

# Value addition

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Quotes to begin or end the answers:

Morals:

- "Morality is a private and costly luxury" & Morality is like Nutrition - Henry Adams
- "Nothing is politically right which is morally wrong" - Daniel O'Connell

values:

- Try not to become man of success but rather try to become man of values - Einstein

ETHICS:

- Ethics ensure the philosophy of Gita as "altruistic action aimed at the well-being of the others rather than for oneself"
- Swami Vivekananda motto of ethics - "Not self but non-self"
- "In a law man is guilty when he violates the rights of others. In ethics he is guilty if he only thinks of doing so" - Immanuel Kant
- "Darkness cannot drive out darkness, only light can do that. Hate cannot drive out hate, only love can do that" - Martin Luther King Jr.

Role of Education:

- Education is the most powerful weapon which you can use it to change the world - Kofi Annan
- The highest Education is that which does not merely give us information but makes our life in harmony with all existence - Tagore
- Education is the premise of progress in every family, every society - Kofi Annan

Role of Society:

- what is honoured in country is cultivated there - Plato
- "There is no such thing as a self-made man. We are made up of thousands of others." – George Mathew Adams

Role of Family:

- "If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother and the teacher." – APJ Abdul Kalam
- "Easy to build strong children than to repair broken men"

Role of individual:

- "When whole world is silent, even one voice becomes powerful"

Virtue Ethics:

- Genius can take you heights but character will decide whether you stay there - Einstein

Relationships:

- Relationships are based on 4 principles: respect, understanding, acceptance and appreciation - Mahatma Gandhi

Environment Ethics:

- Earth provides enough to satisfy everyone's needs but not greed - Mahatma Gandhi
- The biggest threat to our Planet is the belief that someone else will save it
- We are the first generation to feel the sting of climate change and the last generation could do something about it
- The choices we make today will decide our collective future - PM Modi

ATTITUDE:

- All birds find shelter during a rain. But eagle avoids rain by flying above the clouds. problems are common, but Attitude makes the difference. - APJ
- "Life is 10% what happens to you & 90% how you react to it"
- Don't worry the rose is full of thorns, be happy that there is a Rose amidst thorns
- The ultimate tragedy is not the oppression and cruelty by the bad people but the silence over that by the good people - Martin Luther king

#### APTITUDE:

- "You can't cross the sea merely by standing & staring at the water"

#### EI:

- Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom. - Victor E Frankl
- "Anybody can become angry, that is easy, but to be angry with right person, to right degree, to right time, right purpose, right way that is not within everybody's power that is not easy"
- 80 % of the success comes from EQ not IQ - Daniel Goleman
- I know that I am intelligent because I know that I know nothing - Socrates

#### Governance:

- Dharma is foundation stone of good governance - Gautama Buddha
- "Govt is the most potent and omnipresent teacher that teaches the whole people by its example " - Justice Brande US SC
- Good governance should be like air. Its existence need not be discussed, but its absence would make a huge difference.
- E governance to me is easy, effective and efficient governance. Narendra Modi.

#### Ethics in Public administration:(Public service, Public interest, Civil services) :

- No responsibility of govt is more fundamental than the responsibility of maintaining the highest standard of ethical behaviour for those who conduct the public business - John F Kennedy
- Public morality is placed on higher pedestal than private because it carries public trust - SC

#### Conscience:

- There is a higher court than courts of justice and that is the court of conscience - Mahatma Gandhi
- In matters of conscience, the law of majority has no place - MG

#### law and ethics:

- Law only decides the direction which a society should take, the actual direction of the society is decided by its culture - Andre Beteille
- "Never forget that everything Hitler did in Nazi Germany was legal " - Martin Luther king

#### Corruption:

- The first sign of corruption in a society that is still alive is that the end justifies the means - Georges Bernanos
- Inclusive, equitable and sustainable growth is the need of the hour to weed out corruption rotting the life and breath of country - SC
- Corruption is because of never ending greed- "What can I take" rather than "what can I give?" - Abdul Kalam

#### Ethical dilemmas:

- Recall the face of the poorest and the weakest man whom you may have seen, and ask yourself, if the step you contemplate is going to be of any use to him - Gandhi Talisman
- Live your life as though your every act were to become a universal law - Kant

- When facing a dilemma, choose the more morally demanding alternative - Harold Kushner

Justice/ Social Justice:

- Justice delayed is justice denied
- Not only must justice be done; it must also be seen to be done - Justice RV Sussex
- He who commits injustice is ever made more wretched than he who suffers it - Plato
- True measure of society's commitment to justice cannot be measured by how it treats its powerful, but by how it treats its poor and disfavoured - Bryan Stevenson {w/o quotes}
- Justice that is not rooted in equity, in social welfare, and in community is not justice at all - DeRay McKesson (American Civil rights activist)

Non-Violence:

- "Non-violence is not a weapon of the weak - it needs great character and courage of strength" - Gandhi
- An eye for an eye end up making the whole world blind - Gandhi
- Darkness cannot drive out darkness; only light can do that . Hate cannot drive out hate; only love can do that - MLK Jr
- Hate the sin not the sinner

**The opposite of courage in our society is not cowardice, it is conformity**

**VALUES:**

<u>Values</u>	<u>Definition</u>	<u>Examples</u>	<u>Quotes</u>
Selflessness	<p>caring more for others than for own.</p> <p>Philosophical references:</p> <ol style="list-style-type: none"> <li>1. Gita -&gt; selfless performance of duty (Niksham Karma)</li> <li>2. Gandhi -&gt; service to people especially downtrodden</li> <li>3. Swami V -&gt; service to man is service to God</li> <li>4. Kant -&gt; moral command is given to</li> </ol>	<ul style="list-style-type: none"> <li>• Lal bahadur shastri req to cut his salary</li> <li>• IAS Shivdeep lande donates 60-70% of his salary</li> <li>• Mandela</li> <li>• JP Narayanan</li> </ul>	
Honesty	Being truthful & being reliable, trustworthy, loyal, fair & sincere	<ul style="list-style-type: none"> <li>• Satyendra Dubey, an IES officer who exposed corruption involved in Golden Quadrilateral Highway Construction project</li> </ul>	<ul style="list-style-type: none"> <li>• Truth should be the very breath of our life - Gandhi</li> <li>• If you tell the truth, you don't have to remember anything - Mark Twain</li> <li>• honesty is the first character in the book of Wisdom</li> </ul>
Truth			
<b><u>Values in Civil Services</u></b>			
Competence/Aptitude in Civil services	<p>Aptitude is the natural ability to do something, referred to skills</p> <ul style="list-style-type: none"> <li>• Professional/Intellectual Competence</li> <li>• Emotional &amp; Social competence</li> <li>• Ethical competence</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<p>No responsibility of govt is more fundamental than the responsibility of maintaining the highest standard of ethical behaviour for those who conduct the public business - John F Kennedy</p>


Emotional Intelligence	<p>ability to monitor one's own emotions and of others, differentiate them and use them for constructive purposes.</p> <ol style="list-style-type: none"> <li>1. Self-awareness</li> <li>2. Self-regulation</li> <li>3. Internal motivation</li> <li>4. Empathy</li> <li>5. Social skills</li> </ol>	<ul style="list-style-type: none"> <li>• Rescue mission - protests by locals.. calm the people with dialogue</li> <li>• helps in managing conflict of interest</li> <li>• helps in resolving ethical dilemmas</li> <li>• helps in developing conscience</li> <li>• attaining Integrity - consistency in actions</li> <li>• foster work culture</li> <li>• financial Integrity &amp; resource management</li> <li>• Role Model/leadership</li> <li>• Empathy/compassion</li> <li>• inclusiveness and consciousness - builds public trust in Governance</li> <li>• EI maintain balance due to work pressure, political pressure, frequent transfers - work best for people among all these.</li> </ul>	<ul style="list-style-type: none"> <li>• Stithpragnya - Bahagvad gita</li> </ul>
Integrity	<p>being honest and possessing strong moral principles. Following the path of righteousness across time &amp; space. It includes: soundness of moral principles, uprightness, honesty &amp; sincerity, synchronisation b/w thought, speech and actions, loyalty to rational principles</p>	<ul style="list-style-type: none"> <li>• TN Seshan worked with full integrity -&gt; now EC</li> <li>• Ashok Khemka transferred 51 times in his career</li> <li>• SR Sankaran in implementing bonded labour act - CS of Tripura</li> <li>• APJ Abdul Kalam did not accept any personal gifts in his career</li> <li>• M Viswesvarayya - used to keep two candles</li> <li>• Sanjiv Chaturvedi - AIIMS Delhi corruption, Haryana Forestry case</li> </ul>	<ul style="list-style-type: none"> <li>• " we must adjust to changing times &amp; still hold to unchanging principles"</li> <li>• "Integrity is doing the right thing even when no one is watching" - CS Lewis</li> <li>• "Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful." - Samuel Johnson</li> </ul>

<b>Objectivity</b>	<p>ability to judge fairly w/o any bias or external influence, just on facts and empirical evidence.</p> <ul style="list-style-type: none"> <li>• core principle by Nolan committee</li> <li>• No biasness, prejudices, no conflict of interest, no favouritism, no political or social inclination</li> <li>• objectivity should be coupled with Fairness</li> <li>• , Empathy &amp; compassion.</li> </ul>	<ul style="list-style-type: none"> <li>• Awarding contracts, Making appointments and Giving Rewards based on Merit and not on the basis of Favouritism.</li> <li>• to avoid nepotism &amp; favouritism in decisions.</li> <li>• Eg: Nehru having BRA in his cabinet</li> <li>• In daily activities, to avoid misuse of discretion for civil servants</li> </ul> <p>Dark side of objectivity:</p> <ol style="list-style-type: none"> <li>1. Dharua mentioned in central list of ST -&gt; but in Orissa they are called Duruas - "hence did not get the benefits"</li> <li>2. Girl died in Jharkand's simdega district due to starvation after govt struck down welfare activities due to aadhar mismatch</li> </ol>	
<b>Anonymity</b>			<p>Anonymity is strength of civil servants Civil servants are like fourth lion of the Ashoka emblem, which remains invisible "yet makes its presence felt at all times." - Narendra Modi</p>
<b>Impartiality</b>	<p>decisions on objective criteria, behaviour should be unbiased &amp; w/o any prejudices</p> <p>Significance:</p> <ol style="list-style-type: none"> <li>1. right action during riots, communal violence</li> <li>2. fight vested interests &amp;</li> </ol>		

<p>safeguard voice of minorities</p> <p>3. work for welfare of the people</p> <p>4. creates positive work culture -&gt; as no employee discriminated</p> <p>5. reduces nexus, politicisation.</p>	<ul style="list-style-type: none"><li>• While allocating funds, an impartial civil servant would not favour his/her own village but allocate funds based on the needs. This is to say that impartiality brings along objectivity</li><li>• A judge cannot presume a person guilty simply because he/she belongs to a particular community or based on the social media reports and has to follow due process of law</li><li>• Atal Bihari Vajpayee -&gt; sent to UN by congress govt.</li><li>• Akbar council of ministers</li><li>• <i><u>N Ravi as interlocutor in Naga peace talks</u></i></li><li>• N Sanjeeva Reddy , when became a speaker he quit the party.</li></ul>	<p>" Impartiality is not neutrality, it is partiality for justice" -</p>
<p><b>Non-Partisanship</b></p>		

<p>not being biased towards any political group or ideology</p> <p>values of administrator flow from constitution but not from any political philosophy</p> <p>Significance:</p> <ol style="list-style-type: none"> <li>1. work w/o favour or fear of any PP</li> <li>2. Public trust &amp; credibility</li> <li>3. ask relevant questions, give unbiased advice rather than being "Yes Man"</li> <li>4. constitutional cause</li> </ol>	<ul style="list-style-type: none"> <li>• TN Seshan during CEC - non-partisan</li> <li>• Raghuram Rajan -&gt; working in both UPA &amp; NPA govts.</li> <li>• EC implementing model code of conduct.</li> <li>• -ve: Sachin Vaze close to shiva sena</li> <li>• Dehyphenated policy in International relations</li> </ul>		
<p><b><u>Dedication to civil services</u></b></p>	<p>able to apply one's time, energy &amp; self for the cause of public welfare</p> <p>commitment + Perseverance</p>	<ul style="list-style-type: none"> <li>• SR Sankaran - main man behind abolition of bonded labour</li> <li>• Metro Man - E Sreedharan</li> <li>• Kiran Bedi - reformed Tihar Jail</li> </ul>	<p>"The best way to find yourself is lose yourself in the service of others "- Gandhi</p> <p>"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has "</p> <p>- Margaret Mead</p> <p>"We should perform our duties diligently and piously, but without expectation of what the results will be." - Bhagavad Gita</p>



<b>Compassion</b>	Empathy + Inclination to eliminate suffering of others	<ul style="list-style-type: none"> <li>• Kailash satyarthi</li> <li>• RajaRam Mohan Roy - came from privileged but still worked for women,</li> <li>• Armstrong Pame</li> </ul>	<p>One of the secrets of inner peace is the practice of Compassion - Dalai lama</p> <ul style="list-style-type: none"> <li>• Love and compassion are necessities, not luxuries w/o them humanity can't survive " - Dalai lama</li> </ul>
<b>Tolerance</b>	conditional acceptance of beliefs, practices & acceptance of others even when they differ from others	<ul style="list-style-type: none"> <li>• Ek Bharat Shrest Bharat programme</li> <li>• Civil servants should maintain tolerance to the peaceful protests by people for their cause</li> <li>• tolerant to view of others - ensures creativity</li> <li>• Individual level -&gt; Beef, mob lynching</li> <li>• Societal level -&gt; Acceptance of LGBTQ community, imposition of Urdu in East pak led to Ban, where linguistic tolerance led to unity</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• 'Syaadavaada' concept of Jainism : Everything is correct in its own perspective</li> <li>• Tolerance implies no lack of commitment to one's own beliefs. Rather, it condemns the oppression and persecution of others - John F Kennedy</li> <li>• "I do not agree with what you have to say, but I'll defend to the death your right to say it."-Voltaire</li> </ul>
<b>Probity</b>	confirmed Integrity, being incorruptible, uprightness,		<ul style="list-style-type: none"> <li>• Probity ensures that sole purpose of administration is in public interest only</li> </ul>
<b>Transparency</b>	availability of information to the general public(need to be reliable & accessible) & clarity about functioning of govt institutions	<ul style="list-style-type: none"> <li>• IAS ArunMozhi came up with "<b><u>Scheme Monitoring system</u></b>" -&gt; a e-Governance tool about functioning of different tools.</li> <li>• Compulsory display of citizen charter in govt offices</li> <li>• Proactive info under RTI</li> <li>• Allocation of auctions online and</li> </ul>	

<div>in public</div> <ul style="list-style-type: none"><li>eCourts</li></ul>	<ul style="list-style-type: none"><li>If corruption is a disease, transparency is essential part of its treatment - Kofi Annan</li><li>A lack of transparency results in distrust and a deep sense of insecurity - Dalai lama</li><li>where a society has chosen democracy as its credal faith, it is elementary that citizens ought to know what govt is doing - Justice PN Bhagwati</li></ul>		
<div>Accountability</div>	<p>Process &amp; norms that make decision makers answerable to one for whom decisions are taken.</p> <p>Answerability+ Enforceability + Grievance redressal</p>	<ul style="list-style-type: none"><li>Vikram Sarabhai -&gt; accepted the failure of ISRO</li><li>Lal bahadur shastri resigning as Railway minister for rail accident.</li><li>Top-down: Lokpal, CAG, CVC, CBI,</li><li>Bottom-up: social audit, RTI, Citizen charter, citizen report card, Integrity pacts,</li></ul>	<ul style="list-style-type: none"><li>Accountability is the 1st chapter in the book of public service</li><li>It is wrong and immoral to seek to escape the consequences of one's acts - Gandhi</li></ul>
<div>Responsibility</div>	<p>accountability to oneself i.e. when the accountability turns inward. It is a moral concept,</p>		

where a person feels answerable to oneself for all his actions, even if it is not covered by any law	<ul style="list-style-type: none"> <li>An old lady seeking a ration card in a government office without which she may not get ration from ration shops at subsidised rates. If she is not having any documents then her case should be pursued as an exceptional case and social justice should be ensured.</li> <li>Jitendra Kumar Soni (IAS Rajasthan) has solved the problem of electrification in schools in his district through the proactive measure.</li> </ul>		
Public Service	provision of goods & services to the public; citizen centric; service oriented		
Governance	Governance is the exercise of political, economic and administrative authority to manage a country's affairs.		
Good Governance	<p>Trans, Accc, Responsive, rule of law</p> <p>Participation, consensus, effective and efficient, equitable &amp; inclusive</p>		<ul style="list-style-type: none"> <li>Dharma is foundation stone of good governance - Gautama Buddha</li> <li>"Govt is the most potent and omnipresent teacher that teaches the whole people by its example " - Justice Brande US SC</li> <li>Good governance should be like air. Its existence need not be discussed, but its absence would make a</li> </ul>

<p>huge difference.</p> <ul style="list-style-type: none"> <li>E governance to me is easy, effective and efficient governance. Narendra Modi.</li> </ul>			
Ethical Governance	Good Governance + Probity, Integrity, Compassion, empathy, social Justice		
<b>Responsiveness</b>	quality of reacting quickly & positively	<ul style="list-style-type: none"> <li>Responsiveness during covid times</li> <li>SARATHI initiative for grievance redressal by PCMC,</li> </ul>	
<b>Prudence</b>	ability to govern and take the decision by use of reason		
<b>Workmanship</b>	The skill with which something is made & ability to get things done		
<b>Spirit of Service</b>	Spirit of services means dedication and commitment to duties and expecting nothing in return from services	<ul style="list-style-type: none"> <li><b>Major Unnikrishan</b> helped save the lives of his team when he instructed them to not come up, doing so he single handedly killed the terrorists and was martyred in the process.</li> <li>DFO of Rudrapayag in Uttarakhand , IFS officer Vaibhav singh set an example by conservation &amp; restoring himalayan forests</li> </ul>	
<b>Rule of Law</b>	all members of society are considered equally subject to		

publicly disclosed legal codes and procedures.	<ul style="list-style-type: none"> <li>In 1982, an ambassador car that belonged to then Prime Minister Indira Gandhi's office was parked at the wrong spot and towed away by sub-inspector Nirmal Singh</li> </ul>		
<b>Economy (Financial Integrity)</b>			
<b>Equity</b>			
<b>Effectiveness</b>			
<b>Efficiency</b>			
Leadership		<ul style="list-style-type: none"> <li>Sathish Dhawan - regarding failure of ISRO and APJ</li> </ul>	The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things. - Ronald Reagan
Courage of conviction	quality of mind that enables one to face danger or fear with confidence , resolution and trusting one's abilities	Durga shakti nagpal Ashok Khemka Anand Rai - whistle blower in vyapam scam in MP	
work culture		<ul style="list-style-type: none"> <li>Adobe focus on equity, fairness</li> </ul>	
Quality service delivery	providing right services to right people at the right time Avalaibility, affordability, accessibility and Quality		

Definition of some other imp Terms:

Conscience: It refers to the inner voice, ***a person's moral sense of right and wrong, viewed as acting as a guide to one's behaviour.*** ***Eg:*** a **Doctor** might refuse to do **abortion** as he/she believes its against their conscience.

Public Service:

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Human Values:

Values which are related with essence of human element or human beings as human. i.e when a person has interface with other fellow beings there should be reflection of human elements such as feelings, emotions, dignity, respect etc..

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**Important examples of public servants:**

**( Integrity, Non-discrimination, Discipline, Citizen centric duty, social equality, lawfulness, sense of ethical accountability, loyalty, courage, solidarity & respect).**

Personality	Example	Values
<b><u>Parameswaran Iyer</u></b>	got inside twin toilet pin in Telangana & removed faecal matter	Leadership, dedication, <u>Emotional Intelligence</u> (Motivation)
TN Seshan	reformed elections in INDIA	Integrity, Honesty, Reform-oriented , away from status-quo
Metro Man: E Sreedharan	changed the public transport	Leadership, honesty, integrity, dedication, discipline
Tukaram Omble, Major Unnikrishnan	courage during 26/11 attacks	selflessness, courage and dedication
Swarochish Somavanshi	got AC removed from his office and installed in Nutritional rehabilitation centre fought against using heated iron rods to cure malnutrition	selflessness, dedication, compassion, empathy
Sanjiv Chaturvedi	uncoverd huge corruption in AIIMS Delhi, Haryana forestry case	
<i>Prashanth Nair</i> (collector Bro)	<b><u>Operation Sulaimani -&gt; decentralized project to eliminate Hunger</u></b> <b><u>compassionate kozhikode</u></b> <b><u>Tere mere Beach Main -&gt; to tackle waste mgmt</u></b>	<b><u>Innovativeness, Kindness</u></b> <b><u>openness, community participation, emotional Intelligence, leadership and compassion</u></b>
IAS Armstrong pame	100km stretch road in Manipur, despite lack of funding and donated major chunk from his own	Selflessness, Responsibility
Satyendra Dubey	NHAI -murdered	Honesty
Saurabh Kumar	tackled conflict-ridden district with "lunch with collector" to decrease the Maoist in Dantewada region	
Ashok Kemka IAS officer		
Kiran Bedi	reformed Tihar Jail	
Vinod Rai, CAG	unveiling corruption scandals : coal-gate, 2G, Delhi commonwealth games scam	

Durga Shakti Nagpal	launched massive attack on illegal sand mining in UP	
IAS Jitendra Soni	did electrification in rural areas of RJ	Innovation, out of the box thinking, effectiveness
IAS Shivdeep lande	donates 60-70% of his salary	Selflessness
Pankaj Jain	sent his daughter to the Govt school	walk the talk
IAS Divya Debraj	learned Gond language	empathy, getting work done,
SR Sankaran IAS	main man behind abolition of bonded labour	
Lakshmi Priya IAS	Mission Sampoorna in Bongaigaon Dist in Assam - to end child malnutrition	Compassion,
Sanjukta Parashar IPS	instrumental in Bodo Militancy - encountered around 16 Terrorists	Courage, fearlessness attitude
Ayyaj Tamboli IAS	hospitals for adivasi's in Maoist hotbed areas	
Astik Kumar Pandey	Movement to clean highly polluted Morana River through citizen participation	Citizen engagement, dealing with public and show determination to get work done
Vaibhav Singh, DFO Rudrapayag	set an inspiring example of conservation by restoring Himalayan forests and harvesting over 10 million litres of rainwater	Passion and going extra mile to get work done
AM Gokhale, late CS of nagaland	Brought the concept of Village development boards in Nagaland much before PRI constitutionalisation	Visionary, reform oriented, decentralised governance
Astik Kumar Pandey, MH cadre	fined 5,000 on himself for using plastic tea cups	Follow what you preach
IAS Alby John, Tiruvallu district in TN	rescued bonded labours into owners of brick kilns; gave them dignity and livelihoods	
IPS Ankit Goyal, Gadchiroli SP	"Police Dadalora Khidki" - a single window for govt schemes - helped 2lakh+ people	increasing accessibility, availability of public service delivery, efficiency, smart policing



[illegible]


Some negative examples:

1. Pooja Singhal - crores of ruppes scam
2. Surajpur (Chhattisgarh) District Collector Ranbir Sharma had slapped a boy who was outdoor during lockdown, instances of corruption, nepotism etc
3. IAS vs IPS fight in Karnataka

Some Good Generic examples:

1. Piplantri Village, Rajasthan -> plants 111 trees every time a girl born + community work to ensure the survival of trees + FD for girls
- 2.

**Important examples from Great Leaders:**

1. **Lal Bhadur Shastri** showed the highest level of **integrity** both in his personal and public life. He never used the government vehicle for his personal purposes.
2. Nehru -> **Humility** (called himself - '**Servant of the people - Pratham Sevak**' , included other members (BRA) in his cabinet - showed **impartiality & objectivity**
3. BRA -> fought for **Justice** of downtrodden, marginalized, "Perseverance and dedication" , "Rationality and Reason" " Social Equality", "Dignity for all" "Humanism"
4. SC Bose -> showed **courage**
5. Bhagat Singh
6. Abraham Lincoln
7. Martin Luther King
8. **Bhagat Singh** -> showed **courage** to throw a bomb in the legislative assembly
9. Mandela -> "**Selflessness**- went to prison for 27 years"
10. JP Narayana : "Selflessness - fought for democracy but never aspired for power"

### **Important Examples from Great Reformers:**

1. **Raja Ram Mohan Roy:** Rationalist, Intellectual, compassion, Humanism, Dignity and Justice for all, kindness
  2. Ishwar Chandra Vidya Sagar: Reason and inquiry for seeking the truth, perseverence, compassion, kindness, social equality
  3. Swami Vivekananda: Respect for humanity, Reason, Rationality, compassion, multiculturalism, tolerance, sense of ethical accountability, helping the needy, spirit of public service
  4. Dayanand Saraswati : Humanism, Social equality, rationality, kindness, dignity for all, respect for social justice
  5. Mother Teresa
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### **Some more Personalities examples:**

1. Sam Pitroda -> Telecom engineer - instrumental in Telecom revolution in India -> left everything & came to India -> example for Patriotism
  2. Nambi Narayanan
  3. Sonam Wangchuk -> ice stupa technique , innovator, educator
  4. Baba Amte -> towards leprosy -> example of compassion
  5. Neeraj George -> climbed Mt. Kilimanjaro on crutches -> he is also a para-badminton player
  6. Ela Bhatt - SHG movement
  7. Verghese Kurien
  8. Sai Pallavi -> refused ad related to cosmetics
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### **Some Important examples of Events:**

1. For eg. Marital rape, Death Penalty, Section 144crPC are legal but not ethical
2. Sabarimala, triple talaq, LGBTQ+
3. Holocaust in Germany, Apartheid in South Africa are vested interests of few sections of the society.
4. Moral lapse/vacuum and increased selfishness in the society:
  1. not minimising pollution, increased global warming
  2. Hunger for power -> leading to wars (Russia-Ukraine War) + Global Arms Race, America's involvement in Middle -east
  3. Rising private school education -> leading to exclusion
  4. Hoarding of essential medicines, oxygen cylinders during COVID.
5. Some issues with Technology:
  1. Hacking -Kundankulam power project
  2. Pegasus spying by Govt
  3. Misuse of personal information by companies. Eg. Zomato sold data
  4. online harassment & commodification of women
5. Some lapses in PSU/Governance structure:
  1. Coal India allocations
  2. BSNL unable to compete
3. Equal pay for men & women in cricket - BCCI -> Equality & empowerment

4. Superstitions & Black magic -> Kerala - 2 women got killed & NCRB in 2021: witchcraft was motive for ~70 killings. -> where society is moving?
5. Forest range officer got killed in Telangana while discharging his duty in safeguarding forests by two villagers. - punishment for discharging duty?
6. Noida Metro station -> named as "PRIDE" station - transgenders given jobs.. -> encouraging diversity
7. Arshdeep singh and Mohammad shami - after loss of world cup -> fake patriots, nationalists questioned their integrity towards -> such narrow, derogatory things
8. AFSPA - Naga issue - 6 innocent killed

Some Examples of Movies:

1. Chak de India
  2. Thappad
  3. Padman
  4. pink
  - 5.
- 

### **Philosophical aspects:**

Schools of Philosophy:

1. Samkhya Philosophy -> strive to eliminate physical and mental pain
2. Yoga philosophy -> practice meditation -> provides mental & physical health
3. Nyaya Philosophy -> logical thinking & use knowledge to eliminate the pains and increase the pleasure
4. Vaisheshika philosophy -> all material made of atoms - use of scientific temper & rationale thought process\

Concept of **Dharma**: it is moral, justice, good, right , duty and much more...

- Dharma is subtle,
  - Is Dharma is idealistic or realistic or pragamtic?
1. Gunas: inner tendencies of conduct in every individual
  2. Purushartha: aim of life of every individual for self-development and happiness (dharma, artha, kama and moksha)
  3. Ashramas: ethics for an individual in different periods of one's lifetime ( Brahmacharya, Grihastha, vanaprastha, sanyasa)
  4. Varnasramas: ethics and conduct for every individual in relation to society

### **Catchy words from Indian scriptures & mythology:**

- Satyameva jayate - "Truth alone triumph"
- "Sheelam Param Bhushanam" - character is virtue
- "Yatha Drishiti, Tatha Shrishti" - world is reflection of your vision -> positive thoughts lead to positive actions
- Niksham Karma - action performed without any expectations of fruits or results ( Be intent on the action, not on the fruits of the action)
- Yatra naryastu pujoyante ramante tatra Devata - where woman are honoured, then the god is pleased.
- " Stithapragnya " -> as mentioned in Gita : contended, calm and firm in judgement
- " Lokasangrahavevapi sampasyankartumarhasi " -- you should perform your actions considering the welfare of the people only -- that action should denounce selfishness and attachment to results
- "Satyam vada Dharmam chara" - speak the truth , lead righteous life

- "Niti with Nyaya" -> foundation for justice

Bhagawadgita : teaches us

- **4 Yoga's in Hindu Philosophy:**

1. path of action: (Karma Yoga) -> path of unselfish action
2. path of knowledge (Gyana Yoga)
3. path of meditation ( Raja Yoga)
4. path of devotion ( Bhakti Yoga)

- There are multiple paths to the same truth -> not just one path is true -> everybody has their own way of reaching that level -> just embrace it and increase the tolerance level

Buddhist Ethics:

- Eight fold path: Right Concentration, mindfulness, effort, livelihood, actions, speech, thought, understanding
- Three Jewels: Buddha, Dharma, Sangha
- Madhya Marga - middle path - idea of golden mean
- punished not for your anger but by your anger - Buddha

Jain's Ethics:

- Right faith, right knowledge and right conduct
- Five vows: Ahimsa , Asteya, Sathya, Aparigraha, Brahmacharya
- Anekantavada and Syadavada

Sikh Ethics:

- idea of humility -> Golden temple constructed at lower heights than surroundings

Islam Ethics:

- Zakat -> to donate portion of their wealth to charity

Philosophical touch in questions related to Governance/Public service:

1. Social Contract theory
2. YOGAKSHEMA - in happiness of his subjects lies his happiness
3. SARVODAYA through ANTYODAYA
4. DARIDRA NARAYANA -> service to the poor equivalent to the service of the God ( Swami Vivekananda)
5. Gandhiji's Talisman -> always think about the most vulnerable/disadvantaged

Gandhiji's seven sins:

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### **ATTITUDE:**

*Enduring predisposition to act favourably or unfavourably towards something.*

*Eg: half-full glass, population -> opportunity for growth or burden*

### **Content, Structure, Function**

#### **CAB Model:**

- Cognitive
- Behavioural
- Affectional

**Positive Punishments:** eg: fines for littering, use of single use plastics, -> punish with compulsory community service for some days

**Negative Punishments** : drunk and drive with 6 months, compulsory social media curfew for those who spread fake news

**Positive rewards:** rewarding villages with open defecation free status, those who pay tax

**Negative rewards:** Showing people how better they are following the rules. In one instance, **Yama sat behind a bike rider** without a helmet to convey **the Bangaluru traffic department's message** – if you do not follow traffic rules, **Yama is right behind you to take away your life.**

**Classical conditioning:** when a person is exposed to a positive and neutral stimulus repeatedly and after some time the response to neutral stimuli becomes the same as the response to positive stimuli.

- **Promoting voting or paying income tax through celebrities** can nudge an uninterested person towards the task of voting or paying income tax.

**Instrumental conditioning:** reward and punishment

- Naxalites rehabilitation, **Praise and acknowledgment may nudge a student to study** even though he is not interested in studies.

*Incidents changing the attitude:*

Thomas Alva Edison & his Mother story

APJ Abdul kalam & his friend Sastry -> when not allowed to sit together

BRA -> his boycott from drinking water

### **Moral and Political Attitudes;**

Political attitude:

- Narrow sense -> attitude towards political system, parties & ideology
- Wider Sense -> attitude towards specific issues of public life (eg. employment, inequality, caste system, voting pattern)

Analyse at the level of Voters, Govt, Opposition, PP's, CSO

Moral Attitude: attitude which is based on moral conviction of what is right and wrong.

- one's reasoning about morality
- his attitude towards moral lapse
- behavior when faced with moral issues

### **Social Influence and Persuasion.**

**Social Influence:** how individual thoughts, feelings, emotions, behaviour and attitude are influenced by social groups.

- Conformity -> moving to village from city -> *change in dressing style*
- Obedience -> eg. *obedience to male authority in patriarchal attitude, protesters obedience to leader*
- Compliance -> results from direct request. we comply because to be right and to be liked. . *eg: following rules*

*It depends on changing Behaviour, attitude and Values, Compliance ( changes only behaviour), Identification (behaviour & attitude),*

*Internalization (beh, attitude & value system)*

Good: eg: good samitarian law, LPG give up subsidy

Bad: over-exposure to social media can lead to unhealthy changes in a person like creating material desires, smoking, drinking.. Patriarchal attitude against women

Evil:

**Persuasion:** symbolic process in which communicators try to convince other people through the transmission of a message to change their attitudes or behaviours.

- **Appeal to Emotions:** to quit smoking (daughter & father adv), Namane Ganga programme.
- **Appeal to Reasons:** replace CFL bulbs by LED's (power saving, energy efficient), Beti Bachao Beti Padoos -> giving reasons for to protect and educate a girl child.

Some principles:

- Reciprocation -> others helped us, we should help them.. eg: used by PP by giving freebies
- commitment & consistency eg. Pledge taking ceremony
- Social proof eg. Adarsh Gram yojana by showing the results
- Scarcity principles
- by establishing a common ground . eg: Sabka Sath Sabka Vikas Sabka Vishwas
- Authority -> they obey
- **eg:** **“Ujjwala Yojana’s Give it up campaign”** is a persuasion tool utilized by the government. Seeing their close friends and family give up LPG subsidy if others get inspired then it’s social influence. Thus persuasion and social influence work in tandem to change one’s attitude
- Social change : Aurangabad DM had Mid-day meal made by a Dalit Widow to give a message of rising above caste lines and bringing change in existing attitude.
- Legal enforcement : when odd- even was implemented in Delhi, people were given Roses instead of challans on the 1st day to follow the scheme voluntarily
- People's movement : PM Modi appealed to the general public to become Swachhagrahis for Swachh Bharat to become Jan-Andolan (people’s movement)
- Motivating colleagues and subordinates: During times of crisis like floods, earthquakes, landslides etc, an able administrator can persuade his/her team to serve citizens with full vigour and spirit of service

How to make people aware of their consequences (like for eg. consequences of domestic violence)

1. Persuasion: from highly credible & worthy persons
2. Identification/liking : when people are influenced by someone who is liked & respected such as celebrities, politicians,
3. Authority -> listen to the authorities
4. informational influence ( social proof technique)
5. Socialization process (in educational institutions, peer groups)
6. legal authority

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### **Examples for Emotional Intelligence:**

#### **Use in Administration with eg:**

- They challenge the system : eg. TN Seshan; Karnataka IPS officer D. Roopa -> showcased irregularities in VIP treatment for criminals
- Better Administration with compassion. eg; Divya Devarajan learned Gond language when posted in Adilabad
- Solving societal problems:
  - **IAS officer Mounish Moudgil** initiated the development of apps for the surveillance of CoVid patients and was awarded a **national e-governance award** for the optimum use of technology in **Covid-19 management** and the war room.
- An effective way of managing law & order:

- **IPS officer Kiran Bedi** at the time when she was IG of **Tihar jail** believed in reformation rather than punishment and empowered prisoners for a positive life by providing skills to them. This gave them hope for a better future once they step out as free people.

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### **Public service related:**

Essential values that are needed for a public servant:

1. Integrity
2. Accountability, Transparency,
3. Responsibility & Responsiveness
4. Anonymity, Neutrality
5. Impartiality, Non-Partisanship
6. Empathy, Compassion
7. objectivity
8. efficiency, Effectivity, Equity
9. Financial Integrity
10. Moral Integrity
11. Attitude towards weaker sections
12. ability to empower citizens, enhancing participation
13. ability to take decisions especially in complex, ambiguous & critical situation
  1. Courage of conviction
  2. Adaptability towards changing environment
  3. commitment, dedication to the job
  4. spirit of service
  5. exemplary behaviour -> rise to the occasion
  6. Emotional Intelligence

### **Important Parameters in Governance:**

1. Accountable , Transparent
2. Responsive
3. Equitable and inclusive
4. effective and efficient
5. rule of law
6. participatory
7. consensus oriented
8. work culture
9. effective service delivery
10. efficient utilization of funds
11. no corruption
12. uphold constitutional morality, constitutionalism



13. social justice, social contract theory
14. citizen is the master, citizen centric governance
15. Public trust is important

#### **Some Ethical Dilemmas:**

- Personal interest Vs Professional duty: Senior officer in a company pressuring and threatening junior officer to ignore corrupt activity otherwise will lose job.
- Law Vs Compassion: Civil servant need to implement child labour law but come across situation where child is sole bread earner for family; old women PDS no aadhar
- Personal values vs those of Govt directive. eg: abortion
- blurred or competing accountabilities . eg: whistle-blower
- Objectivity vs compassion
- stated rules/directives vs work of conscience
- Transparency vs confidentiality

Conflicting values in Civil Services:

#### **Some Ethical issues:**

- Gender discrimination at workplace is ethical issue as it results into loss of values such as equality, dignity and respect.
- Civil servant misusing authority and power for vested interest (loss of values like integrity, accountability and responsibility).
- Corruption, lack of commitment, red-tapism, nexus b/w politicians & bureaucrats, arrogant attitude & apathy,
- Post-retirement assignments to senior officials to Regulatory and other bodies are largely done on the basis of political patronage
- India has been ranked 85th in Corruption Perception Index, 2021

**Some Conflict of Interests:** ( A conflict of interest occurs when an individual's interests or allegiances are competing. When an individual's personal interests such as family, friendships, finances, social circumstances competes with her judgement)

- giving tenders when one of the person doing tender is the person you know
- Arun Jaitley did not handle Vodafone case because he had conflict of interest as he was advisor to Vodafone earlier.
- Judge sitting in the verdict with the matter which is personally related to him/her
- buying a land in nearby area where there is already information of project coming in the vicinity

#### **Crisis of Conscience:**

- Conscience: special act of mind that comes into being when intellect passes the judgement on the goodness/badness of a particular act.
- Crisis of Conscience: when conscience fails to provide moral guidance to an individual in any specific situation
- Civil servant is asked to prepare a report on COVID-19 deaths. Local MLA belonging to the ruling political party pressurise you to manipulate the data to show a good image of the government. A civil servant is known for his integrity. Therefore, civil servant faces an ethical dilemma of what to do. If there is extreme pressure, it will result in a crisis of conscience.
- Farmer protests- peaceful protests, senior asking to do lathi charge
- Anti-encroachment drive: Municipality officials have been ordered to forcefully evict illegal shelters constructed by squatters on government land. The official observes that the occupants are poor people who have small infants to take care of. In such cases the official has to choose between his/her conscience of giving them time to vacate or follow government order and perform his duty

Ethically Right & Legally wrong:

Legally Right & Ethically wrong:

**Laws, Rules & regulations:**

- Law is a ordinance of reason to achieve common goods. Law is reason based and fact based; Rules are extension of laws & they must conform to laws especially to the fundamental law of the state.
- Thomas Hobbes -> law has a moral foundation i.e basic rationale behind law is moral philosophy. i.e common good for the people.
- Aristotle "Law is not needed when people are law abiding."
- +ve: norms of the society( Domestic violence act, POSH); fear of punishment ( Prev of corruption, PMLA); changes social behaviour ( plastic pollution rules,SBA); ensures objectivity & reduces discretion, Motor vehicle amendment act -> good samiritans, RTI Act -> Transparency
- -ve: AFSPA, marital rape, Sec 377, laws in Nazi Germany, conflicting ( RTI vs OSA); vaccum ( no laws for data protection); difficult to enforce ( liquor laws in Bihar); depends on social morality ( dowry); finding loopholes( tax evasions)
- Need Jan Andolan; People's movement for any change to occur in India.

**OECD 8 Pillar framework for strengthening ethical :**

- Political commitment, effective legislative mechanism, enabling accountability mechanism, workable code of conduct
- professional socialization mechanisms, good public service conditions, broad ethical framework body, good civil society.

**Some examples of Probity in Governance:**

- enforced by both internal, moral & external mechanisms.

**Good Governance & Ethical Governance:**

Use Gandhian concept: SARVODAYA to conclude the answer

Good	Ethical
Economic growth and development of country.	Issues like land acquisition in Singur and POSCO industrial plants do not reflect ethics in governance.
Swacch Bharat Abhiyan	<ul style="list-style-type: none"><li>• Name and Shame policy is against free will of people.</li><li>• Dignity of women is also involved when media and other people takes pictures and videos to name and shame people.</li></ul>

Transparency:

- Public trust, key to accountability, reduces corruption, effective redressal of grievances, citizen centric governance, EEE in Governance
- Other side: National security ( OSA); privacy ( jeopardizes individual); maintain public order ( misinterpret; misinfo; disinfo); leads to procedural delays ( misuse of RTI)

**RTI:**

- 90 RTI activists has been murdered so far..
- Madhubani district exposed solar lights scam -> 200 corrupt officials arrested

- **Attendance of Village School Teacher in Banda District (UP)**, Volunteers from Delhi based organizations like Kabir and Parivartan along with local workers filed RTI for attendance record of teachers. This resulted in quick action from the administration and regular teaching began in the school.

#### **Citizens charter:**

values:

- Jan Seva Kendra in Ahmedabad, Citizen's Report Card in Karnataka.
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#### **Examples of Work culture:**

- refers to the way in which rules, regulations, policies, shared values, beliefs, practices contribute to the unique social & psychological environment in our organisation.
- Adobe work culture -> fairness & equity

#### **Examples of Public Service delivery:**

- marred by attitude of Indifference, complacent, chalta-hai attitude, mai-baap attitude, Irresponsiveness,
- people centric approach -> public satisfaction, increases accountability, brings inclusivity, increases legitimacy of the system
- coordination at multiple levels -> people & Govt + intra-govt dept -> transparency, accessibility of infor
- New initiatives : SEVOTTAM, PRAGATI, SPARROW, PROBITY,
- Good examples: Jan Seva Kendra in Ahmedabad, Citizen's Report Card in Karnataka, AP using Block chain tech
- Approaches to improve public service delivery:
  - Development administration: change oriented instead of status-quo; believes in decentralization; stress on people's participation; flexible & dynamic.
  - New Public service: ( 7 principles)
    - serve citizens, not customers
    - seek the public interest
    - value the citizenship
    - think strategically, act democratically
    - serve rather than steer
    - value people, not just productivity
  - New Public management: 3E: Efficiency, Economy and Effectiveness
  - 4E: Encourage, Enable, Empower, Engage
  - Entrepreneurial Government:
    - Promote competition between diverse providers of goods and services. 2. Empower citizens by shifting control out of bureaucracy. 3. Measure performance through outcomes and not through inputs. 4. Is driven by mission and not by rules and regulations. 5. Redefine clients as customers and offer them choices. 6. Prevent problems rather than curing them. 7. Emphasis is not only on spending money but also spending them. 8. Embraces participatory management. 9. Prefer market mechanisms to bureaucratic mechanisms. 10. Stimulate public, private and voluntary sectors to solve community problems

#### **Examples of utilization of public funds:**

- corruption in utilization of funds ->

- bailing out businesses
- Loan waiver scheme - benefits go to the wrong person.
- MPLAD scheme – Supreme Court ordered two times to discontinue. CAG says one of the most corrupt schemes in the country, but still scheme continues.
- Beti Bachao Beti Padoos schemes -> under utilized funds
- Pegasus spyware -> used public money to spy on its own people.
- The right-based approach resulted in too much separation of funds & targeted beneficiaries. There are many schemes for many beneficiaries which create an implementation problem. E.g. it is said in India that you show me the person, I will show you the scheme.
- **3P approach -> Probity, Prudence, Propriety**

#### **Examples for Corruption:**

- 2G Scam, Common wealth games by CAG
  - Adarsh Housing society, Vyapam Scam by RTI
  - *What can I give movement by APJ*
- 

#### **Examples of Corporate Governance:**

- ICICI Bank loan to the relative
- Compassionate capitalism
- People, profit, planet
- Good eg: Tata trust, Bill and Melinda Gates foundation
- ICICI - Videocon Fraud -> lending on quid-pro basis
- NSE co-location scam

Recommendations of Uday Kotak Panel:

1. Diversity in Board members -> min 6 directors on board of listed entities & every listed entity has at least 1 independent director
2. Transparency in appointment of independent directors
3. Audit committee must review the use of loans
4. communication- Facilitating shareholder communication with the board is key
5. constant evaluation board performance
6. robust risk management policies

#### **Examples for Ethics in International Relations:**

- IB report suggests that Greenpeace NGO is hampering economic growth of the country by protesting at Kudankulam nuclear power plant, Funding to non-state actors (Naxal, Insurgents) who destabilise development process.
- extension to foreign policy
- influencing food security in farmers
- e.g. Christian missionaries are spreading their religion but there are instances of forceful conversions or propaganda.
- There are no winners in war
- Some Good examples:
  - Vaccine Maitri policy of India
  - despite overwhelming developmental needs, India has committed to achieve net zero emissions by 2070

- India welcomed the UNCLOS decision on maritime dispute with Bangladesh even though it lost maritime space
- Bangladesh accepted refugees
- Bad Examples:
  - US leaving Afghanistan in Crisis
  - India continues to purchase cheap oil from Russia despite criticism from the West
  - •USA, biggest exponent of the democracy, supported dictatorship regimes in South America and Africa •
  - Global War on Terror (GWT) of America, led to loss of several innocent lives by Drone strikes
  -

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- : In last 20 years, 1,888 custodial deaths were reported across the country, in which 893 cases were registered against police personnel and 358 personnel were charge-sheeted.
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some of the intro's to the Scholars:

#### **Socrates:**

- Ethics is born out of inquisitiveness of Socrates. According to him, an unexamined life isn't worth living. Human should question each & everything in his surrounding on basis of reasoning & rationality that is they should have art of questioning. This art will cultivate rational thinking. In this way ethics was born.

#### **Swami Vivekananda:**

- According to Swami Vivekananda, the basis of ethics is love, compassion and respect towards all living beings. The ethics helps in continuous quest for truth, improve reasoning and quality of behaviour. This ultimately results into wisdom, integrity and building strong character.
- Right spirit is a tool not only to empower oneself in material and spiritual sense but also for social and national development.

#### **Martin Luther king:**

#### **Nelson Mandela :**

- Nelson Mandela fought against apartheid and social discrimination existing in South Africa. In his struggle he taught three rules of life - "free yourself, free others and serve everyday"

Gautama Buddha:

- It was Buddha not Alexander who conquered the world - Tagore
- 

Broad approach :

#### **Introduction:**

1. **Explain the definition of the key word in the quote. ( find the value in the Quote)**

#### **Body:**

1. **Explanation -> decoding the key words.**
2. **Giving Importance.. why it is important?**
3. **Establish the relation b/w the different components**
4. **Give the examples supporting your viewpoint**

5. **Give contemporary relevance**
6. **Prescription based -> how to inculcate the value**

#### **Conclusion:**

1. **Give the overall importance of the theme**
- 

#### Related to Civil Servants:

1. Today, civil servants are required to show holistic competence which includes 4Es. They are Ethos (Social norms, traditions), Ethics (Established (Fairness, justice) and Efficiency (output, result-orientation).
  2. Public servant who is responsible for welfare of Nation, good governance... development of right attitude is essential
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#### Ethics:

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#### APTITUDE:

1. Potential for civil servants are not only related with knowledge & skill but also values & ethics that they should have ability to with stand values in difficult time. i.e. civil servant can be considered competent if his aptitude consists of Holistic competence.

#### Foundational values:

1. end with how to inculcate them , emphasised and promoted so they became part of civil servant's moral character.
  2. **Integrity**: 'Civil Service Conduct Rules' recommends 'absolute integrity' for civil servants, irrespective of their department. Integrity is critical in civil services to ensure good governance and allow a civil servant to perform his/her duties with honesty.
  3. **Impartiality & Non-Partisanship**: To maintain compatibility and avoid conflicts between the bureaucracy and political leadership, non-partisanship is indispensable. This has been proved time and again by civil servants of exemplary stature such as T.N. Seshan, Vinod Rai etc who have brought various changes in election, auditing systems in India respectively.
  4. **Objectivity & Neutrality**: The values of objectivity, neutrality should be complemented with Fairness and empathy. Together These ensure effective implementation of public policies in line with the government's mandate "Sabka sath, sabka vikas, sabka vishwas".
  5. **Anonymity**: Civil servants of modern India cannot remain in the "ivory towers" but they have to make their presence felt. A good public image might help them in removing negative apprehensions towards them, such as corruption, red tapism; but at the same time too much concern for public image might lead to misplaced priorities.
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#### Emotional Intelligence:

1. Emotional intelligence has become an important part of behavioural competence for human so as to have socially acceptable behaviour especially during COVID-19 pandemic times.
  2. According to research done by Daniel Goleman, 80% of success at work depends on EI while 20% on IQ. The civil servants should have high EI along with aptitude and skills to tackle the difficult situations they face in day-to-day administration. The present government is emphasizing on innovation, sensitive training and work-life balance among civil servants.
- 

#### Education & Values:

1. Education is the single greatest tool for achieving social justice and equality. NEP 2020 is right step in ensuring quality education to all. Inculcation of good values through education needs more systematic and integral part of school curriculum. For this, there should be a course of ethics specially designed for school students.

Ethics & Laws:

1. Ethics is based on human reason and it does not have external authority behind it for enforcement. Ethics is desirable, but law is enforceable. Even if citizen does not agree with law but he/she must obey law.

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Public service delivery:

Intro:

is the mechanism through which public services are delivered to the public by central, state and local governments. Public education, health services etc. are some of the examples of public service delivery.

Conclusion:

Need to take citizen-centric approach to built upon improved coordination & use of tech gocts can better understand the needs of their citizens and translate those needs into targeted, effective public service delivery.

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### **Corporate Governance:**

Intro: system, principles and process which ensure that a company is governed in the best interest of all stakeholders.... - Adrian Cadbury

Conclusion-> need to balance b/w Economic and social goals, Individual and communal goals, meet the ends of Social Justice.

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Some Way Forwards:

1. Cultivate Emotional Intelligence
2. Follow path of moderation -
3. Following Sadharan Dharma ( consists of truthfulness, non-injury and generosity\_
4. Avoiding 7 sins
5. follow Gandhiji's Talisman

- 
1. DM of tribal area planning to build road through Jungle and it's the only option available. It's above his moral attitude against tribal people sentiment but still do it given the significance of the road.
  2. DM has to sometimes has to defend violence and harsh measures by his police in the large national interest even if it is against his individual morality.
  3. We have laws on Tax -> but still tax evasion occurs, dowry -> but still dowry prevails. so BRA said -> "No law can protect us if it's not avowed by the moral conscience of society at large"
  4. Doctor - abortion -> individual morality vs professional ethics
  5. Marital rape - > no laws vs individual morality
  6. 12 boys along with their coach could stay in Thai cave for days without food just because they had positive attitude towards life.

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Some Generic examples:

1. Inclusive attitude towards LGBTQIA+ community

2. Community dining in Langar community
3. volunteering for social causes , standing up against social issues
4. Environmental activism
5. lying is univerally immoral but it can save the lives
6. painless killing of one who is suffering
7. free speech absolutism, social media compliance with IT rules
8. land subsidence in Joshimath
9. slippery slope
10. Ethics does not have Archimedean point
11. Choosing Shreya (the right ) over preya
12. dearth of leadership, gender disparity, declining values and ethical standards, materialism, increasing cleavages
13. Gopalganj DM eating mid-day meal by widow Bhojanmata to dispel fears and superstition.
14. rigid rule orientedness (multiple visit from post to pillar)
- 15.