a tradition of donating clothes to the needy." Their children have now grown up and continued this tradition, instilling in them the value of giving back to society."

1.16.4 Role of Educational Institutions In Value Inculcation

According to the **National Education Policy**, education is the most effective tool for instilling values in children. In the first year of life, a school is a place where

systematic learning takes place. School gives children the most opportunities and exposure. In addition, a child is introduced for the first time in school to members of the community other than his family, such as his peers, pupils, teachers, and other staff. This teaches the child how to regulate his behaviour in society.

Quotes

- Intelligence plus character is the true goal of education. - **Martin Luther King**
- Education without values, as useful as it is, seems rather to make a man a more clever devil. - **C S Lewis**
- "The purpose of education is to teach the mind to think, the heart to feel, and the body to act." - **John Dewey**

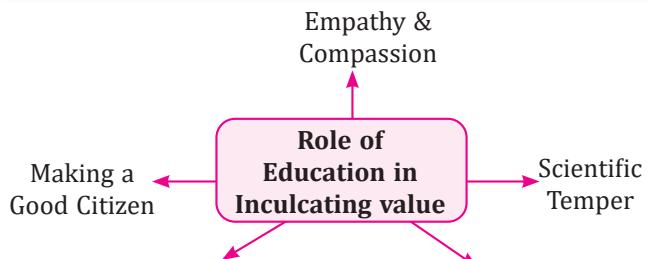
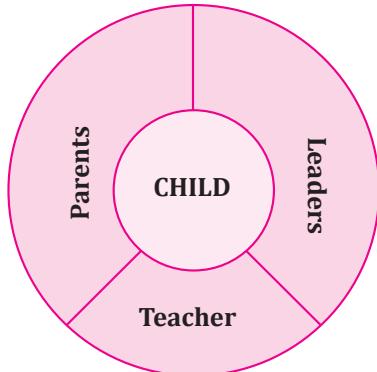


Fig: Role of Education In Value Inculcation



- Imparting a strong value system:** The major task of parents is to inculcate values in their children. However, teachers and schools play an important role in this as students spend more time in schools and institutions. Students learn how to behave in society at schools and, later, in colleges. The role of peer group can't be written off and remains highly significant in value accumulation and value internalisation.
- Most effective agent for instilling human values:** Education has the ability to generate strong and enduring values. Education has always been based on a value system that promotes the growth of physical, intellectual, moral, and spiritual life.
- Basic etiquettes and values:** In the Japanese system, children are taught basic etiquettes and values during their first four years in school.

- Children are also taught how to clean their toilets properly. Plastic is not permitted in the classroom in the Netherlands. Students are taught in natural settings for the first few years to establish a positive attitude toward nature.
- **The curriculum and textbooks also influence children's attitudes:**
- **French Revolution:** Liberty, equality, fraternity.
 - **Modern History:** Gandhi's train to Pretoria - Standing up to injustice.
 - Constitutional ideals include **democracy, secularism, and human values such as truth, love, and compassion.**
 - **Literature:** It teaches us about human nature and the dominant social ideals of a certain era.
 - **Curiosity about science:** This leads to questions about religious orthodoxy and bad practices.
 - **Values of sportsmanship and team spirit:** The opportunity to participate in numerous sports at a young age helps pupils develop team spirit.
- **Holistic personality development: Education is critical to overall growth:**
 - Instilling compassion, honesty, and mutual cohabitation among different cultures;
 - Old age homes for imparting compassion and selflessness.
 - Museums and cultural centres to foster tolerance and secularism.
 - Tree planting and street cleaning to instil environmental consciousness.
 - Yoga helps to internalise your thinking. You'll have more clarity of thought once your attention is focused.
 - Diversity in unity, constitutional morality, and insights from philosophers like Gandhi.



Fig: Value Education

1.16.5 Role of Society

The Society is at the centre of informal learning that ensures members' inheritance. It embraces the child's development with love and a sense of possessiveness, teaching the child to value societal patterns and philosophy.

- **Society Imparts Values Through Social Tradition:** Values of intimacy, language, love, equality, desires to live, action, behaviour, morality, unity, attachment, and jealousy are all values carried through social tradition. These are the evident characteristics that a child picks up from society. Through collaborative endeavour, society eliminates the problems of social indifferences such as caste. **For example**, touching the feet of the elderly in Indian society.

- **Transmission of Culture Through Society:** Man exists in society in order to grow mentally and intellectually. Society protects and transmits our culture to future generations. **For example**, the worship of the peepal tree and the sacred Ganges river.
- **Individual Discipline:** It is cultivated by society via punishments and rewards. For example, the social boycott was used against money lenders by peasants in the Deccan peasant revolt during the -British era in India.
- Man exists in society in order to **grow mentally and intellectually.**
- **Nurtures Morality and Ethics:** Society preserves and transmits our culture to future generations. Morality and ethics are nurtured in individuals by society.
- **Develops Tolerance and Sense of Nationalism:** Tolerance and national integration are brought about through society. Tolerance develops when one lives in a community with individuals of many castes, religions, and regional backgrounds.
- Through collaborative endeavour, **society eliminates the problems of social indifferences** such as caste.
- **Conformity is Instilled in Society:** A person is compelled to imitate what his peers do. If they smoke, he will smoke; if they live in nuclear families, he will feel the need to separate from his joint family, and so on.
- **Nurtures the Behavioural Pattern Amongst New Members of Society:** The youngsters encounter a variety of behavioural patterns and develop common causes with peers; learn the importance of neighbourhood, unity in diversity, service to man is service to God, cooperation, and virtues in-depth.

With rapid rationalisation and intensification of industrialisation, aesthetic senses, neighbourliness, emotional quotient, and spiritual values are rapidly deteriorating. This has also intensified with massive materialism and transnational capitalism. As a result, the roles of school, society, and teachers in value instillation must be redefined as there has been rapid neglect of the value domain and an emergent need to revitalise values in human life.

Role of Society

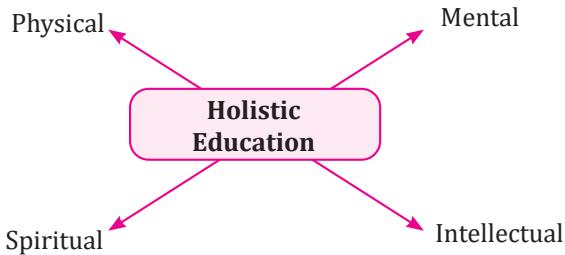
- **Constructive Role of Society:** Society can play an important role in the development of an individual's personality. By widely upholding ethical values it can encourage individuals to be ethical.
- **Destructive Role of Society:** Similarly, society may play a deciding role in developing a crime as a subcultural phenomenon. If it does not disapprove of the unethical behaviours/acts, it may lower the standards of ethics in society and it may result in an increase in criminal activities.

Examples of the Role of Society in Value Inculcation

- From Movie Characters:** In Indian society, the movie "Taare Zameen Par" highlights the role of society in inculcating values. Through the journey of Ishaan, played by Darsheel Safary, society recognizes his individuality and provides support, fostering empathy, acceptance, and understanding. This collective effort helps him embrace discipline and achieve personal growth, showcasing the transformative power of societal influence.

1.16.6 Recommendations for Value Education

- Value-based Education:** Value education must be integrated into the entire educational process. An individual's personality should be shaped by education. Education should be the light of information that guides the world in the correct direction. Basic human principles must be emphasised in the school.

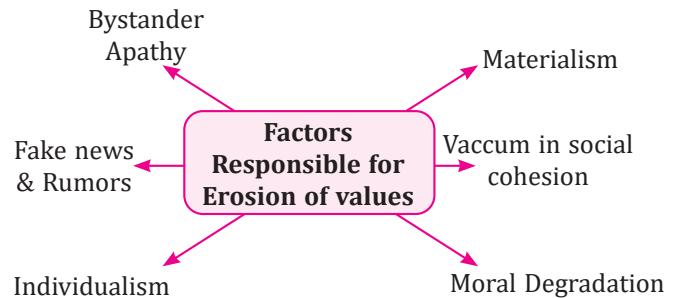


- Deconstructing Wrong Values:** In addition to imparting values, educational institutions and teachers can play an important role in deconstructing incorrect values taught by pupils. Gender prejudice, hostility, communalism, or casteism, for example, can be demolished by instilling a reasonable perspective in students.
- Teachers as Student's Role Models:** After school, adolescents spend a significant amount of time in schools, therefore Teachers, like parents, serve as role models for their students.
 - As a result, teachers can directly or indirectly inculcate moral ideals in students by embodying those values. A teacher must offer an ideal moral example for his or her students. The teacher is supposed to act not only as a facilitator of knowledge acquisition but also as a value instiller and inner being transformer.
- Playful Learning for Cultivating Values:** Teacher educators can engage students in active games in the classroom to inculcate values such as fair play, honesty, courage, and cooperation; respect and love are best learned through interaction with peers who have diverse cultural, ethnic, and personality traits.

- Holistic Approach:** When committing to action to achieve one's goals, each action must be evaluated in light of universal ideals that society accepts. Such behaviours should not be destructive to nature, ecology, or life in general. Value education steers pupils in the direction of universal happiness or goodwill toward all.
- Technology and Value Education:** Because technology is a behemoth capable of both meaningful construction and meaningless destruction, value education is required to prepare future technocrats by making them fully aware of both the constructive and destructive aspects of technology.

1.16.7 Reasons For Erosion of Values

- Materialism:** The twenty-first century has seen the greatest degradation of individual, societal, national, moral, ethical, and spiritual values. The growing concern with materialistic advantages, combined with rising commercialisation, is weakening societal values and ethics.
- Vacuum in Social Cohesion and Stability:** Vested interests, terrorism, disruption, and access to worldly life have all contributed to a vacuum in social cohesion and stability. Values are therefore gradually damaged and eroded.



- Moral Degradation:** Growing cynicism, a gap between rights and duties, a materialistic bent, moral degeneration, and violence have all harmed man's knowledge.
- The Failure of Religious Leaders:** The rise of fundamentalism amongst major religious adherents across the world has brought to light the inability on the part of religious leaders and authority to bring under control the impending and emerging crisis.
- The Breakdown of Traditional Family Structures:** The traditional family is a key source of moral education and guidance. However, in recent years, there has been a breakdown of traditional family structures, due to factors such as divorce, single-parent households, and blended families. This has made it more difficult for children to learn and internalise ethical values.
- The Lack of Role Models:** In the past, people were more likely to learn ethical values from their parents,

teachers, and other role models. However, in today's world, there is a lack of clear role models for young people. This can make it more difficult for them to develop strong ethical values.

Conclusion (Values)

- **Values and Value Education** have become a source of concern for parents, teachers, and society as a whole. Values are guiding principles that **define our global vision**, behaviour, and attitudes, and they **play a critical part in the development of any society or nation**. Truth, love, non-violence, honesty, punctuality, integrity, self-discipline, equality, courage, cleanliness, democracy, and self-reliance must be instilled in the youthful mind. These **principles are necessary** not only for an individual's personality development but also **for the survival of mankind as a whole**.

1.17 KEY TERMS OF ETHICS & THEIR MEANINGS

- **Ethical AI Governance:** The establishment of ethical frameworks, guidelines, and regulations for the development and use of AI technologies is a key focus, ensuring responsible and accountable AI practices.
- **Ethical Consumerism:** Increasingly, consumers are considering the ethical implications of their purchasing decisions, including factors such as fair trade, sustainable sourcing, and corporate social responsibility.
- **Artificial Intelligence (AI) Ethics:** With the increasing use of AI in various fields, ethical considerations regarding its development, deployment, and potential impacts have gained significant attention.
- **Moral cognition:** It is the study of how people make moral judgements and decisions. It is a complex process that involves a variety of cognitive factors, such as the ability to reason, the ability to understand others' perspectives, and the ability to empathise. Moral cognition is also influenced by a person's social and cultural background, as well as their personal experiences.
- **Moral Muteness:** This is the tendency to remain silent when witnessing unethical behaviour. It can also occur when people communicate in ways that obscure their moral beliefs and commitments. This can happen for a variety of reasons, such as fear of retaliation, a desire to fit in, or a lack of confidence in one's own moral judgement.
- **Algorithmic Bias:** Concerns about bias in algorithms and machine learning systems have surfaced, highlighting the ethical implications of automated decision-making that may discriminate against certain groups or reinforce existing inequalities.

- **Privacy vs. Security:** The ongoing debate between individual privacy rights and the need for enhanced security measures, especially in the context of surveillance technologies and national security, raises ethical dilemmas.
- **Moral Myopia:** The inability to see ethical issues clearly. It can happen when people are so focused on their own immediate goals or interests that they fail to consider the ethical implications of their actions. Moral myopia can lead to unethical behaviour, such as cheating, lying or stealing. Moral myopia is a term coined by Minette Drumwright and Patrick Murphy in their 1992 article, "Moral Issues in Marketing."
- **Cognitive Bias:** It is a systematic error in thinking that occurs when people are processing and interpreting information in the world around them. These errors can lead to people making irrational decisions and judgments.
- **Bounded Ethicality:** The idea that people's ability to make ethical choices is limited by internal and external factors. These factors can include cognitive biases, social pressures, and organisational norms. As a result, even generally ethical people may sometimes make unethical decisions.
- **Conformity Bias:** The tendency to change one's beliefs or behaviour to fit in with others. It is a type of social influence that can lead people to go along with the crowd, even if they disagree with what the crowd is doing.
- **Ethical Fading:** This is a term coined by Ann Tenbrunsel and David Messick in their 1999 article, "Ethical Fading: The Role of Self-Deception in Unethical behaviour." Ethical fading occurs when people make decisions that they would not make if they were fully aware of the ethical implications of those decisions.
- **Role Morality:** The idea that people may have different moral standards depending on the role they are playing in society. For example, a doctor may have different moral standards when they are treating a patient than when they are interacting with their colleagues. This is because the doctor is expected to behave in a certain way in each role, and these expectations may conflict with each other.
- **Workplace Ethics:** Issues such as fair labour practices, diversity and inclusion, and ethical leadership have gained attention as organisations strive to create ethical work environments and address social and cultural challenges.
- **Moral absolutism:** It is the belief that there are universal moral standards that apply to all people, regardless of context. This means that certain actions are always right or wrong, regardless of the circumstances.

PREVIOUS YEAR QUESTION (MAINS)

CASE STUDIES

- 9.** Education is not an injunction; it is an effective and pervasive tool for all round development of an individual and social transformation". Examine the New Education Policy, 2020 (NEP, 2020) in light of the above statement. (2020)

10. Distinguish between laws and rules. Discuss the role of ethics in formulating them. (2020)

11. What are the basic principles of public life? Illustrate any three of these with suitable examples. (150 words) (2019)

12. What is meant by the term 'constitutional morality'? How does one uphold constitutional morality? (2019)

13. State the three basic values, universal in nature, in the context of civil service and bring out their importance. (150 words) (2018)

1. You are a municipal commissioner of a large city, having the reputation of a very honest and upright officer. A huge multipurpose mall is under construction in your city in which a large number of daily wage earners are employed. One night, during monsoons, a big chunk of the roof collapsed causing the instant death of four labourers including two minors. Many more were seriously injured requiring immediate medical attention. The mishap resulted in a big hue and cry, forcing the government to institute an inquiry. Your preliminary enquiry has revealed a series of anomalies. The material used for the construction was of poor quality. Despite the approved building plans permitting only one basement, an additional basement has been constructed. This was overlooked during the

periodic inspections by the building inspector of the municipal corporation. In your enquiry, you noticed that the construction of the mall was given the green signal despite encroaching on areas earmarked for a green belt and a slip road in the Zonal Master Plan of the city. The permission to construct the mall was accorded by the previous Municipal Commissioner who is not only your senior and well-known to you professionally, but also a good friend. Prima facie, the case appears to be of a widespread nexus between officials of the Municipal Corporation and the builders. Your colleagues are putting pressure on you to go slow in the enquiry. The builder, who is rich and influential, happens to be a close relative of a powerful minister in the state cabinet. The builder is persuading you to hush up the matter, promising you a fortune to do so. He also hinted that if this matter is not resolved at the earliest in his favour; there is somebody in his office who is waiting to file a case against you under the POSH Act. Discuss the ethical issues involved in the case. What are the options available to you in this situation? Explain your selected course of action.

(UPSC Mains 2020)

APPROACH

- **Introduction:** Identifying issues such as Personal vs. Professional ethics, ethical aspects like Honesty & Courage vs. Flattery & stakeholders involved.
- **Body:** Identify Ethical issues involved in the re-appropriation of funds from a welfare project to the developmental projects. Analyse various options on the basis of merit.
- **Conclusion:** Exploring various possible alternatives/ responses weighing as per the merit. Choosing the best possible course of action and substantiating it with Ethical Theory.

2. Rajesh Kumar is a senior public servant, with a reputation of honesty and forthrightness, currently posted in the Finance Ministry as Head of the Budget Division. His department is presently busy organising budgetary support to the states, four of which are due to go to the polls within the financial year. This year's annual budget allotted 78300 crores for the National Housing Scheme (NHS), a centrally sponsored social housing scheme for the weaker sections of society. 775 crores have been drawn for NHS till June. The Ministry of Commerce had long been pursuing a case for setting up a Special Economic Zone (SEZ) in a southern state to boost exports. After two years of detailed discussions between the centre and state, the Union Cabinet approved the project in August. The process was initiated to acquire the necessary land. Eighteen months ago, a leading Public Sector Unit (PSU) had projected the need for setting up a large

natural gas processing plant in a northern state for the regional gas grid. The required land is already in possession of the PSU. The gas grid is an essential component of the national energy security strategy. After three rounds of global bidding, the project was allotted to an MNC, M/s XYZ Hydrocarbons. The first tranche of payments to the MNC is scheduled to be made in December. Finance Ministry was asked for a timely allocation of an additional 6000 crores for these two developmental projects. It was decided to recommend the re-appropriation of this entire amount from the NHS allocation. The file was forwarded to the Budget Department for their comments and further processing. On studying the case file, Rajesh Kumar realised that this re-appropriation may cause an inordinate delay in the execution of NHS, a project much publicised in the rallies of senior politicians. Correspondingly, the non-availability of finances would cause a financial loss in the SEZ and national embarrassment due to delayed payment in an international project. Rajesh Kumar discussed the matter with his seniors. He was conveyed that this politically sensitive situation needs to be processed immediately. Rajesh Kumar realised the diversion of funds from the NHS could raise difficult questions for the government in the Parliament.

Discuss the following with reference to this case:

Ethical issues involved in the re-appropriation of funds from a welfare project to the developmental projects.

Given the need for proper utilisation of public funds, discuss the options available to Rajesh Kumar. Is resigning a worthy option? (UPSC Mains 2020)

APPROACH

- **Introduction:** Introduce by describing the conflict in the case.
 - **Body:** In the first part of the question, identify Ethical issues involved in re-appropriation. In the second part of the question, discuss the need for proper utilisation of public funds. Discuss the course of action available before Rajesh Kumar by explaining the Merit & Demerits of each option.
 - **Conclusion:** Then, suggest a course of action to be pursued by Rajesh Kumar.
3. Rameshwar successfully cleared the prestigious civil services examination and was excited about the opportunity that he would get through the civil services to serve the country. However, soon after joining the services, he realised that things are not as rosy as he had imagined. He found a number of malpractices prevailing in the department assigned to him. For example, funds under various schemes

and grants were being misappropriated. The official facilities were frequently used for personal needs by the officers and staff. After some time, he noticed that the process of recruiting the staff was also not up to the mark. Prospective candidates were required to write an examination in which a lot of cheating was going on. Some candidates were provided with external help in the examination. Rameshwar brought these incidents to the notice of his seniors. However, he was advised to keep his eyes, ears, and mouth shut and ignore all these things which were taking place with the connivance of the higher-ups. Rameshwar felt highly disillusioned and uncomfortable. He comes to you seeking your advice. Indicate various options that you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted?

(250 words) (20 M) (UPSC MAINS 2014)

APPROACH

- **Introduction:** Discuss ethical issues involved like the use of public resources for personal interests, departmental apathy, whistleblowing, and organisational Ethics.
- **Body:** Analyse various options on the basis of merit like accepting advice from seniors, drafting assessment reports or acting as a whistleblower. Also, discuss how Ethical values can be helpful such as persuasion.
- **Conclusion:** Then, suggest a course of action to be pursued by Rameshwar on the basis of Ethical values.

4. As a senior officer in the Finance Ministry, you have access to some confidential and crucial information about policy decisions that the Government is about to announce. These decisions are likely to have far-reaching impacts on the housing and construction industry. If the builders have access to this information beforehand, they can make huge profits. One of the builders has done a lot of quality work for the Government and is known to be close to your immediate superior, who asks you to disclose this information to the said builder.

What are the options available to you?

Evaluate each of these options and choose the option which you would adopt, giving reasons.

(20 marks|250 words) (UPSC MAINS 2013)

APPROACH

- **Introduction:** Explain the ethical aspects like a violation of Professional Ethics and identify various stakeholders involved.
- **Body:** Exploring various possible options such as telling the senior about the wrongfulness of the act or divulging the information of builders.
- **Conclusion:** Suggest the best option available which takes ethics into account.

5. You are the Executive Director of an upcoming InfoTech Company which is making a name for itself in the Market. Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However, you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS to all the team members including his female colleagues. One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains about the continued misconduct of Mr. A, who has been making undesirable advances toward her and has even tried to touch her inappropriately in his cabin. She tendered her resignation and left your office.

What are the options available to you?

Evaluate each of these options and choose the option you would adopt, giving reasons.

(20 marks | 250 words) (UPSC MAINS 2013)

APPROACH

- **Introduction:** Identify the issue and ethical aspects also discuss Professional Ethics, Code of Conduct, and Misuse of Authority.
- **Body:** Exploring various possible alternatives on their merits. Also, discuss about SC Vishakha guidelines and legislative measures to prevent and prohibit sexual harassment at the workplace with the latest facts & figures.
- **Conclusion:** Suggest the best option available along with measures to strengthen institutional safeguards for women.



2

Attitude

"Attitude is a little thing that makes a big difference."

-Winston S. Churchill

Syllabus

Attitude: Content, structure, and function; its influence and relation with thought and behaviour; moral and political attitudes; social influence and persuasion.

INTRODUCTION

Attitude is a **fundamental aspect of human psychology that influences our thoughts, emotions, and behaviours**. It refers to the **predisposition or outlook** we hold towards people, events, ideas, or situations.

Attitudes can be **positive, negative, or neutral**. These attitudes can be developed through a variety of factors, including personal experiences, cultural influences, upbringing, and social interactions. **Attitudes are not fixed and can change over time** based on new information, insights, or personal growth.

Quotes

- "You can often change your circumstances by changing your attitude". —Eleanor Roosevelt
- "Attitude is a little thing that makes a big difference" —Winston Churchill

2.1 ATTITUDE CONTENT (A-B-C COMPONENTS)

- Attitude Content refers to the **ways in which different psychological constructs like beliefs, values and emotions are expressed in attitude**.

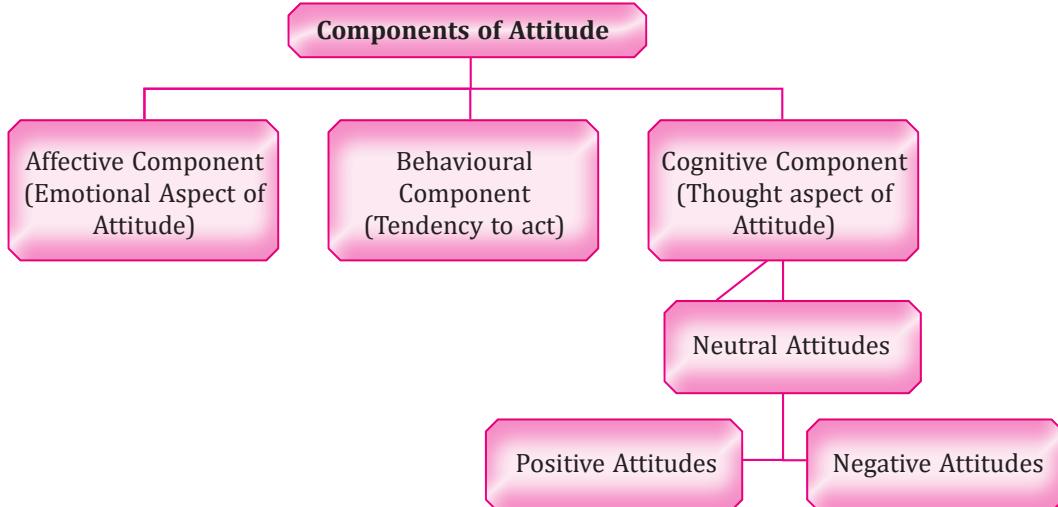


Fig: Content of Attitude

1. **Affective Component of Attitude:** The affective component of attitude encompasses the **emotional responses, feelings, and sentiments** associated with a particular object, person, or situation. It represents the individual's emotional orientation towards the attitude object. The affective component of attitude includes:

Emotional Responses:	Example: Rocky who feels excited and joyful while attending a live music concert of his favourite band. This emotional connection contributes to his overall positive attitude towards the band and their music.
Feelings and Sentiments:	Example: Students of JNU and DU generally develop a deep sense of pride and loyalty towards their university, considering it a place of personal growth and fond memories. These feelings and sentiments contribute to their strong positive attitude towards their alma mater.

2. Behavioral Component of Attitude: The behavioural component of attitude **relates to the actions, intentions, and expressions associated with an attitude.** It reflects how attitudes translate into observable behaviours. The behavioural component of attitude includes:

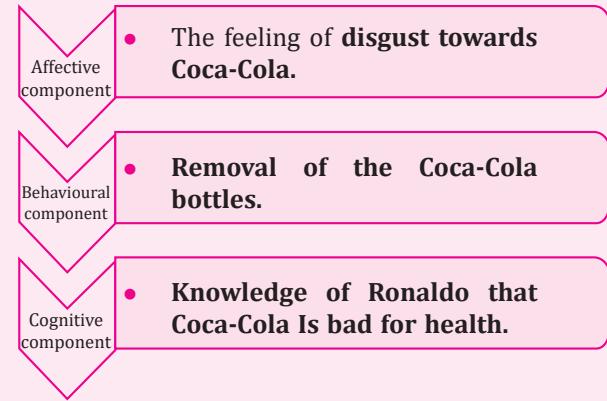
Action Tendencies	Example: Sandeep with a pro-environmental attitude has a strong inclination to engage in eco-friendly behaviours such as recycling, using reusable products, and conserving energy.
Intended or Actual Behaviour	Example: Shiv holds a positive attitude towards volunteering for a local charity. He actively seeks volunteer opportunities, signs up for events, and dedicates his time and effort to support the cause.
Expressions and Reactions	Example: Abhay openly expresses his admiration and appreciation for A. R. Rahman by watching his concerts on YouTube, listening to his interviews, and discussing his work with others. These expressions reflect his positive attitude toward A. R. Rahman.

3. Cognitive Component of Attitude: The cognitive component of an attitude refers to the beliefs, thoughts, and knowledge that shape an individual's attitude. **It involves the mental processes of perception, interpretation, and understanding.** The cognitive component of attitude includes:

Beliefs and Knowledge	Example: You might have a friend who believes that regular exercise promotes good health and longevity. This belief forms the cognitive foundation of his positive attitude towards exercise.
Thoughts and Perceptions	Example: Greta Thunberg perceives climate change as a pressing global issue based on scientific evidence, news reports, and personal observations. This perception influences her attitude towards environmental conservation and sustainability.
Information Processing	Example: When considering a new smartphone purchase, I always gather information about its features, performance, and customer reviews. My attitude towards the smartphone is shaped mostly based on this information.

Example of Ronaldo

- Portugal's football player **Ronaldo** sat down for his first pre-match press conference of the tournament before **Portugal's clash with Hungary**. He noticed that two **bottles of Coca-Cola** were kept directly in front of him. He promptly removed the soft drinks from the view of the cameras and replaced them with a water bottle. In the given example, the following A-B-C components of Attitude were observed:



2.2 STRUCTURE OF ATTITUDE

- How positive and negative judgments are arranged inside and between the cognitive, affective, and behavioural components is **addressed by attitude structure**.
- The three aspects of attitude are not always positive all the time. A person might, for instance, **have favourable thoughts of saving lives leading to blood donation**. Yet, when asked to do so, a person's behaviour may be inhibited by unpleasant feelings like a dread of needles.
- There are two approaches to attitude structuring:**
 - One-Dimensional Perspective:** According to a one-dimensional viewpoint, positive beliefs, emotions, and behaviour preclude the **development of negative or positive beliefs, feelings, and behaviour**. Thus, this viewpoint suggests that there won't be any attitudinal ambivalence and that a **person's attitude towards the attitude object is consistent**.

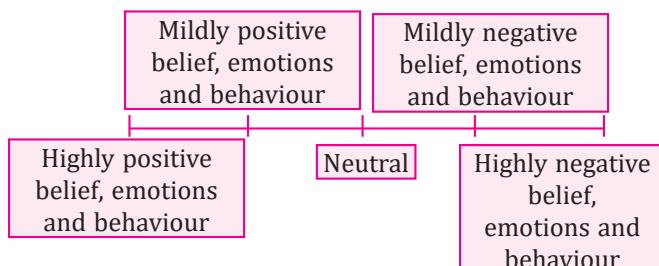


Fig: One-Dimensional Perspective of Attitude

2. Two-dimensional Perspective: As per this perspective, Positive and negative aspects are supposedly stored along two different dimensions. In one dimensional perspective, there are many positive elements of belief, emotion, and behaviour. Whereas, under this perspective, there are many negative elements. According to this theory, humans can have any ratio of either positive or negative attitudes.

- Little positivity and high negativity, little negativity and low positivity, or neither positivity nor negativity (i.e., a neutral position) might be included in an attitude.

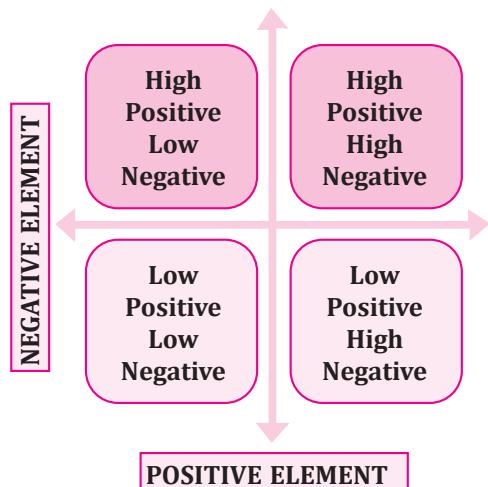


Fig: Two-Dimensional Perspective of Attitude

2.3 CATEGORIES OF ATTITUDE: EXPLICIT ATTITUDE AND IMPLICIT ATTITUDE

1. Explicit Attitude: It is also referred to as the "Self Reported Attitude". This Attitude is embedded in our conscious cognition or in simple words, the person involved is aware of his/her Attitude.

2. Implicit Attitude: Mostly governed by past memories, this Attitude is embedded in our unconscious cognition. It arises unintentionally due to our experiences, learnings, implicit values and embedded personality of a person.

The difference between Explicit and Implicit Attitude is as follows:

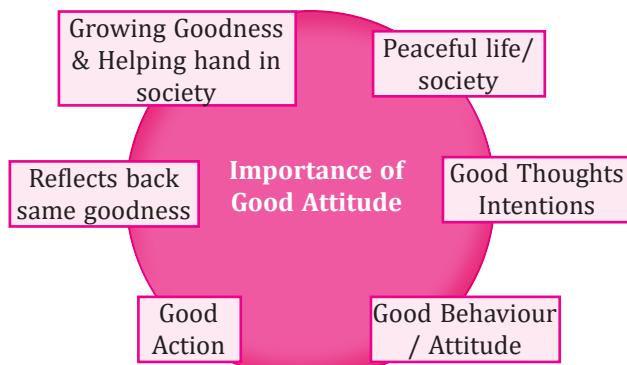
Explicit Attitudes	Implicit Attitudes
It is conscious awareness of attitude.	It is unconscious or automatic attitudes
It is voluntary and controllable	It is involuntary and less controllable
It is easily accessible and reportable	It is less accessible and not easily reported

It reflects values, beliefs and desired responses .	It reflects experiences based on social conditioning .
Example: Positive attitude towards a product because it was manufactured in an environment-friendly manner.	Example: Positive attitude towards products used by parents during childhood days.

2.4 CHARACTERISTICS OF ATTITUDE

Attitudes possess **several key characteristics that shape nature and influence the individual**. These characteristics help us understand how attitudes are **formed, maintained, and expressed**. Here are some important characteristics of attitudes:

- Evaluative:** Attitudes are inherently evaluative, meaning they involve the evaluation or judgement of people, objects, ideas, or events. Attitudes can be positive (favourable) or negative (unfavourable), and they reflect our overall assessment or opinion about something.
- Example:** Sonam Wangchuk may have a positive attitude towards environmental conservation as he believes that it is crucial for the well-being of the planet and future generations.
- Learned over time:** Attitudes are acquired through socialisation, experience, and exposure to various influences in our environment. They are learned over time through interactions with family, friends, media, and societal norms.



- Example:** If you are supporting a particular political party then your attitude towards this political party may be influenced by your family's political beliefs, exposure to political campaigns, and media coverage.
- Stable and Enduring:** Attitudes are relatively stable and enduring, meaning they tend to persist over time.

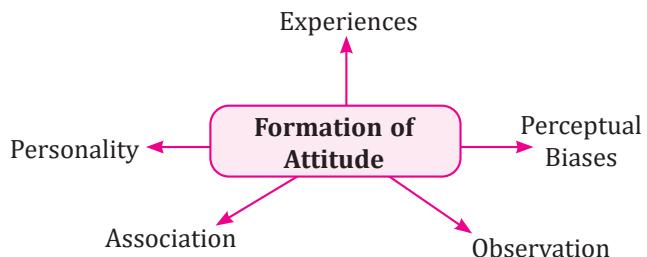
- **Example:** My grandmother, being a religious person since her youth, used to visit a temple daily. And she persisted with this attitude towards religion till her death.
 - **Influence Behaviour:** Attitudes have a significant impact on behaviour. **They shape our actions, choices, and decisions.** Attitudes guide our behaviour by influencing our motivation, preferences, and intentions.
 - **Example:** My father has a very positive outlook towards physical fitness. He keeps himself engaged in regular exercise and maintains healthy lifestyle habits. This demonstrates his attitude towards physical fitness.
 - **Consistency:** Consistency refers to the **degree of compatibility or coherence between different components of an attitude.** When an attitude is consistent, the cognitive, affective, and behavioural aspects align with each other.
 - **For example** - Attitude towards environmental conservation:
 - ◆ **Cognitive component:** Belief that preserving natural resources is important.
 - ◆ **Affective component:** Positive emotional response towards sustainable practices.
 - ◆ **Behavioural component:** Engaging in recycling, and using eco-friendly products.
 - ◆ In this example, **all three components of the attitude are consistent.** They reflect a positive stance towards environmental conservation.
 - **Intensity:** Intensity of attitude represents the degree of favorability or unfavorability towards an object, person, or concept. Some attitudes may be extreme also. Extremity refers to the **strength or intensity of an attitude.**
 - **Attitude:** Political ideology
 - ◆ **Extremity:** Holding extreme liberal or conservative views.
 - ◆ **Example:** A person who strongly believes in advocating for social equality and welfare programs (extreme liberal) or someone who strongly supports limited government intervention and free-market principles (extreme conservative).
 - ◆ **In both cases,** the individuals hold strong and passionate attitudes towards their political ideology, exhibiting extremity in their beliefs and values.
- **Variance in Specificity:** Specificity refers to the **clarity and precision of an attitude.** It involves having a clear focus on a particular object, person, or concept. Attitudes can vary in their specificity, ranging from broad to narrow. For example:
- **Attitude:** Food preferences
 - ◆ **Broad specificity:** Having a positive attitude towards trying different cuisines and exploring new flavours.
 - ◆ **Narrow specificity:** Having a specific liking for Italian cuisine and a preference for pasta and pizza.
 - ◆ **In this example,** the broad specificity reflects a general openness to different types of food, while the narrow specificity indicates a more specific preference for Italian cuisine.

Example

In a **patriarchal society**, a child learns from his surroundings that **females are inferior to males at many levels**. The child gets **married** and begets a daughter and a son. Since his **resources are limited**, the **abstract construction** towards his daughter is to get her **admitted to a public school** while he gets his **son admitted to a convent school**. Later in life, when he realises that girls are equally capable and are excelling in various spheres, **he changes his action**. **He gives equal opportunities for education to both her son and daughter without discriminating on the basis of gender.** (This is based on a changed attitude.)

2.5 FORMATION OF ATTITUDE AND FACTORS AFFECTING IT

Several factors can influence how and why attitudes form, including:



- **Personal Experience or Individuality:** Experience has a direct impact on how attitudes develop. They may appear as a result of observation or **direct personal experience**.
 - **Example:** After reading about climate change and the benefits of solar panels, I insisted my father install solar panels on our newly constructed

- home and we witnessed the **financial and environmental benefits** of it. It helped me to develop a favourable attitude towards solar energy.
- **Social Factors:** Social roles refer to **how individuals are supposed to act in a specific situation or role**. Social norms are the guidelines that society has established for acceptable behaviour.
 - **Example:** I am inclined to this act because my social circle has a **positive perception of solar energy**, all of us are more or less likely to adopt a similar attitude.
 - **For instance**, one of my friends works in a renewable energy firm. She actively promotes and advocates for renewable energy sources **influencing my attitude towards solar power**.
 - **Learning:** Different techniques can be used to learn attitudes. Think about how marketers can sway your opinion of a certain product through **classical conditioning**.
 - **Example:** My brother watched a youthful, attractive person sipping a sports drink while having fun on a tropical beach depicted in a television channel. He then started associating this particular beverage positively because of the gorgeous and alluring imagery of the advertisement.
 - **Conditioning:** Additionally, attitudes can be influenced by operant conditioning.
 - **Example:** A young man who recently started smoking faced objections, reprimand, and often was asked to leave whenever he used to light a cigarette in their vicinity. He gradually developed a **negative attitude toward smoking** as a result of this feedback from people around him and resolved to quit smoking.
 - **Observation:** In addition, **people pick up attitudes by watching the people around them**.
 - **For example**, a child belonging to a middle class family, **observing the attitudes of their parents**, usually begins to demonstrate similar outlooks towards a poor person or house help etc.
 - **Persuasion:** Through **persuasive advertising campaigns**, companies aim to shape consumer attitudes towards their products. **For example**, a cosmetics brand may use persuasive messaging and visuals to convince individuals that their product will enhance their beauty and boost their self-confidence.

• Role Modelling:

- **Celebrity Influence:** Celebrities often serve as role models, and their attitudes and behaviours can shape the attitudes of their followers. **For instance**, when a popular athlete like M S Dhoni promotes a healthy and active lifestyle, their followers may adopt similar attitudes and behaviours.

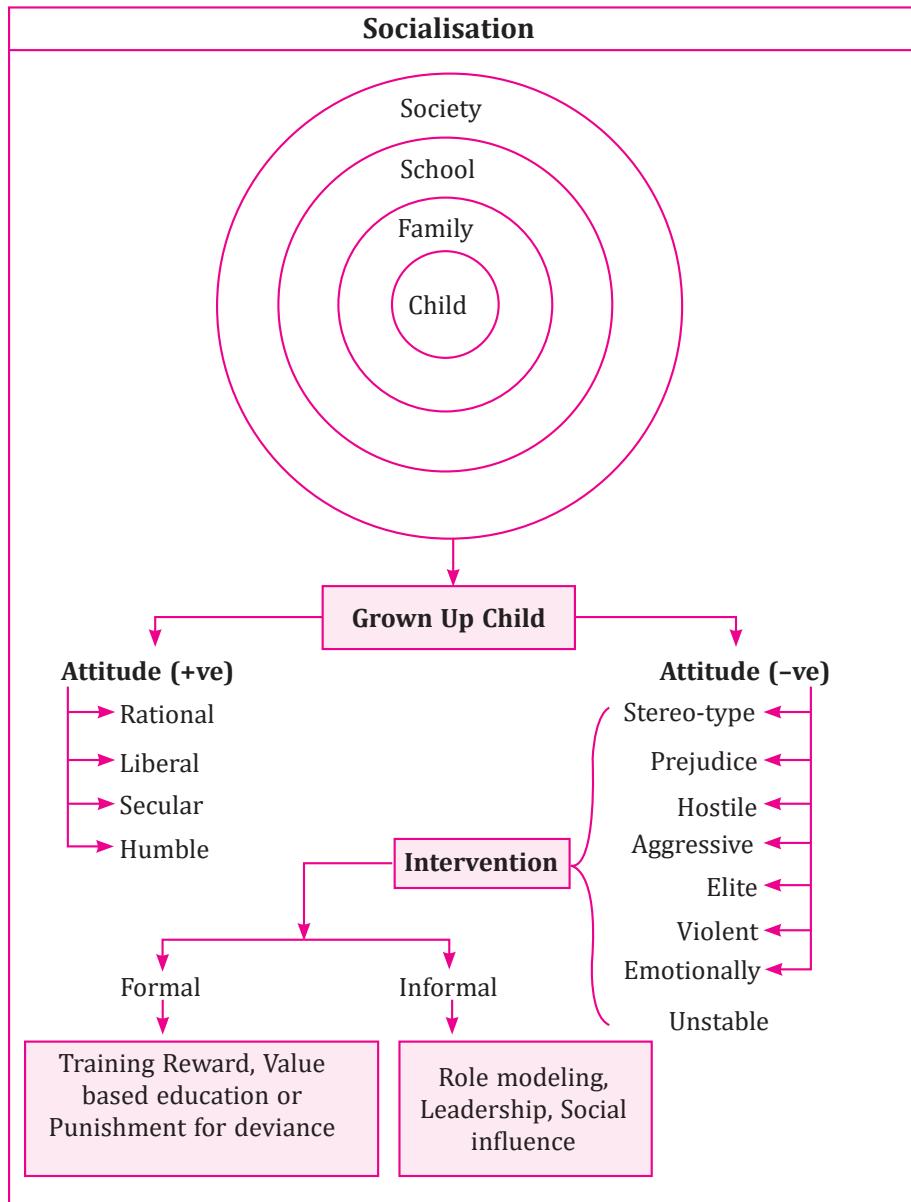
Classical Conditioning: Discovered by Ivan Pavlov

He paired a previously neutral stimulus (the sound of the bell, which did not elicit any response from dogs) with an unconditioned stimulus (dog's food) to elicit a conditioned response in dogs. Because of the conditioned response, dogs produced saliva just by ringing bells.

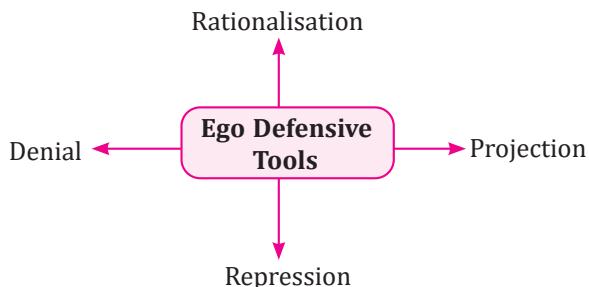
2.6 FUNCTIONS OF ATTITUDE

Attitudes serve several functions in individuals lives, **influencing their thoughts, emotions, and behaviours**. Here are some common functions of attitudes, along with examples:

- **Utilitarian Function:** Attitudes can serve a utilitarian function **by helping individuals maximise rewards and minimise punishment**.
 - **Example:** Awards such as Bharat Ratna, Padma Bhushan, Padma Vibhushan etc are bestowed by the government to develop a positive attitude in the citizens towards their respective works and social service
- **Knowledge Function:** Attitudes can serve a knowledge function **by organising and simplifying information about the social world**.
 - **Example:** If you are given a chance to visit a country like Syria during the ISIS regime, then definitely you will avoid it as you are a civil service aspirant and you have knowledge that your life will be in danger there.
- **Social Identity Function:** Attitudes can serve a social identity function **by helping individuals define and express their social identity**. They contribute to a sense of belonging to a particular group or community.
 - **For example**, We Indians have a strong positive attitude towards our cultural heritage, which helps us feel connected to our cultural group and reinforces our sense of identity especially when we go abroad.



- **Ego-Defensive Function:** Attitudes can serve an ego-defensive function **by protecting individuals' self-esteem and maintaining a positive self-image.** They may help individuals cope with anxiety, fear or threat by justifying their beliefs or behaviours.
 - **For instance,** You may not be able to play football like Messi. Instead of accepting this reality, someone may claim that they don't like football to maintain their self-image.



- **Value-Expressive Function:** Attitudes can serve a value-expressive function **by allowing individuals to express their core values and beliefs.** They act as a means of self-expression and reflect an individual's moral or ideological stance.

- **For example:** A civil servant may keep a **zero corruption tolerance attitude** expressing commitment to probity and the rule of law.
- **Behavioral Guidance Function:** Attitudes can serve a behavioural guidance function by **influencing individuals' behaviour and decision-making**. They provide a framework for making choices and guide actions.
 - **For instance:** A civil servant having equality embedded in his/her thoughts and attitude is likely to behave decently with all sections of society.
- **Self-Awareness Function:** Attitudes can help people to approach things that are beneficial to them and avoid things that are harmful to them.
 - **Example:** Tanya's positive attitude towards healthy eating leads her to choose nutritious foods and avoid harmful dietary habits.
- **Social Adjustment Function:** Attitudes help us in social adjustments. Attitudes help us in simplifying our perception of the world and make it more manageable to us.
 - **Example:** Michael's open-minded attitude allows him to adapt to diverse cultural perspectives, facilitating social interactions and fostering understanding in a globalised world.

These functions of attitudes illustrate how they **play a vital role in shaping individuals' thoughts, emotions, and behaviours**. Attitudes help individuals navigate the social world, define their identity, cope with challenges, express values, and guide their actions based on their beliefs and evaluations.

2.7 ATTITUDES AND THOUGHTS

- Attitudes influence thoughts by **providing a framework for interpreting and evaluating information**. They shape the way individuals perceive and make sense of the world around them. **Attitudes serve as filters** through which individuals process information, leading to the formation of thoughts and opinions related to the attitude object.
- Attitude plays a significant role in shaping both thoughts and behaviour.** The relationship between attitude, thought, and behaviour can be summarised as follows:

Attitude	Thought
Attitude refers to the evaluation or feeling towards an object, person, or concept. It involves a positive or negative orientation.	Thought refers to the cognitive process of processing information , analysing ideas, and forming opinions or beliefs.

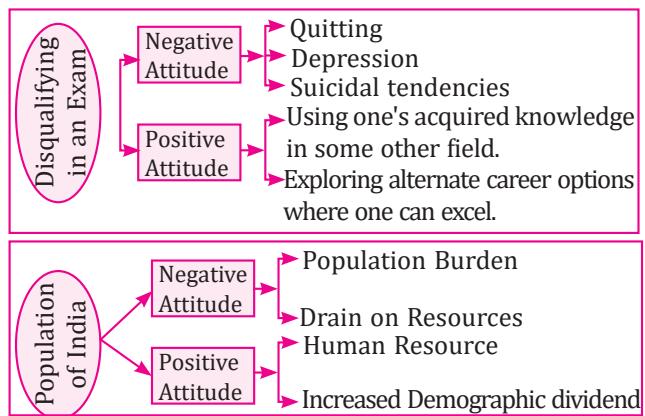
Attitudes are more emotionally driven and involve affective responses, likes and dislikes towards something.	Thoughts are more rational and logical , involving critical thinking , analysis, and problem-solving.
Attitudes are relatively stable and enduring , influencing behaviour and decision-making over time.	Thoughts are more transient and can change based on new information , perspectives or experiences.
Attitudes can shape the focus and direction of thoughts .	Thoughts can contribute to the formation or modification of attitudes . Analysing information, critically evaluating arguments, and considering multiple perspectives can shape attitudes.
Attitudes can impact behaviour and guide actions . They can motivate individuals to act in alignment with their attitudes or to support causes they believe in.	Thoughts provide the foundation for decision-making and can influence the choices individuals make based on their analysis, judgement, and reasoning.

Examples: Case Study: Attitude vs. Thought - Impact on Voting Behavior

Situation	In a fictional Indian town called Rajnagar, a local legislative assembly election is underway. The town has two main candidates: Rahul Sharma and Priya Desai. The residents of Rajnagar have diverse opinions and beliefs about the candidates' qualifications and political agendas.
Attitude Scenario	Rajesh, a resident of Rajnagar, holds a favourable attitude towards Rahul Sharma. He believes that Rahul is a charismatic and dynamic leader who can bring about positive change in the town. Rajesh actively supports Rahul by attending his rallies, displaying his campaign posters, and spreading positive word-of-mouth about him. Rajesh's attitude towards Rahul shapes his behaviour as he enthusiastically volunteers for his campaign and encourages others to vote for him.

Thought Scenario:

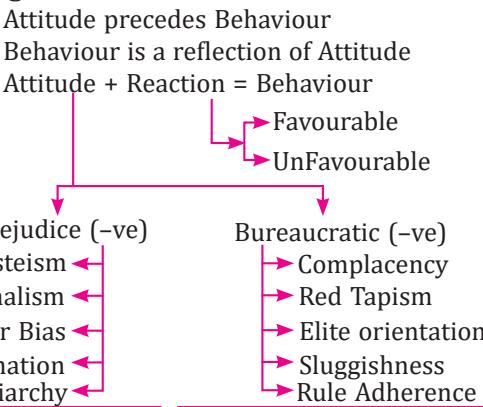
In contrast, Deepa, another resident of Rajnagar, takes a thoughtful approach to evaluating the candidates. She critically examines the track records, political affiliations and proposed policies of both Rahul Sharma and Priya Desai. Deepa considers the candidates' stances on key issues such as education, healthcare, and infrastructure development. After careful consideration, she concludes that Priya Desai's policies align more closely with her own values and aspirations for the town. Despite not having a strong emotional attachment to Priya, Deepa decides to vote for her based on her thoughtful evaluation.



Attitude	Thought
Candidate - Rahul	Candidate - Priya
Voter - Rajesh (friend of Rahul)	Voter - Deepa
Rajesh Attitude → Compaignity for friend	Deepa Critically assess walk done by both candidate
Rajesh Action → Attend Rally of Rahul Display compaign poster	Rajesh Action → Examine Track record → Political attitude → Check Ideology of candidate

2.8 ATTITUDES AND BEHAVIOUR

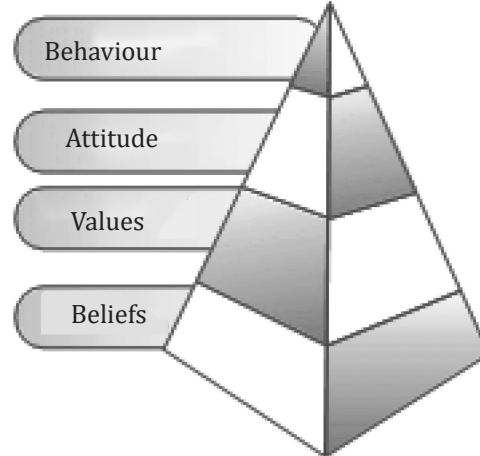
- Behaviour refers to the way a person or an organism acts or conducts itself in response to various stimuli, situations, or circumstances.
- It can include actions like speaking, moving, expressing emotions, making decisions, and engaging in social interactions.



Social Conflicts	Administrative Malpractices
• Dowry	• Corruption
• Honor killing	• Bribery
• Lack of freedom to girls	• Misuse of Authority
• Child marriage	• Goal Shifting

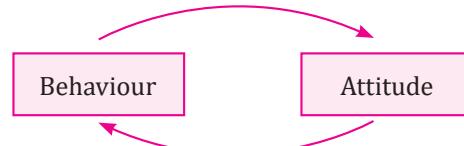
2.8.1 Influence of Attitude on Behaviour

- Attitude is defined as tendencies to behave in certain ways in social situations. Attitude is a personal trait, whereas behaviour is a social trait.



- Attitudes Guide Behaviour:** Attitudes serve as guides for behaviour by shaping how individuals perceive and respond to certain situations.
- Attitudes Impact Decision-Making:** Attitudes influence decision-making processes, as individuals tend to align their choices with their attitudes.

- For instance, Shyam has a negative attitude towards fast food pertaining to health concerns, he most of the time avoids consuming such food and opts for healthier alternatives.



- Attitudes Affect Action:** Attitudes can directly influence actions. When individuals hold strong attitudes towards a cause or issue, they are more likely to take actions to support or advocate for it.

- For example, I am passionate about animal rights, thus, I would actively participate in protests or support the cause of animal welfare.

- Attitudes Shape Perceptions:** Attitudes shape **how individuals perceive and interpret information**. They can create biases or filters through which people view the world.
 - For instance, Sandeep has a negative attitude towards a particular political party, he may perceive the policies in a more critical light while dismissing positive aspects.
- Attitudes Impact Social Interactions:** Attitudes play a crucial role in social interactions. They can influence **how individuals interact with others, form relationships, and engage in communication**.
 - For example, Rohit with a tolerant and inclusive attitude towards diverse cultures is more likely to embrace and respect people from different backgrounds.

Influence of Attitude on Behaviour	
Attitude	Behaviour
Individual Level	
<ul style="list-style-type: none"> Being fit and healthy. Gaining knowledge. 	<ul style="list-style-type: none"> Having a balanced diet and proper sleep. Studying.
Societal Level	
<ul style="list-style-type: none"> Gender-neutral. Environmental concern. 	<ul style="list-style-type: none"> Gender sensitisation. Afforestation drives.
Administrative Level	
<ul style="list-style-type: none"> Empathy towards the vulnerable section. Public service and social welfare. 	<ul style="list-style-type: none"> Following Administrative Ethics and Probity in Governance. Commitment to the constitutional values.

2.8.2 Attitude-Behaviour Consistency

- Attitude-behaviour consistency refers to the **degree to which attitudes predict behaviour**.
- The relationship between attitude and behaviour is **complex** and influenced by various factors such as **situational constraints, social norms, and individual characteristics**.
 - Affective Component + Cognitive component = Behaviour
- While there may be **instances of attitude-behaviour alignment**, inconsistencies between attitude and behaviour **can arise due to external constraints, conflicting motivations, or other intervening factors**.

Attitude-Behaviour Consistency	
Attitude	Behaviour
<ul style="list-style-type: none"> Attitude is an internal component of our cognition (Knowledge or Information) Attitude refers to a person's mental view, regarding the way he/she thinks or feels about someone or something. It is more personal. A person's attitude is mainly based on the experiences gained by him during the course of his life and observations. Attitude reflects one's emotions, opinions, and thoughts. Factors like environment, experiences, and moral values mainly influence attitudes. Example: A civil servant working in a rural area saw that many villagers were living in poverty. They did not have access to clean water or sanitation facilities, and they did not have enough food to eat. The civil servant worked with the local government to improve the villagers' access to basic necessities, and they also helped the villagers to find ways to generate income. The civil servant's actions showed that they were genuinely concerned about the poor and were willing to help them improve their lives. 	<ul style="list-style-type: none"> Behaviour is the manifestation or exhibition of such an attitude. Behaviour implies the actions and conduct of an individual or group towards other persons. It is more social. The behaviour of a person is based on the situation and circumstances. Behaviour reflects one's attitude as actions are the reflection of our thoughts. Attitudes, character traits, and biological factors like endocrine and nervous responses influence our behaviour. Example: A civil servant working in a government office received an application from a poor family with many young children. The civil servant felt sympathy for the family and took the time to carefully review their application. They also asked the family about their situation and helped them connect with resources in the community. The civil servant's behaviour showed that they were genuinely concerned about the family's well-being.

Attitude Formation and Change

Attitudes can be formed through various processes such as direct experience, socialisation, education, and exposure to persuasive messages. Attitudes can also be influenced and modified over time. **Attitude change can occur through persuasive communication, cognitive dissonance, social influence, or personal experiences that challenge existing attitudes.**



Overall, attitudes are related to both thoughts and behaviour. They shape the way individuals think about and interpret information, and they guide behavioural intentions and actions. However, it is important to consider that **attitude-behaviour consistency is not always absolute**, and there can be variations depending on individual factors and contextual influences.

2.9 OPINION AND ATTITUDE

- It is an individual's thought or belief about something, whether good or bad. It can vary from person to person.
 - Example:** There are **conflicting opinions on the possession of Nuclear Weapons, Historical Responsibility for Climate Change** in the Western and Eastern Worlds.

Opinion	Attitude
<ul style="list-style-type: none"> It is the expression of judgement. It is restricted to verbal expression- spoken or written. It may or may not be based on facts or knowledge Opinion is generally advisable in nature to others Example: An author expressing a positive opinion on democracy through an article. 	<ul style="list-style-type: none"> It is a predisposition to act in a certain way. Attitude is inferred from both verbal & non-verbal expressions. It is generated from own belief system It is related more to self-like or dislike towards a person, place or environment, etc. Example: The author has a positive attitude about democracy by studying various forms of government

2.10 BELIEF AND ATTITUDE

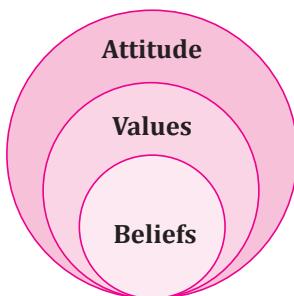
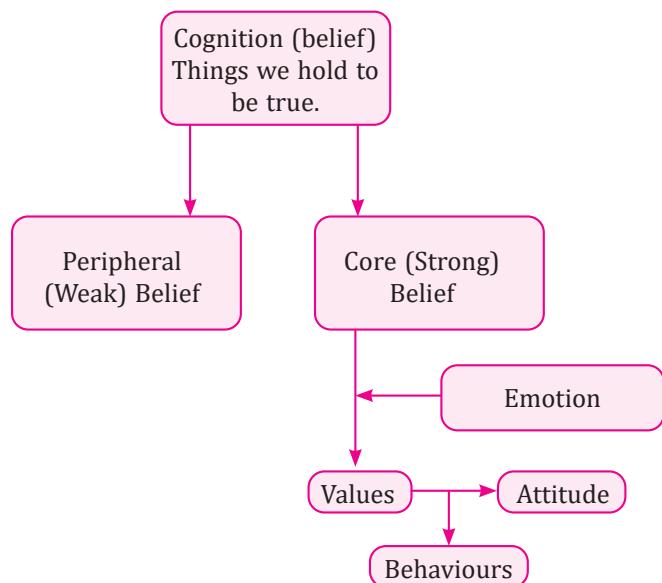


Fig: Beliefs, Values and Attitude

- Beliefs are the **convictions or acceptance of something as true or real**.
- They are formed through **personal experiences, knowledge, cultural influences, and social interactions**.
- Beliefs can be about a wide range of topics, including religion, morality, politics, science, and more.
- Example:** Theists believe in the existence of God while Atheists deny existence of it.

Belief	Attitude
<ul style="list-style-type: none"> It is an idea that a person holds as true. It can arise from past experience, cultural & societal norms, or education. Changing beliefs can change attitudes. Example: A person may have belief in a particular God. 	<ul style="list-style-type: none"> It is a mental disposition that results in a particular behaviour. It arises out of values and beliefs we hold internally. Changing attitudes can also lead to a change in belief. Example: The person will regularly pay obeisance to that God.



2.11 VALUE AND ATTITUDE

- Values are deeply held beliefs and principles that guide individuals' behaviours and decision-making, reflecting what is considered important and desirable in life.
- Example:** A person's honesty (value) compels him to always speak the truth, even when it is difficult or uncomfortable.

Values	Attitudes
Core beliefs and principles	Evaluative judgments and preferences
Stable and enduring	Subject to change or modification
Influence behaviour and decision-making	Influence behaviour and expression of opinions
Deeply rooted in one's character	Shaped by experiences and social influences
Examples: Honesty, integrity, justice	Examples: Support for a political candidate, liking/disliking a particular food

Example: Changing Attitude by Changing Thought and Belief

Case Study: There is a community in my neighbourhood where mental health is a highly stigmatised topic. Misconceptions and negative attitudes towards mental illness prevailed, leading to social isolation and limited access to mental health support services. People experiencing mental health issues often faced discrimination and were hesitant to seek help due to fear of being judged. It's a very difficult task to change their belief system but if I was given a chance I will apply the following measures.

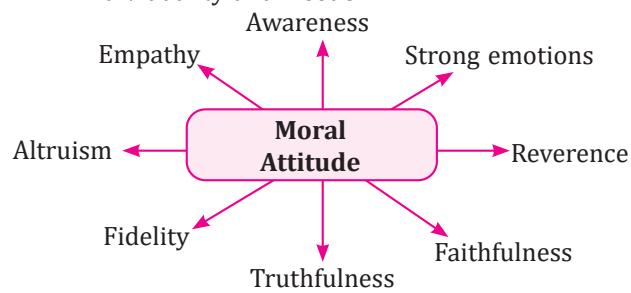


2.12 MORAL ATTITUDE

- Moral attitude refers to **an individual's evaluation, belief, and disposition towards moral principles, values, and ethical standards.**
- It encompasses the ethical framework that guides a person's behaviour, decision-making, and judgement in moral and ethical matters.
- Not all attitudes are concerned with morality.** Moral attitudes are **influenced by personal values, social norms, cultural factors, and philosophical perspectives.**
 - Examples:** Rahul's attitude towards snakes has nothing to do with morality rather is driven by fear factor. Similarly his attitude towards a particular dish merely reflects his **personal preferences**, like/dislike. However, his attitude towards **democracy** will have **moral undertones**.

- On the negative side**, moral attitudes can be used to justify violent acts of terrorism. It is shaped by family, society, religion, education etc.

- Example: Positive attitude for honour killing** is justified on the grounds of saving the pride of the family. Positive attitude towards **live-in relationships** is justified on the grounds of individuality and freedom.



Importance of Moral Attitude:

- Reflection on Individual's Belief:** Moral attitudes reflect an individual's beliefs, values, and judgments about **what is right and wrong, good and bad**, and morally acceptable or unacceptable.
- Shaping the Ethical Reasoning:** They shape one's ethical reasoning and guide behaviour in situations that involve **moral dilemmas or ethical considerations**.
- Societal Importance:** Moral attitudes are essential for fostering **social cohesion, promoting fairness, and upholding ethical standards** in personal and societal contexts.
- Personal Integrity:** Moral attitude is essential for maintaining personal integrity. It reflects an **individual's commitment** to acting in accordance with their **moral values**, even when faced with challenges or temptations.
 - Upholding one's moral principles enhances self-esteem, self-respect, and a sense of authenticity.**
- Ethical Decision-Making in Professions:** Moral attitudes are particularly significant in **professions that require ethical decision-making**, such as healthcare, law, education, and business.

- Professionals with a strong moral attitude are better equipped to navigate complex ethical challenges, prioritise ethical considerations, and make choices that uphold the interests of those they serve.

Examples: Moral Attitudes Shown by Great Personalities

Socrates and **Plato** had Moral Attitudes in which they believed that it is better to suffer injustice than to do injustice.

Gandhi's fundamental belief in **Non-violence** as a tool to combat injustice.

Dimensions of Moral Attitudes:

- Moral Principles and Values:** Moral attitudes are grounded in fundamental principles and values that individuals deem important in determining right and wrong. These principles can include **fairness, justice, honesty, compassion, respect for autonomy, and integrity**.
 - For example**, a civil servant having a strong moral attitude may prioritise fairness and advocate for equal treatment in social and economic matters.
- Ethical Decision-Making:** Moral attitudes influence **how individuals approach ethical decision-making**. They provide a moral compass and guide individuals to make choices aligned with their moral principles and values.
 - For instance**, a civil servant with a moral attitude aligning towards honesty will prioritise truthfulness even in situations where lying may seem advantageous.
- Moral Responsibility:** Moral attitude encompasses a sense of moral responsibility towards others and society. **Moral responsibility leads to an emphasis on the importance of considering the consequences of actions** on others and taking responsibility for one's choices.
 - For example**, a civil servant with a moral attitude of empathy may actively engage in charitable activities to help those in need.
- Moral Development:** Moral attitudes evolve and develop over time through socialisation, education, and personal experiences.
 - Moral attitudes become more nuanced and refined as individuals mature and engage in moral reflection.
- Moral Courage:** Moral attitudes can manifest in the form of moral courage, which involves the willingness to stand up for one's ethical beliefs and take action in the face of moral challenges or wrongdoing.
 - Individuals with strong moral attitudes may demonstrate courage by speaking out against injustice** or unethical behaviour, even if it entails personal risk or backlash.

Influence of Moral Attitude on Human Actions

Positive	Negative
• Altruism	• Self serving morality
• Volunteerism	• War
• Integrity	• Genocide
• Social Service	• Riots
• Charity/Philanthropy	• Terrorism

Significance of Moral Attitude:

- Personal Growth:** Developing and nurturing moral attitudes is essential for personal growth, ethical decision-making, and creating a harmonious society.
- Creating a Better World:** By cultivating a strong moral compass and being mindful of the ethical implications of their actions, individuals can contribute to a more just, compassionate, and morally responsible world.
- Variable in Nature:** It is important to note that **moral attitudes can vary across individuals, cultures, and contexts**. What one person considers morally acceptable may differ from another's perspective.
- Furthermore**, moral attitudes can sometimes be in conflict, leading to moral dilemmas where individuals must navigate complex ethical choices.

Examples of Moral Attitudes:

- Honesty:** Neha is a sincere journalist who believes in the importance of truth-telling. She consistently strives to provide accurate and unbiased information to the public, even when it means challenging powerful vested interests.
- Compassion:** Richa, a dedicated nurse, embodies compassion in her daily interactions with patients. She listens attentively, offers comfort, and goes the extra mile to ensure their well-being, providing a source of support during challenging times.
- Justice:** Rahul, a human rights lawyer, is driven by a strong sense of justice. He fights tirelessly to ensure that marginalised communities have equal access to legal representation, advocating for systemic change and challenging discriminatory practices.
- Integrity:** Ayushi, an ethical business leader, demonstrates unwavering integrity in her decision-making. She refuses to engage in corrupt practices, promotes transparency within her organisation, and treats her employees and stakeholders with fairness and respect.
- Respect for Autonomy:** Nitin, a civil rights activist, strongly believes in respecting individual autonomy. He advocates for the rights of marginalised groups, empowering them to make their own choices and actively involving them in decision-making processes that affect their lives.

- Environmental Responsibility:** Nidhi, an environmental scientist, embodies a deep sense of environmental responsibility. She works diligently to raise awareness about sustainable practices, actively participates in conservation initiatives, and encourages others to take action to protect the planet.

Implication of Moral Attitudes:

Positive Implications	Negative Implications
Tied up with strong emotions. Hence, it prevents deviant behaviours due to fear of social ostracization. e.g., child molestation, or incest.	People can use it to justify violent behaviour and lunacy, and still, society will accept it because the moral attitude is based on strong emotions.
Example: Motivates a person towards Altruism, volunteerism, and social service.	Example: Motivates a person towards riots, genocide, and terrorism to justify religious, and regional issues.
Guides ethical decision-making .	Can result in moral absolutism and inflexibility
Fosters social cohesion and trust .	May lead to moral self-righteousness and superiority
Emphasises personal and social responsibility .	Can lead to moral policing and judgmental attitudes .
Promotes a sense of justice and fairness .	Can cause moral conflicts and dilemmas .

Moral Attitude Related To Social Issue: Climate Change

Case Study: My friend, **John**, has developed a negative attitude towards climate change. He believes that individual actions can not make a significant difference and that the issue is exaggerated by the media. Now I have it upon me to change his negative attitude towards climate change which is real for real.

In conclusion, moral attitudes encompass individuals' beliefs, values, and dispositions toward moral principles and ethical standards. They guide ethical decision-making, moral responsibility and moral courage. Examples of moral attitudes include honesty, compassion, justice, integrity, respect for autonomy and environmental responsibility. By embracing and promoting positive moral attitudes, individuals can contribute to a more ethical and harmonious society.

2.13 SOCIAL ATTITUDE

- It is a **behaviour pattern**, a **conditioned response** or **anticipatory tendency** towards a **social stimulus**. It is the outlook of a person towards social entities like society, culture, organisations, institutions, etc.
- It is **shaped by personal experiences and observations**. It can be learned predispositions.

Example: Attitude of **mainstream society** towards the **LGBTQ community**.

2.14 ATTITUDE TOWARDS THE WEAKER SECTIONS OF SOCIETY

Positive Attitude towards Weaker Sections:

- A positive attitude** towards poverty, deprivation, discrimination etc. implies empathy and caring nature of the person. It signifies compassion towards the weaker and marginalised section.
- Social Inclusion and Equality:** Embracing an attitude that promotes social inclusion and equality recognizes the rights and dignity of individuals from weaker sections. It involves ensuring equal opportunities,

access to resources, and participation in decision-making processes.

- Example:** Supporting affirmative action policies that aim to address historical disadvantages faced by certain communities, such as **reservations in educational institutions or employment**.
- Advocacy and Support:** Positive attitudes towards weaker sections involve actively advocating for their rights, amplifying their voices, and providing support to empower them. It entails recognizing and challenging systemic barriers that perpetuate inequality.
- Example:** Joining a human rights organisation or participating in campaigns that raise awareness about the rights and issues faced by marginalised communities.

Negative Attitudes towards Weaker Sections:

- Discrimination and Prejudice:** Negative attitudes towards weaker sections manifest as **discrimination, stereotypes, and prejudice**. It involves treating individuals from these sections unfairly, denying them opportunities, or holding biased beliefs about their abilities or worth.
- Example:** Engaging in racial profiling or expressing discriminatory views based on caste, gender, or disability.
- Indifference and Apathy:** Indifference and apathy towards weaker sections reflect a **lack of concern or disregard for their struggles and challenges**. It involves a passive stance where individuals may not actively engage or take steps to address inequality or injustice.

- **Example:** Ignoring instances of **social injustice** or turning a **blind eye** to issues affecting vulnerable communities.
- **Stigmatization and Marginalisation:** Negative attitudes can contribute to stigmatising and marginalising weaker sections, **reinforcing stereotypes and isolating them from mainstream society.** It perpetuates a cycle of exclusion and limited opportunities.
- **Example:** **Bullying or ostracising** individuals from marginalised communities based on their social, economic, or cultural background.

Significance of Attitude For Civil Servant

- **Compassionate Attitude:** Civil servants must exhibit compassion towards weaker sections, using their power to uplift them.
- **Tolerance:** Civil servants should be tolerant to cater to the needs of weaker sections.
- **Familiarity with Fundamental Rights:** Civil servants must be aware of marginalised citizens' fundamental rights.
- **Sarvodaya and Antyodaya:** Civil servants should work in the spirit of upliftment for all, especially the poorest.
- **Proactive Empathy:** Civil servants should develop an empathetic approach towards weaker sections.
- **Avoiding Stereotypes and Prejudices:** Civil servants must steer clear of biases and stereotypes in their treatment of individuals.
- **Example:** IAS officer Amit Gupta's initiative "Daliya Jalao" helped in the elimination of manual scavenging in the Badaun district of UP.

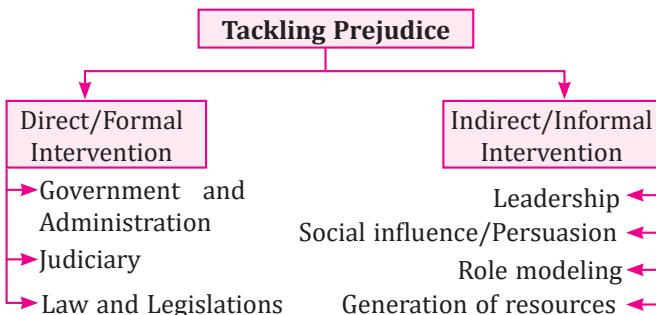
2.15 PREJUDICE

- It involves **pre-judgements** that are **usually negative about members of a group.**
- It is a **baseless and often negative attitude** towards members of a group. It has a strong influence on how people behave.
- It is an assumption that is **not supported by logic or personal experience.** It is primarily dependent on the person's membership in a social group.
- People holding prejudicial attitudes paint every member of the group as the same. **It often translates into discrimination.**
- **Examples:** Prejudice that women can't drive, Dalits don't have merit, tribals are unhygienic etc.

Differences Between Prejudice and Stereotype	
Stereotype	Prejudice
It is a thought about a person or group of people.	It is attitude and feelings about a person or group.
It is both positive and negative in nature.	It is negative attitude.
Example: Stereotype about Indian community in America that they are intelligent and good in maths and computers.	Example: Prejudice against the black community in America that they are drug addicts.

How To Counter Prejudice?

- **Identify Cause and Source:** Determine the origin of prejudice to address its root causes.



- **Minimise Opportunities for Learning Prejudices:** Reduce exposure to biased information or environments that foster prejudice.
- **Encourage Interactions and Dialogue:** Facilitate opportunities for people from diverse backgrounds to interact, **engage in dialogue, and share their experiences.** Encouraging open-minded conversations helps challenge stereotypes, foster empathy, and build bridges of understanding.
- **Challenge Stereotypes and Biases:** Encourage critical thinking and questioning of stereotypes and biases. **Encourage individuals to examine their own assumptions and beliefs,** and challenge them through exposure to diverse perspectives and experiences.
- **Promote Equal Opportunities:** Advocate for equal opportunities and equal treatment for all individuals, regardless of their background. Support **policies and initiatives that aim to eliminate systemic biases** and create a level playing field for everyone.
- **Address Unconscious Bias:** Raise awareness about unconscious biases that often influence our perceptions and judgments. **Encourage individuals to reflect on their own biases and take steps to mitigate their impact through self-awareness and education.**

- Lead by Example:** Individuals in positions of influence should demonstrate inclusive behaviours and attitudes, setting an example for others to follow. Leaders should actively promote diversity, fairness, and inclusivity in their organisations and communities.
- Community Engagement:** Engage in community initiatives and activities that bring people from diverse backgrounds together. **Collaborate with community organisations** to address prejudice and discrimination collectively.

2.16 POLITICAL ATTITUDE

- Political attitudes reflect our beliefs, values, and orientations towards political ideologies, policies, and systems. Understanding political attitudes is crucial for comprehending how individuals shape their political behaviour, make policy choices, and contribute to the democratic process.

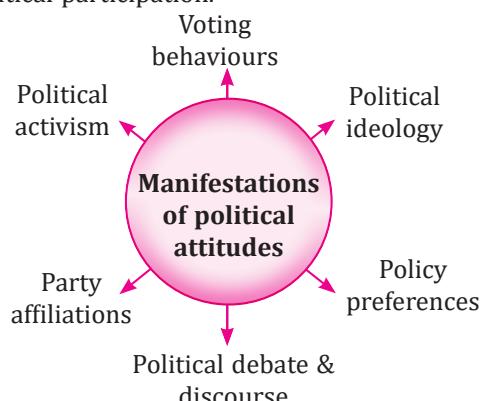
Types of Political Attitude	
Positive	Negative
Enthusiasm, Hope, Patriotism and Love for any political ideology or political party.	Resentment, Hatred, Distrust, Apathy, Anxiety and Fear for any political ideology or political party.

Formation of Political Attitudes:

- Political attitudes are shaped by a variety of factors, including upbringing, education, socialisation, personal experiences, and exposure to media.
- Family, peers, and community play a crucial role in transmitting political values and ideologies.
- Moreover, societal events and political campaigns can also impact the formation of political attitudes by shaping perceptions and beliefs.

The Significance of Political Attitudes:

- Political attitudes are essential as they shape our political outlook, influence decision-making, and drive political participation.



- They provide a framework for evaluating and engaging with political concepts, parties, and policies.

- By understanding our political attitudes, we gain insight into our own perspectives and become better equipped to navigate the political landscape.

Traits That Influence Our Political Orientation:

- Extraversion:** It is the energetic approach to the social and material world. It includes traits such as sociability, activity, assertiveness & positive emotionality.
- Agreeableness:** It is a pro-social trait. It includes traits such as altruism, tender-mindedness, trust, and modesty.
- Conscientiousness:** It facilitates task and goal-oriented behaviour such as thinking before acting, following norms & rules, planning, organising etc.
- Emotional Stability:** Emotional stability enables the person to develop an integrated and balanced way of perceiving the problems of life. This organisational ability and structured perception helps one to develop reality-oriented thinking, judgement and evaluation ability. It implies even temperedness.
- Openness to Experience:** It describes the breadth, depth, originality, and complexity of an individual's experiential life.

Factors Which Affect Our Political Ideologies:

- Religion:** Religion shapes our moral attitude which in turn shapes our political attitude.
 - Example:** In the backdrop of **Ramjanma Bhoomi movement**; people developed orientation towards particular **political parties** owing to **religious affiliations** or their stand on **religious issues**. Similarly recent public debates related to places of religious worship in backdrop of **Gyanvapi** (Varanasi) and **Idgah Mosque** (Mathura) and stand of various political parties on the issue have led to **social political polarisation**.
- Age:** In the general sense older people are conservative and young people are liberal and as such subscribe to a particular ideology.
 - Example:** Younger generation is more likely to support political parties who support **individuality** and **freedom** and parties including **employment and economy** in their **manifestos**, while the **older generation** often finds **adherence** to **political parties** with religious and cultural issues in their political **manifesto**.
- Economic Status:** Poor people align toward socialist ideology and rich people align toward capitalistic ideology.
 - Example:** Poor people are more likely to vote for parties who promise them freebies **subsidised food, healthcare, education** etc; while the **economic elite** supports the capitalist agenda – **ease of doing business**, facilitating foreign **investment, privatisation and liberalisation** of economy.

- **Family:** Children tend to emulate their parent's ideology.
- **Education:** The school's ideology and syllabus play an important role in shaping the ideology of students.
 - **Example:** The Chinese system of education supports communist ideology and hence they loathe democratic countries.
- **Caste:** A person is likely to adopt the ideology which is supported by his caste.
 - **Example:** Elections in India are still fought on caste lines. A politician is more likely to give a ticket to a candidate belonging to a caste that has a majority in a given constituency.
- **Ethnicity:** People are often moved by the political ideology which supports their ethnicity.
 - **Example:** Political Parties like **DMK, Shiromani Akali Dal** etc. base their political ideology on ethnicity.
- **Social Media:** In the age of IT, social media has become a prominent tool of propaganda influencing the political ideologies of the people.
 - **Example:** Currently, on social media, people tend to surround themselves with like-minded individuals and reinforcing their political ideology.
- **Psychological Factor:** Some persons are more psychologically adapted to liberalism or conservatism than others. A great tolerance for disorder is a requirement for being a liberal.

Dimensions of Political Attitudes:

- **Ideological Spectrum:** Political attitudes span a spectrum of ideologies, including liberalism, conservatism, socialism, libertarianism, and more. Each ideology represents a distinct set of values, beliefs, and policy preferences, providing individuals with a broader framework to understand their political attitudes.
- **Policy Preferences:** They guide our opinions on how these issues should be addressed, providing a lens through which we evaluate policy proposals and make decisions.
 - **Example:** In India, individual policy preferences can vary based on factors like religion, caste, regional identity, and socioeconomic background.
- **Trust in Institutions:** Political attitudes also encompass our trust and confidence in political institutions, including the government, judiciary and media.

Impact on Society:

- They determine **voting behaviour, political affiliations**, and the **formation of interest groups**.
- They influence **public opinion, shape public policy debates**, and drive social movements.
- Moreover, **political attitudes are integral to the functioning of democracy**, as they enable citizens to express their preferences and hold elected officials accountable.

Evolution and Change:

- Political attitudes are **not static**; they can **evolve and change over time**. As societies and circumstances transform, individuals may reassess their political beliefs, leading to shifts in their attitudes and ideologies. Exposure to new ideas, experiences, or compelling arguments can challenge and reshape political attitudes.

Conclusion

Political attitudes **shape beliefs, policy preferences, and political participation**. Understanding and respecting diverse perspectives **fosters inclusive democracy**. Open dialogue, critical thinking, and empathy promote vibrant discourse and positive societal change.

2.17 DEMOCRATIC ATTITUDE

- It refers to those attitudes possessed by civil servants **who promote the participation of people in decision-making**. They promote the **delegation of power or authority**.
 - **Example:** Indian bureaucrats showcasing a democratic attitude by ensuring transparency, accountability, and citizen participation in governance processes and decision-making.
- **Characteristics:** Along with rule and regulation, there is more focus on compassion, tolerance, and inclusiveness. It has the following characteristics-
 - Decisions are based on popular opinion.
 - Views of the majority are right.
 - Maximisation of satisfaction of the largest number of people.
 - Supported by elected representatives.

Merits	Demerits
<ul style="list-style-type: none"> ● It promotes the active participation of people. So, it will promote and strengthen the democratic institutions at the grass root level. ● It makes governance more accountable. ● Ensure public participation. ● Flexibility in programme design and implementation. ● There will be more transparency and efficient public service delivery. 	<ul style="list-style-type: none"> ● A wider consultation makes the decision making process slow and time consuming. ● There is difficulty to satisfy every section of society. Sometimes, such an attitude becomes a hindrance to the development process. ● Example: Delay in clearance of mining and Industrial development project in scheduled area, because of environmental clearances under Forest Act 2006.

2.18 BUREAUCRATIC ATTITUDE

- Bureaucratic attitude refers to a mindset or approach characterised by rigid adherence to rules, procedures, and formalities within an organisational or institutional setting.
- Example:** Any Government agency refusing to adopt innovative technologies due to resistance to change and fear of disrupting established processes.
- It is based on Neutrality, Objectivity, Impartiality and Non-Partisanship.
- Characteristics of Bureaucratic Attitude:** Decisions strictly based on law, adhering to all rules and procedures, lack of importance to public opinion, antagonise the elected representatives.

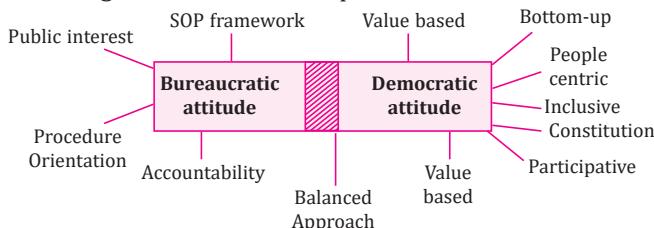


Fig: Balance Approach between Democratic and Bureaucratic Attitude

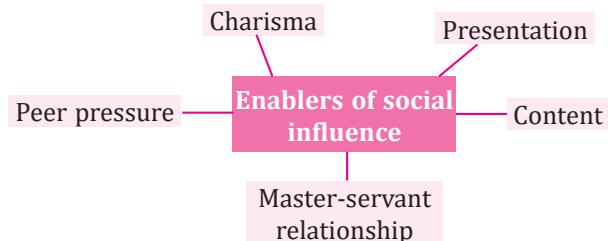
Democratic Attitude	Bureaucratic Attitude
<ul style="list-style-type: none"> It is based on participatory, humanistic, and flexible approaches and on bottom-up decision-making. It focuses more on accountability, people participation, transparency, the flexibility of law, and public interest. It promotes the active participation of people Based on the values of Transparency and Inclusiveness. Example: Institutions which require inclusive approach like welfare measures, public service delivery require democratic attitude. New bureaucratic models like New Public Management. 	<ul style="list-style-type: none"> It reflects hierarchical discipline, implicit obedience to orders, top-down instructions, and rule-bound approaches. It focuses on strengthening and adhering to rules procedures, top-down, and centralised decision-making. Apathy towards common people as rule is supreme and not citizens. Based on Objectivity and Neutrality. Example: Works where division of labour is systematic and command institutionalised may find utility in bureaucratic attitude. British era colonial bureaucracy, Weberian model etc.

Changing Behaviour to Make Government Programs Successful. What Needs to be Done?

- Cultural and Societal Conventions must be used in the Campaign:** For example, for the successful implementation of Beti Bachao Beti Padhao, reference to our scriptures can be taken where women are worshipped as embodiments of Shakti.
- Reflection Sessions:** Where government agents can pre-commit people to certain goals. **For example**, it can be used in Swachh Bharat Abhiyan where Swachagrahis will pre-commit people to sanitation goals.
- Making People Realise Tangible Outcomes:** by showing examples of people who have benefited from the program.
- Creating Emotional Connect Between the Citizens and the Government:** The government's transparent communication and active engagement foster an emotional connect with citizens, building trust and a sense of shared responsibility for societal progress.

2.19 SOCIAL INFLUENCE

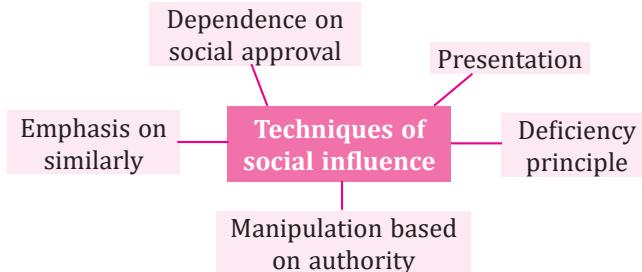
- Social influence refers to the process by which individuals' thoughts, feelings, and behaviours are influenced by the presence or actions of others.
- It is the effect that other people have on our attitudes, beliefs, and actions.** Social influence can occur in various forms, including conformity, compliance, and obedience.



Ways in which Individuals Respond to Social Influences:

- Compliance:** An individual is not fully convinced with the other person but shows agreement at the surface level.
 - Example:** In a conversation, a manager makes a comment which sounds irrational with respect to the outcome of a project. The associate manager is not convinced but avoids contradicting his manager. Here, the associate manager merely shows compliance.
- Identify:** In this case, an individual idolises the other influential person.
 - Example:** A college student drinks Pepsi because his favourite celebrity endorses it.
- Internalize:** Here two individuals share the same belief system. In the example made for compliance if

the other individual too makes racist comments, it is the case for internalisation.



Types of Social Influence:

- 1. Normative Influence:** An individual follows the crowd in order to be liked and accepted. By agreeing on common beliefs, values, attitudes and behaviour, an individual increases his chance of acceptance and survival possibilities.
- 2. Informational Influence:** An individual goes along with the crowd because he thinks that crowd knows more than him.

Examples of Social Influence

Person A convinces their friends to switch to a new eco-friendly lifestyle, impacting their consumption habits positively.	Person B's charismatic leadership inspires a group to volunteer and raise funds for a local charity event.	Person C's influential social media posts on a particular political issue lead to a surge in public awareness and engagement.
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Two types of situations produce informational influence:

- 1. Ambiguous Situations:** When individuals don't know what to do.
- 2. Crisis Situation:** When an individual doesn't have time to think about what to do. For eg., during stampede.

Principles of Social Influence:

- Reciprocity:** People tend to give back what they receive
 - Example:** Exchanging smiles while greeting each other- mutual sense of respect.
- Consistency:** Generally, people try to be consistent to their previous actions, opinions and assertions.
- Social proof:** People often decide what to do by looking at what others have done on similar occasions.
- Liking:** People are often influenced by those they like.
- Authority:** People with legitimate power authority tend to influence others.
 - Example:** Role models, Charismatic personalities.
- Scarcity:** Items and opportunities become more desirable when they are less accessible.
 - Example:** Use of slogans like limited edition or last week for sale seem to have an immediate effect.

Public Spirit Context: Odisha Train Accident

- The recent Train Accident in Odisha's Balasore District claimed almost 200 lives and caused many injuries to people.
- Apart from the doctors and other hospital staff who worked non-stop, the society also came to be one of the helpers in the best way possible.
- The train accident has shown the humane side of villagers who queued up outside medical centres in large numbers to donate blood. Some civil society groups also chipped in for the noble cause.
- As a result of this action by the public - there was more blood than was needed.

Norms

- These are **group-held beliefs** about how members should behave in a given context.
- These are informal understandings that govern society's behaviours.
 - Example:** Touching feet in Indian society is considered as a sign of respect.

Conclusion:

Overall, social influence plays a significant role in shaping human behaviour and decision-making. It can occur consciously or unconsciously, through direct or indirect means, and it affects various aspects of our lives. Understanding social influence helps us navigate social situations, comprehend group dynamics, and make informed choices while considering both our own values and the impact of others on our thoughts and actions.

2.20 PERSUASION

- Persuasion refers to the process of influencing or convincing someone to adopt a particular belief, attitude, or behaviour. It involves using communication and argumentation techniques to change someone's opinion or encourage them to take a specific action.
- Persuasion is a fundamental aspect of human interaction and is employed in various domains, including advertising, marketing, politics, and interpersonal relationships.

Elements of Persuasion:

- Source (Persuader):** The person or entity delivering the persuasive message is known as the source. The credibility, expertise, and likability of the source can significantly impact the effectiveness of persuasion.

- Message:** The content and structure of the message play a crucial role. A persuasive message should be clear, logical, and tailored to the target audience. It often appeals to emotions, values, and reasoning to influence attitudes or behaviours.
- Audience:** Understanding the characteristics, needs, and beliefs of the target audience is essential.

Persuasion techniques should be adapted to resonate with the audience's interests, values, and motivations.

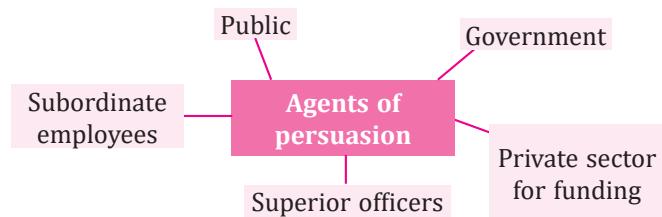
- Communication Channels/Medium:** The medium through which the message is conveyed also affects persuasion. It can include face-to-face interactions, written materials, digital platforms, or mass media channels.

Case of Persuasion		
Logical Appeal:	Emotional Appeal:	Social Proof:
Person A makes a well-researched and logical case, using facts, data, and expert views to persuade others of the advantages of renewable energy sources over traditional fossil fuels.	Person B makes an emotional appeal by sharing a personal narrative about their own challenges with mental health in order to urge people to prioritise mental well-being and support efforts that promote mental health awareness.	Person C uses testimonials and success stories from delighted customers or clients to urge others to try a specific product or service, emphasising how it has improved their life.

Functions of Persuasion:

- Weaken the Current Rigid Attitude:** When the audience has a contrasting attitude, persuasion can help in making the audience less comfortable with the current attitude. **Example** Talking about greatness of shri Abdul kalam ji may loosen an islamophobia persons rigid attitude towards muslims.
- Moral Conditioning:** Persuasion can bring change in the social attitude of people. For **example**, regular announcements to keep the station clean persuade people to change their behaviour.
- Minimise Resistance:** When the audience has moderately opposed ideas, persuasion can move the audience towards neutrality.

- Change Attitude:** When the audience has no committed attitude, persuasion can help in changing the attitude.
- Intensify Attitude:** When the audience has the same attitude, persuasion can amplify the current attitude.
- Gain Behaviour:** When the audience is strongly in sync with the persuader, the final objective is to make the audience act.



Methods of Persuasion

ETHOS	PATHOS	LOGOS
<p>Ethos is the credibility that a speaker or writer brings to the subject that he or she is communicating about.</p> <p><i>We trust certain kinds of people more than others because they have expertise, or because they are well informed about the subject at hand.</i></p>	<p>Pathos is the use of emotion in debate or argument.</p> <p><i>Appeals to pathos surround us particularly in visual arguments such as advertisements and many online videos.</i></p>	<p>Logos is the appeal to reason, to the forcefulness of a well-thought-out and well structured position.</p> <p><i>Some arguments make more logical sense than others, and many consider logos to be critical in the development and dissemination of ideas and values.</i></p>

Fig: Methods of Persuasion

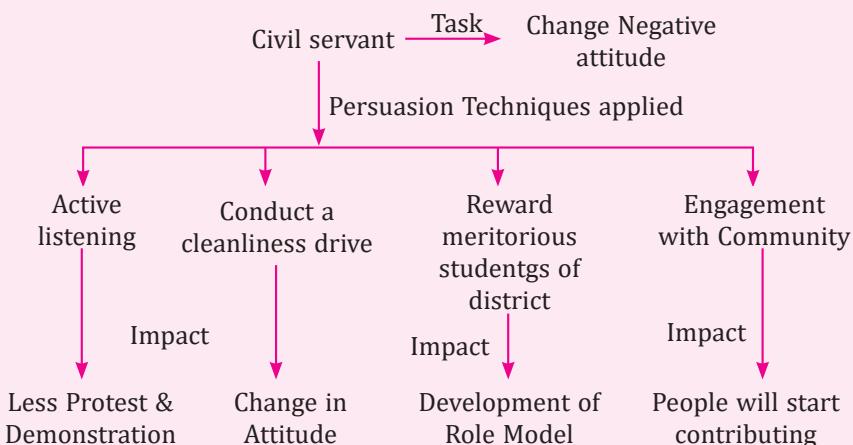
- Appeal to Reason (Logos):** This method involves presenting logical reasoning, evidence, and rational arguments to persuade others. It relies on facts, statistics, expert opinions, and logical deductions to support the message.

- **Example:** Gandhi appealed to British people's reason by pointing out logical flaws in their belief that force can rule India.
- **Appeal to Emotion (Pathos):** This method involves appealing to the emotions and feelings of the audience. Emotional appeals can be effective in storytelling, using personal anecdotes or creating powerful narratives that resonate with the audience.
 - **Example:** Using heart-wrenching stories of individuals affected by climate change to persuade others to take action toward environmental conservation.
- **Appeal to Authority (Ethos):** This method involves citing credible sources, experts or authorities to support the message. **Appealing to authority can be effective in convincing others when they perceive the authority as knowledgeable and trustworthy.**
 - **Example:** Citing renowned scientists and experts to support the effectiveness of a new medical treatment.
 - **Quote:** "According to Dr. Jane Smith, a leading expert in the field, this treatment has shown remarkable results in clinical trials."
- **Social Proof:** This method relies on the principle that people are influenced by the actions and opinions of others. **Testimonials, reviews, endorsements, or case studies** are examples of social proof that can be used to sway opinions.
- **Example:** Martin Luther King Jr. used social proof by highlighting the widespread support for the civil rights movement through peaceful protests, inspiring others to join the cause for equality.
- **Reciprocity:** This method is based on the principle that people feel obliged to return favours or concessions they have received. By offering something of value or making a concession, individuals can create a sense of indebtedness in others, making them more likely to comply with their requests or viewpoints.
- **Example:** Offering a free trial of a software product to potential customers, creating a sense of reciprocity and increasing the likelihood of their continued usage.
- **Scarcity:** This method capitalises on the perception of limited availability or scarcity of a product, opportunity, or idea. It creates a sense of urgency or fear of missing out, motivating individuals to take immediate action or accept the persuasion message to secure the scarce resource or benefit.
 - **Example:** Creating a limited-time offer for a product or service to induce a sense of urgency and encourage immediate action.
- **Contrast and Framing:** This method involves framing the message or information in a way that influences perception. By presenting a comparison or contrast, individuals can be persuaded to perceive the message or option as more favourable or advantageous.
 - **Example:** Presenting two options side by side, emphasising the benefits of one over the other to influence preference.

Example: Case Study

Imagine a city called XYZ, where a significant portion of the population has developed a negative attitude towards society. They express their disgust through various means, such as public protests, social media campaigns filled with criticism, and frequent complaints about the government and public institutions. The prevailing sentiment among these individuals is one of disillusionment, mistrust, and frustration with the system. As a civil servant assigned to address this issue, your goal is to change their negative attitude and foster a more positive and constructive relationship between the citizens and society.

Approach



Ethical Considerations of Persuasion:

- It is crucial to ensure that **persuasion techniques are used responsibly and transparently**, without manipulating or deceiving the audience.
- Respect for Autonomy:** Persuasion should **respect the autonomy and free will of individuals**. It should not involve coercion, manipulation, or the use of deceptive tactics to sway someone's opinion or decision against their will.
- Honesty and Transparency:** Ethical persuasion requires honesty and transparency in presenting information and arguments. It is important to provide **accurate and reliable information**, avoiding **misleading or false claims** that could deceive or manipulate others.
- Informed Consent:** When attempting to persuade someone, it is important to ensure that they have access to all relevant information and have the opportunity to make an informed decision. **Persuasion should not exploit someone's lack of knowledge or use tactics that limit their ability to make a reasoned judgement.**
- Respect for Diverse Perspectives:** Ethical persuasion respects diverse perspectives and values. It acknowledges and considers the individual **differences, beliefs, and cultural backgrounds of the audience**, avoiding discrimination or marginalisation of certain groups.
- Balanced Presentation:** Ethical persuasion involves presenting a balanced view of the topic or issue at hand. It acknowledges and presents **counterarguments or alternative viewpoints**, allowing individuals to critically evaluate different perspectives and make informed decisions.
- Avoiding Emotional Manipulation:** Persuasion should not rely solely on emotional manipulation or appeals that exploit individuals' fears, insecurities, or vulnerabilities. **It should be based on rational and logical arguments that appeal to reason and evidence.**

Case Study: Persuasion in Pandemic Phase

- Persuasion in Pandemic
- Credibility of Speaker → Prime minister himself
 - Credibility of Argument → To Fight COVID-19
 - Emotional Appeal → For Public Safety

Examples of persuasion can be found in various contexts, such as:

- Advertising campaigns** that aim to convince consumers to purchase a product or service.
- Political speeches and campaigns** that seek to sway public opinion and secure votes.
- Public service announcements** encourage behaviours like wearing seat belts or quitting smoking.
- Salespeople utilise persuasive techniques** to close a deal or persuade customers.
- Interpersonal communication**, where individuals attempt to influence the opinions or actions of others.
- Overall**, persuasion is a dynamic process that involves **skillful communication** and understanding of **human psychology**. It is used to shape attitudes, beliefs, and behaviours and its ethical and responsible application can bring about positive outcomes in various domains of life.

TARES Test

- The TARES test acts as a guide for making and defending ethical choices.
- Test was developed by **Baker and Martinson (2001)** to focus on five principles of ethical persuasion.
- This framework functions under the theory of utilitarianism, which maintains that the results of an action are equally important to the action itself when evaluating its ethicality.
- TARES is an acronym for **Truthfulness** (of the message), **Authenticity** (of the persuader), **Respect** (for the persuadee), **Equity** (of the persuasive appeal), and **Social responsibility** (for the common good).

More Examples of Persuasion

- Disclosure of income to avoid tax evasion:** Honouring the honest, rewarding honest taxpayers.
- Beti Bachao Beti Padao/Selfie with daughter:** To change the attitude of people towards girls.
- #Give It Up Campaign** to give up government subsidies and freebies.
- Marking **Earth Hour, Earth Day, Forest Day**, and **Wildlife Day** as a symbolic means to draw public attention and gather public support through persuasion.
- To **persuade global citizens** against climate change.

Making Persuasion Effective:

- Know Your Audience:** Understanding your audience is crucial for effective persuasion. **Research their values, beliefs, and interests to tailor your**

- message accordingly.** Consider their knowledge level on the topic and frame your arguments in a way that resonates with them.
- **Establish Credibility:** Build trust and credibility by presenting yourself as knowledgeable and reliable. **Use evidence, facts and expert opinions to support your arguments.**
 - **Appeal to Emotions:** Emotions play a significant role in persuasion. Tap into the emotional aspect of your audience by using compelling stories, personal anecdotes, or powerful imagery.
 - **Use Social Proof:** People are often influenced by what others think and do. Utilise social proof by **providing examples or testimonials from individuals or groups** who have already embraced your viewpoint or taken the desired action. This demonstrates that others find your argument compelling.
 - **Address Counter-arguments:** Acknowledge and address potential counterarguments or objections to your viewpoint. **Anticipate the concerns of your audience and provide evidence or reasoning to counter those objections.**
 - **Provide Clear Benefits:** Clearly communicate the benefits or advantages of accepting your viewpoint or taking the desired action. Show how it will address a problem, improve their lives, or align with their values. Highlight both **short-term and long-term benefits** to make your persuasion more compelling.
 - **Use Persuasive Language:** Craft your message using persuasive language techniques. **Use rhetorical devices, such as repetition, metaphors and vivid language to make your arguments memorable and impactful.** Frame your message in a positive and optimistic tone to inspire enthusiasm and action.
 - **Utilise Visual Aids:** Visual aids, such as charts, graphs and infographics can enhance your persuasive message. They help simplify complex information, make data more accessible, and create a visual impact that supports your arguments. **Visuals can engage your audience and make your message more memorable.**
 - **Maintain Respectful Communication:** Be respectful and maintain a positive tone throughout the persuasion process. **Avoid attacking or belittling opposing viewpoints,** as it can lead to defensiveness and resistance.
 - **Follow up and Reinforce:** After delivering your persuasive message, follow up with your audience to reinforce the **key points and continue the dialogue.** Address any remaining questions or concerns, provide additional information if needed, and remind them of the benefits and reasons to take the desired action.

Ways To Resist Persuasion:

- **Attitude Inoculation:** Just like a person who has been exposed to a weak virus becomes resistant to a disease, similarly a person who has been exposed to counter argument develops resistance to persuasion.
 - ◆ **Example:** A group of students is exposed to several viewpoints and counterarguments on a contentious issue, allowing them to develop resistance against biased information and increase their critical thinking abilities.
- **Forewarned:** When a person is being forewarned of persuasion attempts, he develops psychological reactance that motivates them to resist such attempts.
- **Boomerang Effect:** When a person develops a psychological reactance towards an attitude object, an attempt of persuasion is countered with an equally strong response.
 - **Example:** during the **COVID-19 pandemic** medical staff were assaulted by the people as they had developed a negative attitude towards disease treatment.
- **Stockpile:** A healthy person who is well-read and equipped with cognitive and social resources is able to resist persuasion better.

2.21 ADMINISTRATION AND THE MASSES (PUBLIC)

Administration's Attitude Towards The Masses:

- **Wide cultural gap between the administrators and the masses:** As the administrators largely come from the upper middle class who deal with rural masses who are poor and illiterate.
- Bureaucracy points out that **people are unaware of their rights.**
- **Lack of Knowledge:** Administrators feel that **people don't have adequate knowledge of rules and regulations.**
- **Political Pressure:** Civil servants complain that people try to pressurise them through politicians.
- **Lack of Cooperation:** They also complain that **citizens don't cooperate** with them to bring change in society.

Why are Public Officials not able to persuade the Target group?

- **Barriers:** The reason for this is the presence of certain barriers like Semantics, Psychological and Physical Barriers.
- **Communication barriers:** Public officials may struggle to effectively communicate their message to the target group due to language barriers, cultural differences, or complex jargon. If the message is not communicated clearly and in a relatable manner, it may fail to resonate with the intended audience.

- Differing Values and Beliefs:** The target group may hold different values, beliefs, and ideologies that are incompatible with the message or policies being advocated by public officials. These differences in perspectives can create resistance and make persuasion challenging.
- Lack of Empathy and Understanding:** Public officials may fail to understand the concerns, needs, and aspirations of the target group. Without empathising with their perspective and addressing their specific concerns, it becomes difficult to effectively persuade them.

Attitude of Public Towards The Administrators

- Public complaints against the administrators regarding corruption, delay in disposal of cases, exploitation, favouritism etc.
- Public is suspicious about the integrity of public officials.
- They feel that public officials are devoid of any human considerations.
- They create scope for middlemen who in turn exploit them.
- Scepticism and Distrust:** There is also a segment of the population that may be sceptical or distrustful of administrators due to instances of corruption, bureaucratic red tape and inefficiency. They perceive administrators as self-serving and unresponsive to public needs.
- Perception of Inequality and Bias:** Some segments of society may hold the view that administrators exhibit bias or favouritism in their decision-making, leading to unequal treatment and opportunities. This perception may be influenced by factors such as caste, religion, or regional disparities.

How To Improve The Relationship Between The Public And The Administration?

- Creating a Public Relations Agency in the Administration:** To serve as the conduit between the public and the administration. (C P Bhambri)
- Public Hould Shed its Negative Role and Adopt a Positive Role:** Citizen's support and cooperation are essential for the success of any government program.

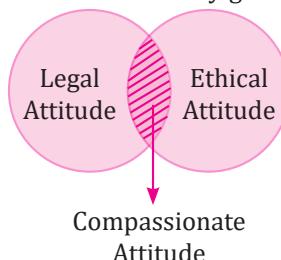


Fig: Compassionate Attitude

- Administration should maintain constant contact with the public, especially those from rural areas. (Hota committee)

- Social audit**, which involves auditing the project from the beneficiaries.
- Increasing accessibility** to civil servants by making public meetings compulsory.
- E-governance** which helps in making the government reach the doorstep of the citizens.
- Citizen's charter** to make the citizens aware of the quality of service they receive and grievance redressal mechanism.

In conclusion, persuasion can be good or bad, so it is important to realise that it can promote good ideas, products, and causes, but if misused, it can be manipulative and unethical. Any persuasive effort should respect the autonomy and well-being of the people being persuaded.

PREVIOUS YEARS QUESTIONS

- Attitude is an important component that goes as input in the development of humans. How to build a suitable need for a public servant? (2021)
- What do the following quotations mean to you? "Every work has to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later. -Swami Vivekananda (2021)
- A positive attitude is considered to be an essential characteristic of a civil servant who is often required to function under extreme stress. What contributes to a positive attitude in a person. (2020)
- "Hatred is destructive of a person's wisdom and conscience that can poison a nation's spirit.' Do you agree with this view? Justify your answer. (2020)
- Young people with ethical conduct are not willing to come forward to join active politics. Suggest steps to motivate them to come forward. (2017)
- Without commonly shared and widely entrenched moral values and obligations, neither the law, nor democratic government, nor even the market economy will function properly. What do you understand by this statement? Explain with illustration in contemporary times. (2017)
- How could social influence and persuasion contribute to the success of Swachh Bharat Abhiyan? (2016)
- Our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and the social surroundings in which we grow up. Some of these unconsciously acquired attitudes and values are often undesirable in the citizens of a modern democratic and egalitarian society.
 - Discuss such undesirable values prevalent in Today's educated Indians.
 - How can such undesirable attitudes be changed and socioethical values considered necessary in public services be cultivated in the aspiring and serving civil servants? (2016)

- 9.** Two different kinds of attitudes exhibited by public servants towards their work have been identified as bureaucratic attitudes and democratic attitudes.
 a. Distinguish between these two terms and write their merits and demerits.
 b. Is it possible to balance the two to create a better administration for the faster development of our country? (2015)
- 10.** In the context of defense services, 'patriotism' demands readiness to even lay down one's life in protecting the nation. According to you, what does patriotism imply in everyday civil life? Explain with illustrations and justify your answer. (2014)
- 11.** It is often said that 'politics' and 'ethics' do not go together. What is your opinion in this regard? Justify your answer with illustrations. (2013)

PREVIOUS YEAR CASE STUDIES

- 1.** Our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and the social surroundings in which we grow up. Some of these unconsciously acquired attitudes and values are often undesirable in the citizens of a modern democratic and egalitarian society.
 (a) Discuss such undesirable values prevalent in Today's educated Indians
 (b) How can such undesirable attitudes be changed and socioethical values considered necessary in public services be cultivated in the aspiring and serving civil servants? (2016)

Approach

- Identify the ethical issues involved and the stakeholders.
- Exploring unconsciously shaped attitudes and values in life, work, and society.
- Identify and discuss undesirable values prevalent in Today's educated Indians.
- Suggesting measures to be undertaken to cultivate socioethical values in aspiring and serving civil servants.
- Identifying the best possible course of action.

2. You are recently posted as district development officer of a district. Shortly thereafter you found that there is considerable tension in the rural areas of your district on the issue of sending girls to schools. The elders of the village feel that many problems have come up because girls are being educated and they are stepping out of the safe environment of the household. They are of the view that the girls should be quickly married off with minimum education. The girls are also competing for jobs after education, which have traditionally remained in boys' exclusive domain,

adding to unemployment amongst male population. The younger generation feels that in the present era, girls should have equal opportunities for education and employment, and other means of livelihood. The entire locality is divided between the elders and the younger lot and further subdivided between sexes in both generations. You come to know that in Panchayat or in other local bodies or even in busy crossroads, the issue is being acrimoniously debated. One day you are informed that an unpleasant incident has taken place. Some girls were molested, when they were en-route to schools. The incident led to clashes between several groups and a law and order problem has arisen. The elders after heated discussion have taken a joint decision not to allow girls to go to school and to socially boycott all such families, which do not follow their dictate.

- 1.** What steps would you take to ensure girls' safety without disrupting their education?
2. How would you manage and mould the matriarchal attitude of the village elders to ensure harmony in the intergenerational relations?

Approach

- Think about various steps that can be taken.
- Divide steps into immediate response and long term measures to solve the issue.
- Think about some innovative steps to resolve the issue
- To change the matriarchal attitude, think in the line of social influence and persuasion.
- Think about methods or agents who can persuade village elders effectively.
- You have to work towards changing the thought and belief system of the village.

- 3.** Two different kinds of attitudes exhibited by public servants towards their work have been identified as bureaucratic attitudes and democratic attitudes.
 (a) Distinguish between these two terms and write their merits and demerits.
 (b) Is it possible to balance the two to create a better administration for the faster development of our country? (2015)

Approach

- **Define** both kinds of attitude first.
- **Write** merits and demerits with the help of examples.
- **First take** the stand that both attitudes can be balanced or not.
- **Based on** that stand give your arguments and suggest that with carrying these attitudes administration can be made better.

3

Aptitude and Foundational Values for Civil Service

"Aptitude is the bridge between knowledge and accomplishment."

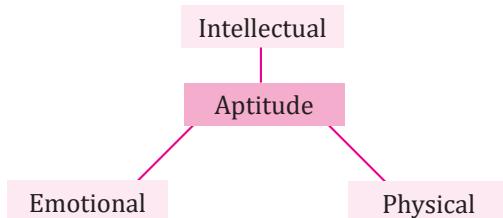
— John C. Maxwell

Syllabus

Aptitude and Foundational Values for Civil Service: Integrity, impartiality and non-partisanship, objectivity, dedication to public service, empathy, tolerance and compassion towards the weaker sections.

3.1 APTITUDE

- Aptitude, in simple terms, **refers to a natural talent or inclination towards a specific skill or ability.** It is the potential or capacity to perform well in a particular area. For example, someone with an aptitude for mathematics may have a natural ability to understand and solve complex mathematical problems.

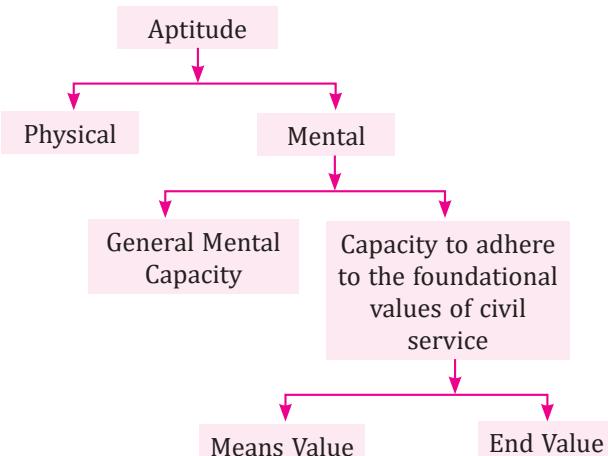


Example

- Imagine a civil servant named **Maya**. Maya is assigned to oversee a **project aimed at providing clean drinking water to a remote village**. As she begins her work, Maya conducts **thorough research, assessing the village's water needs, availability of resources, and potential environmental impacts**.
- During her analysis, Maya discovers that a **private company has approached her with an offer to provide the required infrastructure at a significantly higher cost**. However, Maya's aptitude for ethical decision-making leads her to investigate further. She realises that a **local non-profit organisation has the expertise and resources** to implement the project at a lower cost, benefiting the village economically.
- Despite pressure from various sources to choose the private company, Maya remains steadfast in her commitment to ethical principles.

- Drawing upon her aptitude, she consults with experts, considers the long-term implications, and assesses the ethical ramifications of her decision. In the end, **Maya chooses the non-profit organisation**, as it aligns better with the principles of fairness, transparency, and cost-effectiveness.
- Maya's decision demonstrates her aptitude for ethical decision-making.** By prioritising the well-being of the village over personal interests or external influences, she ensures that the project is executed **ethically**, benefiting the community in the long run. Her actions inspire **trust**, promote **good governance**, and exemplify the importance of aptitude in ethical decision-making within the realm of public administration.

3.2 TYPES OF APTITUDE



- Physical Aptitude:** Physical aptitude refers to an individual's capability to perform physical tasks or activities effectively. It involves factors such as strength, endurance, coordination, flexibility, and overall physical fitness.

- Physical aptitude is particularly important in fields that require physical labour, such as sports, manual labour jobs, or military service.
- For example,** A professional athlete like **Usain Bolt** who demonstrates exceptional physical aptitude may have the strength, speed, and agility required to excel in their chosen sport.

- 2. Mental Aptitude:** Mental aptitude refers to an individual's capacity for cognitive tasks and intellectual pursuits. It encompasses various mental abilities, including reasoning, memory, problem-solving, attention, creativity, and critical thinking.
- Mental aptitude plays a crucial role in **academic performance, professional success, and intellectual pursuits.**

- For example,** a scientist like **Dr. APJ Abdul Kalam** who demonstrated strong mental aptitude, definitely would have possessed exceptional analytical skills, the ability to form hypotheses, and the capacity to make connections between different scientific theories.

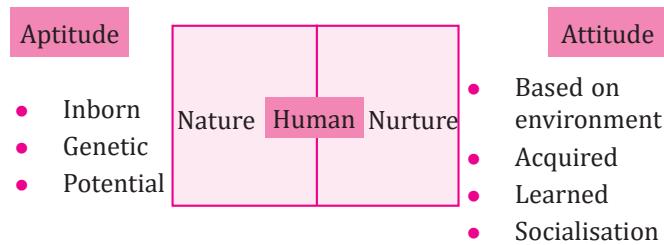


Fig: Difference Between Aptitude and Attitude

3.3 APTITUDE VERSUS SKILL, VALUES, ATTITUDE

Parameters	Aptitude	Skill	Values	Attitude
Definition	Natural talent or inclination towards a specific area.	Acquired knowledge, abilities, and expertise.	Personal beliefs and principles that guide behaviour.	Disposition or mindset towards people, events, or things.
Basis	Innate abilities and potential.	Learning and development over time.	Personal beliefs, upbringing, and life experiences.	Shaped by beliefs, values, and experiences.
Inherent	Present from birth and early development.	Developed through education, training, and practice.	Developed through personal beliefs and experiences.	Subject to individual perception and interpretation.
Development	Can be refined and improved with practice and learning.	Can be developed through training and experience.	Can be reinforced and cultivated through conscious effort.	Can be cultivated and shaped through conscious effort.
Foundation	Provides a strong base for acquiring skills.	Utilises skills to perform tasks or activities.	Serves as a moral and ethical foundation.	Influences behaviour and actions.
Longevity	Relatively stable over time.	Can be enhanced, updated, or replaced over time.	Can evolve and be shaped through self-reflection.	Can evolve and change based on experiences and choices.
Importance	Helps in identifying potential areas of expertise.	Enables effective performance in specific tasks.	Guides moral and ethical choices, and defines character.	Shapes personal growth, relationships, and success.
Examples	Numerical aptitude, verbal aptitude, and spatial aptitude.	Programming skills, communication skills, leadership skills.	Honesty, integrity, respect, compassion.	Positive attitude, growth mindset, empathy.

3.3.1 Aptitude Versus Intelligence, Ability and Interest

Parameters	Aptitude	Intelligence	Ability	Interest
Definition	Natural talent or inclination towards a specific area.	Cognitive ability to understand, reason, and problem-solve.	Proficiency or skill in performing a specific task.	Personal enjoyment, curiosity, or passion for something.

Basis	Innate abilities and potential.	Cognitive capacity and mental capabilities.	Acquired through learning and practice.	Personal preferences or inclinations.
Nature	Relatively stable over time.	Can be measured through IQ tests and cognitive assessments.	Can be developed and improved with practice.	Subject to change or evolution over time.
Development	Can be refined and improved with practice and learning.	Can be enhanced through education and intellectual pursuits.	Can be honed through training and experience.	Can be explored and cultivated through exposure.
Application	Relates to skills and abilities in specific areas.	Applies to problem-solving, critical thinking, and learning.	Utilised in performing specific tasks or activities.	Drives engagement and motivation in a particular area.
Influence	Contributes to the mastery of tasks and activities.	Influences academic and professional success.	Impacts performance and success in specific domains.	Guides personal choices and pursuits.
Example	Verbal aptitude, logical reasoning aptitude.	Logical-mathematical intelligence, linguistic intelligence.	Athletic ability, musical ability, and artistic ability.	Interest in literature, sports, music, and photography.

3.4 APTITUDE AND CIVIL SERVICES

- Aptitude plays a crucial role in civil services by shaping the abilities and potential of individuals in their professional roles. It refers to the inherent talent, skills, and capabilities that individuals possess, which are essential for success in civil service.** Aptitude assessments help identify individuals with the right aptitudes for specific roles, ensuring a better match between their abilities and the requirements of the job.



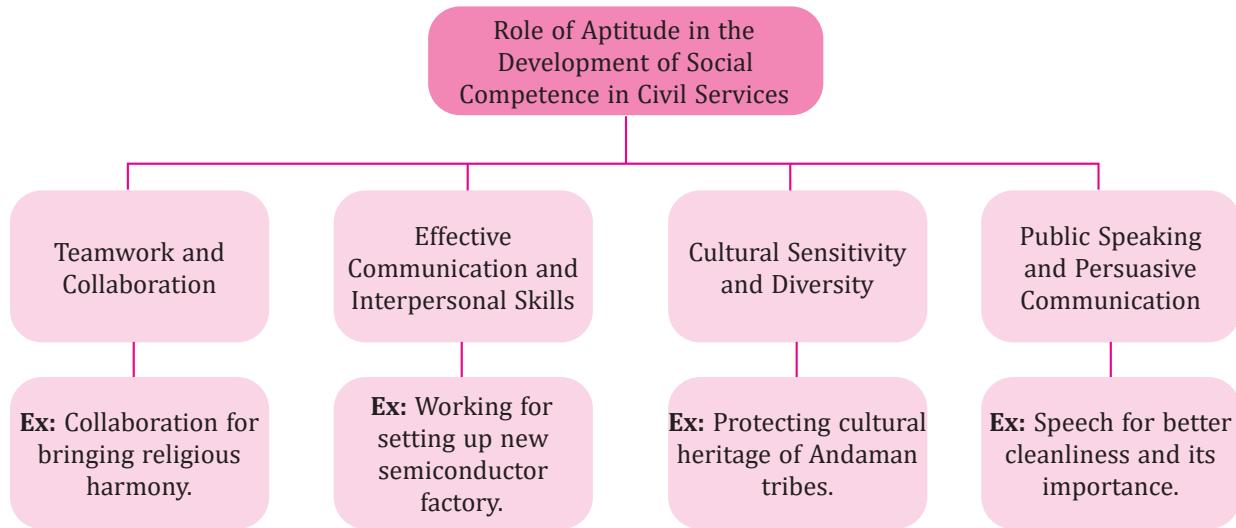
Fig: Values Making Aptitude

3.4.1 Role of Aptitude in the Development of Social Competence in Civil Services

- Effective Communication And Interpersonal Skills:** Aptitude for effective communication and interpersonal skills enables civil servants to build strong relationships with colleagues, stakeholders, and the public.
 - Example:** A civil servant with a strong aptitude for communication can engage with diverse communities, fostering trust and understanding. It can be helpful in religious-sensitive areas to bring harmony.
- Teamwork And Collaboration:** Aptitude for teamwork and collaboration enables civil servants to work effectively in diverse teams, fostering cooperation and synergy.
 - Example:** A civil servant with a strong aptitude for teamwork can lead cross-functional projects, promoting coordination among different

departments like working for setting up a new semiconductor factory in Gujarat.

- Cultural Sensitivity And Diversity:** Aptitude for cultural sensitivity and diversity appreciation enable civil servants to engage with diverse populations and respect different perspectives.
 - Example:** A civil servant with a strong aptitude for cultural sensitivity can design policies that respect and protect the cultural heritage of indigenous communities like the tribals of Andaman Nicobar.
- Public Speaking And Persuasive Communication:** Aptitude for public speaking and persuasive communication enables civil servants to effectively convey messages to the public and advocate for policy changes.
 - Example:** A civil servant with a strong aptitude for public speaking can deliver impactful speeches to raise awareness about important social issues like cleanliness in the area.

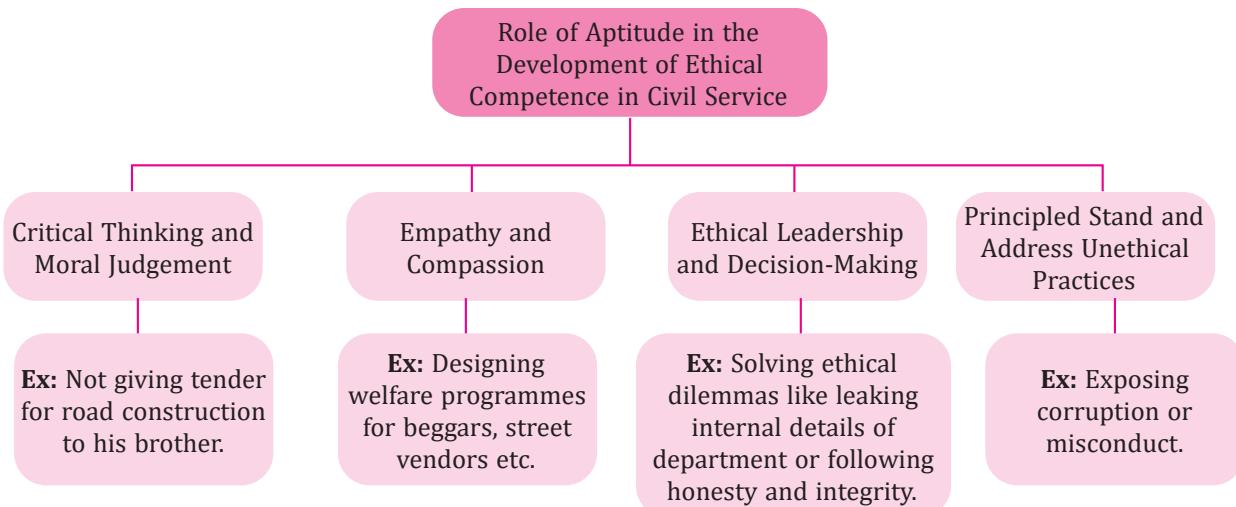


3.4.2 Role of Aptitude In The Development of Ethical Competence in Civil Services

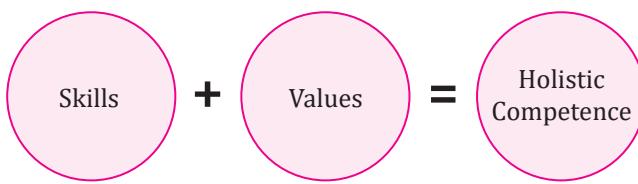
- **Critical Thinking And Moral Judgment:** Aptitude for critical thinking and moral judgement empowers civil servants to assess ethical implications and make principled choices in their professional responsibilities.
 - **Example:** A civil servant with an aptitude for critical thinking can identify and address potential conflicts of interest in a tender of road construction where his brother is a big road constructor in the area.
- **Empathy And Compassion:** Aptitude for empathy and compassion allows civil servants to consider the needs and perspectives of individuals, promoting inclusive and equitable policies.
 - **Example:** A civil servant with a strong aptitude for empathy can design welfare programmes

for beggars, street vendors etc that address the specific challenges faced by them.

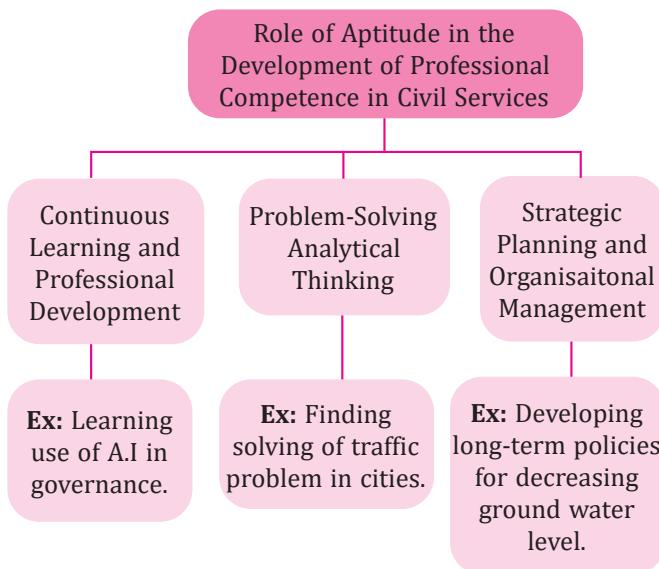
- **Ethical Leadership And Decision-Making:** Aptitude for ethical leadership and decision-making allows civil servants to inspire their teams and create an ethical work culture.
 - **Example:** A civil servant with a strong aptitude for ethical leadership can establish codes of conduct and provide guidance to colleagues on ethical dilemmas like leaking internal details of a department to a big company or following honesty and integrity.
- **Principled Stand And Address Unethical Practices:** Aptitude for moral courage empowers civil servants to take principled stands and address unethical practices, even in challenging circumstances.
 - **Example:** A civil servant with an aptitude for moral courage can expose corruption or misconduct, advocating for ethical practices within the organisation.



3.4.3 Role of Aptitude in The Development of Professional Competence in Civil Services



- Continuous Learning and Professional Development:** Aptitude for continuous learning and professional development allows civil servants to stay updated with evolving policies, technologies, and best practices.
 - Example:** A civil servant with a strong aptitude can learn how to use AI in Governance or how to use Blockchain technology for the banking system in India.
- Problem-Solving and Analytical Thinking:** Aptitude for problem-solving and analytical thinking equips civil servants to identify and address complex challenges in their respective domains.
 - Example:** A civil servant with a strong aptitude for problem-solving can develop innovative solutions to solve the problem of huge traffic in metro cities by providing solutions to the administration.
- Strategic Planning and Organisational Management:** Aptitude for strategic planning and organisational management helps civil servants efficiently manage resources and achieve desired outcomes.
 - Example:** A civil servant with a strong aptitude for strategic planning can develop long-term policies for solving the issue of decreasing groundwater levels in the country.



3.5 RELATIONSHIP OF APTITUDE WITH OTHER VALUES

- Aptitude and Integrity:** Aptitude enhances the ability to make ethical decisions and uphold integrity in one's actions.
 - Example:** Mr. Raman with aptitude in a field such as finance or accounting can demonstrate integrity by using his skills to promote financial transparency, ethical practices, and accountability.
- Aptitude and Collaboration:** Aptitude facilitates effective teamwork and collaboration by promoting open-mindedness, flexibility, and willingness to work with others.
 - For instance,** a team consisting of members with different aptitudes such as design, coding, and marketing can create innovative products or services by leveraging their respective strengths.
- Aptitude and Determination:** Aptitude can be enhanced by determination and perseverance. When individuals combine their natural talent with a strong drive to improve and excel, their aptitude is amplified.
 - For example,** My friend Raj had a talent for cricket during school time. He demonstrated determination and put in consistent effort now he is playing in the IPL team from Sunriser Hyderabad.
- Aptitude and Empathy:** Aptitude enhances the capacity to understand and connect with others' perspectives, promoting empathy and compassionate decision-making.
 - For example,** Miss Ruchi with a natural aptitude for counselling or psychology, combined with a strong sense of empathy, effectively counsels those who need emotional support.
- Aptitude and Leadership:** Aptitude cultivates leadership skills, such as effective communication, decision-making, and inspiring others towards shared goals.
 - For example,** When I was working in a company under the sales department then my boss combined effective communication and strategic thinking skills, inspiring the whole team to positive change, and to achieve collective goals.
- Aptitude and Professionalism:** Aptitude contributes to professional competence, excellence, and the ability to meet the expectations of the role with proficiency.
- Aptitude and Public Service:** Aptitude supports the delivery of quality public services by enabling civil servants to efficiently and effectively fulfil their duties and responsibilities.

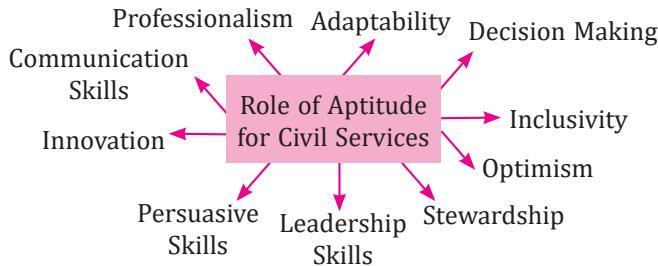


Fig: Role of Aptitude for Civil Services

Civil servants are an important institution of the government tasked with policy implementation and ensuring effective governance and social justice. In addition to this, they provide advice to the political executives. Since aptitude is an innate potentiality, therefore, one cannot develop an aptitude if it is completely absent from one's psycho-physical system. To perform, these essential services above Aptitudes are essential for Civil servants.

3.6 FOUNDATIONAL VALUES FOR CIVIL SERVANTS

- **Values** are individual principles or qualities that guide the judgement and behaviour of a person or a group.
 - **Example:** Mother Teresa regarded **empathy** as the highest value and exhibited it throughout her life.
- **Foundational values** for civil servants are the **core principles and ethical standards that guide their behaviour and decision-making in their public service role**. These values form the **bedrock of their professional conduct and serve as a framework** for upholding integrity, promoting public trust, and delivering effective and accountable governance.
- Additionally, they offer a **normative consensus** regarding the privileges and rights that citizens are entitled to.
 - **Example:** The foundational value of compassion led IAS Officer Prashant Nair to start the Compassionate Kozhikode project.

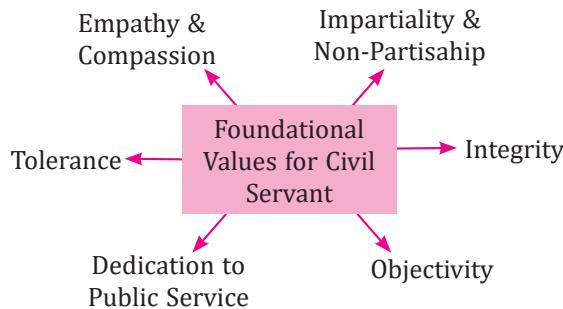


Fig: Foundational Values for Civil Servants

Example

- Meet Neha, a **civil servant working for an environmental protection agency**. Her role involves monitoring and enforcing regulations to ensure **environmental compliance by industries in her region**.
- Neha **upholds integrity** by conducting thorough inspections and investigations, ensuring that companies adhere to environmental standards and regulations. She **refuses to accept any form of bribery or influence** that may compromise the integrity of her work.
- **Impartiality** is a key value for Neha, as she treats all businesses equally, regardless of their size or influence. She conducts fair and unbiased assessments, imposing penalties or taking corrective actions when violations are identified.
- Neha takes her **responsibility** seriously by meticulously documenting her findings, actions taken, and decisions made. She is aware that her actions directly impact the preservation of the environment and the well-being of the community.
- As a **professional**, Neha stays up-to-date with the latest environmental laws and regulations. She actively participates in training programs and conferences to enhance her expertise and ensure that her actions align with best practices in environmental protection.
- Neha respects the communities affected by industrial activities. She actively engages with stakeholders, listens to their concerns, and advocates for sustainable practices. She communicates effectively to raise awareness about environmental issues and encourages collaboration among businesses, government agencies, and community groups.
- Through her **commitment to foundational values**, Neha contributes to the preservation of the environment, protects the health and well-being of the community, and upholds public trust in the work of the environmental protection agency.

Evolution of Foundational Values

- **Central Civil Services (Conduct) Rules, 1964** and the **All-India Services (Conduct) Rules, 1968** mentions values like integrity and devotion to duty.
- The **Draft Public Service Bill, 2007** enumerated values like allegiance to the ideals of the Constitution, good governance to be the primary goal, apolitical functioning, objectivity, impartiality, accountability and transparency in decision-making, merit-based selection of civil servants, avoidance of wastage in expenditure, etc.

- The **10th Report of Second Administrative Reforms Commission** in addition to upholding the constitutional spirit recommended values such as the highest standards of integrity and conduct; impartiality and non-partisanship; objectivity; dedication to public service; and empathy and compassion towards the weaker sections.
- The **Committee on Standards in Public Life (The Nolan Committee)** defined seven guiding principles of behaviour for public life in 1995, which are: Accountability, Selflessness, Integrity, Openness, Leadership, Honesty, and Objectivity.

Need of Foundational Values

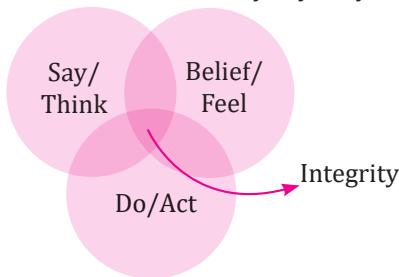
- Ethical Framework:** Foundational values provide an ethical framework that guides the behaviour and decision-making of individuals and organisations. They serve as moral principles that promote honesty, integrity, fairness, and accountability.
- Trust and Credibility:** Foundational values contribute to building trust and credibility within society. When individuals and institutions uphold these values, they inspire confidence and belief in their actions and intentions.
- Good Governance:** They establish the principles and standards by which governments and public institutions operate, promoting transparency, accountability, and the efficient use of resources.
- Social Cohesion:** Values such as tolerance, respect, and inclusivity foster social cohesion by promoting harmonious relationships among diverse individuals and groups. They create an environment where different perspectives are valued, and discrimination and prejudice are minimised.
- Conflict Resolution:** Foundational values provide a basis for resolving conflicts and disputes. They promote dialogue, compromise, and peaceful negotiation, facilitating resolution rather than escalation of tensions.
- Human Rights and Justice:** Values like dignity, equality, and justice are fundamental to human rights. Upholding these values ensures the protection of individuals' rights, regardless of their background, and promotes a just and equitable society.

3.6.1 Integrity

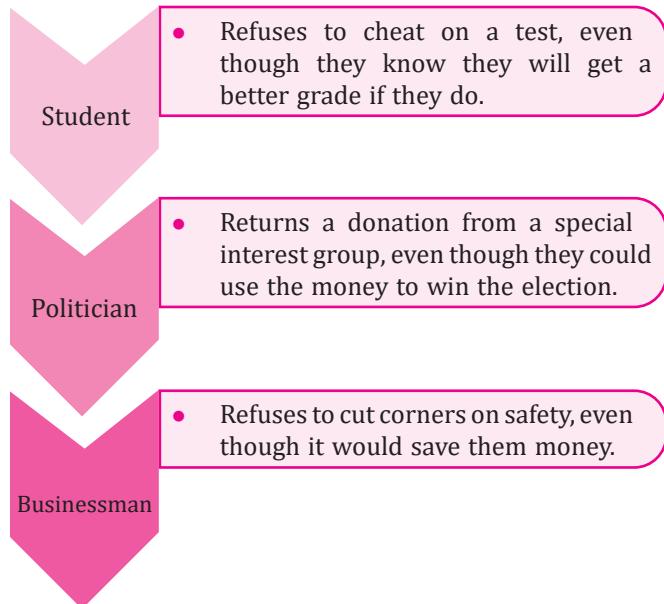
Quotes

- "Integrity is doing the right thing, even when no one is watching." — C.V. Raman
- "Integrity is the soul of the character." — Mahatma Gandhi
- Integrity is a personal quality that means being honest and having strong moral principles. It means doing the right thing, even when it's difficult

or unpopular. People with integrity are **trustworthy** and **reliable**. They can be counted on to keep their promises and to do what they say they will do.



Examples:



Importance:

- Social Good:** Civil Servants are provided with immense powers and responsibilities towards society. Their impartiality and honesty are important for social good and development.
- Constitutional Obligation:** To uphold and safeguard the sovereignty, unity, and integrity of India is mentioned in the Directive Principles of State Policy, thus it's a constitutional as well as moral obligation.
- Fight Corruption:** It is essential to counter the evil of corruption in public administration, which denies just rights to many and also hinders our economic development.
- Community Needs:** The actions of public servants have a direct bearing on the character of the community, thus they should have integrity that prevents them from making wrong decisions which could harm the society.
- Managing Public Resources:** They are responsible for managing public resources and money

entrusted to them for the benefit of the citizens. For instance, funds to be used for development have been raised through taxes and are used for the provision of public goods.

- **Good Governance:** In order to provide good governance, enable personnel to perform their duties honestly, and promote improved administration, integrity is crucial in the public sector. It is important for good governance and to prevent failures which may occur due to resistance to accountability and transparency.
- **Achievements of Goals:** Civil servants have an important role to play in the development and achievement of goals of social, economic and political justice and equality of status and opportunity in society.
- **Fair Treatment:** To deal with the public and their affairs fairly, efficiently and sensitively to the best of his abilities integrity in nature is important.
- **No Misuse of Power:** It ensures that civil servants do not misuse his/her official position to further their private interest, for instance taking bribes from police to file an FIR.

- **Types of Integrity:**

Integrity Type	Definition	Basis	Example
Institutional Integrity	Adherence to ethical standards , transparency, and accountability within an organisation or institution.	Ethical Standards, Transparency, Accountability.	Establishing an independent ethics committee .
Personal Integrity	Demonstrating honesty , consistency , and ethical behaviour in personal relationships, commitments, and responsibilities.	Upholding moral principles and values in one's personal life , being trustworthy, and acting with sincerity.	Keeping promises made to friends or family members that you will study hard for UPSC Preparation and based on that promise you clear the exam despite being away from home.
Professional Integrity	Demonstrating honesty, ethical behaviour, and adherence to professional standards and values in the workplace or professional settings.	Upholding the principles of fairness , transparency , and accountability in professional conduct , and maintaining trust and credibility with colleagues, clients, and stakeholders.	Civil Servant refusing to engage in unethical practices such as bribery, fraud, or plagiarism, keeping confidential information of clients or colleagues secure and not disclosing it without proper authorization.
Moral Integrity	Adhering to ethical principles and values, making moral choices , and acting in accordance with one's beliefs and convictions.	Demonstrating consistency between one's moral values and actions , and standing up for what is morally right.	Refusing to engage in dishonest practices, speaking out against injustice or discrimination, and showing compassion and empathy towards others in need.

- **Performing Duties:** A person of integrity does his/her duties with a conscience. E.g. Policemen ordered the firing of unarmed peaceful protesters. Honest policemen will obey the order. Policemen of integrity will refuse to fire.

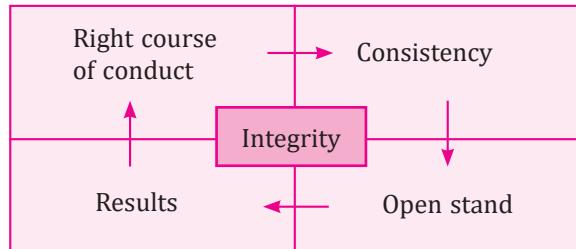


Fig: Four-Step Process of Integrity

- **Benefits:**

- **Trust:** People will trust you and be more likely to believe you.
- **Respect:** People will respect you for your honesty and moral principles.
- **Honesty:** You will be able to live with yourself knowing that you have done the right thing.
- **Peace of mind:** You will have peace of mind knowing that you are not living a lie.

Without Integrity Other Values Are Meaningless

Without integrity other values can become meaningless as they lack a solid foundation and are susceptible to manipulation or disregard.

- **Trust:** If a person lacks integrity and repeatedly breaks promises or engages in deceitful behaviour, trust is eroded.
 - **For instance,** a manager who consistently takes credit for their team's work without acknowledging their contributions undermines trust within the team.
- **Respect:** When someone lacks integrity, they may engage in disrespectful or unethical actions.
 - **For example,** a politician who engages in corrupt practices or dishonesty loses the respect of the public and their colleagues.
- **Accountability:** Without integrity, individuals may evade accountability for their actions, leading to a culture of impunity.
 - **For example,** an executive who manipulates funds and financial records, without facing consequences, undermines the concept of accountability within the organisation.
- **Credibility:** Integrity is closely linked to credibility. If a person lacks integrity, their words and actions lose credibility, making it difficult for others to trust or believe in them.
 - **For example,** a salesperson who consistently makes false claims about a product's capabilities loses credibility with customers.
- **Ethical Behaviour:** Integrity is fundamental to ethical conduct. When someone lacks integrity, they may engage in unethical practices, such as taking bribes or exploiting vulnerable individuals.
 - **For example,** a healthcare professional who falsified medical records jeopardises the well-being and trust of patients.

Integrity Encompasses

- Soundness of moral principles.
- Uprightness.
- Honesty and sincerity.
- Synchronisation between one's thoughts, speech and actions.
- Loyalty to rational principles.

Integrity in Public Life

- Integrity in public life refers to the ethical conduct and moral uprightness expected from individuals holding public office or involved in public service. It encompasses acting with honesty, transparency,

and accountability while fulfilling official duties and responsibilities.

- **Ministry Of Personnel:** According to the **Ministry of Personnel**, a person with integrity "Consistently behaves in an open, fair and transparent manner, honours one's commitments and works to uphold the Public service values."
- **Nolan Committee:** According to the **Nolan Committee on Principles of Standards in Public Life**, Integrity in public life implies "holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties."
- **Public Interest:** Public officials with integrity are guided by a strong commitment to serving the public interest, prioritising the common good, and making decisions based on principles and values rather than personal gain or external influences. They maintain a high level of professionalism, adhere to legal and ethical standards, and avoid conflicts of interest.
- **Avoidance of Corruption and Bribery:** Integrity in public life also entails avoiding any form of corruption, bribery, or undue influence that could compromise the integrity and impartiality of public decision-making processes.
- **Upholding Trust and Effective Resource Utilisation:** It requires upholding the trust placed in public officials by the citizens and ensuring that public resources are used judiciously and for the benefit of society.
- Public administration writers make a distinction between 'ethics of compliance' and 'ethics of integrity'.
 - **Ethics of compliance** focuses on instructing public servants to strictly adhere to laws, rules, and regulations without engaging in independent moral thinking. It emphasises externally imposed commands and instructions.
 - **Ethics of integrity** aims to develop the moral reasoning skills of civil servants, enabling them to analyse ethical dilemmas independently. It emphasises the internal development of moral character, self-responsibility, and proactive adherence to ethical norms rather than relying solely on external commands and penalties.
- **Examples:**
 - **S.R. Sankaran (1934-2010)** was Chief Secretary of Tripura and known for his contributions to the enforcement of the Abolition of Bonded Labour Act of 1976 while facing severe pressure from different groups.
 - **Satyendra Dubey** lost his life fighting against corruption in NHAI.
 - **Tirunellai Narayana Iyer Seshan** was the 10th Chief Election Commissioner of India (1990-96),

who reformed elections by largely ending its malpractices in the country and redefined the status and visibility of the Election Commission of India.

The Erosion of Integrity in Public Service

- **Historical Factors:** Corruption in India originated during colonial rule when low salaries for Indian officials led to corrupt practices becoming habitual.
 - **For example**, the notorious “Baksheesh” system.
- **Shifting Values and Aspirations:** Fast urbanisation and industrialization have made material possessions and economic power key determinants of social status, leading to corruption among civil servants striving to maintain their position.
 - **For instance**, accepting bribes for awarding contracts.
- **Economic Factors:** Inadequate remuneration and rising living costs, particularly affecting the salaried class, contribute to corruption as individuals seek to compensate for their financial struggles.
 - **For example**, issuing licences or permits.
- **Weak Public Opinion:** People often resort to offering bribes instead of reporting corruption, highlighting the need to foster a strong public opinion against corrupt practices.
 - **For instance**, paying bribes to expedite paperwork or avoid penalties.
- **Complex Government Procedures:** Cumbersome procedures in various government departments create opportunities for dishonest practices and the misuse of power.
 - **For example**, bureaucrats demand bribes to expedite paperwork or bypass regulations.
- **Ineffective Anti-Corruption Laws:** Outdated laws and insufficient penalties for corruption cases delay justice and necessitate the implementation of summary trials and stricter punishments.
 - **For instance**, cases are being dragged on for years without resolution.
- **Protection to the Public Services:** Article 311 of the Indian Constitution, coupled with the reluctance of higher officials to take disciplinary action against corrupt individuals, hinders effective measures against corruption.
 - **For instance**, shielding corrupt officials from disciplinary action or transfers.

Difference between Honesty and Integrity

Parameters	Honesty	Integrity
Definition	Being truthful and standing for what we say.	Consistency in the value system, thoughts and actions.
Truthfulness	Telling lies may or may not break our Honesty.	Truthfulness is the first pre-condition for Integrity.
Conduct	Honesty may or may not reflect actual conduct.	Must be reflected in actual conduct.

Interrelation	Can be honest without integrity—just words, no action.	It can't be possible without honesty; words and actions are in sync.
Component	Honesty is one of the components of Integrity.	Integrity is a superset of honesty.
For Example,	Shanmugam Manjunath, an Indian Oil Corporation sales manager, displayed unwavering integrity by exposing and closing adulterated fuel stations. His courageous stance against corruption, including surprise raids, ended tragically with his murder. Manjunath's sacrifice for honesty serves as a poignant reminder of principle-driven individuals, evoking national grief.	TN Seshan, who reformed elections, was known for his integrity.

- In the words of **Sardar Patel**, "The unity of India relies on a strong and independent All India Service that can freely express its opinions and feels secure. It is crucial to recognize that an efficient, disciplined, and satisfied service, achieved through diligent and honest work, is essential for effective administration in a democratic system, even more so than under authoritarian rule." Therefore, integrity holds great significance in public life, fostering societal harmony.

Honesty Shops

- Recently, 'honesty shops' were opened in nearly 15 schools in Kerala as part of the Student Police Cadet (SPC) project.
- It focused on some valuable lessons on trust, truth and integrity for students.
- There is no salesman at these counters and students can drop the money for each item at the collection box kept on a table. They can walk in, choose the item of their choice and pay for it based on the price list displayed.

3.6.2 Impartiality, Non-Partisanship and Neutrality

Quotes

- "Non-partisanship is not about abandoning our beliefs, but about transcending our differences and finding common solutions that benefit all of society." — **Barack Obama**
- "Impartiality is the soul of justice. It requires us to judge without bias, to listen without prejudice, and to act with fairness and equity." — **Mahatma Gandhi**
- "Neutrality allows us to see things from different angles and make informed decisions without being swayed by personal biases." — **Malala Yousafzai**

Impartiality

- Impartiality means **being fair and unbiased**. It is the quality of making decisions and judgements without favouring one side over another.
 - An impartial person treats everyone equally and does not let personal feelings, opinions, or external influences interfere with their judgement.

- They strive to be neutral and objective, considering all perspectives and evidence before making a fair and just decision.
- Impartiality ensures that everyone is given a fair chance and that decisions are based on merit rather than personal biases.
- Example:** A judge cannot presume a person guilty simply because he/she belongs to a particular community or based on the social media reports and has to follow due process of law.

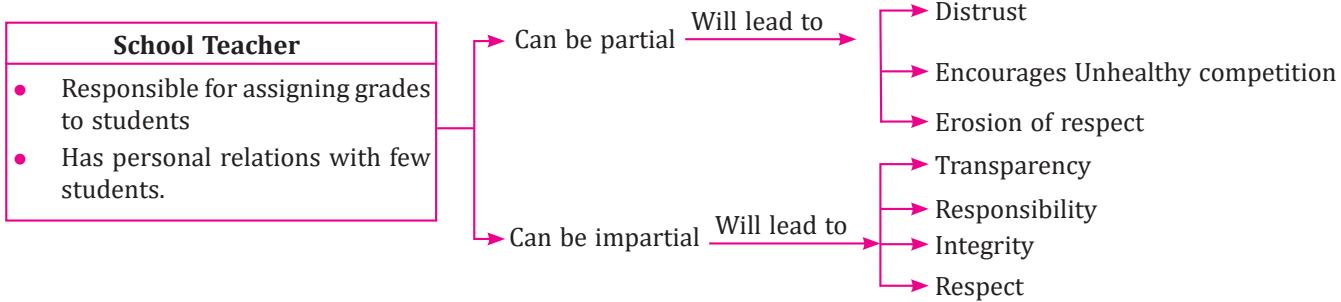


Fig: Scenario Example

- **Impartiality for Civil Servants:** For civil servants, impartiality works at two different levels -
 - 1. Political Impartiality:** It implies serving governments of different political persuasions equally well, irrespective of civil servants' own personal opinions.
 - 2. Public Impartiality:** It implies that a civil servant carries out his responsibilities in a fair, just, objective, and equitable manner without discriminating against a particular individual or interest.
- **Significance of impartiality:**
 - **Right Action:** In case of riots, communal violence or such a complex situation, a Civil Servant is able to take the right action when he/she is free from any type of religious, political or social prejudices; uphold impartiality.
 - **Vested Interest:** In a diverse country like India, minority voices can be suppressed if the civil servant becomes partial towards the majority for vested interests. Civil servants have to safeguard minorities.
 - **Welfare of the People:** In the appraisal of subordinates, evaluation; review of schemes, programs; action is taken report, impartiality helps Civil Servants to present the true picture which is ultimately helpful for the welfare of the public
 - **Upholding Values:** Impartiality helps to uphold Equality, Liberty, Fraternity; thinking about the marginalised section as much as about the rich ones.
 - **Work Culture:** Creation of positive & conducive work culture.
 - **Others:** Keeping oneself free from nepotism, political-corporate nexus; corruption.

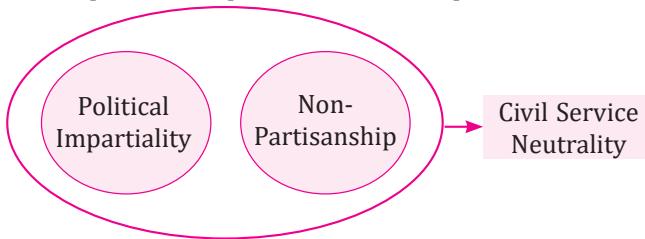


Fig: Importance of Neutrality in the Civil Service

Non-Partisanship

- Non-partisanship, in simple terms, **refers to the practice of being unbiased and neutral in political matters or affiliations.**
 - It means that a person or organisation remains impartial and does not favour any particular political party or ideology.
 - Instead, they approach issues and decisions objectively, free from the influence of personal biases or allegiance to a particular political party.
 - Non-partisanship promotes fairness, openness, and the ability to consider multiple perspectives, ensuring that decisions are made in the best interest of the broader community rather than serving any particular political agenda.

Scenario Example

- Imagine a scenario where a **judge presides over a court case** involving two individuals from **different political parties** who are in a legal dispute.
- The judge carefully listens to the arguments presented by both parties, **examines the evidence, and applies the law objectively and fairly.**
- Despite any personal opinions or political leanings, the judge may have, they remain impartial throughout the proceedings, ensuring that the decision is based solely on the merits of the case and the applicable laws.
- The judge's commitment to **impartiality guarantees equal treatment and a fair outcome** for both parties involved, regardless of their political affiliations.

Examples:

- **TN Seshan** is remembered for his non-partisan role as Chief Election Commissioner.

Significance of Non-partisanship:

- **Fairness:** Non-partisan decisions are not influenced by personal biases or political affiliation. This is important in areas such as law, where fair decisions are essential for ensuring justice.
- **Accuracy:** Non-partisan reporting is not influenced by the desire to promote a particular political party or ideology. This is important in areas such as journalism, where accurate reporting is essential for informing the public.
- **Trust:** Because the public perceives non-partisan institutions as being impartial and objective, they are more likely to enjoy public trust. This is important in areas such as the government, where trust in institutions is essential for their effectiveness.
- **Credibility:** Non-partisan individuals are more likely to be credible, as they are seen as being impartial and objective. This is important in areas such as education, where credibility is essential for ensuring that students receive a high-quality education.
- **Method to Ensure Non-Partisanship:**
 - **The Central Civil Services Conduct Rules, 1964, and the All India Services Conduct Rules, 1968:** They stipulate certain guidelines for the Civil servant to perform their duty with full devotion and shall not adopt dilatory tactics in their dealings with the public.
 - **Code of Ethics, 1997:** It was the first initiative to introduce a code of ethics for public servants in India, which was considered a step towards better governance.

Quote

"Partisanship is our great curse. We too readily assume that everything has two sides and that it is our duty to be on one or the other." — James Harvey Robinson

Non-Partisanship	Impartiality
It is a kind of attitude.	It is a kind of behaviour in a particular situation.
It deals with the relationship of civil servants with political executives and thus a narrower concept. It is political neutrality.	It deals with the relationship of civil servants not only with political executives, but people as well and thus a broader concept.

Neutrality

- Neutrality refers to **remaining unbiased and not taking sides in a conflict, disagreement, or situation**. It means maintaining a position of fairness and objectivity, allowing for an impartial assessment of different perspectives or options.
 - Neutrality involves **setting aside personal biases and opinions** to provide a balanced and neutral viewpoint.
 - It allows for a clear and unbiased evaluation, ensuring that decisions or actions are not influenced by favouritism or prejudice.
 - Neutrality is often associated with being open-minded, objective, and treating all parties or viewpoints equally.
 - Civil Service Neutrality refers to **political impartiality**.
- **Types of Neutrality:**
 - **Passive Neutrality:** The civil servants will do anything that the political executive orders, but then they may end up violating some legal or constitutional provisions. Hence, it is undesirable as it leads to the idea of committed bureaucracy.
 - **Active Neutrality:** Officers will do what the Constitution, laws, rules, and office manuals say without following any particular party. Excess of this might sometimes lead to civil service activism.

Committed Bureaucracy

Negative Perspective	Positive Perspective
It implied politicised bureaucracy, where administrative system functions serve only the narrow interest of the political party in power, e.g. administrative system of Nazi Germany.	It implies that civil servants are committed to the objectives of the State, the Constitution, the laws etc. and have faith in the programmes of the political executives if they are aligned with the objectives of the State, Constitution etc. Here they give technical advice on the political philosophy of the ruling party.

Neutrality of Constitutional Offices

- In recent times, the neutrality of various constitutional offices such as Governor (e.g., Maharashtra, West Bengal, and speaker) in the State Legislative Assemblies have come under the scanner of the Supreme Court on the ground of **the Doctrine of Political Neutrality**.
- **Significance of the Doctrine of Neutrality in the Case of Constitutional Offices**
 - Upholding constitutional trust that requires neutrality in actions.
 - The tilt of power vested in Constitutional offices in favour of any political party can disturb the political fairness in democracy.
 - Presently, cooperative federalism is needed and the absence of neutrality of constitutional offices creates conflict between States and centres, e.g. West Bengal and the Central government.

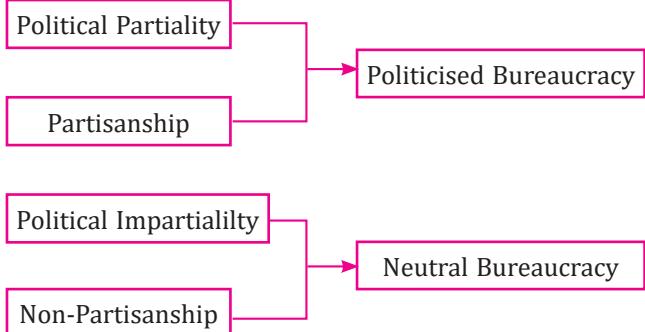


Fig: Importance Of Neutrality

- **Challenges to Neutrality:**
 - **Lack of Independent Institutions:** There is a lack of independent institutions for transferring, posting, and other service conditions. As a result, the civil servants align with one or the other political party to get their favourite postings and other perks.
 - **Secrecy:** Secrecy in official functioning, as a result there develops a nexus between the political executive and civil servants to fulfil their illegitimate gratifications.
 - **In-service and Intra-service Rivalry:** In each government service, there are various factions based on language, religion, caste and region. To gain promotion and perks for their faction, they'd bend to the wills of politicians.
 - **Illegitimate Political Agendas:** Wrong notion of committed bureaucracy, where the civil servants try to fulfil the political agenda of a particular political party.
 - **Election and Corruption:** Ministers need a lot of money to finance election campaigns, so they prefer a convenient subordinate. Many don't like an officer who gives free and frank advice.

Political neutrality casts responsibility on the Constitutional offices to uphold the democratic principles of fairness, tolerance and independence of opinion and the conduct of persons holding these offices be such that there is no political interference.

Difference Between Impartiality, Non-Partisanship And Neutrality:

Parameters	Impartiality	Non-Partisanship	Neutrality
Definition	Treating all parties or individuals equally and without bias, ensuring fairness in judgement and decision-making.	Remaining unbiased and neutral in political or partisan matters, refraining from taking sides or showing favouritism.	Maintaining an objective and unbiased position, not favouring any side or showing partiality in any situation.
Context	Is Applicable in various domains, including justice, governance, and decision-making processes, where fair treatment and equal consideration of all parties are essential.	Primarily relevant in political settings, public service, and administrative roles, where the focus is on serving the public interest without favouring any particular political group or party.	Generally applicable in situations where a neutral standpoint is required, such as mediating conflicts, facilitating negotiations, or ensuring unbiased reporting.
Purpose	Ensuring fairness, justice, and equal treatment for all individuals or parties involved in a particular situation or decision-making process.	Promoting public trust, integrity, and credibility in political processes and public service by avoiding favouritism or bias towards any political party.	Facilitating a balanced and objective approach, allowing for unbiased assessments, decisions, or actions in situations where taking sides could compromise neutrality.
Key Traits	Impartial judgement, equal consideration for all, absence of bias or prejudice, fairness.	Independence from political affiliations, neutrality towards partisan interests, and commitment to the public interest.	Objective assessment, lack of personal bias or vested interests, neutrality towards conflicting parties or views.
Examples	An unbiased judge presiding over a court case, treating both the prosecution and defence equally and basing the verdict solely on the evidence and law.	A public servant or government official who remains neutral and serves the public interest, regardless of the political party in power.	A mediator facilitating peace talks between two conflicting parties maintains an impartial stance and ensures fair negotiations.

3.6.3 Objectivity

Quote

"Objectivity is the intellectual rigour that helps us separate facts from opinions." — Fareed Zakaria

- Objectivity refers to the **quality of being unbiased, fair, and free from personal opinions or emotions when perceiving or evaluating something**. It involves looking at a situation or information objectively, without allowing personal biases or preferences to influence one's judgement.
 - Objectivity is a **mean value to achieve the end value of equality**.
 - Objectivity requires examining facts and evidence, considering different perspectives, and making judgments based on logical reasoning rather than subjective feelings.
 - It is about maintaining a neutral standpoint and striving for fairness and accuracy in understanding and interpreting the world around us.
- Nolan Committee:** As per the Nolan Committee, objectivity is highlighted as one of the fundamental values in public life.

- It emphasises that individuals in public office should exhibit objectivity when conducting public affairs, such as making appointments, awarding contracts, and recommending individuals for rewards and benefits.
- The committee stresses that decisions should be based on merit, devoid of any personal biases or favouritism.

Examples

- Drugs Controller General of India ensured sufficient data for approval of the COVID-19 vaccine against public pressure.
- Awarding contracts, Making appointments and Giving Rewards based on Merit and not on the basis of Favouritism.

Need of Objectivity for Civil Servant

- Impartiality:** Objectivity helps civil servants to approach their work without bias or favouritism, treating all individuals and cases equally. It ensures that decisions are based on merit, without any personal or subjective influences.

- Public Trust:** Objectivity fosters public trust in the civil service by demonstrating that decisions are made based on objective criteria and in the best interest of the public. It helps to maintain the integrity and credibility of the administrative system.
- Effective Problem-Solving:** Objectivity enables civil servants to analyse situations and issues objectively, considering all relevant factors and evidence. It helps in identifying the root causes of problems and finding appropriate solutions, free from personal biases or preconceived notions.
- Transparency and Accountability:** Objectivity promotes transparency in decision-making processes, ensuring that decisions are well-founded, justifiable, and can withstand scrutiny. It enhances accountability by allowing for clear explanations and justifications for actions taken.
- Consistency and Uniformity:** Objectivity helps to establish consistent standards and practices within the civil service, ensuring that similar cases are treated similarly. It reduces the risk of arbitrary or discriminatory decision-making, promoting fairness and equal treatment.
- Evidence-Based Approach:** Objectivity encourages civil servants to rely on objective evidence, data, and analysis in their work. It helps in making informed decisions based on facts, minimising the influence of personal opinions or subjective interpretations.
- Professionalism:** Objectivity is a key attribute of professional conduct for civil servants. It reflects their commitment to serving the public interest and upholding the principles of good governance, ethics, and integrity.

Objectivity Must	Objectivity Must Not
Provide information and advice based on evidence, presenting facts and options.	Ignoring inconvenient facts or relevant considerations when providing advice or making decisions.
Decision based on merit.	Avoiding actions that flow from the decisions taken.
Taking due account of expert and professional advice.	

How To Develop Objectivity

- Transparency:** Transparency with better implementation of the RTI Act, which will ensure that the decisions are based on facts rather than whims and fancies. Transparency and openness allow for the assurance of objectivity.
- Information Management System:** It will ensure that any organisation keeps proper records and documents of incidents, decisions, information etc. It will act as a check as well as provide vital input for decision-making.

- Training:** Training imparts the right guidance to the people who are delivering the services. This also ensures that public servants know what all needs to be done.
- Critical Thinking:** ASI began gold hunting in the Unnao district of Uttar Pradesh, on order of a union minister who believed in a 'baba'. They showed a lack of critical thinking by blindly following the dictates of higher authority.
- Right to Review Decisions:** Within judicial/administrative procedure, there should be a mechanism for appellate boards e.g. in taxation, land acquisition etc.
- Right to be Heard:** Often officers don't hear the complaints or opinions of people properly and just do the things that are in their mind. Hence new schemes should have 'social audit / public hearing' components.

Critical Perspectives on Objectivity

- Remnant of Weberian Model:** Some scholars argue that excessive emphasis on objectivity is rooted in the traditional Weberian model of administration, which may result in bureaucratic apathy.
- They believe that strict adherence to objectivity can stifle creativity and innovation in decision-making processes.
- Limited Availability of Data:** In a developing country like India, the availability of sufficient data for objective decision-making can be a challenge. A lack of reliable and comprehensive data can hinder the application of strict objectivity in decision-making processes.
- Restriction on Creativity:** Objectivity, by its nature, tends to discourage creative thinking and alternative solutions. Decision-making at higher levels often requires subjective judgments and innovative approaches to address complex problems, whereas objectivity is seen as more suitable for lower-level tasks that involve repetitive work.
- Emphasis on Emotional Intelligence:** Critics argue that objectivity overly emphasises the elimination of emotions from decision-making processes. However, contemporary understanding recognizes that emotions can play a valuable role in facilitating decision-making through emotional intelligence, which involves recognizing and appropriately managing emotions in a productive manner.

Scenario Example

- Imagine a **government department** responsible for formulating policies to address a pressing social issue, such as poverty alleviation. The **traditional approach** to decision-making in this department is based on **strict objectivity**, where decisions are made solely based on statistical data and numerical indicators.
- However, critics argue that relying solely on objectivity in this scenario may overlook important qualitative aspects and innovative solutions. For instance, if the data show a decline in poverty rates, but there is still a significant portion of the population facing economic hardships, an objective approach might consider the problem solved. This could lead to a lack of empathy and a failure to address the underlying causes of poverty.
- In contrast, a more balanced approach that considers subjective factors, such as personal stories, community insights, and creative ideas, can lead to more comprehensive and effective solutions. By incorporating emotions and a deeper understanding of the social context, decision-makers can develop policies that address the root causes of poverty and bring about positive change.

Objectivity Vs Neutrality

Objectivity	Neutrality
Focuses on making decisions based on factual information and evidence .	Involves maintaining an unbiased stance and avoiding favouritism or bias.
Emphasises eliminating personal opinions and emotions from decision-making.	Requires maintaining a neutral position without taking sides or showing favouritism.
Relies on data, research, and objective criteria to make fair and impartial decisions.	Requires treating all parties or individuals equally , without showing preference or prejudice.
Aims to provide an objective viewpoint and avoid subjective influences.	Aims to maintain a neutral position in situations where conflicting interests or opinions are involved.
Used in various fields, including science, research, and data analysis.	Often applied in contexts such as arbitration, mediation, and conflict resolution.

3.6.4 Dedication To Public Service

- Dedication is the quality of being able to give or apply one's time, attention, energy or self, entirely to a particular activity, person or cause. It is different from commitment, which is formally obligated/bound, whereas **dedication is a commitment with passion** and is guided by a sense of duty, inspired by some ideals.
 - ‘**Dedication to Public Service**’ refers to keeping public good above all which will ensure that a civil servant’s sense of duty is integrated with his official responsibility.
- Example:** K. Vijay Kumar was an Indian Police Service (IPS) officer. He played a crucial role in leading the Special Task Force (STF) in the state of Tamil Nadu, India, to combat the insurgent group Liberation Tigers of Tamil Eelam (LTTE) during the late 1990s.
- Despite facing significant challenges and threats to his life, Kumar tirelessly worked towards maintaining law and order in the region. He displayed immense dedication by staying on the ground, leading his team from the front, and devising strategic plans to counter the insurgency effectively.
- His unwavering commitment to public service was evident in his willingness to put himself in harm’s way

for the safety and security of the public. He worked tirelessly, often sacrificing personal time and comfort, to ensure the well-being and peace of the community.

- Kumar’s dedication to public service earned him recognition and respect, not only from his fellow officers but also from the public he served.

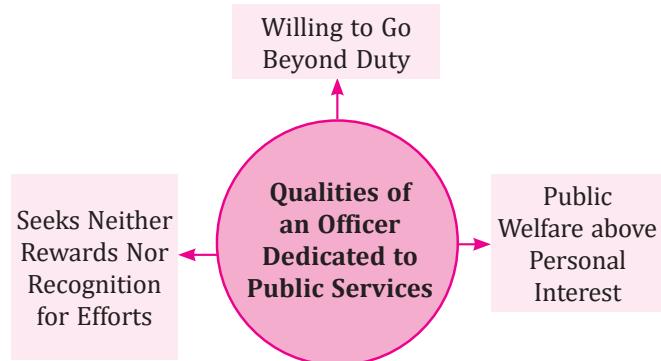


Fig: Qualities of An Officer Dedicated to Public Services

- Significance:**
 - It keeps them motivated to keep doing their job even if it is boring, unwanted, or tedious.
 - It is highly required as civil servants face difficult and different situations regularly.

- It brings empathy in civil servants towards their job and people.
- Public service is highly important to realise the ideals of the Constitution, such as justice, equality etc.



Name	Details
S. R. Sankaran	S. R. Sankaran was an Indian civil servant, social worker and the Chief Secretary of the State of Tripura, known for his contributions to the enforcement of the Abolition of Bonded Labour Act of 1976 which abolished bonded labour in India.
Ashok Khemka	Known and respected for his high levels of honesty and integrity. He is best known for cancelling the illegal land deal in Gurgaon and also brought several irregularities in the government. Due to this, he has been transferred more than 50 times in his career.
Vinod Rai	During his tenure as CAG chief he brought several scams like 2G scam, coal scam etc.
Mahesh Bhagwat	Known for his friendly policing and also trains civil services exam aspirants free of cost.
Armstrong Pame	Awarded with most eminent IAS awardee for his dedication to public service.
Durga Shakti Nagpal	She came into public view after launching a massive drive against corruption and illegal sand mining within her jurisdiction.
Praveen Kaswan	An IFS officer, known for his efforts to make people aware of conservation and forestry through social media.

3.6.5 Tolerance

- Tolerance, in simple terms, means accepting and respecting others' differences, beliefs, and opinions, even if they are different from our own. It involves being open-minded, understanding, and patient towards others, regardless of their race, religion, culture, or background. Tolerance promotes harmony, empathy, and the willingness to coexist peacefully with people who have diverse perspectives and experiences.

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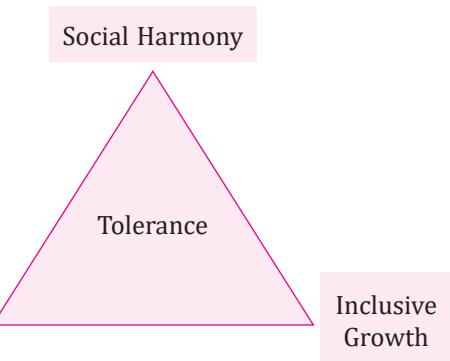


Fig: Trinity of Tolerance

- Example:** Keshav Desiraju was an IAS officer who served in various positions within the Indian government. Desiraju was known for his inclusive and tolerant approach towards marginalised communities, particularly in the healthcare sector.
 - As the former Secretary of the Department of Health and Family Welfare in India, he played a crucial role in advocating for the rights and well-being of vulnerable populations, including those affected by HIV/AIDS and mental health issues.
 - Desiraju worked towards eliminating discrimination and stigma associated with these conditions and promoted inclusive policies and programs.
 - His commitment to tolerance and empathy in addressing public health challenges made him an exemplary civil servant.

Quote:

"Tolerance is giving to every human being every right that you claim for yourself." — Thomas Paine

Significance of Tolerance

- Peace:** Tolerance is important for maintaining lasting peace in societies.
- Human Development:** Upholds human rights, pluralism, democracy and the rule of law, thus enabling human development.
- Innovation:** Enables new inventions and removes the status quo in society as it enables freedom of expression.
- Equality:** Upholds the moral worth of every individual as all individuals have equal moral worth according to John Stuart Mill.
- Public Service:** Enables civil servants in public service as a diverse society like ours needs the service of all equally.
- Inclusivity:** It accommodates people in society irrespective of their sexual orientation. Ex. Acceptance of LGBTQ society.

- **Broadened Perspective:** Broadens the perspective of civil servants and upholds values like justice, impartiality and objectivity.
- **Adaptability:** A civil servant posted in a state other than his own, his tolerant aptitude, may face problems in adapting and dedicating himself to the service of people.
- **Secularism:** Tolerance as a virtue is important to pursue the high ideal of secularism enshrined in the Constitution. Intolerance would breed injustice and violence which are antidotes to a balanced development in a culturally diverse nation.
- **Courage:** Courage to fight for others' rights – Tolerance gives respect for others and hence courage to fight for their rights like fighting against racial discrimination, LGBTQ community, minorities etc.
- **Better Decision:** Tolerance avoids impulsive decisions. It buys time and helps in minimising loss and damage. Allows healthy debate and discussion to take place between different sections and hence outcomes are democratic. In times of peace, people have a chance to thrive socially, economically and emotionally.
- **Individuality And Diversity:** Tolerance creates a society in which people can feel valued and respected, and in which there is room for every person, each with their own ideas, thoughts and dreams.
- **Respect:** Tolerance allows individuality and diversity. It is more about mutual respect and the common good, and not about who is right and who is wrong.
- **Examples:**
 - A civil servant **actively promotes cultural inclusivity** by organising multicultural events and celebrations within the community, fostering an environment of tolerance and **appreciation for diverse traditions**.
 - A civil servant listens attentively to diverse viewpoints during public hearings or community meetings, ensuring all voices are heard and considering different perspectives when formulating policies or making decisions.
 - A civil servant acts as a mediator between two opposing community groups, facilitating dialogue, promoting empathy, and finding a compromise that addresses their respective concerns and promotes harmony.

Role of Tolerance at Different Levels

Level	Role
Individual Level	<ul style="list-style-type: none"> Teaches one to respect others and not to impose our will on others. Example: Beef may be prescribed for one community in the society but if it is part of someone's culture then it helps in broadening our perspective and thinking.
Societal Level	<ul style="list-style-type: none"> Promotes peace. Example: Imposition of Urdu in former East Pakistan led to division of Pakistan, whereas linguistic tolerance has strengthened unity in India.
Government Level	<ul style="list-style-type: none"> Increases legitimacy and provides a holistic view of various issues. Example: Tribal Panchsheel has been largely beneficial in promotion of democracy in the North-eastern region.
International Level	<ul style="list-style-type: none"> Promotes peace and security. Example: The lack of tolerance between Israel and Arab countries has led to frequent conflicts in the region.

Difference between Tolerance And Acceptance



Tolerance	Acceptance
Being open-minded towards diverse perspectives.	Fully embracing diverse perspectives.
Allowing others to hold different beliefs.	Embracing and celebrating different beliefs.
Coexisting peacefully despite differences.	Fully embracing and integrating differences.
Can involve discomfort or disagreement.	Embracing without judgement or discomfort.
Fosters a sense of mutual respect.	Fosters a sense of inclusivity and belonging.
Can be based on a sense of obligation.	Based on genuine understanding and appreciation.

Can still maintain personal biases.	Embracing others as they are, without biases.
May tolerate without truly accepting.	Embraces without any conditions or reservations.
Example: I can live with your beliefs even though I don't agree with them.	Example: I embrace and respect your beliefs as an integral part of who you are.

3.6.6 Empathy and Compassion

Quote

"Compassion is not religious business, it is human business, it is not luxury, it is essential for our own peace and mental stability, it is essential for human survival."

— Dalai Lama

"Empathy is the greatest virtue. From it, all virtues flow. Without it, all virtues are an act."

— Eric Zorn

Empathy

- Empathy refers to the ability to imagine oneself in another's place and understand the others' feelings, desires, ideas and actions or It is an act of perceiving, understanding, experiencing and responding to the emotional state and ideas of another person.
 - It involves putting yourself in someone else's shoes, imagining how they might be feeling, and genuinely connecting with their emotions.
 - Empathy allows us to relate to others, show compassion, and offer support or help when needed.
 - It goes beyond sympathy, as it involves truly grasping and resonating with the emotions of others.

Scenario Example

- Imagine a government official responsible for overseeing public transportation. One day, they receive a complaint from a **visually impaired individual** who has been experiencing difficulties navigating the bus system due to inadequate accessibility measures. Instead of dismissing the complaint or offering a generic response, the official takes the time to put themselves in the shoes of the visually impaired person.
- They **arrange a meeting with the individual** to gain a deeper understanding of their challenges and listen to their firsthand experiences. The official also **consults with accessibility experts** and **conducts research** to identify potential solutions. As a result, they propose
- implementing audio announcements, tactile signage, and **trained staff** to assist visually impaired passengers.
- Through their **empathy and understanding**, the official takes proactive steps to address the issue and improve the public transportation system's accessibility. This not only benefits the visually impaired individual but also creates a more **inclusive and accommodating environment** for all passengers.

Three Ways of Looking at Empathy:

1. **Affective Empathy:** The ability to share the emotions of others.
2. **Cognitive Empathy:** The ability to understand the emotions of others.
3. **Emotional Empathy:** The ability to regulate one's emotions.

Significance of Empathy in Civil Services:

- Lack of empathy leads to a narrow understanding of others' perspectives.
 - ◆ **Example:** Gender-related issues, discrimination faced by transgenders etc. which might lead to social unrest.
- Empathy helps to understand the ground realities which will reflect in policy formulations and implementation.
 - ◆ **Example:** Tribes have certain customary values which are contradictory to the rules of the government. Here empathy in public servants would act as a saviour for the tribal population.
- Increasing the effectiveness of bureaucracy as they will not follow the rule but rather follow the spirit behind the rules, i.e. welfare of people.
- Empathy helps us understand others' emotions and thus improves our emotional intelligence.

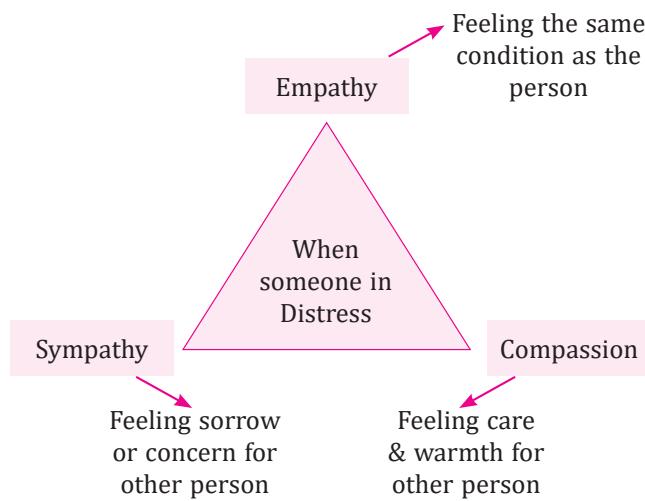
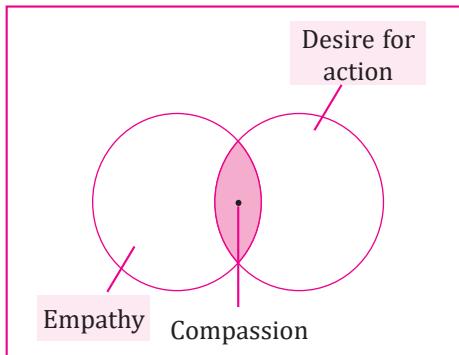


Fig: Empathy, Sympathy & Compassion

Compassion (Empathy + Action)

- Compassion is the understanding or empathy for the suffering of others. More involved than simple empathy, compassion commonly gives rise to '**an active desire to alleviate others' suffering**'.

- It involves having a genuine desire to alleviate the suffering of others and to show kindness, understanding, and support.
- Compassion is about being sensitive to the emotions and needs of others and being willing to take action to help them in any way possible.
- It is a heartfelt response that recognizes the shared humanity and interconnectedness of all individuals, motivating us to show care and empathy towards others in their times of need.



Scenario Example

- An interesting example of compassion in civil services is the story of **Dr. Prakash Amte and his wife, Dr. Mandakini Amte**, who dedicated their lives to serving the **tribal communities in the remote forests of Maharashtra, India**. Both doctors gave up comfortable city lives to live among the **Madia-Gond tribal people** and provide them with healthcare and support.
- Dr. Prakash and Dr. Mandakini **set up a hospital in Hemalkasa**, a remote village with no medical facilities. They provided **free medical treatment** to the tribal people, treating various illnesses, injuries, and disabilities. They also conducted regular health camps in nearby villages, reaching out to those who couldn't travel to the hospital.
- Compassion improves the attitude of a civil servant with other positive traits like generosity, kindness and understanding.
- It contributes to efficient service delivery through people-centric, humane, accommodative administration.
- It makes civil servants responsive to the needs of citizens, especially those in distress.
- Compassion also inculcates selflessness and a spirit of service for the country, society and its people without any self-motive, which keeps civil servants motivated.

Difference Between Antipathy, Apathy, Sympathy, Empathy And Compassion



Antipathy	<ul style="list-style-type: none"> Negative emotions for the target group (but not hate). Attempt to cause suffering and discomfort to the target group. 	Example: If a hungry person approaches you for food, you scold him rather than help.
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- However, their **compassion extended beyond healthcare**. They realised that the tribal communities were struggling with poverty, illiteracy, and lack of basic amenities. In addition to their medical services, Dr. Prakash and Dr. Mandakini initiated various developmental projects to uplift the tribal people. They established schools, vocational training centres, and rehabilitation programs for disabled individuals.
- Their **compassion and dedication to the welfare of the tribal communities earned them immense respect and admiration**. Their selfless work not only provided healthcare and education but also helped in preserving the tribal culture and empowering the community.

Examples:

- Bharat Vatwani**, an Indian psychiatrist, received the Ramon Magsaysay Award in 2018 for rescuing and rehabilitating mentally ill street people in India.
- Mahesh Muralidhar Bhagwat**, an IPS officer, was honoured with the 2017 Trafficking in Persons (TIP) Report Heroes Award for his relentless efforts to combat human trafficking.
- Swarochish Somavanshi**, an IAS officer, prioritised the well-being of malnourished children by installing air conditioners in Nutritional Rehabilitation Centres to protect them from the scorching heat.

Quote:

"Compassion is at the root of a tree called Dharma."

— Bhagavad Gita

- Significance of compassion for civil servants:**
 - Civil Servants are agents of change and compassion motivates them to help people and ensure the welfare of people.

Apathy	<ul style="list-style-type: none"> Absence of attachment. General behaviour of indifference, and disinterest with regards to the needs of others. 	Example: If a hungry person approaches you for food, you remain indifferent to him/her.
Sympathy	<ul style="list-style-type: none"> Acknowledgement of the distress of others. 	Example: If a hungry person approaches you for food, you provide him/her a cold drink, frooti etc, whereas that person needs daal-roti.
Empathy	<ul style="list-style-type: none"> Help offered is as per the needs and the requirements of the distressed person/group but orientation to help is somewhat less active. 	Example: If a hungry person approaches you for food, you provide him/her what he/she needs i.e. daal roti.
Compassion	<ul style="list-style-type: none"> Detached attachment with the person. Empathy + Active desire to alleviate the suffering of those in distress. 	Example: If a hungry person approaches you for food, you provide him/her daal-roti but also ensure that he/she gets regular food and does not have to beg like this.

3.6.7 Other Important Values

Discipline	<ul style="list-style-type: none"> Discipline, refers to the ability to follow rules, guidelines, and routines in a consistent and orderly manner. It involves self-control, obedience, and adherence to established norms or expectations. Being disciplined means having the focus and determination to stay committed to tasks or behaviours, even when faced with distractions or challenges. It is about maintaining a structured and organised approach in daily life, work, or any endeavour, in order to achieve desired goals and outcomes.
Perseverance	<ul style="list-style-type: none"> It means continued effort and determination in doing something in which someone is facing difficulties or delays in achieving success. Example: Efforts that attempt to bring behavioural transformation (removal of open defecation, vaccine hesitancy) in society take time and require perseverance.
Prudence	<ul style="list-style-type: none"> It refers to the ability to govern and discipline oneself by the use of reason. Wisdom, insight and knowledge are often associated with prudence. It refers to maintaining or keeping the secrecy of certain information and matters from the public view for the larger public interest. Example: Section 8 of the Right to Information Act, 2005 and Official Secrets Act provide for confidentiality in the larger public interest.
Openness	<ul style="list-style-type: none"> It refers to sharing of information along with transparent decision-making. In another sense, it includes characteristics such as imagination and an attitude of ready accessibility. Nolan Report on Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
Selflessness	<ul style="list-style-type: none"> Selflessness signifies serving the public interest and keeping it above self-interest. Nolan Report on Selflessness: Holders of public office should act solely in terms of public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends. Example: Mother Teresa dedicated herself to the selfless service of the suffering and tortured humanity.

Conclusion

The foundational values for civil services are crucial in shaping ethical conduct and effectiveness. Integrity ensures honesty, transparency, and accountability. Impartiality promotes fairness and equitable treatment. Neutrality avoids favouritism. Objectivity enables rational decision-making. Tolerance fosters inclusivity and respect. Empathy and compassion connect civil servants with people's needs for responsive governance. Together, these values uphold good governance and improve society.

Summary of Definition and Examples

Integrity	<ul style="list-style-type: none"> Definition: Integrity means adopting similar standards or moral principles in similar situations across time and interested parties. Example: Senior IAS officer, Ashok Khemka has shown professional integrity with consistency in his thought, actions and has chosen a right course of conduct.
Moral Integrity	<ul style="list-style-type: none"> Definition: It refers to consistency and honesty in the application of standards of morality or right and wrong; used for judging others as well as our self. Example: Buddha emphasised on the purity of 'thoughts, words and deeds' and showed unconditional commitment to this ethical principle.
Institutional Integrity	<ul style="list-style-type: none"> Definition: Adherence to ethical standards, transparency, and accountability within an organisation or institution. Example: Establishing an independent ethics committee avoiding conflict of interest and in tune with principles of justice.
Professional Integrity	<ul style="list-style-type: none"> Definition: It refers to acting in accordance with professional values, standards and norms with consistency and willingness; even in the face of criticism or allurements. Example: Sanjiv Chaturvedi showed professional integrity during his tenure as the Chief Vigilance Officer of AIIMS, Delhi and uncovered several large scams.
Honesty	<ul style="list-style-type: none"> Definition: It simply means representing the same what exactly they are in convergence of thoughts and actions. Upholding the truth. Non-manipulation of facts. Providing unbiased, rational and meritorious decisions. Example: Not taking bribes is an expected behaviour. If someone actually never takes it then it is an act of honesty. People respect him for his honesty in his work.
Impartiality	<ul style="list-style-type: none"> Definition: Impartiality refers to the fact of not supporting one person or a group more than the other. It holds that decisions should be based on objective standards, instead of on the basis of bias, prejudice, or preferring the advantage to one person or another for unsuitable reasons. Example: A judge cannot presume a person guilty simply because he/she belongs to a particular community or based on the social media reports and has to follow due process of law.
Non-Partisanship	<ul style="list-style-type: none"> Definition: Non-partisanship infers that the officer is to do his task without any fear of, or favour to any political party. The values of the administrator will flow from the constitution not from the philosophy of any political party. Example: Sunil Arora is remembered for his non-partisan role as Chief Election Commissioner.
Neutrality	<ul style="list-style-type: none"> Definition: Neutrality is with specific reference to political neutrality, i.e. relationship between the civil servants and the political executives. Neutrality refers to not being biased in providing facts, feedback, opinions etc. to the political executives and diligently carrying out tasks ordered by the political executives, irrespective of which political party is in power. Example: In recent times, neutrality of various constitutional offices such as Governor (e.g. Maharashtra, West Bengal), Speaker in the State Legislative Assemblies have come under the scanner of the Supreme Court on the ground of 'Doctrine of Political Neutrality'.
Objectivity	<ul style="list-style-type: none"> Definition: The principle of objectivity implies that the decisions and actions should be based on observable phenomena and should not be influenced by emotions, biases or personal prejudices. Example: Drugs Controller General of India ensured sufficient data for approval of COVID-19 vaccine against public pressure.

Anonymity	<ul style="list-style-type: none"> ● Definition: It means that the civil servants work from behind the screen and avoid media limelight and public gaze. Civil servants do not get credit for the success and nor blamed for the failure. It is the responsibility of the political executive. ● Example: In the Mundhra deal scam (1957), Chagla commission held that "Minister T.T. Krishnamachari is constitutionally responsible for the actions of his secretary (H. M. Patel) and he can't take shelter behind them or disown reasonability." Consequently, the Minister resigned.
Dedication to public service	<ul style="list-style-type: none"> ● Dedication is the quality of being committed to a certain task. Commitment is the formal obligation but dedication is guided by a sense of duty and values. Therefore, Dedication is defined as "quality of commitment with perseverance".
Perseverance	<ul style="list-style-type: none"> ● Definition: It means continued effort and determination in doing something in which someone is facing difficulties or delay in achieving success. ● Example: Efforts that attempt to bring behavioural transformation (removal of open defecation, vaccine hesitancy) in the society takes time and requires perseverance.
Courage	<ul style="list-style-type: none"> ● Definition: Courage is the choice and willingness to confront agony, pain, danger, uncertainty, or intimidation with poise and the moral conviction that underpins necessary and ethically correct action. Courage is not just physical bravery. ● Example: Courage of Mansi Bariha from Odisha helped to rescue 6000 migrant workers from 30 kilns in TN during covid-19 induced lockdown last year.
Responsiveness	<ul style="list-style-type: none"> ● Definition: Responsiveness refers to the quality of being attentive and responding to whatever new opportunities and challenges arises every day and also to the emerging needs of the public. ● Example: Steve Jobs used to share his email id with his employees and remained accessible for their grievances.
Prudence	<ul style="list-style-type: none"> ● Definition: It refers to the ability to govern and discipline oneself by the use of reason. Wisdom, insight and knowledge are often associated with prudence. ● Example: Civil service involves decision-making in the public sphere. Civil servants are supposed to be men of practical affairs. They are in fairly regular contact with people. Civil servants have to deal with matters anonymously and discreetly.
Confidentiality	<ul style="list-style-type: none"> ● Definition: It refers to maintaining or keeping secrecy of certain information, matters from the public view for larger public interest. ● Example: Section 8 of Right to Information Act, 2005 and Official Secrets Act provide for confidentiality in larger public interest.
Openness	<ul style="list-style-type: none"> ● Definition: It refers to sharing of information along with transparent decision-making. In another sense, it includes characteristics such as imagination and attitude of ready accessibility. ● Example: RTI opens access to information, which empowers the poor and the weaker sections of society to demand and get information about public policies and actions, thereby leading to their welfare.
Selflessness	<ul style="list-style-type: none"> ● Definition: Selflessness signifies serving public interest and keeping it above self-interest. ● Example: Mother Teresa dedicated herself to the selfless service of the suffering and tortured humanity.

PREVIOUS YEAR QUESTIONS

- Apart from intellectual competence and moral qualities, empathy and compassion are some of the other vital attributes that facilitate civil servants to be more competent in tackling crucial issues or taking critical decisions. Explain with suitable illustrations. (150 words) (2022)
- The Rules and Regulations provided to all civil servants are the same, yet there is a difference in performance. Positive-minded officers are able to interpret the Rules and Regulations in favour of the case and achieve success, whereas negative-minded officers

are unable to achieve goals by interpreting the same Rules and Regulations against the case. Discuss with illustrations. (150 words) (2022)

- "Integrity is a value that empowers the human being." Justify with a suitable illustration. (150 words) (2021)
- Should impartial and non-partisanship be considered indispensable qualities to make a successful civil servant? Discuss with illustrations. (150 words) (2021)
- Identify ten essential values that are needed to be an effective public servant. Describe the ways and means to prevent unethical behaviour in public servants. (150 words) (2021)

- 6.** Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix. (150 words) (2021)
- 7.** What do you understand by the term 'public servant'? Reflect on the expected role of a public servant. (150 words) (2019)
- 8.** "In looking for people to hire, you look for three qualities: integrity, intelligence and energy. And if they do not have the first, the other two will kill you." – Warren Buffett. What do you understand by this statement in the present-day scenario? Explain. (150 words) (2018)
- 9.** What is meant by public interest? What are the principles and procedures to be followed by civil servants in public interest? (150 words) (2018)
- 10.** State the three basic values, universal in nature, in the context of civil services and bring out their importance. (150 words) (2018)
- 11.** Examine the relevance of the following in the context of civil service: (a) Transparency (b) Accountability (c) Fairness and justice (d) Courage of conviction (e) Spirit of service. (2017)
- 12.** One of the tests of integrity is complete refusal to be compromised. Explain with reference to a real life example. (2017)
- 13.** Conflict of interest in the public sector arises when (a) official duties, (b) public interest, and (c) personal interest are taking priority one above the other. How can this conflict in administration be resolved? Describe with an example. (2016)
- 14.** Why should impartiality and non-partisanship be considered foundational values in public services, especially in the present-day socio-political context? Illustrate your answer with examples. (2015)
- 15.** Public servants are likely to confront the issues of 'Conflict of Interest'. What do you understand by the term 'Conflict of Interest' and how does it manifest in the decision-making of public servants? If faced with a conflict of interest situation, how would you resolve it? Explain with the help of examples. (2015)
- 16.** How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples. (2015)
- 17.** A mere compliance with law is not enough, the public servant also has to have a well-developed sensibility to ethical issues for effective discharge of duties." Do you agree? Explain with the help of two examples, where (i) an act is ethically right, but not legally and (ii) an act is legally right, but not ethically. (2015)
- 18.** Two different kinds of attitudes exhibited by public servants towards their work have been identified: the bureaucratic attitude and the democratic attitude. A) Distinguish between these two terms and write their merits and demerits. B) Is it possible to balance the two to create a better administration for the faster development of our country? (2015)
- 19.** What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants? (2014)
- 20.** Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful. What do you understand by this statement? Explain your stand with illustrations from the modern context. (2014)
- 21.** There is a heavy ethical responsibility on the public servants because they occupy positions of power, handle huge amounts of public funds, and their decisions have wide-ranging impacts on society and the environment. What steps have you taken to improve your ethical competence to handle such responsibility? (2014)
- 22.** What do you understand by the following terms in the context of public service? (5 terms x 3 marks each: (a) Integrity (b) Perseverance (c) Spirit of service (d) Commitment (e) Courage of conviction (f) Personal opinion (2013)
- 23.** Indicate two more attributes which you consider important for public service. Justify your answer. (150 words) (2013)

CASE STUDIES

1. Sunil is a young civil servant and has a reputation for his competence, integrity, dedication and relentless pursuit of difficult and onerous jobs. Considering his profile, he was picked up by his bosses to handle a very challenging and sensitive assignment. He was posted in a tribal dominated district notorious for illegal sand mining. Excavating sand from the river belt and transporting it through trucks and selling them in black market was rampant. This illegal sand mining mafia was operating with the support of local functionaries and tribal musclemen who in turn were bribing selected poor tribals and had kept the tribals under fear and intimidation. Sunil being a sharp and energetic officer immediately grasped the ground realities and the modus operandi followed by the mafia through their devious and dubious mechanism. On making inquiries, he gathered that some of their own office employees are hand in glove with them and have developed a close unholy nexus. Sunil initiated stringent action against them and started conducting raids on their illegal operations of movement of trucks filled with sand. The mafia got rattled as not many officers in the past had taken such steps against the mafia. Some of the office employees who were

allegedly close to the mafia informed them that the officer is determined to clean up the mafia's illegal sand mining operations in that district and may cause them irreparable damage. The mafia turned hostile and launched a counter-offensive. The tribal musclemen and mafia started threatening him with dire consequences. His family (wife and old mother) were stalked and were under virtual surveillance and thus causing mental torture, agony and stress to all of them. The matter assumed serious proportions when a muscle man came to his office and threatened him to stop raids, etc., otherwise, his fate will not be different from some of his predecessors (ten years back one officer was killed by the mafia).

1. Identify the different options available to Sunil in attending to this situation.
 2. Critically evaluate each of the options listed by you.
 3. Which of the above, do you think, would be the most appropriate for Sunil to adopt and why? (Answer in 250 words)
- (2021)

Approach

- Identify ethical issues involved.
 - Identify the Stakeholders.
 - Identify the different options available to Sunil.
 - Explore options for its Merits and Demerits.
 - Give the course of action best suited.
2. In a modern democratic polity, there is a concept of the political executive and permanent executive elected people's representatives forming the political executive and bureaucracy forming the permanent

executive. Ministers frame policy decisions and bureaucrats execute these. In the initial decades after independence, the relationship between the permanent executives and the political executives were characterised by mutual understanding, respect, and cooperation, without encroaching upon each other's domain. However, in subsequent decades, the situation has changed. There are instances of the political executive insisting upon the permanent executives to follow its agenda. Respect for an appreciation of upright bureaucrats has declined. There is an increasing tendency among the political executive to get involved in routine administrative matters such as transfers, posting etc. Under this scenario, there is a definitive trend towards 'politicisation of bureaucracy'. The rising materialism and acquisitiveness in social life has also adversely impacted upon the ethical values of both the permanent executive and the political executive. What are the consequences of this 'politicisation of bureaucracy'? Discuss. (250 words)

(2019)

Approach

- Identify ethical issues involved.
- Explain terms like politicisation of bureaucracy etc.
- Explain how the rising materialism and acquisitiveness in social life has also adversely impacted upon the ethical values of both the permanent executive and the political executive.
- Give the consequences of this 'politicisation of bureaucracy'?
- Give measures to deal with it.



4

Emotional Intelligence

"Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence." —Robert K. Cooper.

Syllabus

Emotional intelligence: Concepts, and their utilities and application in administration and governance.

4.1 CONCEPT OF EMOTIONAL INTELLIGENCE

- Emotional intelligence (EI) is the **ability to recognize and manage one's own and others' emotions, apply them in thought and action, and regulate and manage them.**
- Emotional intelligence is defined as **self-awareness, self-regulation, motivation, empathy, and social skills**, and it is regarded as an important aspect of human functioning that influences many aspects of life, such as relationships, work, and well-being.
- It was **first coined in 1990 by researchers John Mayer and Peter Salovey** and popularised by psychologist **Daniel Goleman**.
- Goleman suggests **EQ is twice as important as cognitive intelligence** for career success, and **80% of adult success comes from EQ**.

4.2 CONCEPT AND COMPONENTS OF EMOTIONS

- To understand EI, it is important to understand all the aspects of Emotions.
- Emotion, also known as feeling or mood, is an **intuitive mental state**.
- It is one of the **elements of attitude, along with cognition and behaviour**.
- Emotions are typically thought of as strong, positive, or negative, feelings directed at someone or something. Our attitudes towards things are influenced by emotions, which can occasionally override cognition.
- **For Example,**
 - **Positive Emotions:** Happiness, smiling, laughing, etc,
 - **Negative Emotions:** Anger, jealousy, disgust, etc.



- **Emotions have three distinct components:**

1. **Subjective Experience:** Social psychologists identify universal emotions like happiness, sadness, fear, and anger, but these experiences are subjective and can vary greatly, with mixed feelings common in different situations.
 - ♦ **For example**, Anger, which can range from mild annoyance to blinding rage.
2. **Physiological Response:** Physiological response refers to the body's reaction to emotion, ranging from sweating to a racing heart.
 - ♦ **For example**, high blood pressure in anger.
3. **Behavioural Response:** Behavioural response refers to an actual expression of emotions. It is the outward sign of internal reactions. **For instance**, in happiness, We laugh or smile while in sadness we seem dull, and may even cry. However, this is subjective.
 - ♦ **For example**, when a mother sees her newborn, she may express her happiness with teary eyes.

Indian Philosophies and Emotional Intelligence

- **Yoga and Meditation:** According to Patanjali's Yoga Sutras, yoga emphasises meditation and mindfulness practice to promote self-awareness and emotional regulation. The aim is to reach greater emotional balance and intelligence.
- **Vedanta and Self-Inquiry:** Advaita Vedanta philosophy, in particular, investigates the nature of the self and its link to emotions. It promotes emotional resilience and helps build a sense of separation from emotions.
- **Bhakti and Compassion:** This practice improves emotional intelligence by encouraging empathy and an understanding of all beings' interconnectivity.

- **Jnana and Self-Reflection:** Jnana, or the path of knowledge, emphasises introspection and reflection on oneself. It encourages people to question the nature of reality, including their own thoughts and feelings.
- **For example:** According to the Bhagavad Gita, the individual's mind is controlled, becomes stable, and thus keeps his senses under control and focused on the supreme self.
- **Karma and Selfless Behaviour:** The concept of karma emphasises the necessity of selfless behaviour.

Types of Emotions

- **Primary and Secondary Emotions:**
 - **Primary emotions:** First to express, primary emotions are distinct and direct emotional responses to a situation.
 - **Secondary emotions:** These are emotional responses to primary emotions.
- **Positive and Negative Emotions:**
 - **Positive emotions:** Emotions that are pleasurable to experience are positive emotions. They are open to new possibilities.
 - ◆ **For example,** love, joy, happiness, etc.

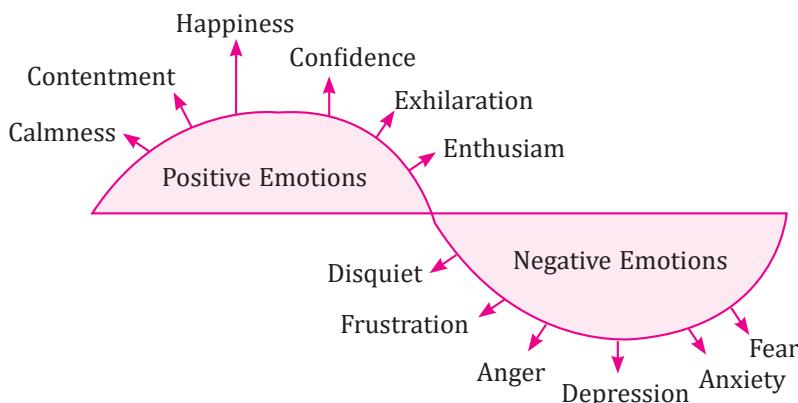


Fig: Positive and Negative Emotions

- **Negative Emotions:** Emotions that we do not find pleasurable to experience are negative emotions.
 - ◆ **For example,** Sadness, anger, distress, etc.

Functions of Emotions

- **Motivation and Action:** Emotions are powerful motivators that drive ethical behaviour.
- **Compassion and empathy,** for example, one lady in my neighbourhood feeds local dogs on a daily basis driven by positive emotions for street dogs.
- **Negative emotions, such as guilt or shame,** can serve as internal cues to correct unethical behaviour or make amends in future action.
- **Ethical Awareness and Sensitivity:** Emotions heighten our awareness of ethical concerns and assist us in recognizing moral dimensions in a variety of situations.
- **Moral Intuition:** Emotions can provide a quick and intuitive response to ethical situations, guiding our initial moral judgments. They provide a sense of moral rightness or wrongness that influences our immediate reactions and moral intuitions, assisting us in navigating complex ethical quandaries.

- **Moral Evaluation:** Emotions are important in assessing the ethical dimensions of situations and actions. They provide a subjective assessment of an event's or behaviour's moral significance, guiding our perceptions of what is morally appropriate or inappropriate.
- **Intrapersonal Functions:** Emotions guide our behaviour and help in decision-making so that we can survive and function as human beings.
 - **Example:** Happiness promotes creative thinking and expands our focus to allow new ideas.
- **Social and Cultural Functions:** Emotions help in the construction and maintenance of societies and cultures.
 - **Example:** Emotions such as trust often act as a social glue that keeps groups together. Like people working in NGOs for a common cause.
- **Decision Making:** Emotions aid faster decision-making as options associated with strong negative emotions are eliminated outrightly.
 - **Example:** When ordering food in a restaurant in a family get-together every member of my family orders food that he/she likes.

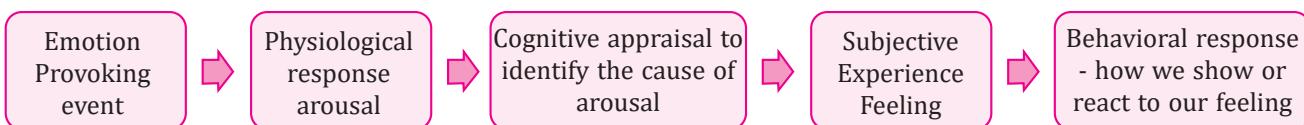


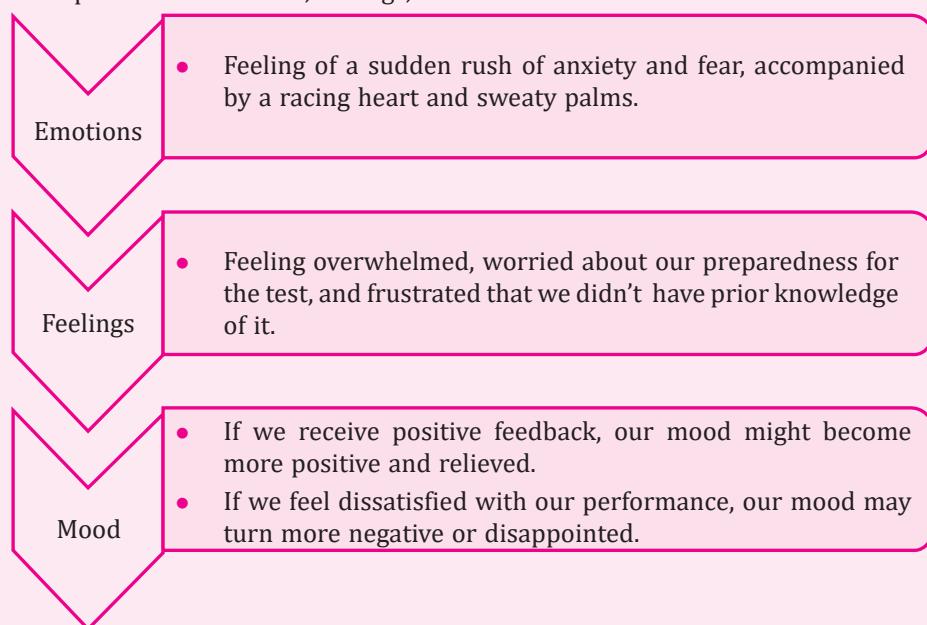
Fig: Mechanism of Emotion

Emotions Vs Feelings Vs Mood

	Emotions	Feelings	Mood
Definition	Responses to stimuli or events that are intense, brief, and specific.	Emotions and thoughts bring on subjective experiences.	Long-lasting and pervasive emotional states that are less specific to specific events.
Duration	Typically, they are brief, lasting from seconds to minutes.	Can last for longer periods of time, ranging from minutes to hours.	Can last hours, days, or even weeks.
Triggers	Emotional responses are elicited by specific events, situations, or stimuli.	Subjective experiences are caused by thoughts, beliefs, or interpretations.	Internal factors (e.g., thoughts, physical state) and external circumstances are generally influential.
Expression	Changes in physical appearance and observable behaviours (e.g., facial expressions, body language) are frequently observed.	Internal experiences and personal interpretations of emotions are not always visible.	Generally not expressed outwardly, but can have an impact on one's overall demeanour or disposition.
Examples	Anger, joy, fear, surprise, disgust, and sadness.	Happiness, love, guilt, shame, envy, pride.	Positive mood, negative mood, calm, irritability, melancholy.

Example to explain the difference between Emotions Vs Feelings Vs Mood

Imagine our school days when we were students, sitting in a classroom when our teacher unexpectedly announces a surprise test. Let's explore how emotions, feelings, and mood can manifest in this situation:



Elements of Emotional Intelligence (EI)

According to Daniel Goleman, there are 5 elements of Emotional Intelligence:

- Self-awareness:** In emotional intelligence individuals are comfortable with their emotions and understand their impact on others. Understanding and accepting the way you feel is often the first step to overcoming it.

- Example:** In a company a manager Mr. Khanna is highly competent but not well behaved. Khanna ji is not clearly aware of this trait. He often offends others due to his behaviour. He is often seen shouting at his subordinates on noncompletion of work, demand for leave, etc. Had he tried to explain to his juniors the importance of timely completion of work, being consistent, it could have delivered better outcomes.

2. Self-regulation: Control of impulses and emotions to avoid mistakes and damage relationships.

- **Example:** Gandhiji's satyagraha which involved becoming a non violent protester even against severe repression demanded self regulation over emotion and anger by a satyagrahi.

3. Internal Motivation: Goleman suggests passion for work, rather than material rewards, improves emotional intelligence, leading to sustained motivation, clear decision-making, and understanding of organisational goals.

- **Example:** The COVID-19 pandemic has put enormous stress on doctors and they had to find internal motivation to keep working for patients.

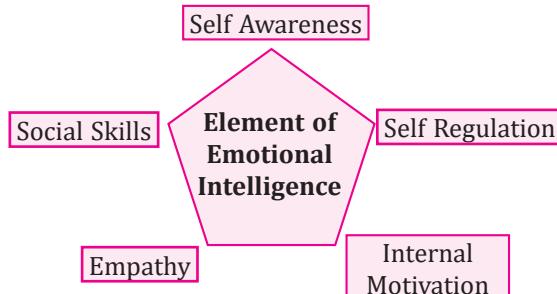


Fig: Elements of Emotional Intelligence

4. Empathy: It refers to being in others' shoes. Empathy demands understanding the situation of others by keeping oneself in his/her position.

- **Example:** A civil servant, being a common man himself before being appointed, must be empathetic to the problems of common citizens else he/she may lose the connection to the roots of the country.

5. Social Skill: Goleman describes social skills as "**friendliness with a purpose**". Social skills involve being friendly, polite, and respectful, and fostering healthy relationships for personal and organisational benefits, enhancing overall well-being.

- **Example:** Aligarh SSP Akash Kulhari walked unarmed into the crowd of protestors and appealed to students to remain peaceful while recognising their right to protest. He exhibited excellent social skills to bring the crowd into peace and tranquillity.

- **According to Goleman,** individuals that adopt these characteristics give themselves a far greater chance of being successful than individuals that do not. However, individuals are not simply born with these skills and they can be learned.

Emotion Regulation

- **Recognizing Emotions:** Being aware of our own emotions and understanding their triggers and patterns.
- **Understanding Triggers:** Identifying the situations, events, or thoughts that evoke specific emotions.
- **Adopting Coping Strategies:** Employing techniques like deep breathing, positive self-talk, or seeking support to manage and regulate emotions effectively.

Impact of Emotion

- **Behavioural Effects:** Emotions influence our actions, decisions, and the way we interact with others.
- **Interpersonal Effects:** Emotions impact our relationships by influencing how we communicate, empathise, and connect with others.
- **Well-being Effects:** Emotions significantly affect our mental and emotional well-being, influencing overall life satisfaction and happiness.

Salovey and Mayer's Four Branches of EI

Perceiving Emotions	Reasoning with Emotions	Understanding Emotions	Managing Emotions
The first step in understanding emotions is to accurately perceive them. In many cases, this might involve understanding nonverbal signals such as body language and facial expressions.	It involves the use of emotions to promote thinking and cognitive activity. It helps to prioritise our attention and reaction; we respond emotionally to things that garner our attention.	The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret the cause of their anger and what it might mean.	It is a key part of emotional intelligence. Regulating emotions, responding appropriately and responding to the emotions of others are all important aspects of emotional management.