

(Please do not write anything except the question number in this space)

कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

Aptitude

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)

Candidates must not write on this margin

natural propensity for some particular skill to be learned successfully

Physical

Mental

↓
Usain Bolt
large feet

Sachin Tendulkar & others

↓
similar training

Sachin aptitude > other

→ became successful cricketer.

skills → skills develop on aptitude
↓
acquired through training

Training → skills + aptitude → successful

Aptitude + Interest → Individual preference.
(may not be skilled here)

Attitude ← Aptitude

positive/negative or indifferent feeling towards a person, object, event or idea.

- Defines your behaviour.
- largely mental
- related to existing ability & skills

→ competency to do work. certain

- shows potential
- Both mental & physical.
- Potential ability to acquire a skill

Administrator may be good in tackling communal violence (Aptitude) but may have -ve attitude towards community so his decision may be affected

Aptitude needed in C.S

Communication Skills

Vikas Kumar Vijwal DFO, Thakrand

→ Took along local community and transformed most hit area in tourist spot

Impromptu decision making (critical think)

Leadership

Stewardship

→ effective manager as resource deficit nation

→ Purnia DM Rahul Kumar arranged medical ox. and restarted broken medical ox plant

J. Meganatha Reddy started

Project Udhayam for Toilet For differently abled

Professionalism

Debonair

Chanchal DM ↓ corruption free

Persuasion



(Please do not write anything except the question number in this space)
कृपया केवल प्रश्न संख्या ही अतिरिक्त कुछ न लिखें।

Impartiality
Non partisanship

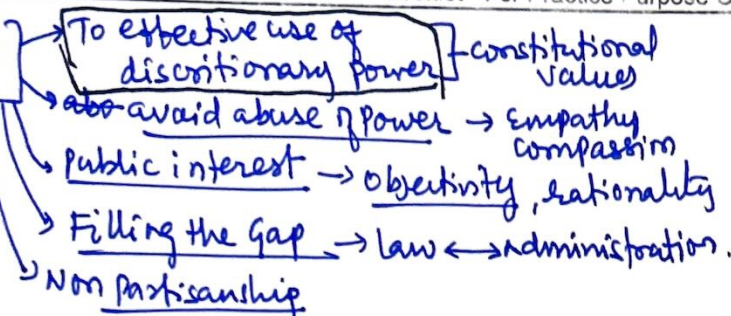
Foundational value for C.S.

UPSC

Answer Questions - NOT MORE THAN the word limit specified for each in the Parenthesis.
Content of the question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)

उम्मीदवारों को इस कॉलम में नहीं लिखना चाहिए
Candidates must not write on this margin

Why values in C.S.



Conflict of values in civil services

- 1) Personal vs professional commitment
- 2) Individual vs community needs
 ↓ children need ↓ welfare
- 3) Ambition vs disappointment
 ↓ Senior
- 4) Satyendra Dubey
- v - Cultural Relativity
 What is right for one urban India is wrong for tribal
 (Dev. vs deforestation)
 (eg) → Narmada Bachao

Attitude

Quote - It is our attitude at beginning of task that will determine how successful will be the outcome.



D.A. Democratic att.

Decision on
rule, regulation
by consensus, discussion
Public opinion & deliberation

eg Draft education
Policies for public
opinion
GST Council

Paul Appleby

- Stakeholders
 - Participative
- Citizen engagement & empowerment.
- Adherence to higher ethical std.
- Avoid moral corruption of society.

cons - self destructive in absence of virtuous civil servant.

B.A. Bureaucratic attitude

Decision are based on rules, regulation & procedure.

weber Goal oriented bureaucracy

- Explicit rule & responsibility
- Rule becomes more important than Game theory

Designed as per Rational Principles
Impersonal management

Cons:- Impersonal may turn into apathy
Rational may work at cost of redistribution

Positive attitude - is a mental outlook that focuses on optimism, hope, constructive thinking, even in the face of challenges & setbacks. It involves approaching situation with a proactive and favorable mindset, seeking opportunity for growth & development.

Persuasion

Process of changing attitude and behavior of a ~~desired~~ group in desired way through democratic method

- An attempt to change Person's attitude.

Example Beti Bacho Beti Padho - change in attitude towards girls

Ethical Tourism

Give it up campaign - To give up subsidy

Celebration of Earth Day - to fight to persuade Global citizen to fight against cc

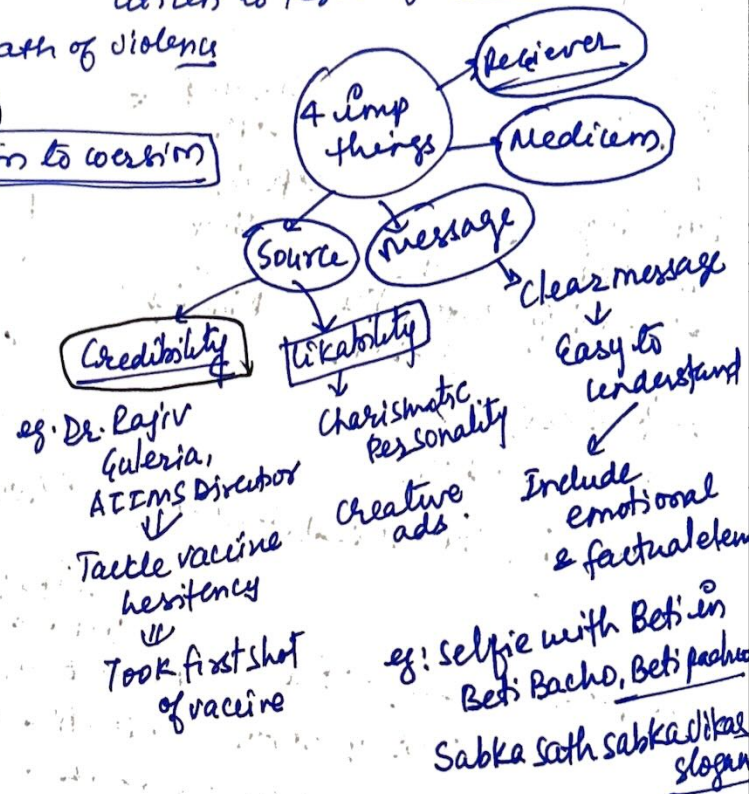
Encourage extremist to leave path of violence

Covid 19 mask, social distancing

Persuasion to coercion

Component of Persuasion

P. Ponnamaniappan
(TN) Book in library
→ Barber



How to effective persuasion

1) Positive support

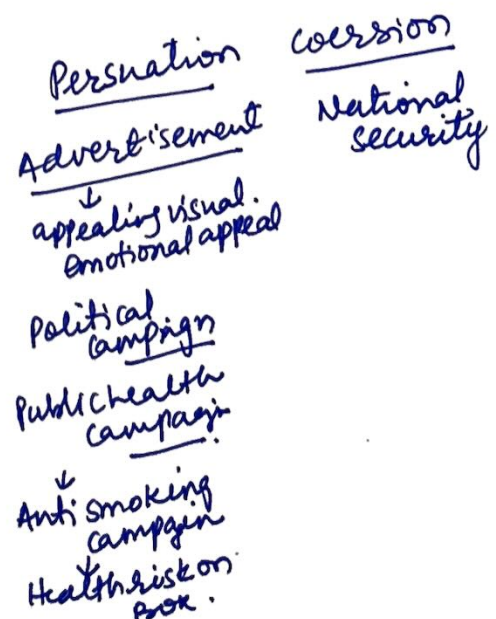
2) Emphasis the advantage

3) Storytelling

Triumph of truth in Ramaya to speak truth

4) Turn objective in opportunity

5) Commitment



Public Service - delivery of goods & services to public by Govt.
Interface between public & Administration

Effective service delivery

(Please do not write anything except the question number in this space)

कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

Probity

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.

(Specimen Answer Booklet - For Practice Purpose Only)

Probity

Concerned with Process, Procedure, system more than outcomes.

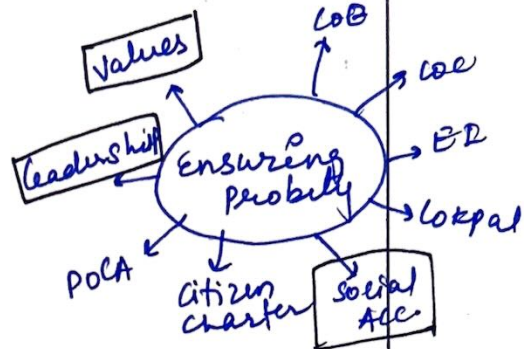
Probity requires

Effective laws, rule-regulation → effective implementation of these laws → Absence of corruption

Challenges → culture of corruption, social asymmetry in power in society, colonial legacy.
↓
lack of fair & effective implementation of laws

Governance - corruption + effective laws + value system = Probity

Public ↔ Public Service ↔ Administration



deals Procedural integrity Process & system

calls for complete integrity, uprightness, honesty
being incorruptible

Objective of Probity

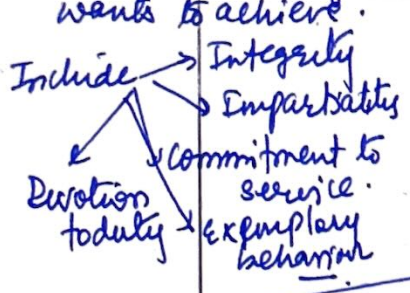
- ① ensure account
- ② integrity in public service.
- ③ compliance with process.
- ④ confidence in public service.

set of rules outlining behaviour.

Code of Ethics & Code of Conduct

Written guideline for conduct of employee

General Principles and values that organization wants to achieve.

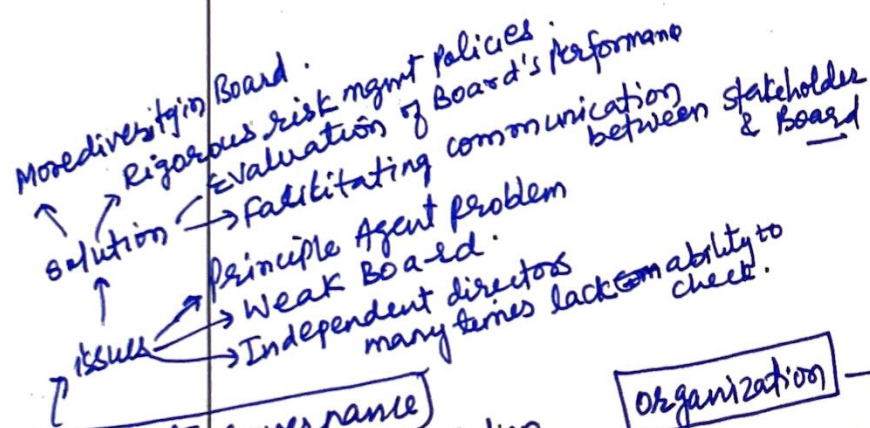


UPSC Code of Ethics

- 1. Legally binding
- 2. Prescriptive nature - Guidelines on how to conduct in situation
- 3. Enforcement & disciplinary action
- 4. Focus on administrative matter.
- 5. Not legally binding
- 6. Focus on ethical behaviour.
- 7. Public interest orientation
- 8. COE highlight that duty is to keep public interest above personal
- 9. Professionalism & Integrity
- 10. No specific punitive measures

Example :-

- 1. Narayan Murthy leave
- 2. Good treatment of Employee at TATA even after leaving organization

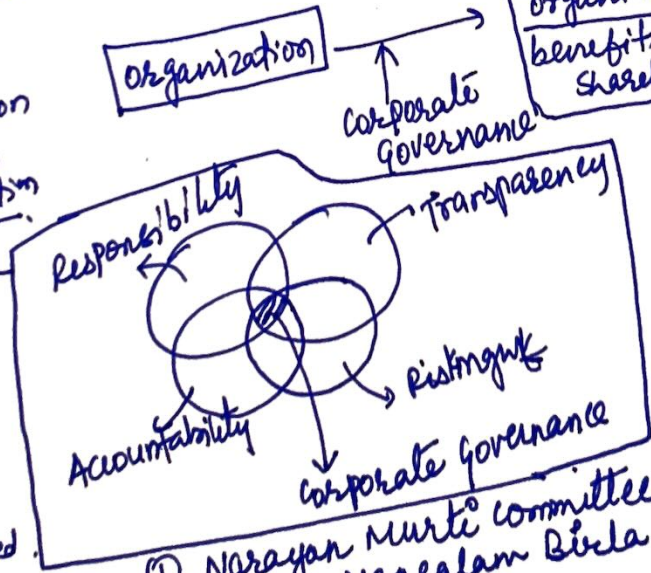


Corporate Governance

Set of laws, custom, regulation Procedures that regulate and control an organisation.

Fairness
Transparency
Risk Management
Responsibility
Accountability

issues - 68% business are family owned.

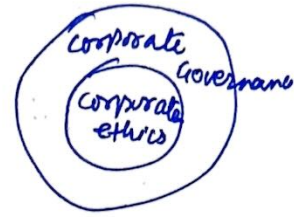
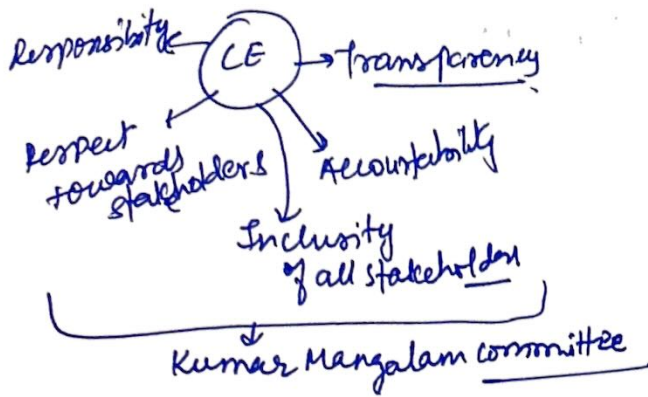


- 1. Narayan Murthy Committee
- 2. Kumar Mangalam Birla Committee
- 3. Companies act 2013

quotes - Good community is not just a stakeholder, but the very reason for existence of company.

- Commerce without morality is sin.
- Good corporate governance is about being proper & prosper.

corporate ethics deals with the standard of governance in Business sector and the way a company behaves towards its internal and external stakeholders. It encompasses broader aspect of corporate Governance



Uday Kotak Committee : - Sound corporate ethics will give sound corporate Governance → which will result in economic growth

Concept of compassionate Capitalism : - Narayan Murthy
↓
social responsibility as seen in Scandinavian Country.

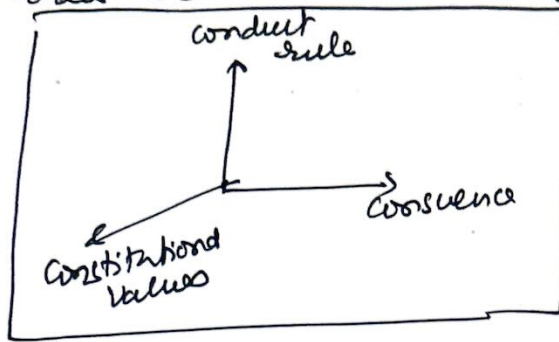
{ Ketan Parikh
Satyam
Sharada
Harshad Mehta

[Redistributive Justice through
CSR funds
(2% of Net profits

wealth without work
commerce with morality } → Sen

In answers at end

~~not with~~ C's must be guided by



For best results

(Please do not write anything except the question number in this space)

कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

RTI

UPSC

Answer Question in Hindi. (If the word limit specified for each in the Parenthesis. The Question is more important than length.)
(Specimen Answer Booklet - For Practice Purpose Only)

उम्मीदवारों को इस हाथिए में नहीं लिखना चाहिए
Candidates must not write on this margin

Problem with working RTI

Section 4 - suo moto disclosure of info by public body.

Section 8(1) exemptions

Felicitous RTI

Incompatible laws

Indian Evidence act 1972

→ hold disclosure

Official secret act 1963

Atomic energy act 1912

Huge pendency

→ around 2.2 lakh cases

CIC - More than 90 activists have been murdered

RTI expectations

→ People will file for public purpose

Reality → 80% for private purpose.

eg Rajendra Singh was killed in West Champaran in 2018 for using RTI to expose land encroachment and construction scam

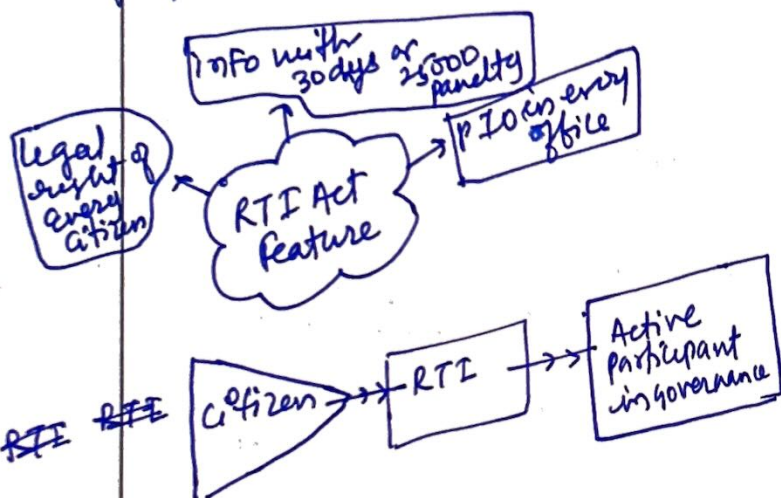
Good Example

- Vyapam scam
- Commonwealth scam
- Aadarsh scam
- UPSC started giving cutoff

Poor or incomplete information

Limited power in hand of PIO

In many dept. even PIOs are not appointed



Examples case study
Attendance of village school in Banda dist (U)
→ Activist + locals filed RTI for records.
→ resulted in quick action and regular teaching started

Quote:

RTI is potent weapon in hands of common man to fight corruption and ensure transparency in governance -

Power of information is power to change life

Power tends to corrupt and absolute power corrupt absolutely.

(Please do not write anything except the question number in this space)
कृपया इस स्थान में प्रश्न संख्या को अतिरिक्त कुछ न लिखें।

Corruption

UPSC

Monopoly + Discretion

Accountability

उम्मीदवारों को इस कॉलम में नहीं लिखना चाहिए।
Candidates must not write on this margin

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.

Use of one's position, power, status, resource directly and indirectly for personal benefits for better material & non material gains

2nd ARC

Two facet of corruption

Institution which is corrupt

Individual who is corrupt

How to tackle corruption

- 1) COC & COE
- 2) Institutional measures
- 3) Transparency with technology
- 4) Power of the people

Monopoly + Discretion - Accountability = corruption

Corruption Laws
IPC Section 169
Benami transaction Prohibition Act 1988
POCA 1989
Companies Act 2013
Lokpal Lokayuktas
CVC
CBI
Leavelet Room For corruption

Causes of corruption

- Santhanam committee -
- 1) Govt taking upon itself more that it could manage by regulatory system.
 - 2) Scope of discretion
 - 3) cumbersome procedure of service delivery
 - 4) weak system (legal framework) for punitive action.
 - 5) over regulation
 - 6) Bureaucratic red-tapism and abetting corruption
- where rule become more important than the game itself

Corruption example - corporate corruption - Volkswagen 2015
Political corruption - South Korean president Park Geun-hye impeached in 2017
Stock corruption - FSA official 2015

GRM should be
Barrier free
Simple
Accountable

As per world Bank definition of Good Governance, GRM is fundamental to good governance



promise of assured quality of service delivery within time limit

(Please do not write anything except the question number in this space)

कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

Citizen Charter

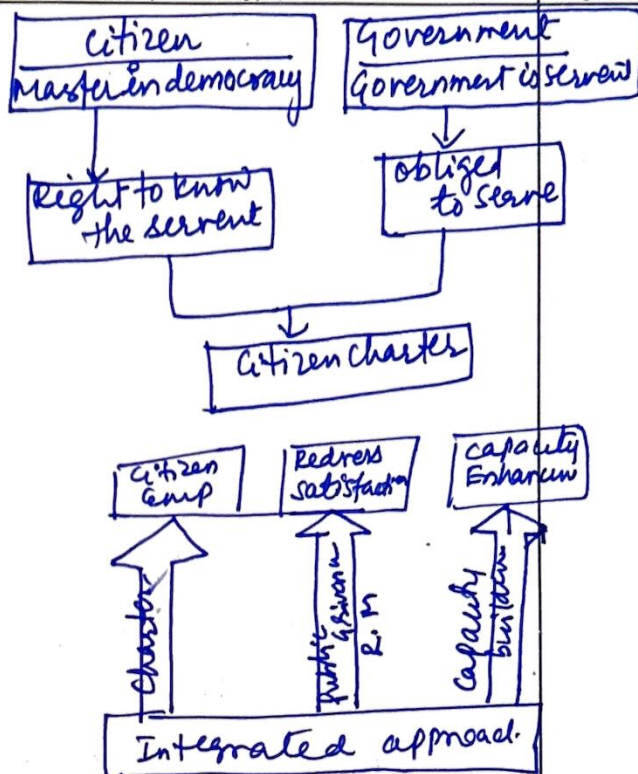
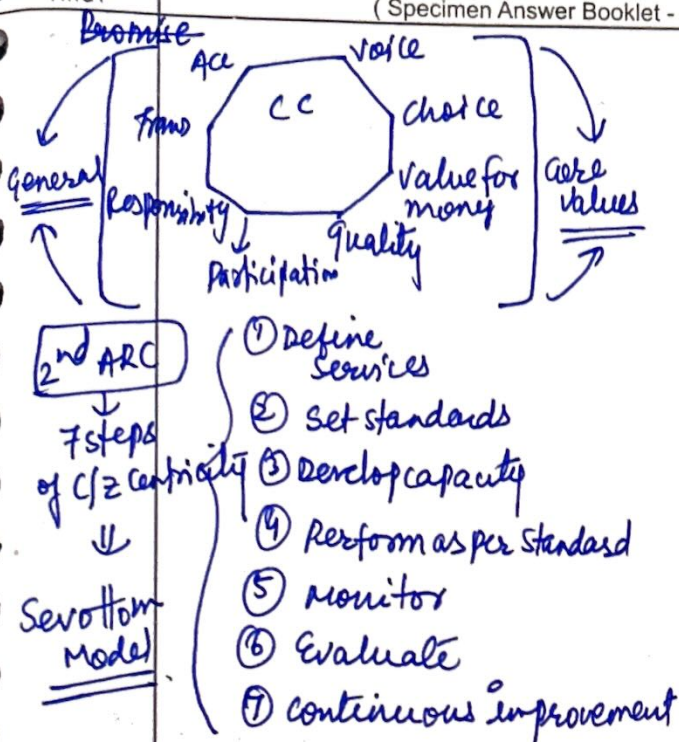
UPSC

UK 1991

India 1997

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
Candidates must not write on this margin

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)



Principles of CC

- 1) quality of service delivery.
- 2) standard for govt org.
- 3) Courtesy and helpful attitude

Example

Passport seva Project → outlines all the details of service delivery.

CBDT has comprehensive citizen charter

Indian Railway CC → Ticketing
Passenger right
cleanliness
Feedback system

- Challenges
- 1) Toothless → because of lack of legal status
 - 2) Lack of awareness
 - 3) Limitation of resource particularly at local level
 - 4) Lack of flexibility to meet the changing need of society
- Rigidity of org.

Quote: "Citizen charter serve as a tool between to bridge the gap between citizen's expectation and the delivery of Public services".

"Citizen charter is manifestation of accountable and citizen centric governance"

ethics in work culture is a compulsion, not an option

Work culture

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more than length.
(Specimen Answer Booklet - For Practice Purpose Only)

Practices between
Values employee
Shared belief and employer.

Work culture of an organization is
foundation for its success.

Democratic
decision
making

Respect
For fellow
employee

long term
perspective

Judgement
based on
work only

Component of
healthy work

Impartiality
in Treatment

Continuous
Skill
Improvement

Balancing
of stakeholders
conflict
resolution

Emotion & workplace

Mark Zuckerberg working
along with co-workers in their office
- Trust, Gratitude

Buddy system in Army - deployment of trust

LEO Better.com → fired 900 employees online
angrily calling them dumb dolphins
led to downfall of working of organization

work ethics

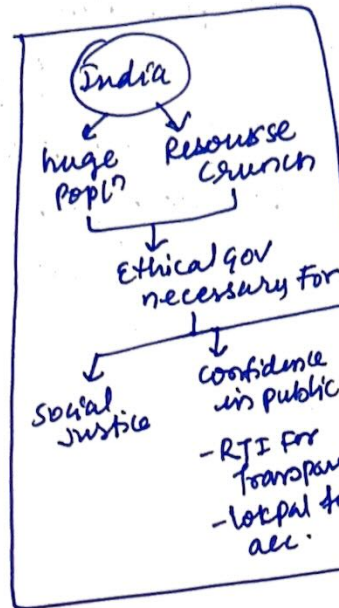
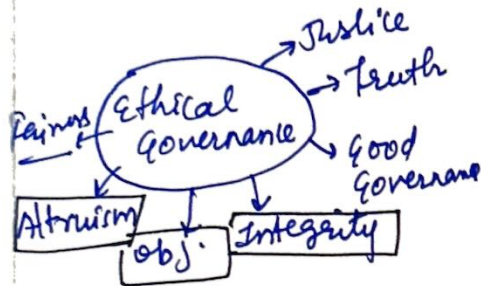
- commitment to fulfill official responsibilities with dedication, involvement & sincerity.
- Work is appreciated and not taken as burden

quote - The best work culture fosters creativity, collaboration and
continuous improvement.
At the end quality of your work culture determines quality
of your work.

Good Governance / Ethical Governance

Good Governance should be like air. Its existence need not be discussed but it should be there. Its absence will make a huge difference.

Governance → UNDP → Governance is exercise of political executive and administrative authority to manage country's affairs.



Why do we need GG

efficiency
↓
avoid misutilization & underutilization of funds
Compassion
eg - Affordable housing

Why we need Ethical Governance

How ensure ethical Governance

- Strengthen CVC, CPE, Lokpal, Whistle Blower act
- Citizen charter, Social audit
- Promoting moral education to enunciate honesty, selflessness, sacrifice, Spirit of service.
- Bureaucratic to democratic attitude

(★)

Values in public sector vs Private sector

- | | |
|--|--|
| ① Public interest | ① Profit maximization |
| ② <u>Equity / social justice</u> | ② <u>Efficiency</u> |
| ③ Transparency & accountability - towards public | ③ Access & transparency towards stakeholders |
| ④ Democratic governance & decision making | ④ Generally centralized decision authority |
| ⑤ <u>Long term perspective</u> | ⑤ <u>may Prioritize short term</u> |
| ⑥ Innovation for service delivery & social justice | ⑥ Innovation for competitive advantage |
-

Personal vs Professional ethics

"Man cannot do right in one department of life whilst he is occupied in doing wrong in any other department" → Gandhi

Gandhi's philosophy
of Internal Swayaj

CJI P.Y. Chandrachud's benevolent and liberal nature is reflected in his personal life as well.
→ he adopted two daughters who were specially challenged

Seema Patra → alleged for brutality towards tribal.
also found alleged in corruption charges.

Sukumar Sen → 1st CEC → very honest in personal & professional life

(Please do not write anything except the question number in this space)
कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

Public Service

UPSC

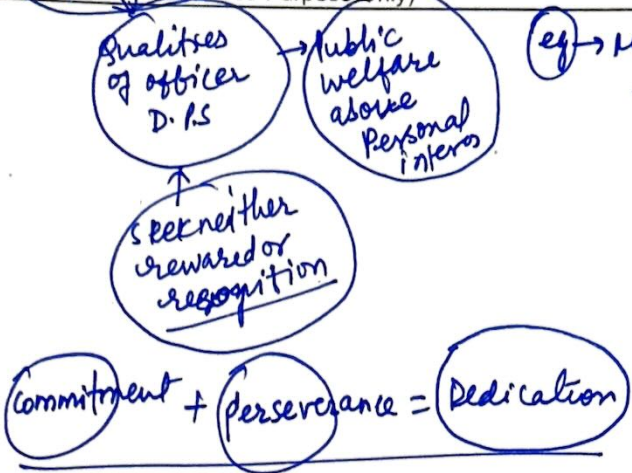
Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Questions is more important than length.
(Specimen Answer Booklet for Practice Purpose Only)

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
Candidates must not write on this margin

Dedication to Public Service (D.P.S.)

Keeping Public Good above all which will ensure C.S.'s sense of duty is integrated with official responsibility
→ keeps motivated (positive attitude)
→ Bring Empathy
→ inculcate perseverance

(Willing to go beyond duty)



eg → Metro Man of India - E. Shreedharas

"Public Morality is ^{placed} kept on higher pedestal than Private because it carries public trust" - [SC]

Maheesh Sharma → Padma Shri → convinced tribes in Jhabua MP to adopt rainwater harvesting

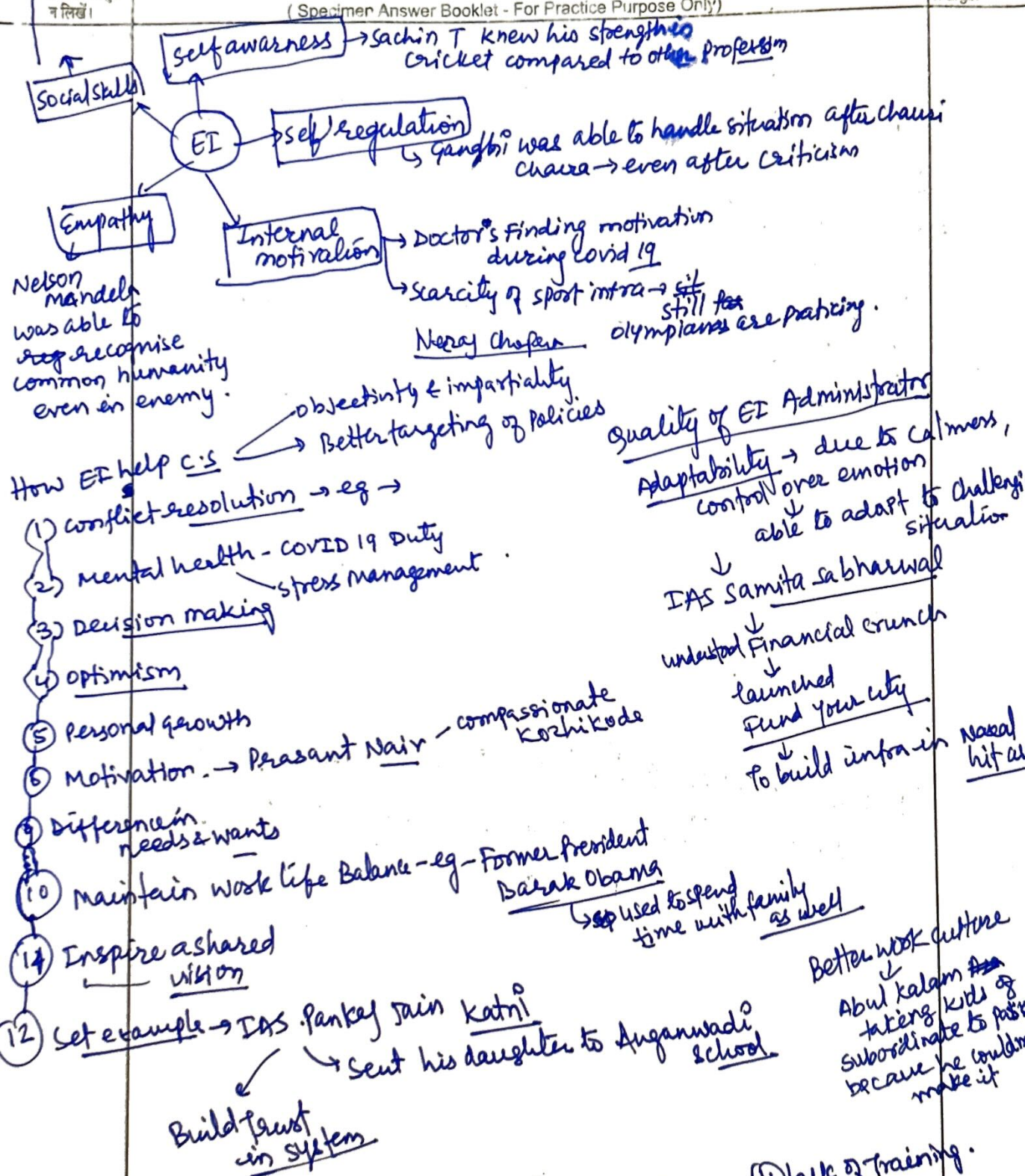
Please do not write anything except the question number in this space.
क्या इस स्थान में प्रश्न संख्या से अतिरिक्त कुछ न लिखें।

EI

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)

उम्मीदवारों को इस लिए में नहीं लिखना चाहिए
Candidates must not write on this margin



Hindrance to EI

- 1) High work pressure - (do whatever it take) approach
- 2) Cultural Gap → eg - Issue of migrant during Covid 19.
- 3) Use of Tech → and Tech lack emotions -

Santoshi Kumari → Died → no donation because donation card not linked to adhar card



(Please do not write anything except the question number in this space)

कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

Integrity UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.

Content of the Question is more important than length.

(Specimen Answer Booklet - For Practice Purpose Only)

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
Candidates must not write on this margin

Integrity - Integrity without knowledge is weak & useless and knowledge without integrity is dangerous and dreadful - Samuel Johnson
Integrity is choosing your thoughts and actions based on value ~~not~~ rather than personal

Moral integrity - consistency and honesty in application of morality → eg- Buddha Focus on purity of thoughts, words and deeds
↳ undconditional moral integrity

Intellectual integrity → True to ~~own~~ one's own thinking and hold oneself to some standard } → Gandhi → non revokation after Chauri Chaura

Professional integrity

↳ Accordance to professional standard, Duty

↳ Sanjiv Chaturvedi - AIIMS CVC → Uncovered scam

Integrity examples

Sachin Tendulkar walking off the crease even when given not out by umpire

Lack of integrity

Rajiv Gupta's Involvement

In insider trading disgraced him and his amla water.

more examples

Nishkama Karma or selfless work over convenient dereliction of duty.

Deontology principle prohibits choosing convenient means ends if means are not moral

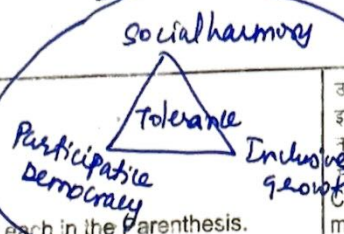
Why cs. be Integral

(Please do not write anything except the question number in this space)

कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)



उम्मीदवारों को इस हस्तिया में नहीं लिखना चाहिए। Candidates must not write on this margin

Perseverance

- Strict adherence to moral principles based on understanding

Quality of continuing to pursue a goal or task despite challenges, obstacles and setbacks.

Perseverance → C.S. require when wants to bring behavioural change

Ira Singhani
2014-UPSC
Differently
abled.

Japan
past
World war II

It always seems impossible until it is done - Nelson Mandela

Perseverance is not a long race; it is many short races one after the other.

Swamiiji quote - Everyone has to pass through multiple hurdles - - -

Eg → Thomas Edison → 1000 times Failed → light bulb.

Vaccine hesitancy

Behavioural change of social distancing

Eg → open defecation behaviour change.

Tolerance

Eg → ek Bharat shreshtha Bharat Tolerance.
→ Bhasha Sangam - 22 language learning Program
→ Ashoka's Dhamma.
Akbar's Sul-i-Kul.

Why to be honest

Honesty

Value of not lying

Broke a glass in museum
Enquiry facing plate

It not speaking
↓
not being dishonest

It integrity
↓
will notify manager
↓
even if others are not looking
conscience is

Quotes: - Honesty is fastest way in preventing turning mistakes in failure

Courage

Courage is most important of all virtues because without courage, you cannot practice any virtues consistently

Courage is not just physical bravery

eg Captain Vikram Batra - During Kargil war - "Dil Mange More"

Whistleblowing
IPS Narendra Kumar - Morena M.P.
exemplary courage to fight against mining mafias.

RRR & I.C. Vidyasagar - fighting social evil despite all odds

~~Mansi Sharma~~
~~Bahira~~ - Odisha - rescued 6000 migrant workers from 30+ kms in TN during covid 19 lockdown

Gandhi → Chavri - Chavri

Why for C.S

Implementation of orders without bias, Fairness
To remain ethical irrespective of situation
To deliver duty of public service
Non-partisanship

Courage → Develops credibility
→ Leadership: Exp → Mahatma Gandhi's experience with Truth
→ Improves work culture
→ helps in taking bold decision.
(eg) → Whistle blower need courage

Public service require courage to challenge status quo, confront difficult decision and advocate for voiceless.

Courage is not the absence of fear but rather the assessment that something is more important than fear. - Roosevelt

Objectivity

Taking decision on Fairness basis without any external influence or bias.

Critical thinking

eg: lack of critical thinking

ASI in UP began gold hunting on order of union min. who believed in a Baba

Why needed

Avoid nepotism and favouritism in decision

Ensure Fairness

When ethical issues → right decision with ①

How to develop
Training Information mgmt system
develop critical thinking
Transparency
- Transp and openness allows for assurance of objectivity
(eg) → RTE act
Provide right to review decision
(eg) → Taxation, land acquisition
Provide right to be heard
(eg) → social audit

Objective vs Fairness

should not be misconstrued as mechanical strict adherence to laws. Fairness should be these

eg Judge same hefty penalty on rich and poor done same crime. may be objective but not fair

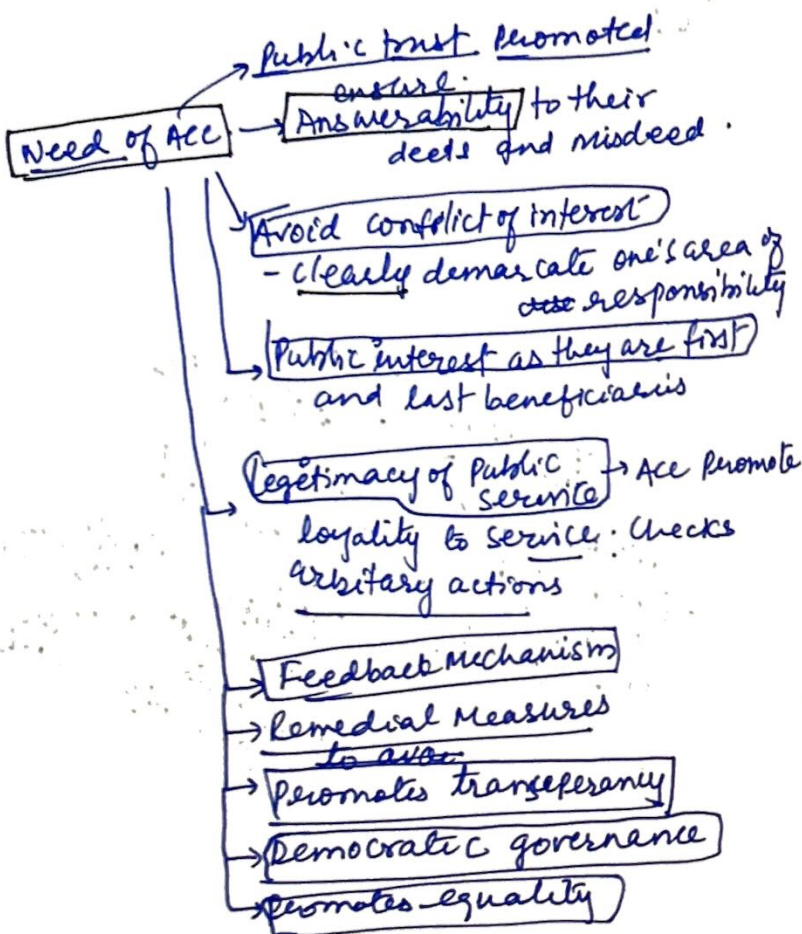
Accountability

Examining and holding public servant answerable to ^{their} choice and actions undertaken by them to ensure they fulfill their duties, responsibility obligations.

eg → Morarji Desai - belived in cut and thrust of debate

↳ frequent press conference and freedom to ask question

eg → Barack Obama - "I screwed up" →



ways to ensure

↳ Capacity building of stakeholders to question public officials.

eg → Social auditing in MGNREGA

↳ transparency enhancement - eg → RTI Act
Proactive disclosure

↳ external agencies - CVC, CAG Auditing

Quets

- ① Accountability is due that ties commitment with result.
- ② Accountability is Foundation of trust.
- ③ when you hold yourself accountable, you set a standard for those around you.

Responsibility is

Innovation in public service

Anonymous and secrecy

Why imp:

- ① will allow C.S. to furnish free and fair advice without consequences
 - ② ensure objectivity & rationality
- ②x → victimization after change of Govt is possible in absence of it

- staying behind the curtain

②g → several doctors, medical staff contributed anonymously to fight Covid 19

(CS concerned about public image)

Yes

- Public image keep the motivated
- Ideal for youth
- Persuasion & acceptance
- Perception management
- ↳ ②x → Covid 19

No

- Short term gain long term loss
- May loose rationality, objectivity in decision
- Against anonymity of C.S.

How to ensure

- Official's Secrecy Act 1923
- Oath & Secrecy
- Indian Evidence Act
- POCA
- Conduct Rules of S.S.

Quote - Anonymity is strength of civil servants. civil servants are like Ashoka emblem, which remain hidden yet makes its presence felt at times - Narendra Modi

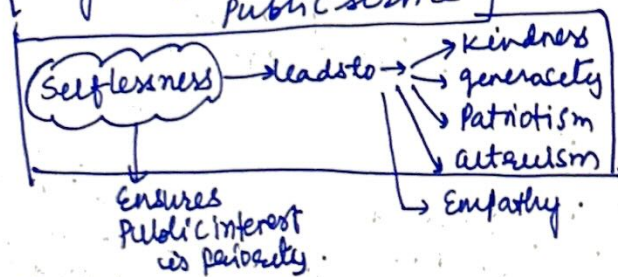
Selflessness

Example - Super 30 Arund
Kumar - IIT JEE
Coaching

IAS - Swaroogh Somavansi :

- Umaria Collector -
Donating his office AC
- Mother Teresa cancelling
Nobel Prize launch for
Feeding poor kids
- Ratan Tata Donating
Cancer hospital in
Assam

Why selflessness in public service



Definition:-

Quality or state of being concerned with
wellbeing and needs of others than with
one's own

Quote:-

When selflessness becomes driving factor Force
behind our actions, we become architect of
positive change in world.

Kindness

~~Fairness~~
Fairness →

HR Khanna Judgement during
Emergency

Sympathy Empathy Compassion

Poor person in administrative office

without document for LPG cylinder

Just showing concern
↓
Empathy
Sympathy

He console the person
told him he share his agony & suffering
↓
Empathy

Not only shows solidarity but also discretionary power to resolve his issue
↓
Compassion

Abdul Kalam as project head
↓
took children of Junior for exhibition
↓
because engrossment in assignment

Example

Compassionate Kozhikode
by Administration
↓
To facilitate people who are willing to help people in need

Quotes

Compassion is root of tree called Dharma - Bhagawat Gita

How to cultivate compassion
↓
through art
↓
eg. Statuaries
↓
Pather-Panchali
↓
realistic portrayal of poverty

↓
sensitivity training through fieldwork
role playing games, perspective talks
value system in early life through family & school
↓
Practising Sarwadharma Samabhar in interaction (social-culture)

Why empathy

Lack of empathy → narrow perspective
(eg) Gender stereotyping of roles.

Empathy → Ground reality
(eg) needs of tribal

Increase effectiveness of governance

Empathy + Governance =

Public/Beneficiary at core = welfare of people

Develops emotional intelligence as well.

Why compassion

1) Civil servants are agent of change

Compassion acts as guide for the change

2) Improve → Generosity
→ Kindness
→ Selflessness

3) Inculcate innovation - out of way thinking
→ lunch with collector
→ People's road map

Conscience is inner sense of right and wrong that help a person in taking decision.
Helps in building moral courage and integrity

Example ~~Sanjiv~~ Sanjiv Chaturvedi IAS acted as whistle blower in Haryana forestry case.

Conscience gave him courage to say no to seniors/minister's illegitimate demands.

When Ramkrishna Pramad gave duty to steal rice when no one is looking

Swami Vivekananda came empty handed

Conscience didn't allow.

Adam Smith called conscience as the 'impartial spectator' which analyses the right & wrong in one's action

Abdul Kalam → re-entraining of presidential bills office of Prof.

Crisis of Conscience → How to resolve

① Mahabharata - Best way to deal with coc is follow Dharma without attachment to

Karmanya - Vaidikaarast fruits of one's action

② Gandhi's Talisman

③ Baba's teaching for resolving coc

- equity & justice
- mercy and kindness
- compassion to all human kind

4) Virtue ethics

5) Duty ethics specific to role

6) Moral intensity approach

manifestation in public domain

- 1) A choice between a good alternative
- 2) Choice between lesser of two evils
- 3) Personal ethics different from requirement of govt
- 4) Contradictory to laws - RTE vs OSA
- 5) Law against natural right
- 6) Environmental ethics

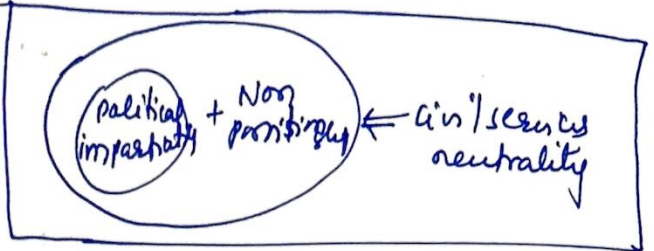
egs exclusion of poor from PDG online

- ① RTE vs OSA
- ② Dev for poor vs tribal displaced
- ③ force of law vs natural right
- ④ Internet blockage
- ⑤ Beggers (FR vs National security)
- ⑥ obey teacher vs complaint harassment

Impartiality and non partisanship

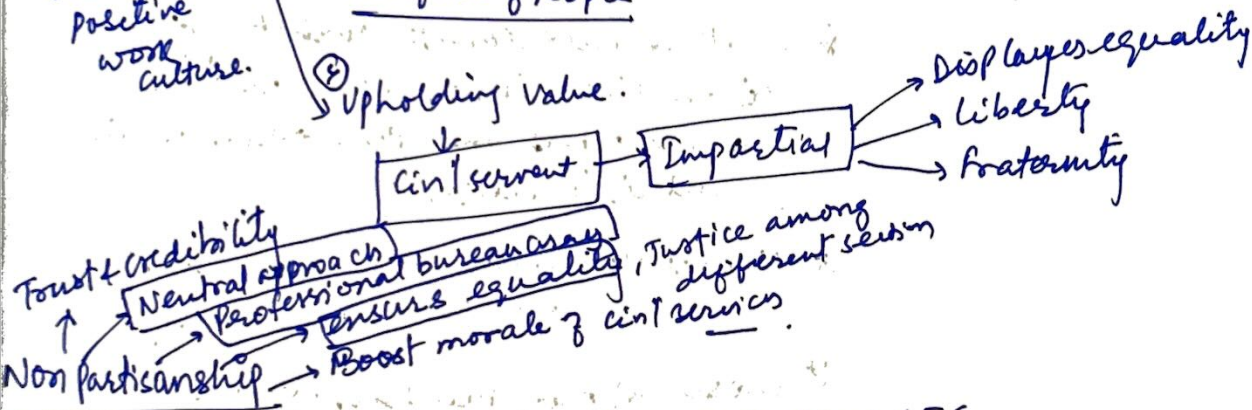
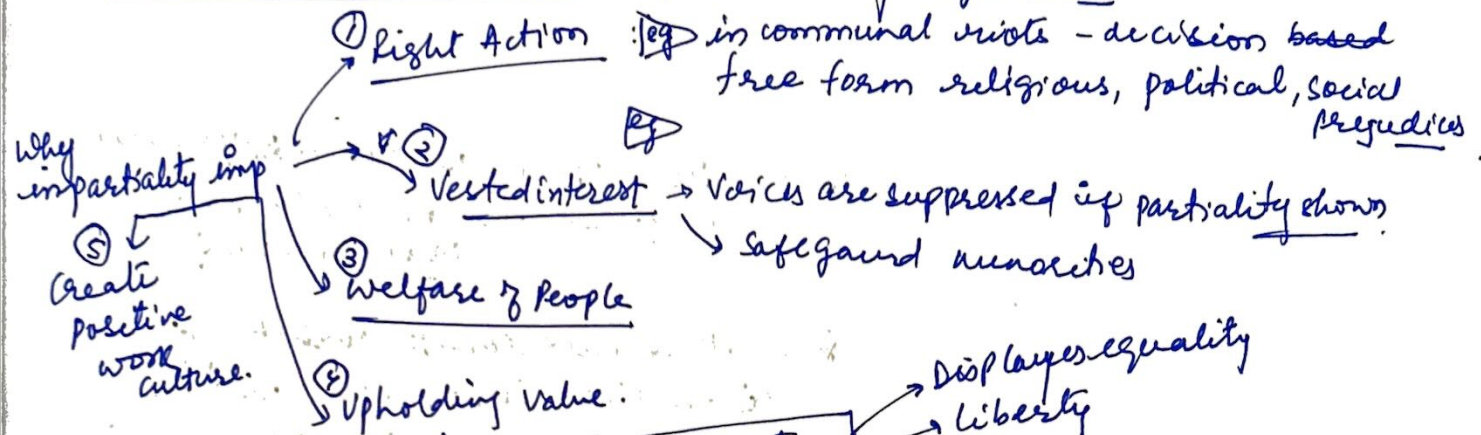
Act of being fair and not being biased or partial towards anyone or anything.

- Not supporting a person or group over another



Example Neelam Sanjiva Reddy
6th President
2-time LS Speaker - } First to quit membership on being elected as Speaker.

Universal adult franchise equal voting right to all



Non Partisanship → Ensures equality, Justice among different sections, Boost morale of civil services.

eg T.N Seshan remembered as non partisan CEC
Former President Mr. K.R. Narayan by declining United Front PM's plea to dismiss BJP govt in UP

quote: Non partisanship is civil service in the balance between the responsibility of governance and expectation of public.
In the realm of public service, non partisanship is not just a principle; it is the glue that holds the integrity of public administration together.

Quote: Partisanship is great curse

Equality and equity

Dedication to public service

D. & APJ Kalam →

even after presidency ^{did not retire from}
public service

↓
Teaching education

Karansatyarthi

↳ Bachpan Bachao Andolan

Mother Teresa

① Service to others is that rent you pay
For your room here on earth -
Muhammad Ali

② What we have done for ourselves ~~one~~ ^{have}
alone dies with us, what we ^{have} done
for others and the world remains
and is immortal.

③ ~~No one~~ No one has ever become poor
by giving - Anne Frank

④ Those who are the happiest are
those who do the most for others -
Washington

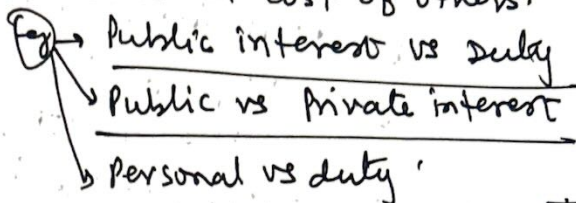
Temperance

Self control and moderation in one's behaviour, avoid impulsive behaviour.

- Temperance allows individual to maintain balance and avoid extremes.

Conflict of interest

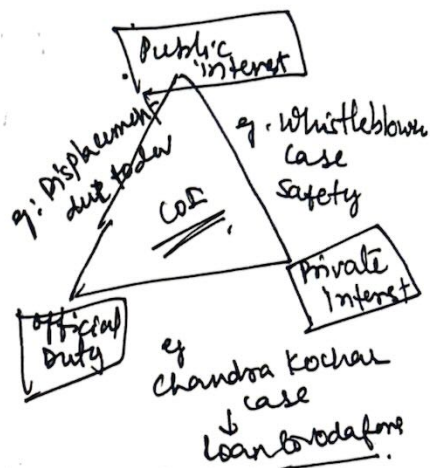
- ① Situation where one's value towards their profession, the community and oneself fail to provide a coherent, unique and ethical solution. Presenting alternatives where ~~one~~ each benefiting some at cost of others.



TI → definition

DECD → 3 type of COI
Apparent

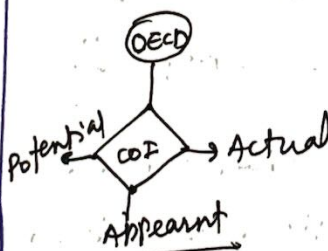
Actual Potential



Prudence

Ability to govern and discipline oneself by use of reason.

- eg → verifying social media post before reacting on them.
- RBI → monetary policy



- eg → TV series Panchayat
location of streetlight is near home or public utilities

- eg → Justice Kurian did not attend Lunch by Italian Gov when hearing case against Italian magazines.

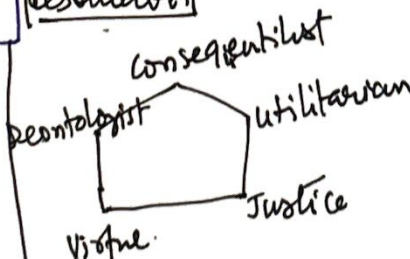
Responsiveness → Attentive

- Ability to respond quickly and appropriately to situation request and stimulus.

- eg → response during disaster management

- eg → Shivdeep Lande IPS
arrested many criminals, worked towards women safety.

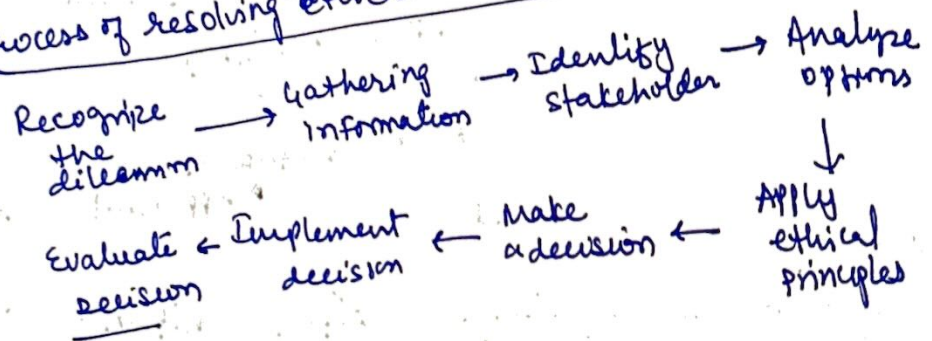
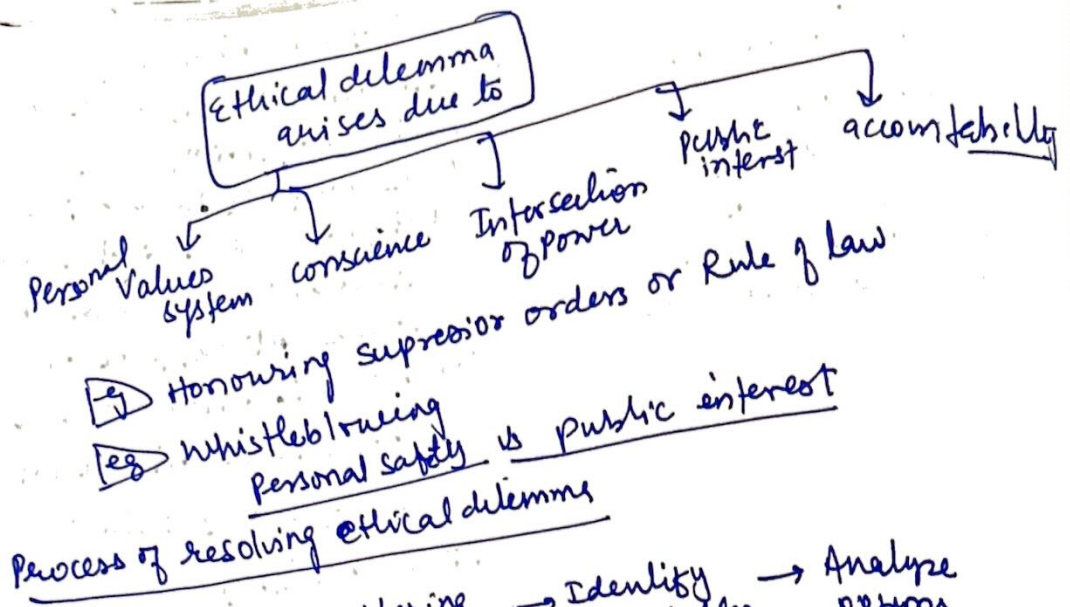
Resolution



- eg → Duty of care of parents (family ethics) vs Transfer orders (duty bound).

4 R Resolution process

- ① Register the issue
- ② Restrict the official involvement
- ③ Recruit 3rd party audit
- ④ Remove or Reversal from case



"Conflict of interest are like potholes in road to Public Service. They undermine trust & Jeopardize progress".

"In the realm of Public Service, conflict of interest are the barrier that prevent us from reaching the destination of transparency and accountability."

Ethics in Public admⁿ

Why

- Resource utilization
- Social Justice article 38
- Dilemma resolution
- Decision making → obj^s
 - Fairness
 - Justice
- Public trust
- Social capital
- Sarvodaya / Antodaya -
- (ED) → Implementation of bounded labour by IAS. S. Shankaran

Ethical Issues in Public admⁿ

2nd ARC

- 1) Corruption.
- 2) Perceptible lack of commitment
- 3) Red-tapism &
- 4) Attitude of officials
- 5) Lack of accⁿ
- 6) Nexus
- 7) Rigid hierarchy - rigid commⁿ

Central Service Conduct

Rule - 1964

All India service conduct rule - 1968

Corruption Perception Index - Rank → 85 (2021)

Ethical problem

- (1) Secrecy - RTI
- (2) Lack of ethical literacy - decision solely based on rule books
- (3) Lack of GRM
- (4) Societal pressure

Ethical dilemma

A Problem offering two solutions neither of which is completely ethical



ED

Public servant

1. Conflict of interest

(eg) → Vodafone case
Arun Jaitley did not handle case as was advisor earlier

2. Personal values vs value of public serv^t

Aadhar

Personal value of privacy

may not use aadhar

Public distribution system

have to promote aadhar

3. Professional ethics and unjustified demand by seniors

(eg) → might be against loan waiver but senior's order is compels

4. Professional commitment vs public welfare

(eg) → denying entitlement to destitute due to lack of document

Private

1. Conflict of interest due to involvement in many cases interests

Rupa Gurunath - President to TVN cricket AS
Director of India cement (Parent of CSE)

2. Nepotism & favouritism

3. Integrity of audit process

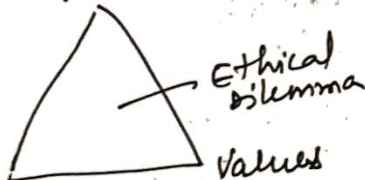
(eg) → Yes Bank scam
director's poor audit

4. Lobbying and insider trading

5. Cartelization and manipulation of market

(eg) → Archatiyas in APMC

Principles



① Objectivity vs

communal harmony
transparency in sharing information
with can cause discontent

② Development vs Environment

(eg) → Narmada sagar project
Char Dham project
environment concerns

Laws, Rule and Regulation

external source of Guidance L, R as source of Ethical Guidance

- ① Regulate discretionary power
eg → Central C.S. conduct rule
1964 → do's and don'ts
- 2) Commanding action and inaction
eg → Prevention of corruption act
eg → MGNREGA demands social audit
- 3) Fostering social justice
eg → Protection of civil rights
act → Pro prohibit untouchability
- 4) Human right protection
eg → Motor vehicle act 2019
Good Samaritan

Limitation

- 1) Lack of enforcement
- 2) Evasive tendency
- 3) Finding loopholes
eg → income tax
- 4) Negative perception
eg → CSR perceived as additional tax
- 5) Lack of social maturity
eg → opposition of triple talac act
- 6) Cultural evils
eg → Despite laws atrocities on women

Law vs Ethics

- | | |
|---|--|
| ① locus of control
External | Internal authority |
| ② on breach
Punishment | Feeling of guilt |
| 3) Depend on context
country
USA - Abortion law | 4) Some are universal in nature
eg) Truth, honesty |
| 4) All laws may not be ethical
eg → denial of PDS to destitute
on lack of biometric | 5) Ethics not necessary codified in laws
eg → Germany holocaust |

Affirmative action laws

Legal & ethical

Mahatma Gandhi's CDM

Ethical but illegal

Unethical but legal

eg → denial of PDS to destitute on lack of biometric

Illegal & unethical

custodial violence

Laws → Provide equality, transparency
Ethics → Ensure fairness and humane public service

B.R. Ambedkar quote
about good constitution and good people

Ethical principles act as the 'north star' in achieving the constitutional ideal through legislation

Ethics

A man without ethics is a wild beast loose upon this world

↓
system of moral principles that is concerned about with human conduct

ethics outlines obligations

source of ethics

1) Religion

↳ one of oldest foundation of conduct

2) Legal system

3) Human conscience

4) Culture - pattern that are considered ideal & acceptable

⇒ Transferred from one gen to other ⇒ define behaviour

5) Family system

6) Thinkers & Philosophers

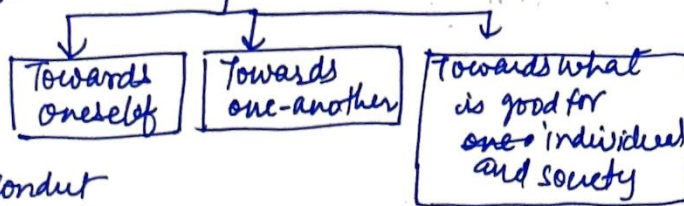
7) Society - Religion

↓
Law of Karma in Hinduism | Golden rule in Christianity

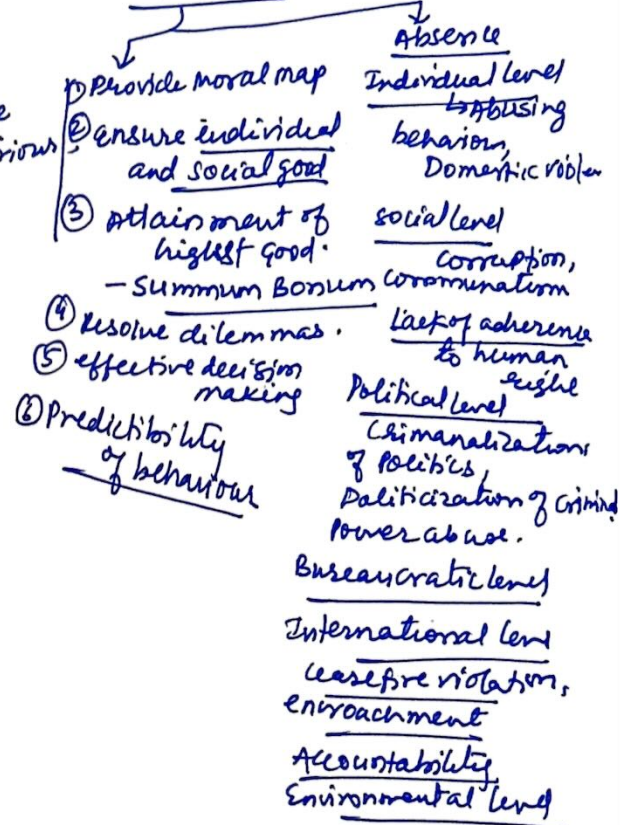
8) Laws → (eg) Good Samaritan law

Role models - Lal Bahadur Shastri

Challenge to ethics



ethics



Please do not
anything except
question number
(this space)
इस स्थान
प्रश्न संख्या के
लिए लिखें।

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)

उम्मीदवारों को
इस हार्गिए में
नहीं लिखना
चाहिए
Candidates
must not
write on this
margin

Value/skill	Example
<u>Situation</u>	Kiran Naik - Govt college lecturer → Visit remote village and Persuaded parents to send child to <u>schools</u>
<u>Innovation</u>	→ Authority East Kameng dist → roped in religious leaders to deal with vaccine hesitancy
<u>Adaptability</u>	→ Use of Tech → <u>Swamitwa Scheme</u> → Drone use.
<u>Inclusivity</u>	→ Chhatisgarh police inducted transgender person as constable in state police
<u>Optimism</u>	→ lunch with collector initial line → IAS saurabh kumar in Dantewada counter to help local students in <u>career choice</u>

Quote: you cannot be a good leader without good character.

Keyword

- ① Ethical altruism ~~vs~~ ethical egoism
- ② Sarvodaya and autodaya
- ③ Gandhiji Talisman
- ④ Duty of state to build Capacity (Capability approach)
- ⑤ Prudent decision

Leadership

L. Bahadur
↓
Fasting on
Monday
when food
crisis -

(Please do not write anything except the question number in this space)
कृपया इस स्थान में प्रश्न संख्या से अतिरिक्त कुछ न लिखें।

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)

उम्मीदवारों को इस ब्लैंक में नहीं लिखना चाहिए।
Candidates must not write on this margin

for ~~the~~ balance - use (Golden mean - Aristotle)
can be applied with respect to competing values

National integrity (include word preamble)
Preamble speaks integrity of nation as one of the primary constituent of nationhood

Eshreedharan → metroman of India

↓
Perseverance.
↳ Kankar railway
Dev.
despite disagreement with minister

↓
Persuasion

↓
Col. Sam Manekshaw
persuaded Indira Gandhi to postpone war

T. N. Sesh
T. N. Seshan
↳ IAS (TN)

↓
Leadership
↓
implemented many electoral reform. eg. booth capturing, inaccurate electoral roll

↓
Innovation
↓
MCC at that time

← Ethics in work culture
↓
Eshreedharan
↓
Professionalism
Punctuality

GSIV
pointers

UPSC

उम्मीदवारों को
इस हाशिप में
नहीं लिखना
चाहिए
Candidates
must not
write on this
margin

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)

① Ethical dilemma → choosing between two or more
equally desirable goals or values where
neither of both are ethically justified in
public service.

eg) Objectivity vs social harmony
↳ spreading true facts which can create
communal riots

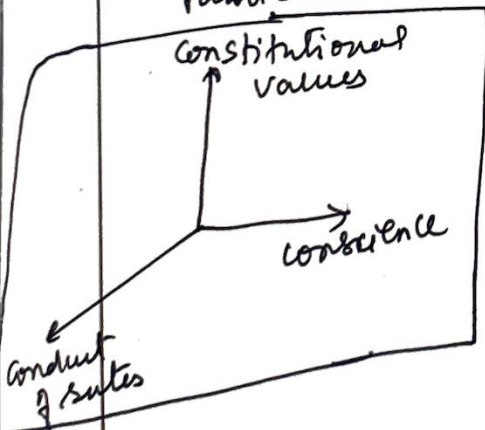
National security vs Himalayan ecology

↳ Recent Chardham projects →

↳ Narmada sagar project → destruction
of env.

In all four cases

public servant must be guided by



(Please do not write anything except the question number in this space)
कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)

उम्मीदवारों को इस कक्ष में नहीं लिखना चाहिए।
Candidates must not write on this margin

Environmental ethics → Nature and men in continuum

Finding balance between ~~envt~~ dev & ethics

① Yadavi Tree model (urban forestry in Telangana)
urbanization + conservation

② Preserving diversity

↳ Fas Tulasi Gowada (Padam Shri awardee)
↳ forfront of restoration of Tree

③ Animal welfare

↳ elephant doctors in Assam (Padam Shree awardee)

④ Treating animals as brother/kin/member.

(Idumishi Tribes in Arunachal Pradesh for Tigers)

Law & ethics
same goal - orderly ethical society

Law

Locus of control - external

on Breach punishment

depend on context/country
eg abortion laws

all laws may not be ethical.

eg. ~~holocaust~~ in Germany

ethics

Internal authority

feeling of guilt

certain principle are universal
eg. faith/love non-violence

ethics may not be codified in law

As per hobbesian model state of nature society will be force and just only when the laws of the society are in consonance with ethics

↳ Affirmative action laws

(Please do not write anything except the question number in this space)
कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
Candidates must not write on this margin

utilitarian approach

put forward by Jeremy Bentham and James Mill as -
pleasure for greatest number or maximum amount of happiness

(+ve) utilitarianism

① quick decision making with less scope of moral dilemma

(eg) In case of immediate danger
where to stop train (Trolley problem)

② Heads helpful when multiple stakeholders are involved

∴ interest of maximum number

(eg) Business decision

(-ve) Does not give due importance to means (Kantian ethics)

↳ (eg) Supporting looture to extract information
Police killing for quicker justice

exclude common goods approach

Constitutional ideals — equality
— Justice to all
neglected — peace

Legislation may be short sighted

↳ eg - Dam displacement

↳ may cause poverty
disturb in future
due to protest

(Please do not write anything except the question number in this space)

कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)

उम्मीदवारों को इस हॉशिए में नहीं लिखना चाहिए
Candidates must not write on this margin

As per Gandhiji, in matters of conscience, law of majority (utilitarian) has no place.

Plato's virtue ethics alongwith Common goods approach must be followed

Gandhi learnt the values of truth and Satyagrah through his mother (Idea of fasting)

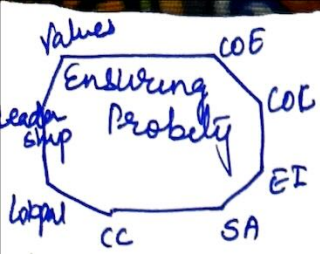
↳ He thus propounded Nai Taleem as an ideal of education (Value based education) at Wardha Conference

Delhi Government - Happiness Curriculum → inculcate emotional intelligence

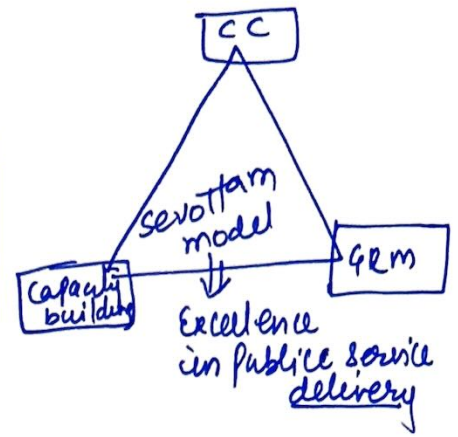
↓
Anger, grief, negative emotions, equanimity

Rabindranath's idea of Vishwa Bharti university (Shanti Niketan) inculcated love for nature and idea of internationalism in order to create universal citizen bounded by ties of brotherhood and harmony besides the knowledge

Japanese education system is based on concept of Chi-Toku-Tai → a balance of knowledge - body - mindfulness for wholesome physical and mental development



EI	Self	others
What I know	Self awareness	Social awareness
What I do	Self management	Relationship management



Holistic competence

