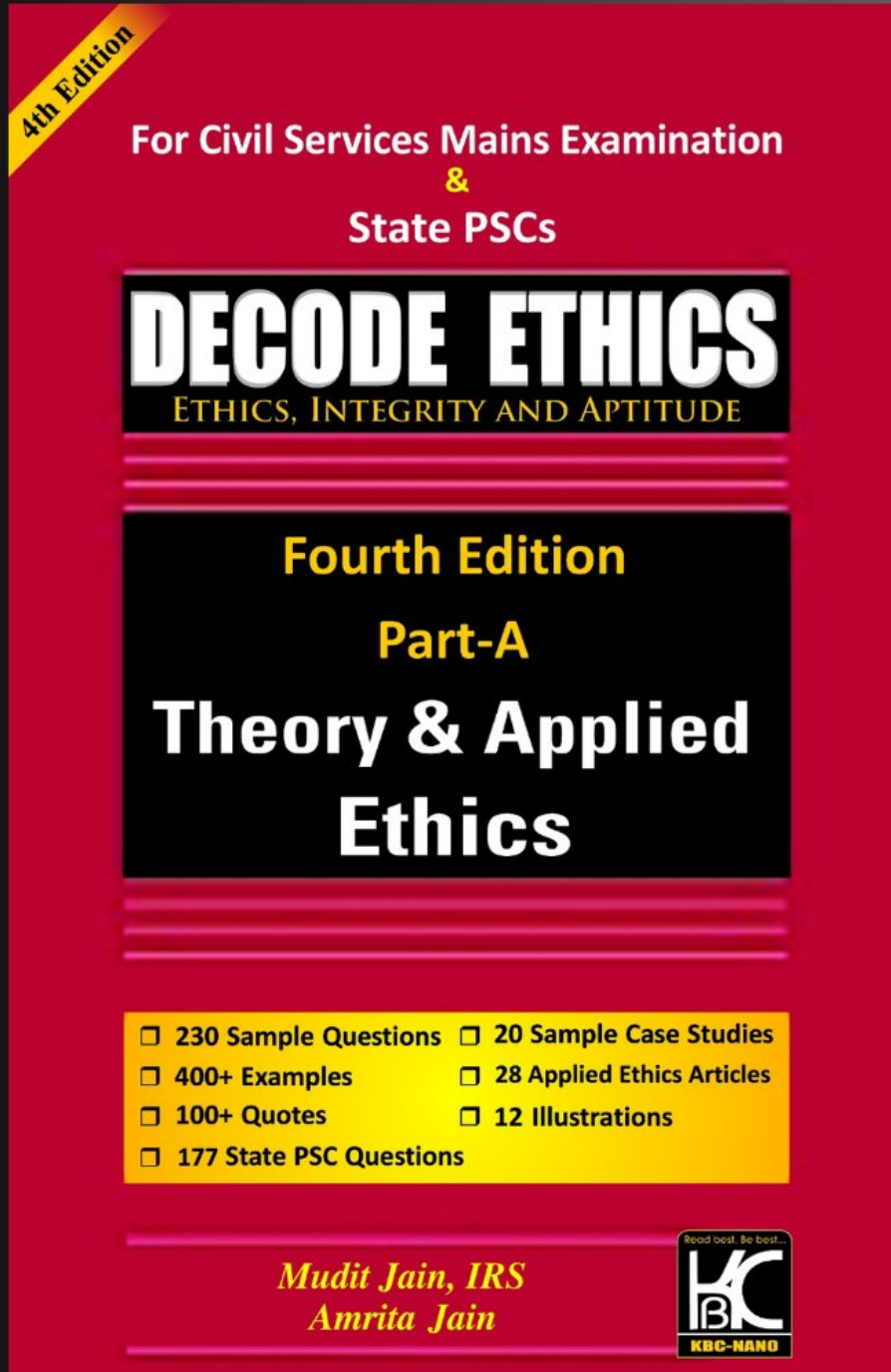


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1

ETHICS AND HUMAN INTERFACE

“ *Ethics and Human interface: Essence, determinants and consequences of ethics in human actions; dimensions of ethics; ethics in private and public relationship* ”

WHAT IS ETHICS?

‘Do not do unto others as you would not be done by’ or atmani pratikulani paresham na samachary is the principle given in Mahabharata.

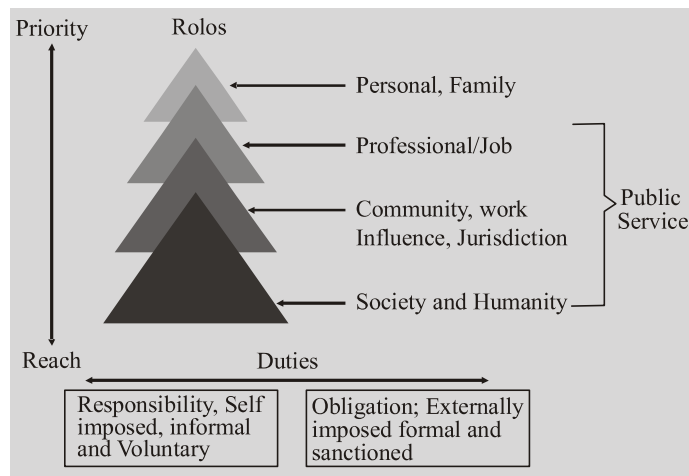
The definition of Ethics is well concretized in this maxim. The same principle is repeated in Christianity- ‘Do unto others as you would, they would do unto you.’ Thus, we should behave with others in the same manner as we expect them to behave with us. Ethics comes from Greek word “ethos” which means character, habit, culture, etc. and represent code of conduct that we expect of others and ourselves. It is:

- Study of human action from the point of view of its rightfulness or wrongfulness and prescribes what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness, etc.
- Science about what human ought to be. It regulates and directs life and gives orientation to one’s existence.

Uttarakhand PSC 2012 Question: Why ethics is related to rational human life only? Discuss briefly.

- As a theory, ethics provide the basic fundamental principles of moral judgement. While as a practice, it is concerned about ends to be gained and the means of attaining it.
- Ethics deal with the voluntary actions of human i.e. the actions done consciously, deliberately and in view of an end.

hold and also face different challenges as misleading information, influence of management actions, and promotion of inferior products, discrimination or political influence. Public servant must have to adjust with cluster of roles. Each role in the cluster has different concerns, values, and standards of behaviours. Each is marked by mix of ethical claim. Some duties are responsibilities and informal. Others are obligation and formal.



In public relationship, public officials need to cope with five primary clusters of roles which are:

- His role in his personal and family sphere.
- His role as a professional.
- His role for the job.
- His role towards his jurisdiction and work influence.
- His role towards society and humanity at large.

Evolving Roles of Public Servants

The role of public servants in India has been evolving over the years, reflecting changing priorities, new challenges, and emerging trends in governance. Here are five evolving roles of public servants in India:

- **Innovators:** Public servants are increasingly being called upon to be innovators and change agents, responsible for developing new approaches to service delivery and policy-making. For example, the Digital India initiative, launched in 2015, seeks to transform India into a digitally empowered society and knowledge economy by harnessing technology and innovation in governance.

- **Enablers:** Public servants are also expected to be enablers, facilitating partnerships between government, civil society, and the private sector to achieve development objectives. For example, the Swachh Bharat Abhiyan (Clean India Mission), launched in 2014, involves the active participation of citizens, NGOs, and private companies in promoting cleanliness and sanitation in India.
- **Integrators:** With the increasing complexity of governance challenges, public servants are required to be integrators, working across departments and sectors to achieve common goals. For example, the National Rural Livelihoods Mission (NRLM), launched in 2011, seeks to promote self-employment and enterprise development among the rural poor, through a multi-sectoral approach involving different government departments and stakeholders.
- **Facilitators:** Public servants are also expected to be facilitators, helping citizens access public services and exercise their rights. For example, the Right to Information Act (RTI), introduced in 2005, empowers citizens to seek information from public authorities and hold them accountable for their actions.
- **Advocates:** Public servants are increasingly being called upon to be advocates, promoting the interests of marginalized and vulnerable groups, and addressing social and environmental challenges. For example, the National Health Mission (NHM), launched in 2013, seeks to improve access to healthcare services, especially for women and children, and reduce maternal and child mortality rates in India.

Public Servant Roles Example: Manoj Bajpai starrer action thriller, “Family Man”, beautifully presents various roles that a civil servant has to perform. He/she has to not only manage his own family, but also ensure good of his larger family, his nation.

To summarize, ethics are vital for society to maintain harmony. In private relationships, ethics are confined to close relations, such as family. Ethics in Public relations is the practice to manage the spread of information between an individual and an organization.

Sample Question 23: “Those who seek glory should be careless of public opinion – Sun Tzu. How far is this quote applicable for public servants? Justify with illustrations.

CSM 2014 Essay: With greater power comes greater responsibility.

The New Education Policy of India (NEP 2020)

It recognizes the importance of value education in developing the holistic development of students. The NEP 2020 aims to integrate value education into the curriculum at all levels of education and ensure that it is an integral part of the teaching and learning process. Here are some of the key ways in which the NEP 2020 emphasizes value education:

- **Integration of Values into Curriculum:** The NEP 2020 emphasizes the integration of values into the curriculum at all levels of education, including early childhood education. The policy encourages schools and higher education institutions to adopt a multidisciplinary approach that integrates various fields of study, including ethics, morals, and values.
- **Emphasis on Holistic Development:** The NEP 2020 recognizes the importance of holistic development and aims to develop students' cognitive, emotional, and social skills. The policy encourages schools to promote values such as empathy, kindness, and respect towards others and to create a positive and supportive learning environment.
- **Inclusion of Value Education in Teacher Training:** The NEP 2020 emphasizes the importance of teacher training in promoting value education. The policy aims to provide training to teachers on how to integrate values into their teaching and how to create a values-based learning environment.
- **Focus on Community Service:** The NEP 2020 emphasizes the importance of community service in promoting social responsibility and civic engagement. The policy encourages schools and higher education institutions to provide opportunities for students to engage in community service and contribute to the development of their communities.
- **Promotion of Indian Culture and Heritage:** The NEP 2020 emphasizes the promotion of Indian culture and heritage and aims to instill pride in Indian values and traditions. The policy encourages schools to promote Indian art, music, literature, and history and to create opportunities for students to learn about India's rich cultural heritage.
- Overall, the NEP 2020 recognizes the importance of value education in promoting the holistic development of students and aims to integrate it into the education system at all levels. The policy emphasizes the need for a multidisciplinary approach that promotes empathy, kindness, respect, and social responsibility towards others and the community.

EMOTIONS-ETHICS-VALUES

Emotions can play a role in guiding ethical behavior and decision-making. For example:

- **Humility** is the quality of being humble, modest, and open to learning from others. In the context of ethical behavior and decision-making, humility plays a crucial role in guiding individuals to act in the best interests of others and to prioritize moral values over personal gain. Humility allows individuals to recognize their own limitations and biases, accept feedback and different perspectives, and engage in critical reflection and self-evaluation. By avoiding overconfidence and arrogance, individuals can make more ethical and socially responsible decisions.
- **Love-joy** can guide ethical behavior and decision-making. Love-joy motivates individuals to act in the best interests of others, prioritize their well-being, and promote positive outcomes. These emotions also foster a sense of connection, empathy, and compassion, which can lead to greater understanding and respect for others. By embracing love-joy, individuals can make more ethical and compassionate decisions, promote social responsibility, and create a more positive and harmonious world.
- **Patience** refers to the ability to wait calmly and persevere through challenges without becoming frustrated or angry. In the context of ethical behavior and decision-making, patience plays a crucial role in guiding individuals to act with thoughtfulness, deliberation, and careful consideration of the consequences of their actions. Patience enables individuals to resist impulsive or rash decisions and to wait for more information, feedback, or guidance before taking action. By cultivating patience, individuals can make more ethical, responsible, and effective decisions that promote positive outcomes for themselves and others.
- **Humor** refers to the ability to find and create laughter and joy, even in challenging or difficult situations. In the context of ethical behavior and decision-making, humor plays a role in promoting positive emotions, reducing stress and tension, and building connections between people. Humor can also help individuals to cope with adversity, navigate conflict, and find creative solutions to ethical dilemmas. By using humor appropriately and respectfully, individuals can create a more positive and supportive environment that encourages ethical behavior and decision-making. However, it is important to be mindful of the cultural context and potential impact of humor on others.

- Ethical standards include those that enjoin virtues of honesty, compassion, and loyalty. They include standards relating to rights, such as the right to life, the right to freedom from injury and the right to privacy. Thus, ethics is to help one to find what is good and how to get it.

Examples of Ethical Behavior in Various Professions and Contexts:

- ◆ A doctor who refuses to prescribe opioids to a patient who is at high risk for addiction, despite pressure from the patient or pharmaceutical companies.
- ◆ A journalist who refuses to publish an unverified story, even if it means missing out on a scoop.
- ◆ A business owner who pays their employees a fair wage and provides safe working conditions, even if it means sacrificing profits.
- ◆ A lawyer who upholds client confidentiality and avoids conflicts of interest, even if it means losing potential business.
- ◆ An engineer who prioritizes safety and environmental sustainability over cost-cutting measures, even if it means extending project timelines or reducing profit margins.
- ◆ A teacher who treats all students fairly and avoids showing favoritism, even if it means sacrificing personal relationships with some students.
- ◆ A police officer who follows the law and respects the rights of citizens, even if it means facing resistance or danger in the line of duty.

WHAT ETHICS IS NOT ABOUT?

- Ethics is not based on whether we ‘feel’ something is right or wrong. Sometimes we want to “do the right thing” but feelings may prevent us from behaving ethically.
- It is not solely about religion or religious beliefs. Although most religions incorporate an ethical code of conduct into their belief system, Religious Faith is not required to be ethical and ethical principles apply to everyone regardless of religious affiliation.
- Being ethical does not always entail abiding by the letter of the law, although most laws articulate ethical standards generally accepted by the citizenry. For example, civil disobedience movement during India’s freedom struggle was ethical but not legal.
- Ethical behaviour is not always aligned with what is generally regarded as socially acceptable.
- Ethics is not an exact science. It is not based on a set of scientific formulas which yield the same results in every moral quandary.

“Integrity is present when what you think and say is congruent with what you feel and believe and also with what you do”.

- ♦ **Integrity Examples:** A senior police officer ordered his men to fire on unarmed protestors. Policeman of integrity will refuse to fire even though senior’s orders are to be strictly followed in such situations.
- ♦ **Following Established Procedures:** A supervisor who adheres to established procedures, even when it may be easier or faster to take shortcuts, demonstrates integrity. For example, when hiring new employees, the supervisor may insist on conducting thorough background checks and verifying references, even if it takes longer than rushing to fill the position. This ensures that the organization’s standards are upheld and that the best candidates are selected.
- ♦ **Transparency and Accountability:** An administrator who is transparent and accountable in their decision-making demonstrates integrity. For example, if there are budget cuts, the administrator may hold an open meeting with employees to explain the reasons for the cuts and the criteria used to determine which programs would be affected. This shows that the administrator is willing to take responsibility for difficult decisions and is committed to acting in the best interests of the organization.

Karnataka PSC 2014 Question: Delineate role of integrity and impartiality in public administration.

Gujarat PSC 2016-17 Question: Define the terms integrity and accountability in the context of public services.

Sample Question 90: What is the difference between integrity and honesty? Illustrate with examples from daily life.

Sample Question 91: In your opinion, why honesty and integrity are important for a public servant? How can these be ensured in organization?

Honesty

- Honesty is the quality of being truthful, sincere, and straightforward in all actions, words, and intentions. It is the foundation of trust and credibility in personal and professional relationships.

- ♦ **Tolerance Example:** A person might fully disagree with others on any issue, from religion to politics, while at the same time honouring and respecting those with different ideas and opinions and treating them with full self-respect and honour.
- ♦ **Accommodating Different Religious Practices:** In a multicultural society, public servants need to be tolerant of different religious practices and beliefs. For example, if a government office is open on a religious holiday, some employees may need time off to observe the holiday. By being tolerant and accommodating of these practices, public servants can create an inclusive work environment that respects the diversity of their staff and the communities they serve.
- ♦ **Working with Diverse Communities:** Public servants may work with communities that have different cultural norms and practices than their own. For example, if a police officer is working in a community with a large immigrant population, they may need to be tolerant of different communication styles and customs. By being open-minded and respectful, public servants can build trust with diverse communities and work collaboratively to address issues and solve problems. Tolerance helps to foster a more inclusive and welcoming public service that serves the needs of all citizens.

Sample Question 97: What do you mean by “Tolerance”? Discuss its importance as a virtue in public service.

Uttar Pradesh PSC 2020 Question: How do values of tolerance and compassion get manifested in public service towards the weaker section? Explain with suitable examples.

Assam PSC 2020 Question: Discuss the importance of the values of empathy, tolerance and compassion for a bureaucrat in his/her attitude towards weaker sections of society. Do such values contradict the attitude of impartiality and non-partisanship expected from a civil servant?

Gujarat PSC 2021-22 Question: Differentiate between tolerance and prejudice. What is the way forward to be tolerant without being prejudiced?

Information Leaks

- Official information is often of such a sensitive nature that disclosure of the information can lead to chaos, corrupt practices or for some individuals, improper monetary gains.
- Leaking official information at a date prior to the public announcement thereof is a violation of procedural prescriptions and can be an ethical dilemma.

- ◆ **Administrative Information Leaks Example:** An example of administrative information leak is when a government official discloses confidential or sensitive information to the public or unauthorized individuals. For instance, a public servant leaking classified government documents to the media or a foreign government, potentially endangering national security or diplomatic relations.
- ◆ **2020 COVID-19 Data Leak:** In 2020, confidential COVID-19 patient data from the Indian Council of Medical Research (ICMR) was leaked. The leak compromised the confidentiality of personal and medical information, and it raised concerns about data security and privacy.

Public Accountability

- Since public officials are the implementers of public policies, they ought to be accountable for their official actions to their superiors, the courts and the public.
- It is nevertheless, possible for them to hide behind prescribed procedures, the cloak of professionalism and even political office-bearers.

- ◆ **Administrative Accountability Example:** An example of the tension between administrative accountability and efficiency is when an agency or official must balance the need for transparency and accountability with the need for swift decision-making and implementation. For instance, a government agency facing a crisis may need to act quickly to address the issue, but also needs to be transparent and accountable for their actions to the public.
- ◆ **Fear of Punishment:** When officials are held accountable for their actions, they may become overly cautious and risk-averse, which can hinder innovation and creativity. Fear of punishment can lead officials to avoid making decisions or taking actions that may be unpopular or controversial, which can lead to delays and inefficiencies.

Sample Question 170: Narrate an incident from your life where you faced the dilemma between maintaining efficiency at a task vs. accountability for same. How did you manage the two ends?

Application of Teachings of Mahavir and Buddha in Administration:

- ◆ Both Mahavir and Buddha taught the importance of detachment from material possessions and desires. In administration, this can be applied by promoting simplicity, frugality, and sustainability.
- ◆ Both Mahavir and Buddha taught the importance of non-violence and peaceful coexistence. In administration, this can be applied by promoting peaceful conflict resolution, avoiding the use of force, and promoting human rights and social justice.
- ◆ Mindfulness is a core practice in Buddhist teachings that involves being present in the moment and observing one's thoughts and feelings without judgment. In administration, this can be applied by promoting self-awareness, emotional intelligence, and effective decision-making.

Sample Question 51: Buddha's eight fold path, if applied in letter and spirit, can end human sufferings and negate vices. In line with this, explain the relevance of eight fold path in public administration.

Kautilya

- He explained his view on state, war, social structure, diplomacy, ethics, politics and state craft in his book Arthashastra.
- He nurtured the sense of nationalism and inculcated in the minds of people that they owed their basic allegiance to the Rajya and not to dharma.
- He highlighted the necessity of moral values in social and political life and administration.

Some of his quotes

- There is no scripture greater than good conduct.
- When the opinions are discussed among many people, the opinions are judge well.
- Fortune helps only the hard-working people. A person who depends only on his fortune achieves nothing.
- Those who are not reliable; never trust on them. Poison is poison in every circumstance.
- Wealth comes and goes, life and youth goes from the living, in this world of coming and going, 'dharma' alone is firm.
- Loan should be completely paid back, fire should be removed completely, and root of illness should be completely removed. Otherwise these three again grow up.

Application of Teachings of Tagore in Administration:

- ♦ **Emphasis on Education:** Tagore placed a great emphasis on education and believed that it was essential for personal and social development. In administration, this principle can be applied by promoting education as a means of empowerment, and by investing in programs that provide access to education for all citizens, especially those from disadvantaged communities.
- ♦ **Promotion of Cultural Diversity:** Tagore was a strong advocate of cultural diversity and believed that it was essential for building bridges between different communities. In administration, this principle can be applied by promoting cultural diversity in the workplace, and by ensuring that policies and programs are designed to meet the needs of diverse communities.
- ♦ **Importance of Creativity and Innovation:** Tagore believed that creativity and innovation were essential for personal growth and social progress. In administration, this principle can be applied by encouraging creativity and innovation in policy-making and service delivery, and by providing opportunities for public servants to experiment and explore new ideas.
- ♦ **Commitment to Ethical Values:** Tagore was committed to ethical values such as honesty, integrity, and compassion. In administration, this principle can be applied by promoting ethical behavior and values among public servants, and by strengthening accountability mechanisms to ensure that public servants are held to account for their actions.
- ♦ **Emphasis on Community Participation:** Tagore believed that community participation was essential for sustainable development. In administration, this principle can be applied by promoting citizen engagement and participation in governance, and by creating opportunities for citizens to contribute to policy-making and service delivery.
- ♦ **Importance of Environmental Sustainability:** Tagore was a strong advocate of environmental sustainability and believed that it was essential for human well-being. In administration, this principle can be applied by promoting sustainable development and environmental protection through policies and programs that prioritize the conservation of natural resources and the reduction of carbon emissions.

Sample Question 54: What are central themes of Tagore's philosophy and how is it still relevant?

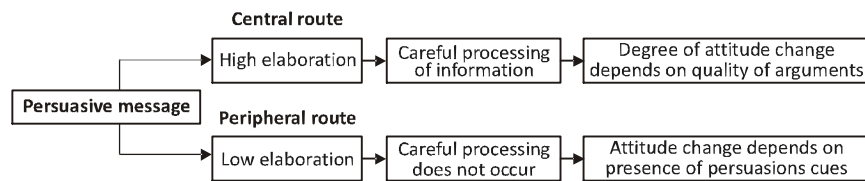
- The bottom panel of figure depicts the 2-D view of attitudes, with one axis (from middle to top) representing variability in negative evaluations and the other axis (from middle to right) depicting variability in positive evaluations. From this perspective, a person can possess high amounts of negativity and positivity toward an object. For example, Person Y in the figure could be considered highly ambivalent.

Attitude Structure Example: You can have only negative or only positive attitude for smoking. You can't be for and against it at the same time. This view is 1-D view. For a person with 2-D view, one can have both positive and negative attitude for smoking. While he himself may smoke, he would not want his near ones to smoke.

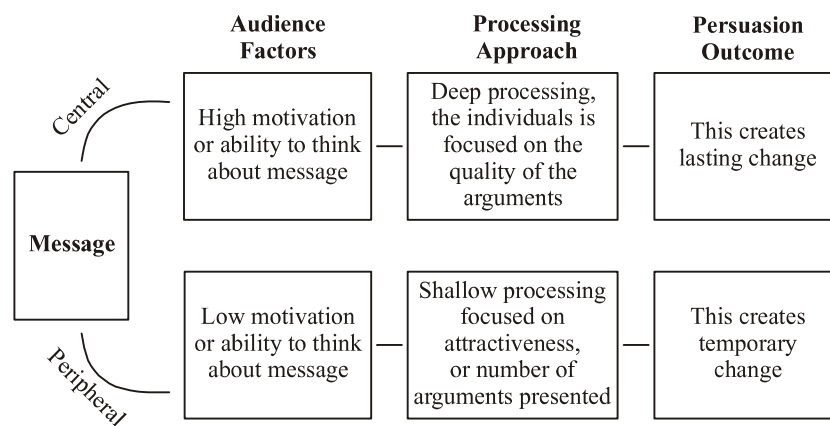
Application of Attitude Structure in Administration

- ◆ **Understanding Employee Attitudes:** Attitude structure can be used to better understand employee attitudes towards their job, workplace culture, and work-related policies. This can help managers to identify areas of dissatisfaction or areas where improvements could be made to enhance employee morale and productivity.
- ◆ **Assessing Public Opinion:** Attitude structure can also be used to assess public opinion towards government policies, public services, and other areas that are relevant to the administration. This can help policymakers to identify areas where there may be a lack of support or areas where improvements could be made to enhance public satisfaction.
- ◆ **Developing Communication Strategies:** Understanding the structure of attitudes can help administrators to develop communication strategies that are more effective in shaping attitudes and influencing behavior. By understanding the beliefs, emotions, and behaviors that make up an attitude, administrators can tailor their communication efforts to address each of these components.
- ◆ **Evaluating the Success of Interventions:** Attitude structure can be used to evaluate the success of interventions aimed at changing attitudes and behavior. By assessing changes in the affective, cognitive, and behavioral components of attitudes before and after an intervention, administrators can determine whether the intervention was effective in achieving its goals.

Sample Question 70: Define ambivalence in context of attitude structure. Which structure type is better in context of administration? Also, establish the relation between solving ethical dilemma and attitude structure.



Elaboration Likelihood Model



ELLM Example: One example of ELM in action is political campaign advertisements during election season. If a political campaign is trying to persuade voters to support their candidate, they may use different types of messages to appeal to different voters. For example, they may use a message that focuses on the candidate's personal story and character to appeal to voters who are more emotionally-driven (i.e., those who are likely to be influenced by peripheral cues). On the other hand, the campaign may use a message that focuses on the candidate's policy proposals and past voting record to appeal to voters who are more analytically-driven (i.e., those who are likely to be influenced by central cues). According to ELM, the success of the persuasive message will depend on the individual's motivation and ability to process the information. If the individual is motivated and has the cognitive ability to process the message, they will engage in a more thorough evaluation of the arguments presented (central route processing). However, if the individual is not motivated or lacks the cognitive ability to process the message, they may rely on peripheral cues such as the candidate's appearance or likeability to make a decision (peripheral route processing). By tailoring their message to the individual's processing style, the political campaign can increase the likelihood that their message will be effective and influence the voter's decision.

- ♦ **Precautionary Principle:** The precautionary principle is the idea that when an activity or policy has the potential to cause harm to the public or the environment, in the absence of scientific consensus, the burden of proof falls on those advocating for the activity or policy. This principle suggests that we should take action to mitigate the impacts of climate change even in the absence of complete scientific certainty, in order to prevent the worst-case scenarios from occurring.

ARTICLE: RACIAL JUSTICE AND ETHICAL ISSUES

Racial justice is a complex and multifaceted issue with significant ethical implications. **Here are some ethical considerations surrounding racial justice:**

- ♦ **Discrimination and Bias:** Discrimination and bias based on race, ethnicity, or national origin are widespread and can have a significant impact on access to opportunities, resources, and social outcomes. It is important to recognize and address the ways in which discrimination and bias operate in society and institutions.
- ♦ **Historical Injustices:** Historical injustices such as slavery, colonization, and forced relocation have created lasting inequities and disparities in society. Addressing these injustices requires recognition of the harms that were done and a commitment to rectifying them.
- ♦ **Power and Privilege:** Power and privilege are unequally distributed in society based on race, ethnicity, and other factors. Addressing racial justice requires recognizing and challenging these power structures and working towards creating more equitable systems and institutions.
- ♦ **Intersectionality:** Race intersects with other factors such as gender, sexuality, and disability to create complex and unique experiences of oppression and discrimination. Addressing racial justice requires recognizing and addressing the ways in which these intersections operate.

Some best practices to navigate these ethical dilemmas are:

- ♦ **Human Dignity:** All individuals have inherent dignity and worth, regardless of race, ethnicity, or national origin. Addressing racial justice requires recognizing and affirming this dignity and working towards creating a society that values and respects all individuals.

ARTICLE: LAY-OFFS AND ETHICAL ISSUES

Lay-offs can raise a number of ethical issues, particularly when they involve large numbers of employees or are carried out in a way that seems unfair or discriminatory. **Some of the ethical considerations surrounding lay-offs include:**

- ♦ **Fairness and Equity:** Layoffs can raise concerns about fairness and equity, especially if the process is perceived as arbitrary, discriminatory or certain groups are disproportionately affected.
- ♦ **Impact on Employees:** Layoffs can have a significant emotional and financial impact on the employees who lose their jobs, their families, and their communities.
- ♦ **Impact on Company Culture:** Layoffs can have a negative impact on company culture, especially if they are not handled with sensitivity and transparency.
- ♦ **Impact on Customer Relations:** Layoffs can impact customer relations, especially if the company is unable to maintain the same level of service or quality.
- ♦ **Alternatives to Layoffs:** Layoffs can raise ethical questions about whether there were viable alternatives to downsizing, such as reducing executive compensation or finding other cost-saving measures.
- ♦ **Responsibility to Stakeholders:** Layoffs can raise ethical questions about a company's responsibility to its stakeholders, including shareholders, employees, and customers, and whether the company is balancing the interests of these groups fairly.

Some best practices to navigate these ethical dilemmas are:

- ♦ **Fairness:** Lay-offs must be conducted in a fair and unbiased manner. Employers must ensure that they are not discriminating against any employees based on factors such as race, gender, age, or disability.
- ♦ **Transparency:** Employees who are being laid off should be given clear and honest information about the reasons behind the decision, as well as any available options for support, such as severance pay, outplacement services, or access to health benefits.
- ♦ **Communication:** Employers have an obligation to communicate with their employees about the lay-off process in a timely and respectful

Hobbes' Quotes

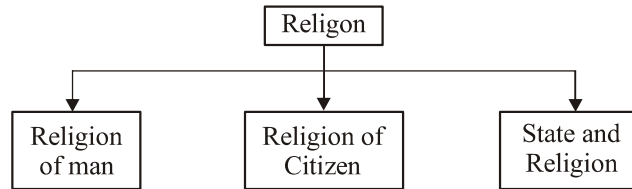
- 32. It is not wisdom but Authority that makes a law.
- 33. A man's conscience and his judgment is the same thing; and as the judgment, so also the conscience, may be erroneous.
- 34. Prudence is but experience, which equal time, equally bestows on all men, in those things they equally apply themselves unto.

Application of Hobbes's Teachings in Administration

- **Emphasis on Order and Stability:** Hobbes believed that order and stability were essential for a peaceful society. In administration, this can be applied by promoting policies and practices that ensure order and stability within the organization.
- **Importance of Authority:** Hobbes believed in the importance of authority and the need for a strong government. In administration, this can be applied by promoting effective leadership and management practices that establish clear lines of authority and responsibility.
- **Role of Incentives:** Hobbes believed in the importance of incentives for shaping human behavior. In administration, this can be applied by using incentives to motivate employees and promote desired behavior.
- **Importance of Contracts:** Hobbes believed in the importance of contracts for regulating social behavior. In administration, this can be applied by using contracts to establish clear expectations and agreements between employees and the organization.
- **Emphasis on Security:** Hobbes believed that security was essential for a peaceful society. In administration, this can be applied by promoting policies and practices that ensure the safety and security of employees and the organization.

Adam Smith

- He stated that moral distinctions depend wholly on sympathy. We approve in others what corresponds to our own tastes and habits and we disapprove whatever is opposed to us.
- Smith differentiated two kinds of normative guides to action: rules and virtues. Moral rules are shaped on the basis of our reactions to specific instances. They are essential to justice without which societies could not survive and help all of us cut through the "veil of self-delusion" by which we misrepresent our situations to ourselves.

Divided religion into the forms –**Rousseau's Quotes**

44. You forget that the fruits belong to all and that the land belongs to no one.
45. What wisdom can you find that is greater than kindness?
46. Our greatest evils flow from ourselves.
47. Gratitude is a duty which ought to be paid, but which none have a right to expect.
48. Virtue is a state of war, and to live in it we have always to combat with ourselves.

Application of Rousseau's Teachings in Administration

- **Democratic Principles:** Rousseau believed in the principle of popular sovereignty, where the power to govern rests with the people. This principle has been applied in modern administration through democratic principles, where people elect their representatives to govern them.
- **Transparency and Accountability:** Rousseau emphasized the importance of transparency and accountability in governance. Modern administration has applied these principles by ensuring that public officials are accountable for their actions, and their decisions are open to public scrutiny.
- **Separation of Powers:** Rousseau advocated for the separation of powers, where the legislative, executive, and judicial branches of government are independent of each other. This principle has been applied in modern administration to prevent abuse of power and ensure that each branch of government performs its duties without interference from the others.
- **General Will:** According to Rousseau, the general will represents the collective interests of the people as a whole, rather than the interests of any particular individual or group. In the context of administration, this means that administrators should strive to make decisions that benefit the greatest number of people and that are in line with the overall goals and values of the community they serve.

2. Absolute vs. Relative Ethics

In evolutionary visions of human consciousness, morality can be static or dynamic. It is static in completely evolved society and dynamic in more or less perfectly evolved society. So, ethics can be divided into absolute and relative ethics.

- Absolute ethics can be defined as an ideal code of conduct formulating the behaviour of the completely adapted human person in the completely evolved society.
- Relative ethics is nearest approximation to this ideal according to the more or less perfectly evolved. Moral intuitions are slowly organized and are results of experience received by the race. Hence, relative ethics tends to absolute ethics.

Relative Ethics (Strengths)	Relative Ethics (Weaknesses)
• Encourages cultural diversity	• Existence of different beliefs doesn't mean they are all equal.
• Prohibits a dominant culture	• Cultural or moral relativists cannot criticise another's morals. E.g. it is dangerous to say that the Nazi ethic was right for them.
• Flexible	• Paradox- If the universal belief was relativism, then it would become an absolute.

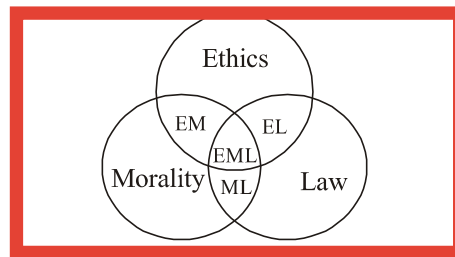
Absolute Ethics (Strengths)	Absolute Ethics (Weaknesses)
• Fixed ethical code to measure actions.	• Doesn't take circumstances into account.
• Universal and equal view of ethics. E.g. Human Rights Act is absolutist.	• Intolerant of cultural diversity.
	• Doesn't allow for a lesser evil.
	• Example Hiroshima and Nagasaki: Absolutist says 100% wrong. However war would have gone on for another 18 months with more deaths.

- If it cannot give reasons but simply admits that it is strictly impossible to say what is morally right and morally wrong, it can be reasonably called Ethical Skepticism.

3. Ethics vs. Law

Ethics and law are not the same:

- Ethics are guidelines based on values while laws are rules-regulations.
- Ethics do not have punishments, fines or associated penalties when people fail to abide by them while laws have.
- An action may be legal but unethical or illegal but ethical. Legal means allowed by state. For example, capital punishment, abortion, etc.
- We can use ethical concepts and principles to criticize or interpret laws. Example, social reformers urged citizens to disobey unjust laws. Peaceful civil disobedience was an ethical way of expressing political viewpoints.



Ethics vs. Law Example: Assume that a lawyer represents a client who has been accused of a crime. The lawyer believes that the client is guilty but is duty-bound to defend the client to the best of their abilities. In this case, the lawyer's ethical obligation to represent the client to the best of their abilities conflicts with their personal belief that the client is guilty. Now, assume that the same lawyer discovers that their client is planning to flee the country before the trial. While it is unethical for the lawyer to allow their client to flee, it is not illegal for the lawyer to remain silent. However, if the lawyer were to assist the client in fleeing the country, they would be breaking the law, and could face legal consequences.

Gujarat PSC 2018-19 Question: Can ethical values be enforced by law? Critically evaluate.

Gujarat PSC 2019-20 Question: Can law enforce Values and Ethics in society? Argue.

- The attitude of characters like Karna, who remains steadfast in his loyalty to his friend Duryodhana despite his knowledge of his immoral behavior, demonstrates the power of attitude in shaping our actions and relationships.
- It explores themes of governance and leadership, as exemplified by the character of Yudhishthira, who is a just and wise ruler despite the challenges he faces.
- The character of Bhishma demonstrates ethical leadership by adhering to his principles even when it means going against the wishes of his king and family.
- The character of Krishna demonstrates emotional intelligence by understanding the motivations and emotions of the other characters and guiding them towards the right actions.
- The character of Vidura demonstrates good governance by providing wise counsel to the king and upholding justice and fairness.

Principles of Ethics	Mahabharata Incidences
1. Honesty	<ul style="list-style-type: none"> • Yudhishthira's partial truth manipulated to convey the message of Ashwathama's death.
2. Values	<ul style="list-style-type: none"> • The head of the school, Dronacharya, being teaching his pupils how to behave responsibly in the face of temptation and controlling the urge to exploit others. • Only when his students passed the tests Dronacharya gave them would he educate them in the art of war.
3. Transparency	<ul style="list-style-type: none"> • Drona too indirectly gave away his secret, by saying he was invulnerable as long as he held a weapon.
4. Respectfulness	<ul style="list-style-type: none"> • Draupadi's chiharan in front of whole assembly where Krishna protected her dignity.
5. Legality	<ul style="list-style-type: none"> • Every step took by Krishna were wrong in some or the other way when it came to ethics but then it was already said the means are never important.
6. Commitment	<ul style="list-style-type: none"> • Bhishma did not fight a warrior like Shikhandi because of his personal commitment.

3. Ramayana

- It demonstrates the importance of values, such as loving and respecting your family, protecting the weak etc.

Ethics vs. Morals Example: Assume that a company produces a product that is harmful to the environment. A marketing executive at the company may feel that it is morally wrong to promote the product and may struggle with the decision to do so. The marketing executive's personal values and beliefs about the environment may conflict with the company's goal of maximizing profits.

In contrast, the company's code of ethics may require the marketing executive to promote the product, regardless of their personal beliefs. The code of ethics may prioritize the company's financial success over any individual's personal moral beliefs.

This example illustrates how personal morality can sometimes conflict with a company's ethics. While the marketing executive may feel that it is morally wrong to promote a harmful product, the company's ethical standards may require them to do so in order to meet their business goals.

Uttar Pradesh PSC 2018 Question: Differentiate between ethics and morality and explain the determinants of ethical actions.

Uttar Pradesh PSC 2018 Question: Differentiate between ethics and morality and explain the determinants of ethical actions.

Gujarat PSC 2021-22 Question: "Being indifferent to moral values is necessarily not immorality" – Comment.

Sample Question 2: Social changes arise out of conflict between morals vs. ethics. Comment.

DETERMINANTS OF ETHICS IN HUMAN ACTION

'Determinants' as the word suggests, means the factors which decide whether the action being judged is ethical or not.

1. Individual Factors

- It includes knowledge, values, attitude and intention.
- These are shaped by the dominant moral philosophy which in turn impacts the actual decision-making process.

Uttar Pradesh PSC 2018 Case: A public information officer has received an application under ‘Right to Information (RTI) Act. After gathering the required information, he finds that the information pertains to some of the decisions taken by him, which were not totally correct. Some other employees were also a party to these decisions. Disclosure of the information may lead towards disciplinary action against him and his other colleagues including probable punishment. Non-disclosure of information or partial disclosure may result to less or no punishment. Public information officer is an honest and conscientious person but the particular decision regarding which an application under the RTI Act was lodged was a wrong decision. The officer comes to you for your advice under the above conditions. What will be your advice to the officer? Explain logically.

Uttar Pradesh PSC 2022 Question: “The Right to Information Act is not only about citizen’s empowerment but it essentially redefines the concept of accountability.” Discuss.

Sample Question 206: RTI act has helped advance ethical governance and strengthen democracy in India. Comment with examples.

CODE OF CONDUCT

The Committee on Prevention of Corruption (‘Santhanam Committee’ -1964) had remarked:

“For a country like India, development of her material resources and raising the standards of life of all classes are, indeed imperative. At the same time, the deterioration in the standards of public life has to be arrested. Ways and means have to be found to ensure that idealism and patriotism have the proper place in the ambition of our youth. The lack of moral earnestness, which has been a conspicuous feature of recent years, is perhaps the greatest single factor which hampers the growth of strong traditions of integrity and efficiency.”

The inculcation of values facilitating the subordination of the self to a larger, societal good, and engendering a spirit of empathy for those in need of ameliorative state interventions are not skills which could be

Jammu and Kashmir PSC 2018 Question: “For success in any human endeavour both human values and skills are required”. Keeping this in mind; explain does human value differ from the skills or they complement each other? Give two examples.

Uttar Pradesh PSC 2018 Case: Recently you have taken charge as the head of a government organization. On the very first day in your office, you observe that the organization is crippled with many irregularities such as:

1. The staff is not punctual.
2. The staffs waste their time in unnecessary talks.
3. Speedy action is not taken on public grievances.
4. There is rampant corruption at every level in the organization.
5. The quality of the services provided by the organization is very poor.

How would you inspire your staff so that the above deficiencies of the organization get removed? Discuss.

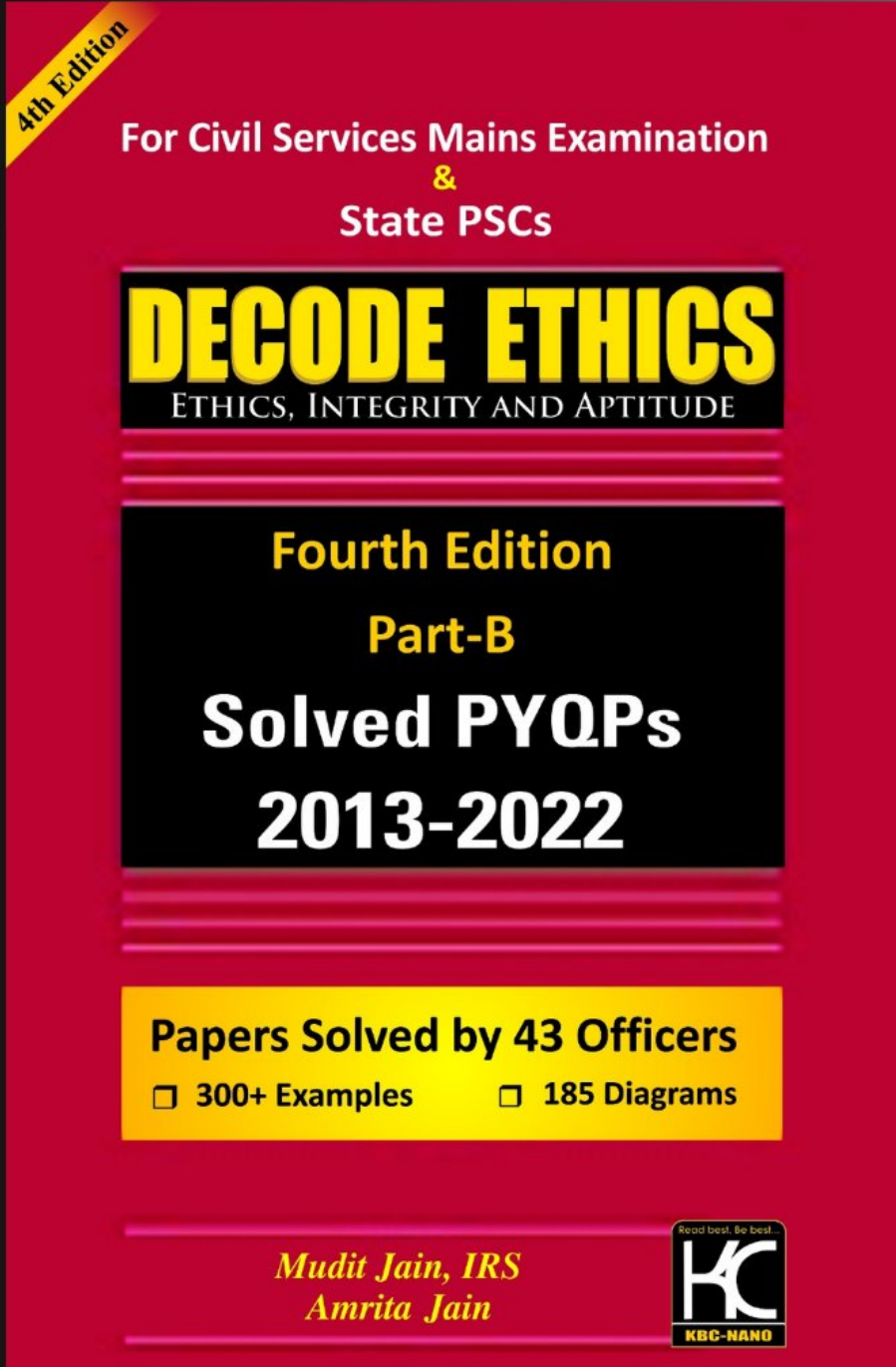
Sample Question 218: “Any tool can be used for good or bad. It is really the ethics of the artist using it”. Elaborate the statement with examples in backdrop of skills vs. ethics.

Sample Question 219: What do you understand by ‘work culture’? Work culture in India differs from that of West’s. What role does different ethical framework play in this?

Sample Case Study 19: You are head of an organization which deals with old age pensions. One day an old lady approaches you and complains that one Assistant officer is demanding Rs. 1000 for clearing her claims. She asserts that this is a common practice in this office and those who do not pay the bribe, fail to secure their pensions. You are a man of values and want your organization to become professionally and ethically competent so that its work culture is the best in the department.

- a) What are the options available to you?
- b) Evaluate each of these options and choose the option which would you adopt, giving reasons.

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CSM 2022

Question 1a : *Wisdom lies in knowing what to reckon with and what to overlook. An officer being engrossed with the periphery ignoring the core issues before him is not rare in the Bureaucracy. Do you agree that such preoccupation of an administrator leads to travesty of justice to the cause of effective service delivery and good governance? Critically evaluate. (150 words | 10 marks)*

Ans. As per Aristotle wisdom is the finest virtue. Wisdom in the context of a public servant refers to the ability to make sound decisions and judgments based on experience, knowledge, and consideration of the public's best interests. **Introduction - Address Keyword**

Administrators often require to take decisions which involve ethical and moral issues. In administration there are innumerable issues and challenges. In such scenario bureaucrat has to focus on multiple aspects at the same time. As a result, they are often faced with limitation of time and resources. Lack of wisdom among bureaucrats often lead to misallocation of resources. Instead of focusing on core issues they emphasize on peripheral issues. For example, priority to social media poses instead of file management. **Address Statement**

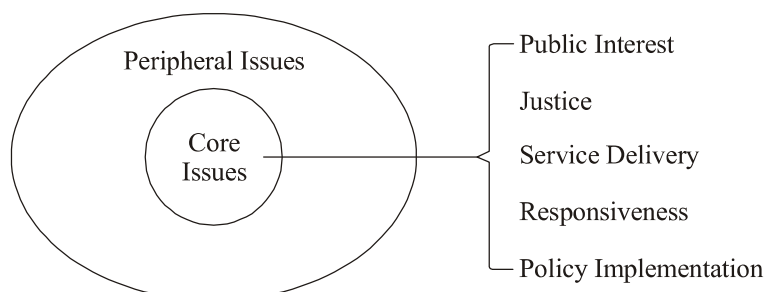
It leads to following ills, causing travesty of justice and compromise with good governance: **Separate Heading For Each Sub-part**

1. Neglect of core issues critical for good governance.
2. Ineffective decision-making leading to poor service delivery.
3. A lack of strategic thinking and foresight.
4. A failure to address the needs of the public effectively.
5. A potential breakdown of trust and credibility in the administration.

Answers Written in Points, with Keywords

For example, a government agency that focuses on minor policy enforcement while ignoring more pressing public health concerns, resulting in a major outbreak of preventable diseases.

Examples in Each Answer



**Diagram in
Each Answer**

For example, a school principal who spends excessive time on minor disciplinary issues rather than addressing systemic problems such as student achievement or teacher retention, leading to declining academic performance and staff burnout.

However, not all peripheral matters are irrelevant, and some may have important implications for good governance and service delivery. It is possible for an administrator to delegate peripheral matters to staff members while still prioritizing core issues as focus on peripheral matters may help to build relationships with stakeholders and foster a sense of community engagement. Thus wisdom as a virtue is crucial for not just good governance but also ethical governance.

**Conclusion in
Each Answer**

Question 1b : *Apart from intellectual competency and moral qualities, empathy and compassion are some of the other viral attributes that facilitate the civil servants to be more competent in tackling the crucial issues or taking critical decisions. Explain with suitable illustrations. (150 words | 10 marks)*

Ans. In context of civil servant, intellectual competency means ability to apply critical thinking and knowledge to perform duties effectively and efficiently. **It makes civil servants competent as:**

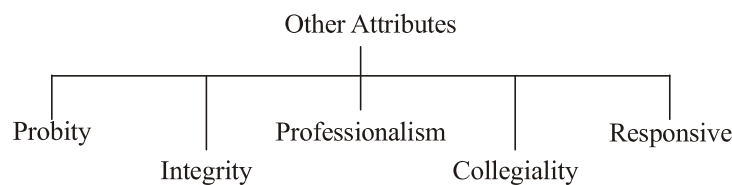
1. Enables informed decision-making through analytical thinking and problem-solving skills.
2. Facilitates the development of innovative solutions to complex problems.
3. Supports effective communication and collaboration with diverse stakeholders.

Moral qualities make civil servants competent as:

1. Upholds ethical standards and values, fostering trust and accountability.
2. Guides decision-making towards the greater good and public interest.
3. Encourages transparency, fairness, and empathy in dealing with stakeholders.

In context of civil servant, empathy is the ability to understand and relate to diverse perspectives and needs of stakeholders. **Empathy makes civil servants competent as:**

1. Enables understanding of diverse perspectives and needs of stakeholders.
2. Fosters the development of effective policies and services that address societal challenges.
3. Enhances collaboration, communication, and trust with colleagues and citizens.



Compassion means a deep concern and caring for the well-being of individuals and communities. **Compassion makes civil servants competent as:**

1. Drives motivation to serve the public and promote social justice.
2. Guides decision-making towards humane and equitable outcomes.
3. Promotes a culture of care and support for those in need, including colleagues and citizens.

For example, during COVID-19, civil servants in India showed empathy and compassion towards migrant workers stranded by arranging transportation and food supplies to help them reach their homes safely.

For example, The SAI also set up a mental health helpline to support athletes who were facing mental stress and anxiety during the lockdown.

In conclusion, empathy and compassion are crucial attributes that enable civil servants to understand and respond to the diverse needs and perspectives of the communities they serve, thereby facilitating better decision-making and effective solutions to critical issues.

Question 2a : *The Rules and Regulations provided to all the Civil servants are same, yet there is difference in the performance. Positive minded officers are able to interpret the Rules and Regulations in favour of the case and achieve success, whereas, negative minded officers are unable to achieve goals by interpreting the same Rules and Regulations against the case. Discuss with illustrations. (150 words | 10 marks)*

**Answers of
2014-2020
Mains Also
Updated**

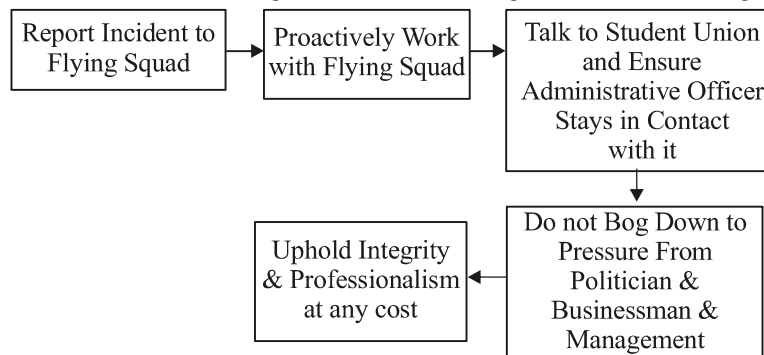
**Current Based
Examples
Included**

Ans. a) Ethical issues involved in the case are:

1. **Academic Integrity:** The use of unfair means in the examination violates the principle of academic integrity.
2. **Professional Ethics:** The senior lecturer who was caught helping the students to cheat has violated professional ethics.
3. **Conflict of Interest:** The involvement of important personalities in the incident creates a conflict of interest for the management and raises questions about the impartiality of the decision-making process.
4. **Integrity and Honesty:** The demand for resolving the issue with the flying squad “at any cost” may compel the Vice Principal to compromise on integrity and honesty.

b) The options available with the Vice Principal are:

1. **Cover-up the incident:** Vice Principal may choose to cover up the incident and not report it to the management or the flying squad to avoid tarnishing the image of the college and the important personalities associated with it. However, this would compromise on the academic integrity of the institution and perpetuate unethical practices.
2. **Report the incident and let the flying squad take action:** Vice Principal can report the incident to the management and let the flying squad take action against the defaulters, irrespective of their social or political standing. This would uphold the principles of academic integrity and professional ethics, but may create a conflict of interest with the management and jeopardize the Vice Principal’s promotion prospects.
3. **Work with the flying squad:** The Vice Principal can proactively work with the flying squad bring perpetrators involved to justice. He may lose promotion or even his job as management and politician-businessman will be against him but set high standards of integrity.



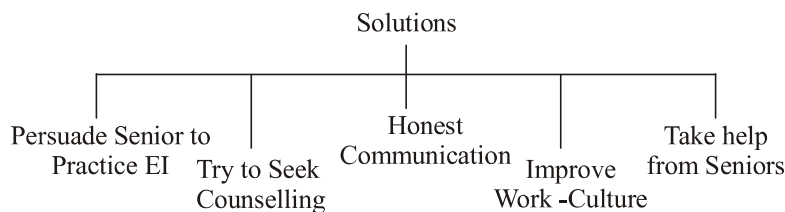
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him and at times unreasonable. Whatever suggestions given or views expressed by Pawan in the meetings were summarily rejected and the senior officer would express displeasure in the presence of others. It became a pattern of the boss's style of functioning to show him in bad light highlighting his shortcomings and humiliating him publicly. It became apparent that though there are no serious work-related problems/shortcomings, the senior officer was always on one pretext or the other and would scold and shout at him. The continuous harassment and public criticism of Pawan resulted in the loss of confidence, self-esteem and equanimity. Pawan realized that his relations with his senior officer are becoming more toxic and due to this, he perpetually tensed, anxious and stressed. His mind was occupied with negativity and caused him mental torture, anguish and agony. Eventually, it badly affected his personal and family life. He was no longer joyous, happy and contented even at home. Rather without any reason, he would lose his temper with his wife and other family members. The family environment was no longer pleasant and congenial. His wife who was always supportive of him also became a victim of his negativity and hostile behaviour. Due to harassment and humiliation suffering by him in the office, comfort and happiness virtually vanished from his life. Thus, it damaged his physical and mental health. a) What are the options available with Pawan to cope up with the situation? b) What approach Pawan should adopt for bringing, peace, tranquility and a congenial environment in the office and home? c) As an outsider, what are your suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene? d) In the above scenario, what type of training would you suggest for officers at various levels in the government offices? (250 words | 20 marks)

Ans. The options available with Pawan to cope up with the situation include:

1. Trying to communicate with his senior officer to resolve the issues and misunderstandings between them.
2. Seeking help and support from colleagues or higher authorities in the office.
3. Consulting a counselor or therapist to manage his mental and emotional health.
4. Exploring legal options or filing a complaint against the senior officer for harassment and discrimination.
5. Requesting for a transfer to another department or office.



b) Pawan should adopt a calm and composed approach to bring peace and tranquility in the office and home. He can try the following steps:

1. Trying to understand the reasons behind his senior officer's behavior and empathizing with his personal problems.
2. Communicating assertively with his senior officer and trying to resolve misunderstandings and conflicts.
3. Focusing on his work and performance and seeking constructive feedback for improvement.
4. Maintaining a positive attitude and seeking support from colleagues and family members.
5. Practicing stress management techniques like meditation, yoga or exercise to manage his mental and emotional health.

c) Suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene include:

1. Encouraging open and honest communication between boss and subordinate.
2. Providing regular feedback and constructive criticism for improvement.
3. Recognizing and appreciating the efforts and contributions of the subordinate.
4. Respecting each other's personal and professional boundaries.
5. Encouraging a positive and supportive work environment.
6. Providing training and development opportunities to enhance the skills and competencies of the officers.

d) In the above scenario, training programs focused on emotional intelligence, conflict management, communication skills, stress management, and leadership development can be suggested for officers at various levels in the government offices. These training programs can help officers to enhance their interpersonal and intrapersonal skills, manage conflicts effectively, and promote a positive work environment. Additionally, training on diversity and inclusion can help officers to respect and appreciate differences among colleagues and work towards a more inclusive work environment.

□□□

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