

General Studies Notes By

AIR 2, Animesh Pradhan

UPSC CSE 2023

Ethics

GS 4



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Centre state

268 → Duties levied
↳ 268A

285 → grants

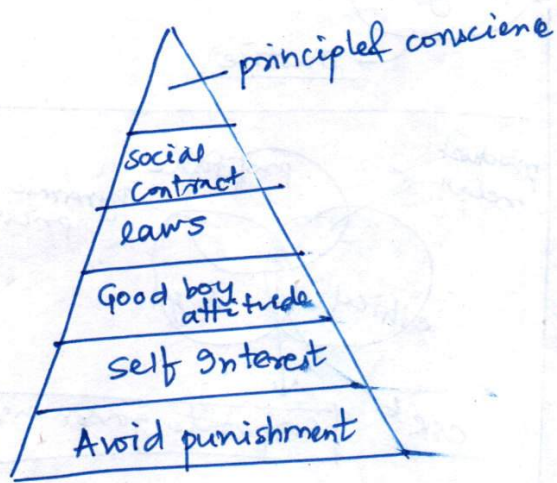
280 → FC ✓

279A → GST

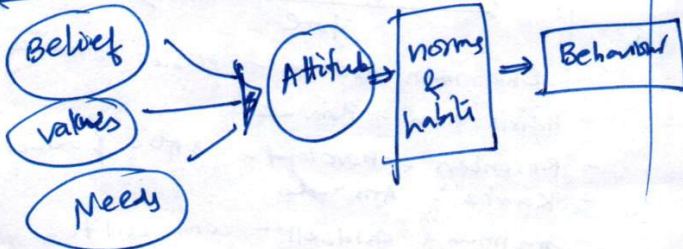
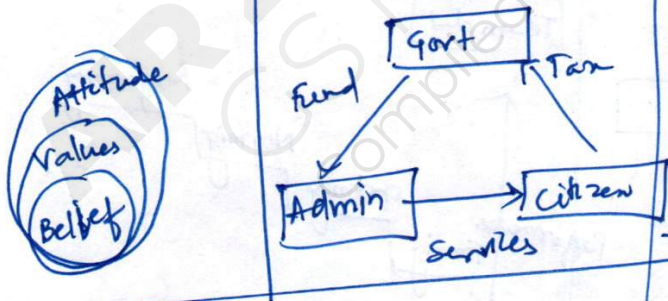
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Kohlberg's 6 stages of Moral development



① Ayn Rand - 'ethical egoism'
 any decision taken for prosperity of self is ethical & if all of us work for our own prosperity, entire society will be ethical.



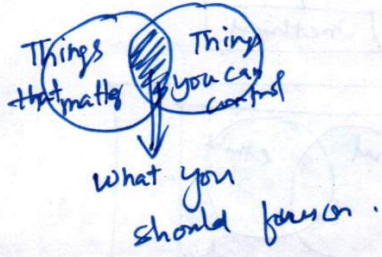
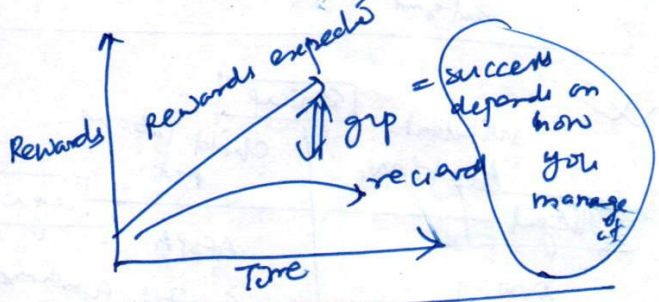
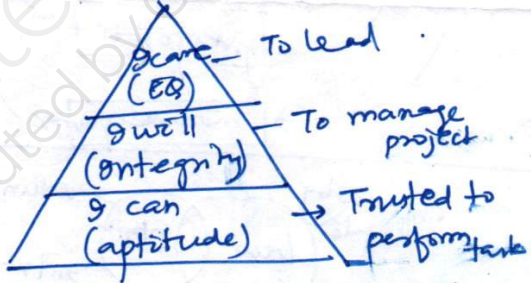
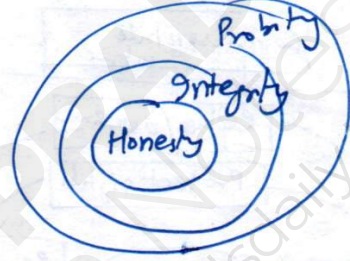
① Terms

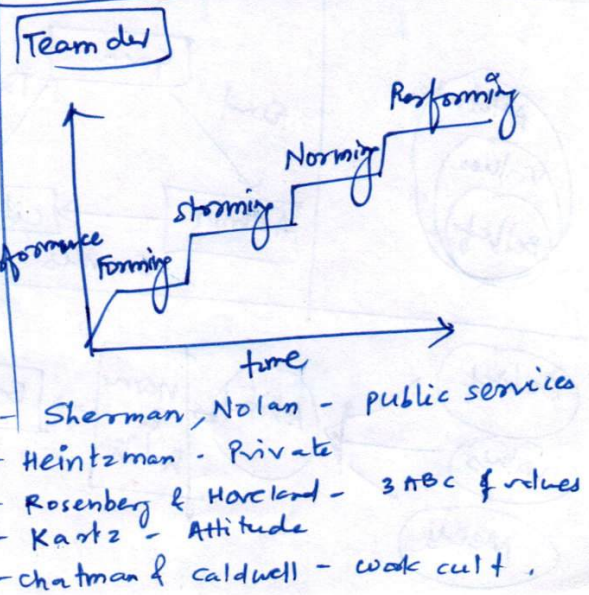
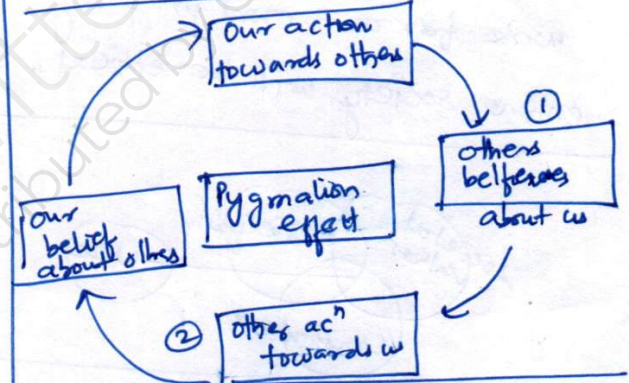
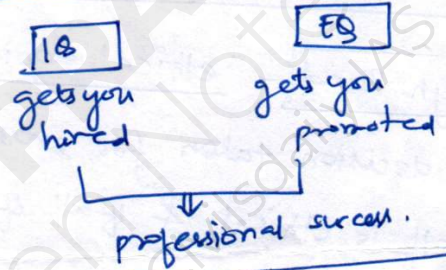
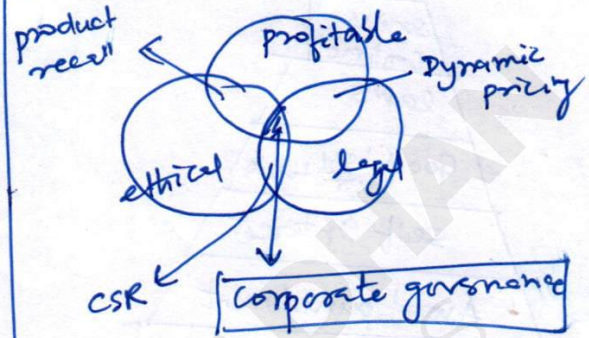
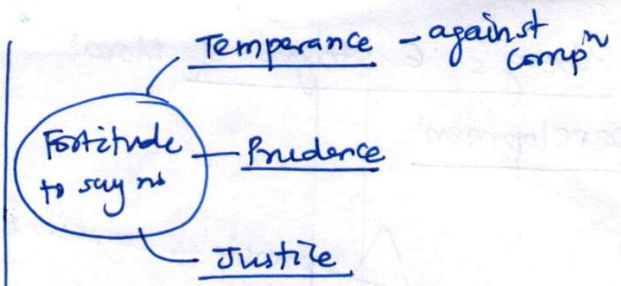
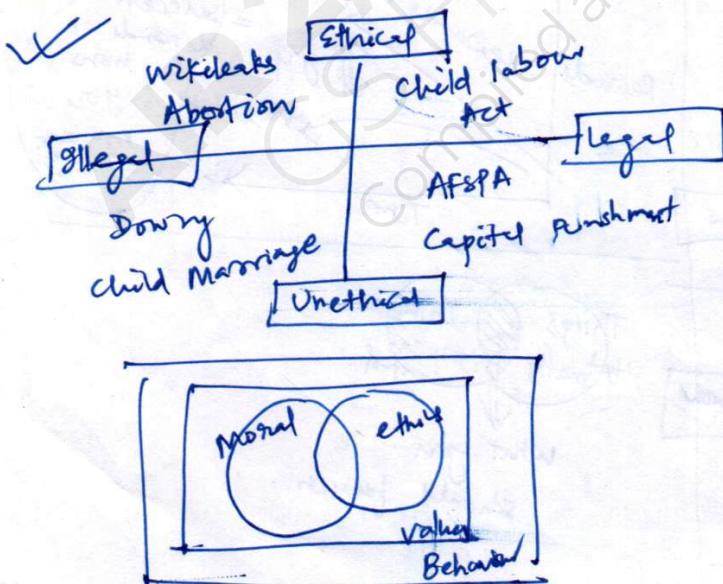
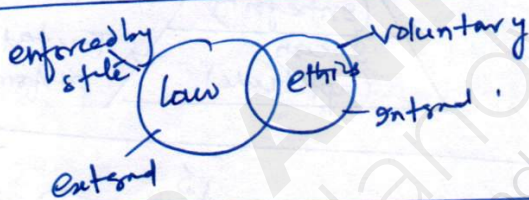
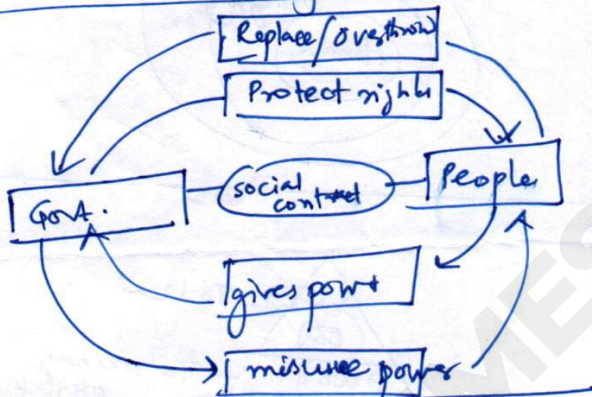
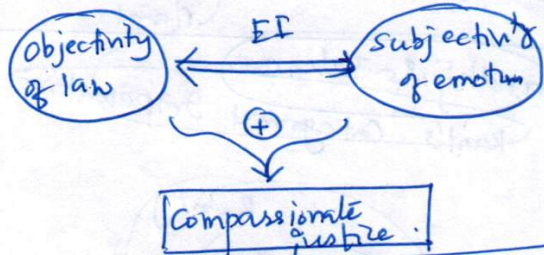
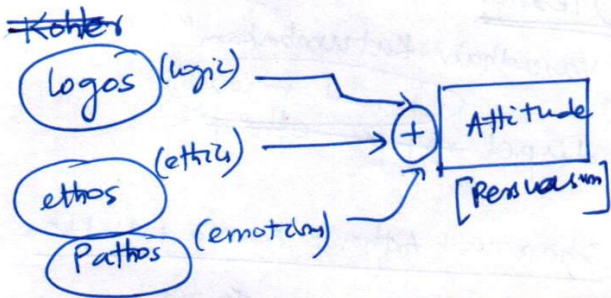
"Vasudhaiv Kutumbakam"
 ethical myopia
 → dispel myopic ethnocentrism

→ Dharma + Artha + Karma + Moksha

→ Triple Bottom Line
 People
 Profit
 Planet

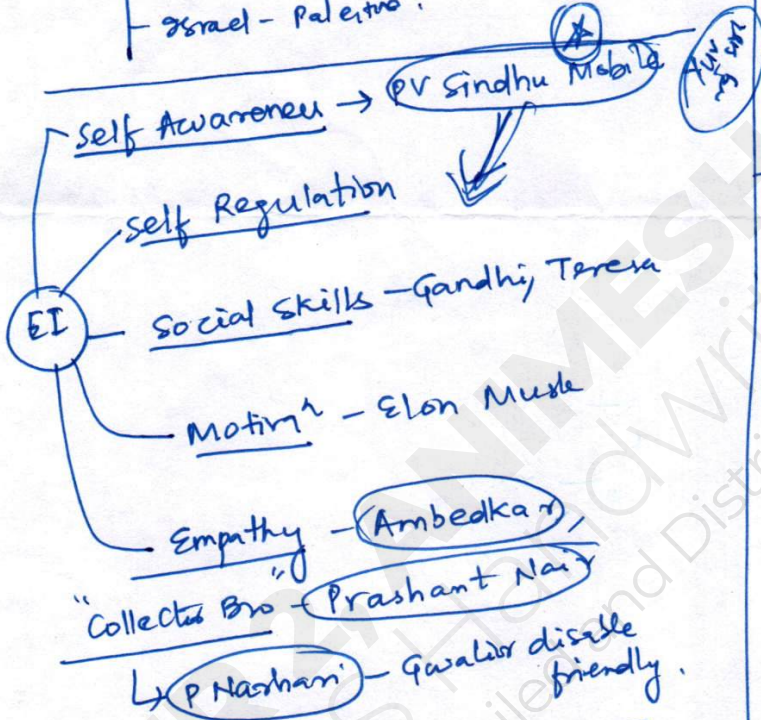
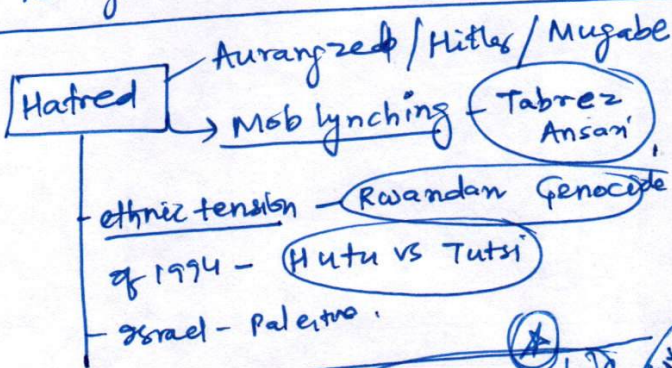
Gandhiji's Talisman
 Kant's categorical imperative



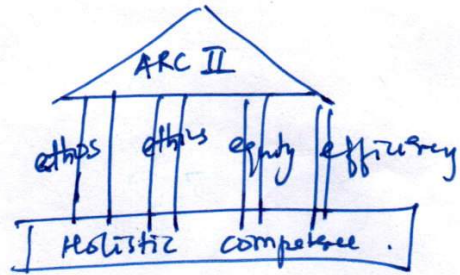
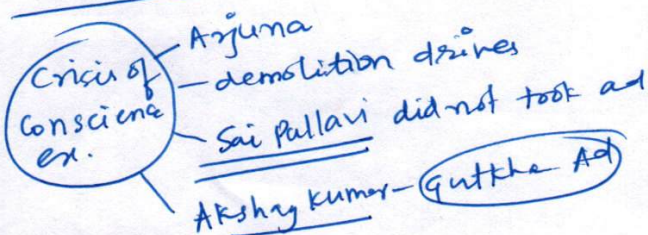


Examples

- ① Tradition of "Ganga-Yamuna" tehzeeb in Lucknow → social harmony
- ② langar - all religions
- ③ Urs festival of Ajmer - Hindu + Muslim
homage to sufi saint Moinuddin chisti

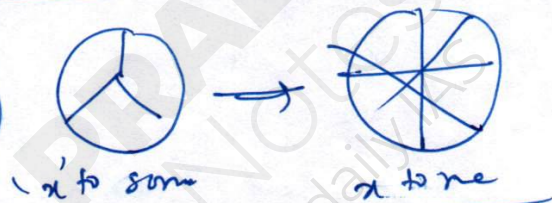


④ Akshay Patra, MOHAN Foundatⁿ (organ)

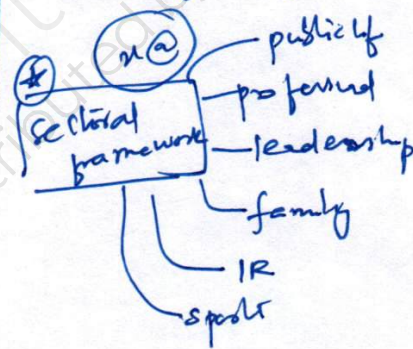


6 Es of Bureaucracy

- ① Ethics ② Efficiency ③ Effectiveness
- ④ Economy ⑤ Equity ⑥ Engagement



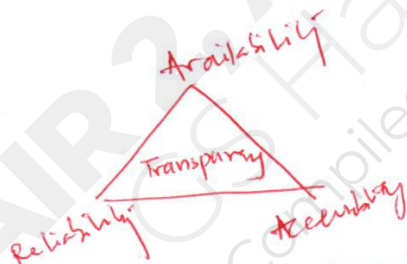
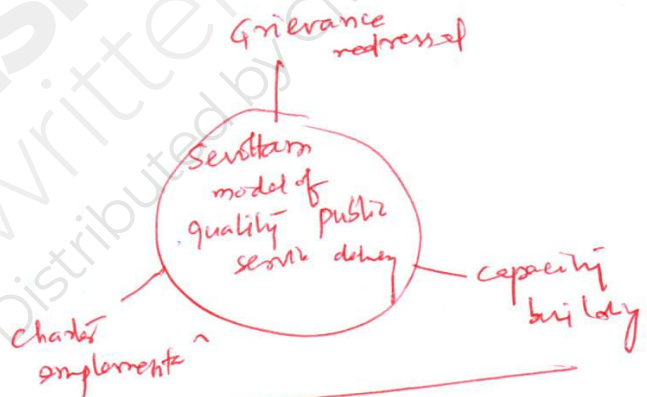
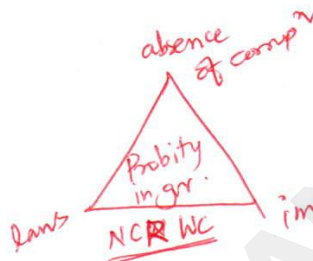
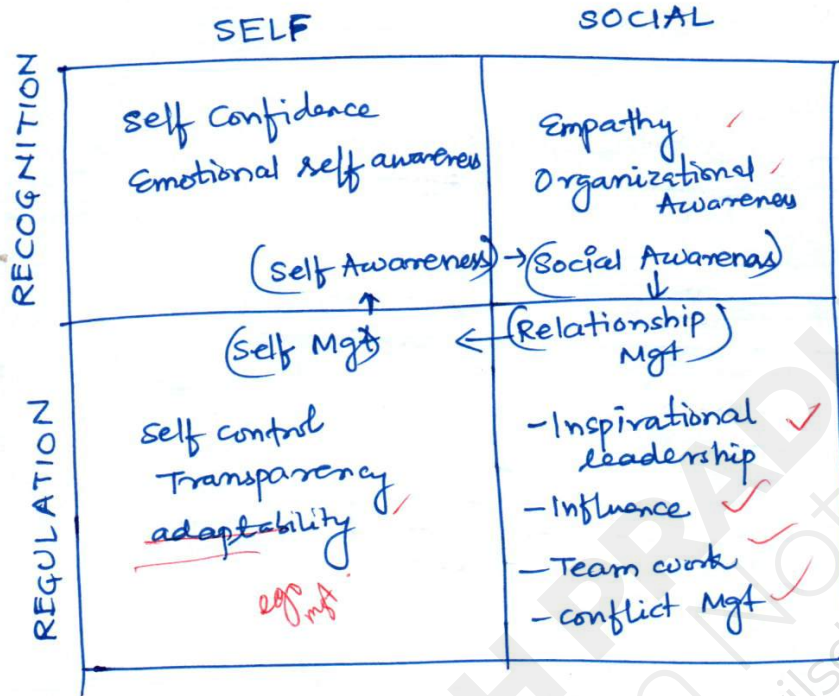
* Social audit passed a law
→ Meghalaya best =



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04 Quadrants of EI



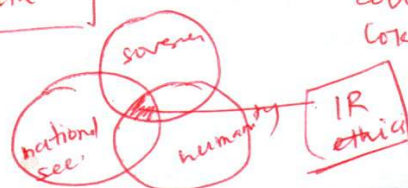
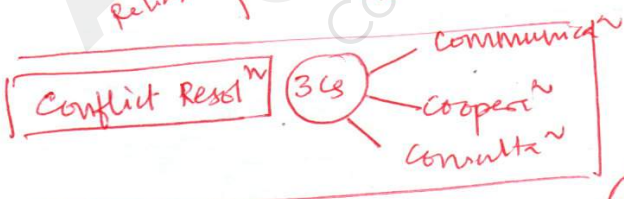
Accountability

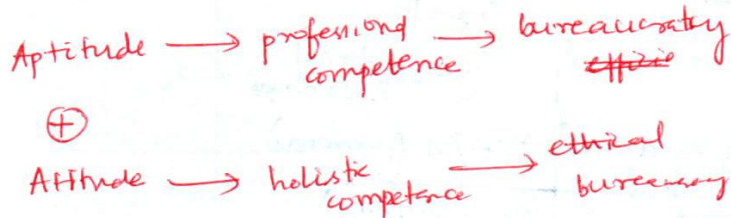
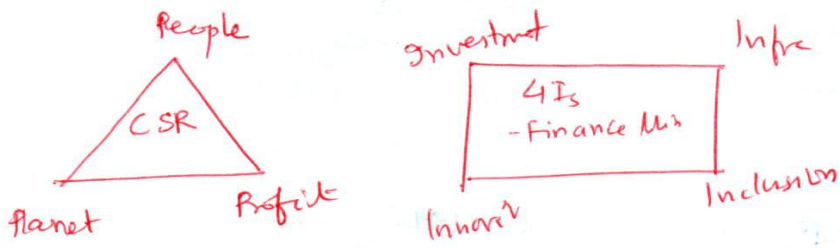
Top down

- CAA
- CVC
- CBI
- consta
- CoRP 21

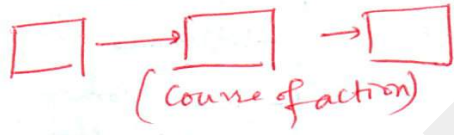
Bottom up

- Social audit
- RTI
- citizen cherty

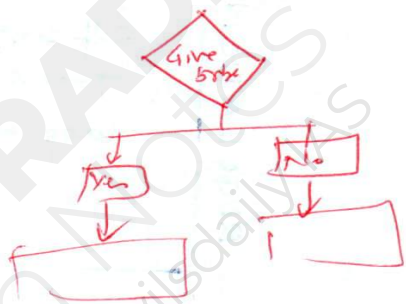




CASE STUDIES Specific

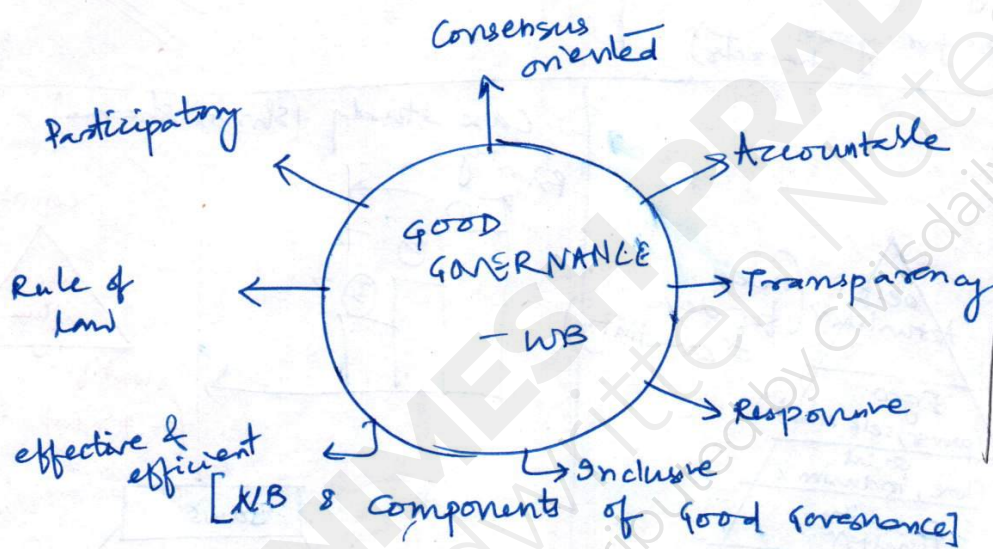
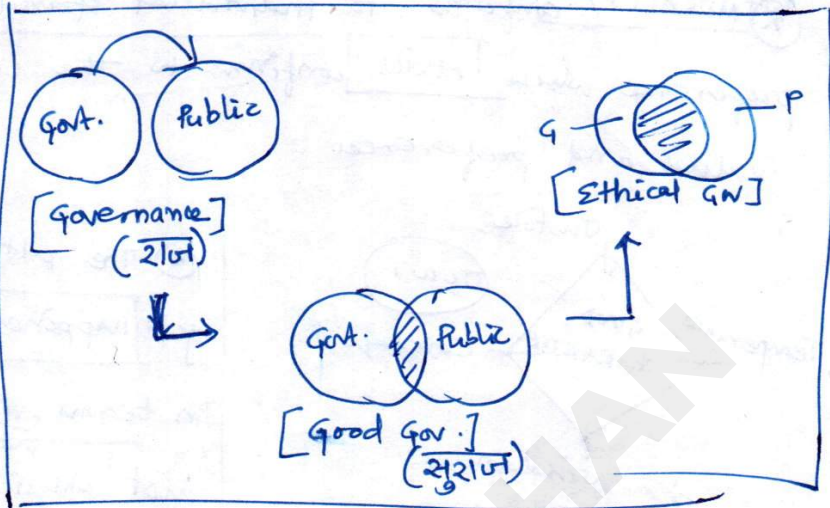
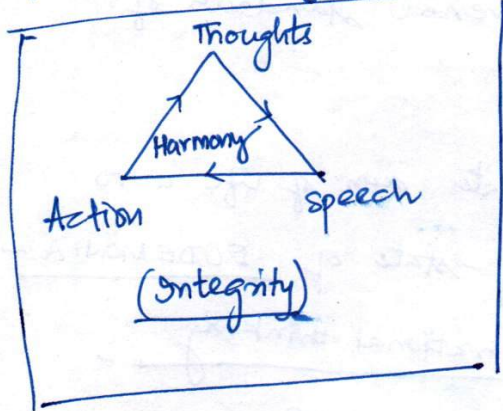


Flow Chart

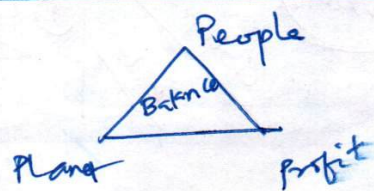
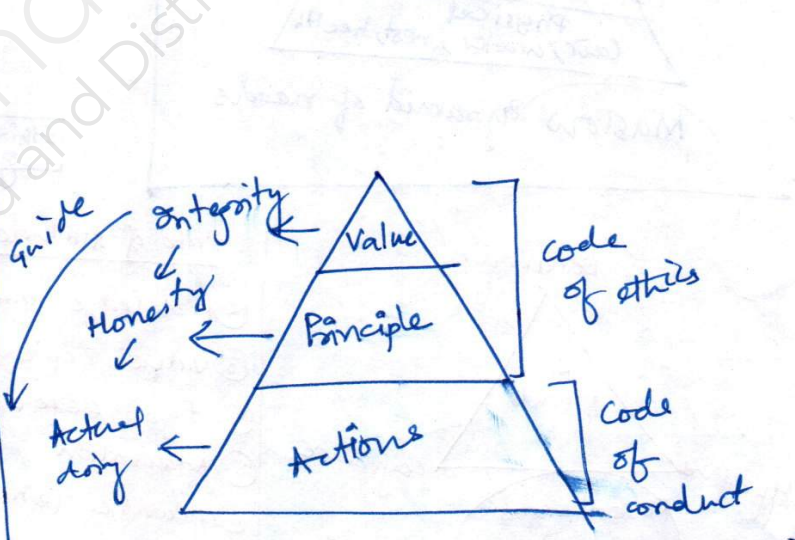
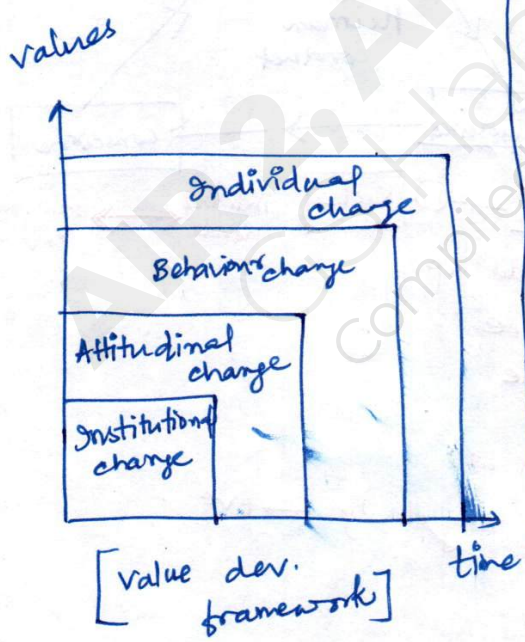


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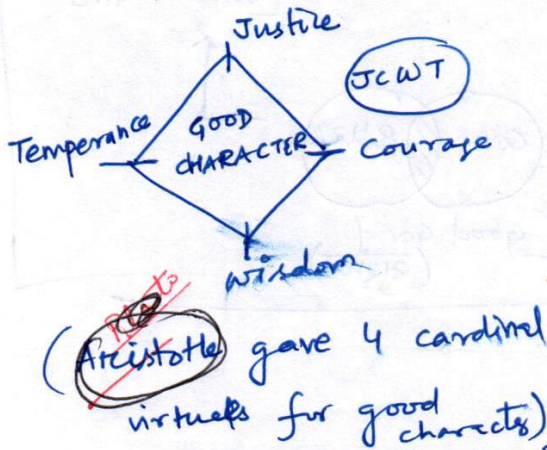
Ethics Diagram



ERRIC
ATP-CBIE

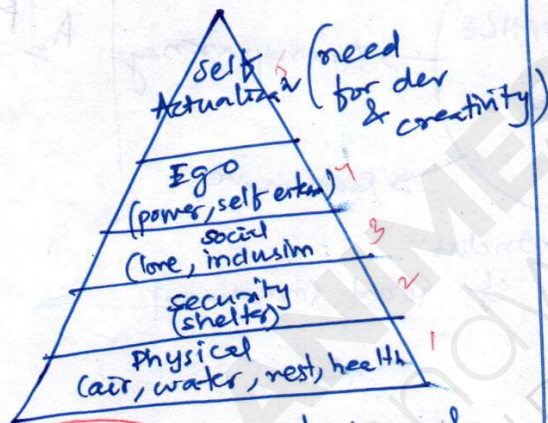


* **MORALITY** conforms to individual standards of values and preference while **ethics** conform to the universal standard of values and preference.



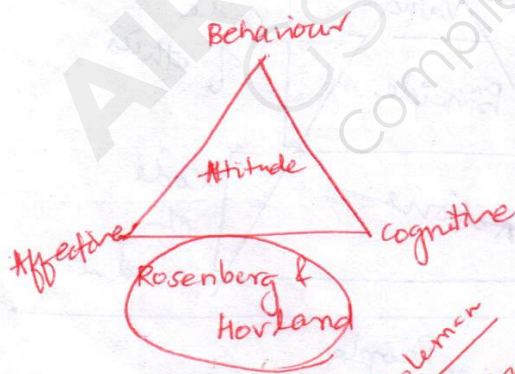
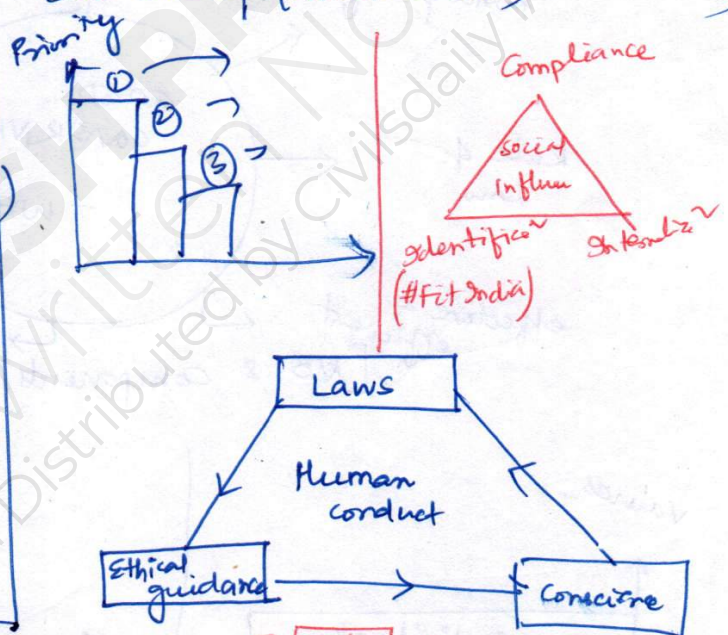
* The ultimate aim of life is to get **Happiness** - state of **EUDEMONIA** - in terms of rational thinking, not physical pleasure.

Source



Maslow Pyramid of needs

Case study (shree sharma)



Goleman
Katz

- Funcⁿ of Attitude — ① **Katz** internal needs ↔ external env
- ② Knowledge build up
 - ③ Value expressive
 - ④ Ego defensive
 - ⑤ Adaptation
 - ⑥ Heuristic (shortcut)
 - ⑦ Conversion of negativity → +ve.

Social Influence

Way in which individuals change their behaviour to meet the demands of a social environment through compliance, identificaⁿ and internalization.

Exe PM → SBM
 → UPI
 Films like → LIFE
 → Padman, Article 15

Types → Compliance
 → Identificaⁿ
 → Internalization

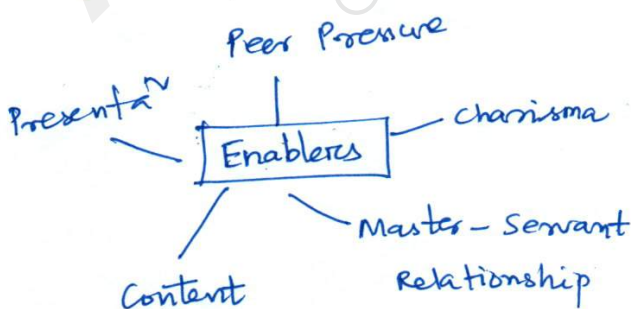
Compliance - modify public attitude to meet standard attitude; but not alter private attitude.

Exe Motor vehicles - Helmet

Identificaⁿ - Influencer seeks to identify him(hers) self with influencers.

Exe #FitIndia campaign

Internalization - Open defecⁿ free
 Raja Harishchandra → Gandhi



Persuasion

Persuasion is an attempt to change a person's attitude.

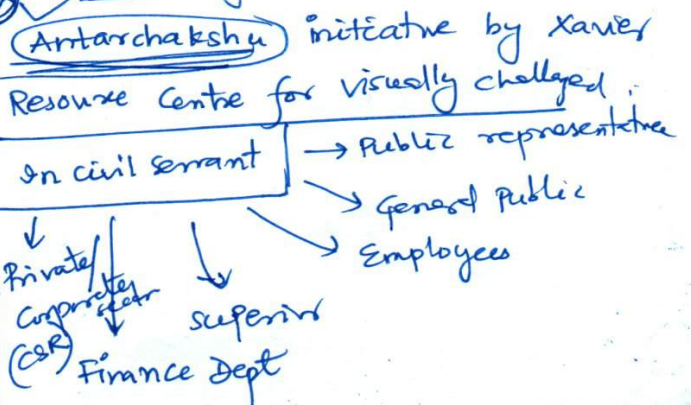
Exe persuade collegemates to vote for right candidate, and not the one who belongs to your community

Exe ⇒ Digital payment nudges via removing MDR charges. *Importance of credibility of the one who is persuading?*

Techniques

- 1) Logical arguments
- 2) Incentivization - metro card usage
- 3) Disincentivizaⁿ - fines
- 4) Scare factor - tobacco ad
- 5) Repeated reminders - COVID ringtone
- 6) TINA factor - online applicaⁿ for driving license
(There is no alternative)
- 7) Applying to Psyche - i) appealing to emotions (insurance - death aftermath)

ii) Empathy



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Ethics and Human Interface

Ethics is the philosophical study of morality comprising of set of beliefs concerning right & wrong, good and bad etc., that is acceptable to the society.

Essence of Ethics in Human Action

The essence of ethics in human action implies that observance of the principle of good versus bad in the

- i) thought
ii) conduct
iii) behaviour of an individual.

Some of the important essence of ethics —

- 1) It is socially oriented and varies according to various societies. Ex emphasis on community/individualism; right to bear arms, socialism/capitalism etc.
- 2) It is time dependent. Ex Caste system, homosexuality
- 3) Ethics tells 'what one ought to do?' Ex (Aristotle's virtue ethics), (Kant's deontological ethics), (Mill's utilitarianism) & (Bhagavad Gita's Niskam Nishkam Karmayoga)
- 4) They may or may not be binding legally. Ex FR, DPSP
- 5) Law, culture & an org. can define the nature or characteristics of ethics. Ex Journalistic ethics, code of conduct, citizen's charter etc.
- 6) Ethics can be both subjective & objective as per diff. philosophers. Ex stealing, killing & lying wrong in all societies across time & place (Ethical/moral objectivism), contradictory views on capital punishment, abortion rights, homosexuality (Ethical/moral relativism)

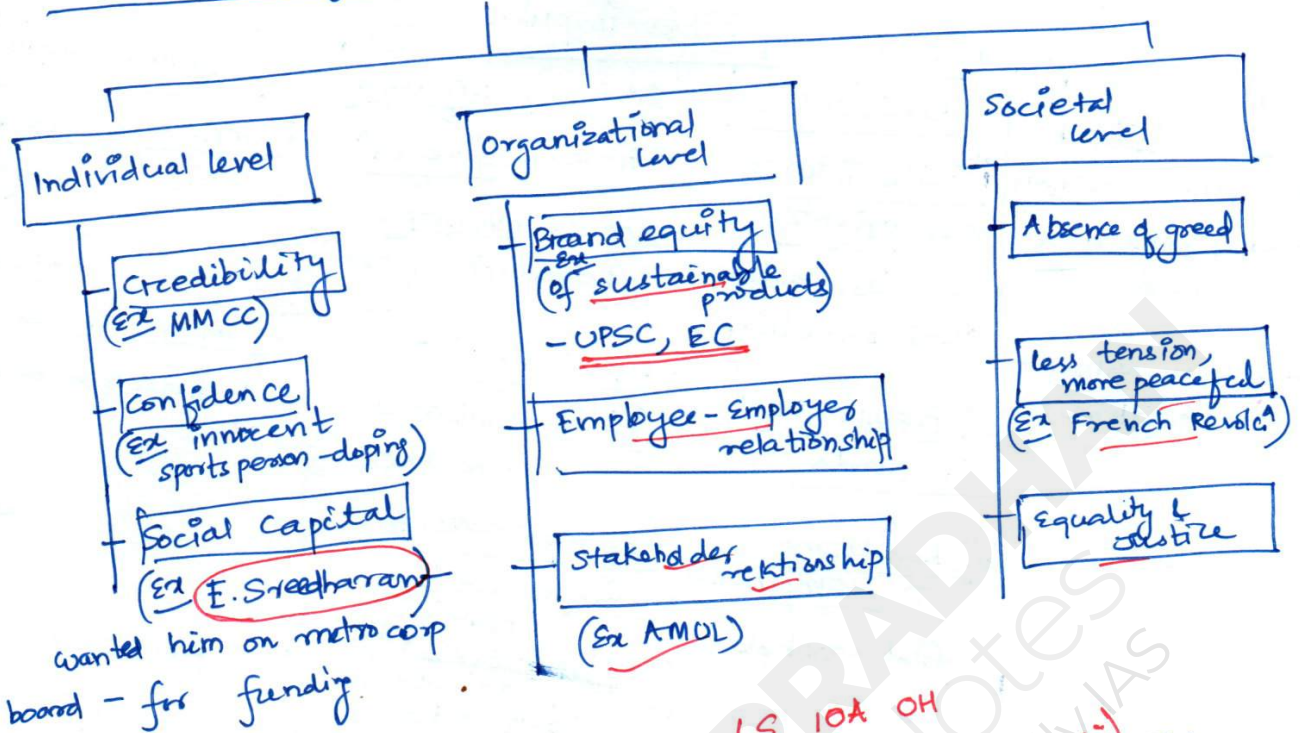
Niskam
Karmayoga

Determinants of ethics

These are the factors that determine or shape the ethical standards in an individual & society.

- 1) Family (Ex community based living, respect to elders, patriotism)
- 2) Media, Films, ads, literature (Rang De Basanti, Mary Kom, Amul cartoon)
- 3) Constitution & legal provisions (FR, DPSP, FD etc.)
- 4) Religion (Hinduism - Vasudeva Kutumbakam, Islam - not to waste wealth for useless purpose, Buddhism - 8 fold path etc.)
- 5) Experiences in life (Ex Racism witnessed by Gandhiji, Mandela in S. Africa), Kalinga war on Ashoka)
- 6) International events (Ex #metoo movement, Black Lives Matter, COVID 19)
- 7) Leaders, philosophers and thinkers (Ex Rani Lakshmi Bai - courage, Armstrong Parre - dedication, Mira Bai Chamu - perseverance)
- 8) Personality - inherent traits (Ex wear helmet even though no monitoring)
- 9) Peer Group - 'Tell me who your friends are, I shall tell who you are'
- 10) Professional codes, ethics codes, customs

Consequences of Ethics in Human Action

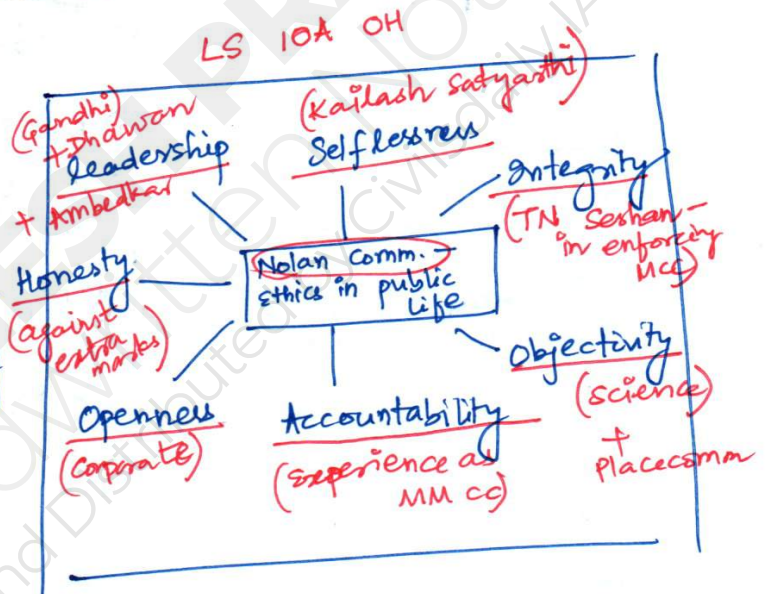


Ethics in Public life

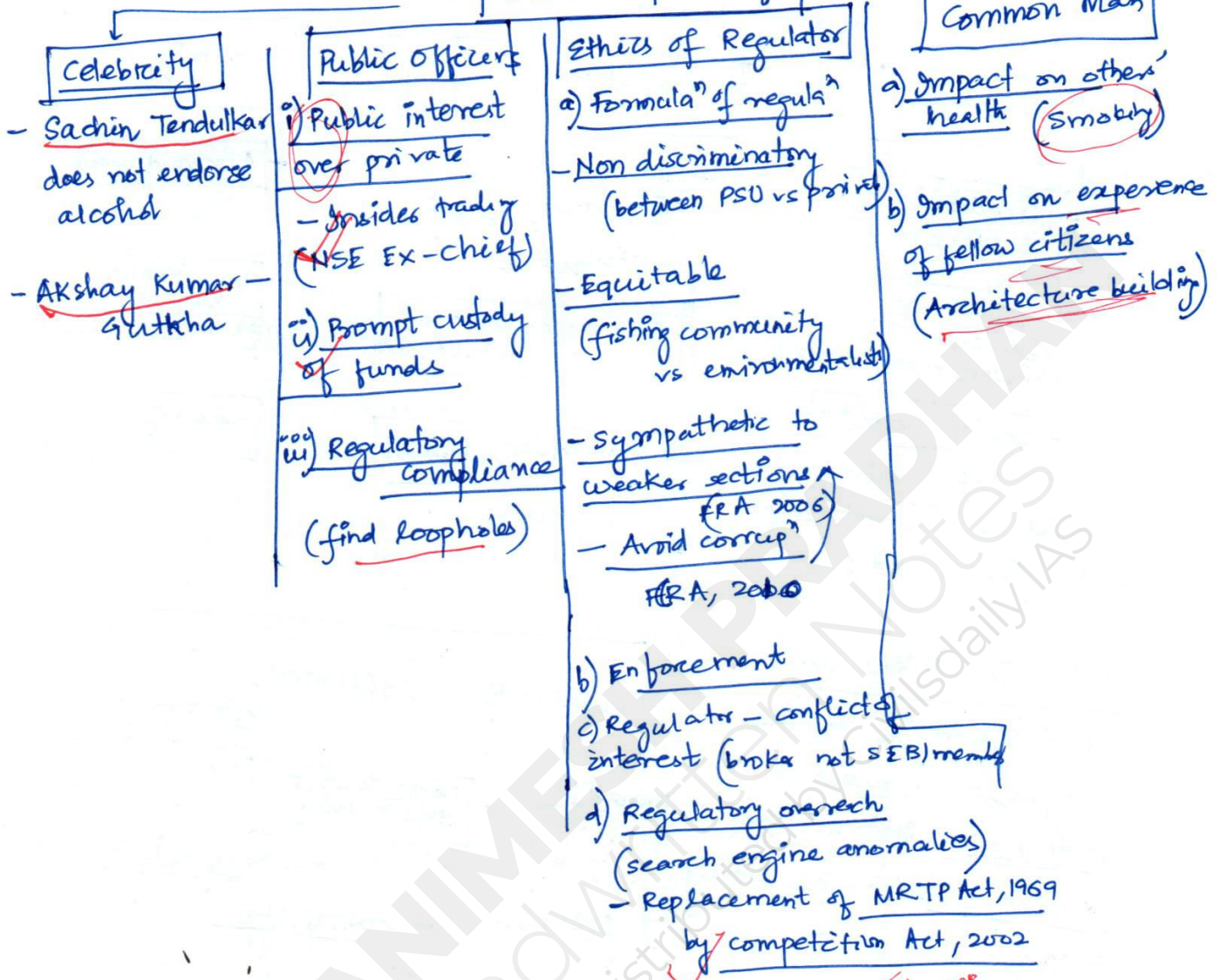
Public life refers to the collection of a person's relationships, interactions & dealings with the society at large.

Ethical principles

- 1) Rule of law
- 2) Fairness & Justice
- 3) Transparency and Accountability - (Social audit)
- 4) Honesty, integrity & probity - (whistle blowing)
- 5) Impartiality & Non-Partisanship - (Janta Darbar by CMs)
- 6) Minimum level of courtesy - Prashanth Nair (IAS) - Collector
600' → Metro leave seat + help visually challenged to cross road
- 7) Spirit of service



Ethics in public life



Member
K. Animesh Pradhan
IAS

Ethics in Private Relationships refer to the basic principles and values that govern interactions with family members, life partners, friends etc.

Private relationships - ethical principles

- a) care & affection ✓
- b) fidelity ✓
- c) confidentiality ✓
- d) Truthfulness ✓
- e) Responsibility & accountability ✓
- f) Tolerance & acceptance of minor imperfections ✓

Source of Ethics in private relationship

- a) Divine command and religion
- b) Individual experiences
- c) Social conditioning
- d) Law of the land (Constitution)

Separation of public & private relationships

- Need of separation

- 1) Domain of influence (Ex conduct of civil servant in public not affected by family dispute)
- 2) Conflicting roles (Dhritrashtra mixed public-private; behaved more like a father than a king)

(Uncle syndrome in courts)

3) Potential conflict of interest

(Ex nepotism, favouritism)

4) Divergence of values

public (openness)

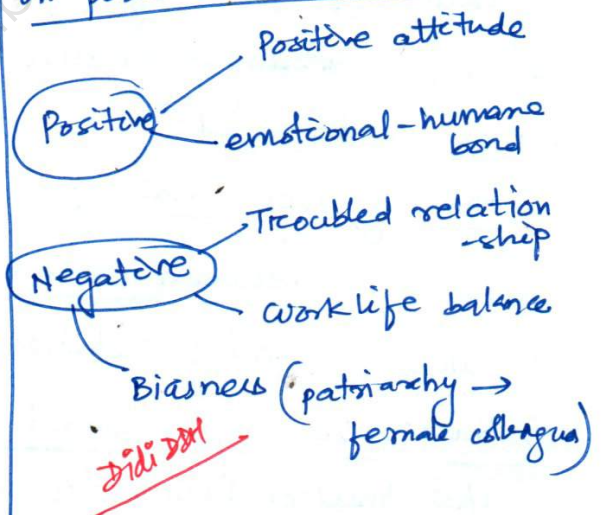
private

(confidentiality)

limitations

- Areas of convergence
- Rigid separaⁿ not desirable (love & affectⁿ at home → humane relationship in office)
- shared values

Effect of private relationships on public relationships



Effect of public relationships on private

Positive

- Motivation — democratic parenting
- Inducⁿ & training — not accept downy

Qns what you learnt in school → life

Negative

- Spill over effect (casting colich)
- Work life balance

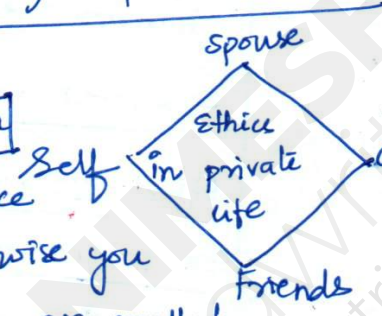
Shared ethical elements in public & private relationships

- 1) Truthfulness ✓
- 2) Altruism ✓
- 3) Dedication ✓
- 4) Accountability/Responsibility ✓
- 5) Interpersonal relationships (communitaⁿ) ✓
- 6) Compassion ✓

A. Self

Swami Vivekananda

"talk to yourself once in aday... otherwise you may miss meeting an excellent person in the world"



- a) Thinking well, not ill — no judgements
- b) Consistency between words & action
ex doctor — smoking; election manifesto
- c) Practise before you preach
IAS Anudeep Durishetty's wife child birth in govt. hospital

B. Marital life

- no competition
- respect each others jobs

- stand by each other
- freedom & privacy
- ex Sudha Murthy & Narayan Murthy; couple entrepreneurs (Anushka Sharma — Virat Kohli)

- Marital rape *Blac chyna*
- Revenge (Rob Kardashian took revenge porn of Blac Chyna)

C. children

- lead by example
- accept own's fault
- no greed
- no discriminatory (Taare Zameen Par)
- socialisaⁿ
- gender sensitization

D. friend

- Karma — ethics of friendship
- Inculcating good habits
- gym buddies
- emotional support
- discourage unethical acts
- call out sexist jokes!

Dimensions of Ethics

- Descriptive
- Normative
- Meta
- Applied

- Virtue
- Deontological
- Teleological
- Egalitarian

- Categorical Imperative
- Moral absolutism
- Divine command theory
- Contractarianism
- Natural rights theory

4 branches of ethics —

a) Descriptive Ethics — It is empirical investigation of people's moral beliefs ~~based on law and~~ on the basis of law & customs. It studies the history and evolution of ethics & gives a record of certain taboos, customs & conventions.

Ex. Kohlberg's theory of moral consciousness (how children develop morality and moral reasoning)

b) Normative Ethics — It is the study of ethical theories that prescribe how people ought to act & behave in society.

i) Virtue Ethics — Ethical actions ought to be consistent with certain ideal virtues that provide for the full development of our humanity. Aristotle presents virtue as a mean between two vices, i.e., generosity b/w misersliness and

prodigality.

ii) Deontology Ethics — argues that ethical action is one that best protects & respects the moral rights of those affected. (Means > ends)

Ex. A. Immanuel Kant's Categorical Imperative — universality (apply to all); Reciprocity (Ex. Help someone as if you would have wanted to be helped).

B. Moral absolutism — Absolute standards against which moral question can be judged; ex if telling lie is immoral, then ethical lie is insignificant.

c. Divine Command theory — It says that an action is right if God has decreed it to be right.

D. Contractarianism - Moral laws are the ones which is agreeable to all individuals in the society but they have to be unbiased while examining its moral significance.

ex Thomas Hobbes's Social contract

E. Teleological Natural rights theory - believes in the existence of absolute natural rights that are conferred to human beings by virtue of being human.

iii) Teleological Ethics - morality of an action is decided on the basis of the outcome of that action. "ends justify the means"

A. Utilitarianism - Best action/decision that results in the most happiness for the greatest number of individuals.

B. Egoism - " that maximizes good for oneself .

C. Hedonism - " maximize pleasure

D. Intellectualism - " promotes knowledge

E. Consequentialist Libertarianism - " liberty maximized

F. welfarism " enhances economic well being

G. situation ethics " most love

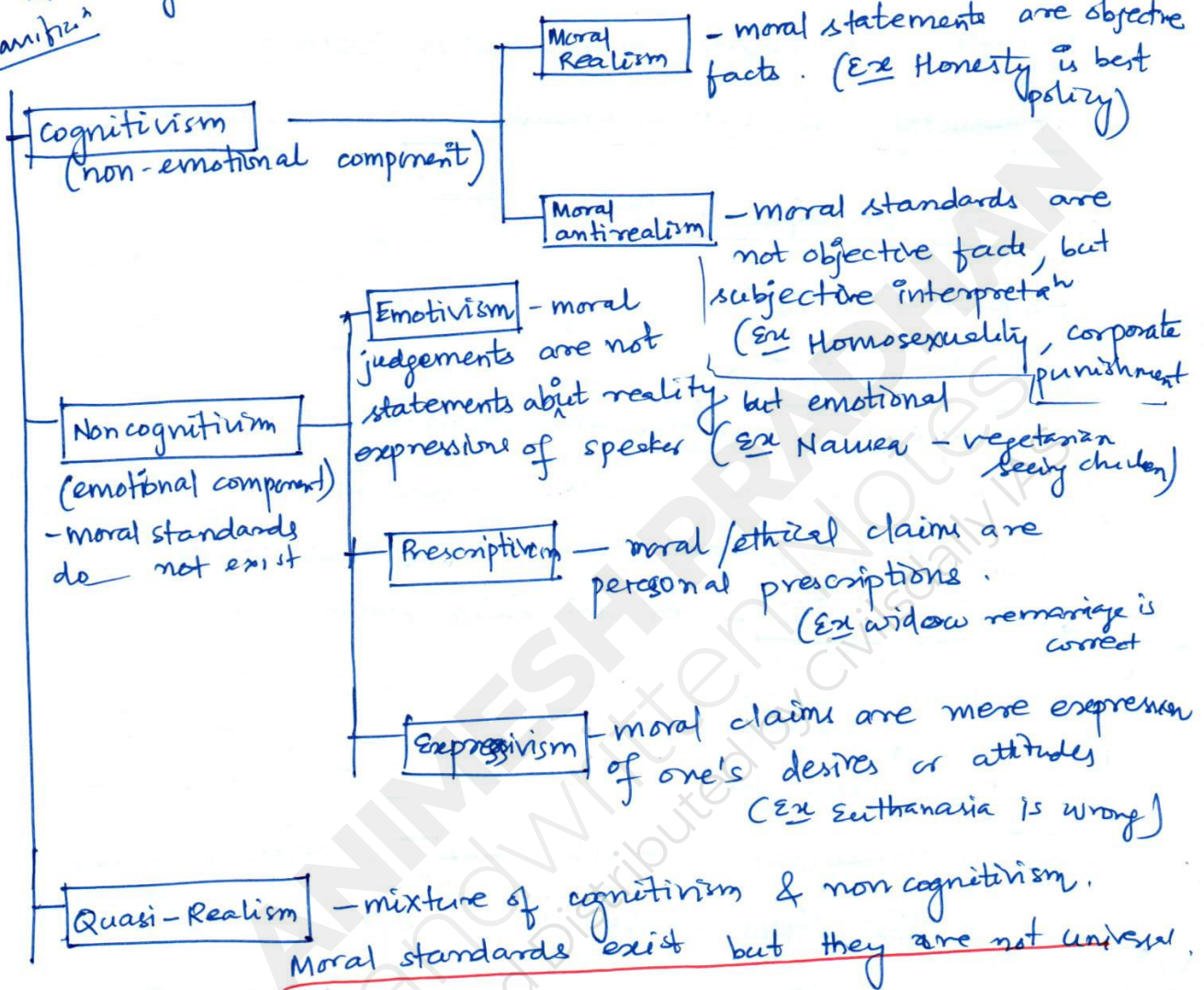
H. Asceticism - Abstinence from egoistic pleasures to achieve spiritual goal is right action

I. Altruism - To live for others & not caring for self is right action

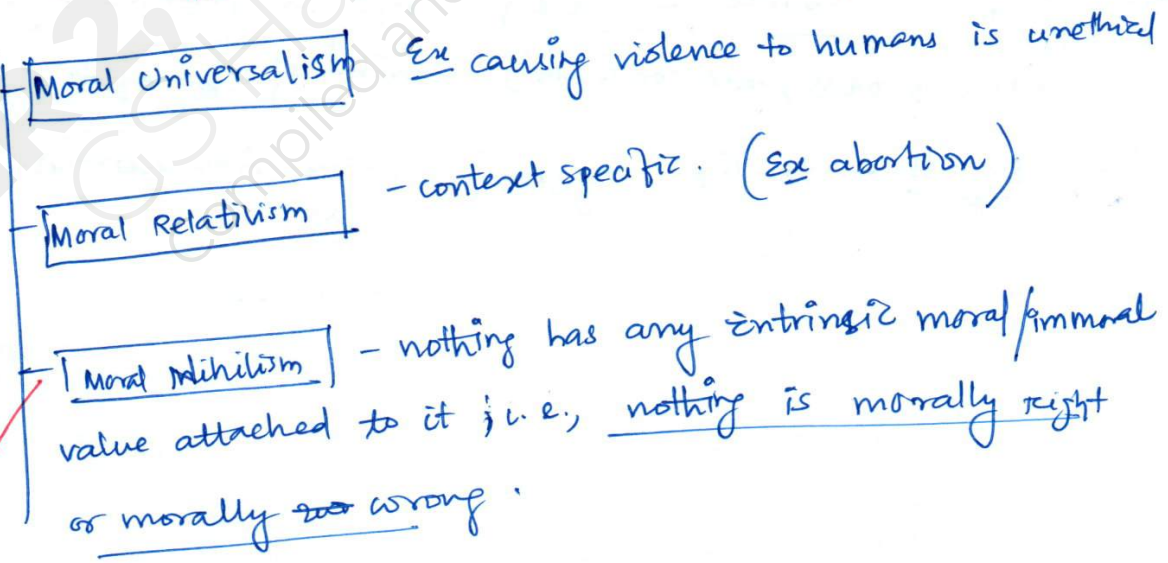
iv) Egalitarianism Approach - All benefits & burdens should be distributed equally among all. ex Affirmative action, i.e. reservations.

e) Meta ethics - deals with the structure and content of morality
 of studies the inherent nature, character & attitudes of
 morality.

1st classification



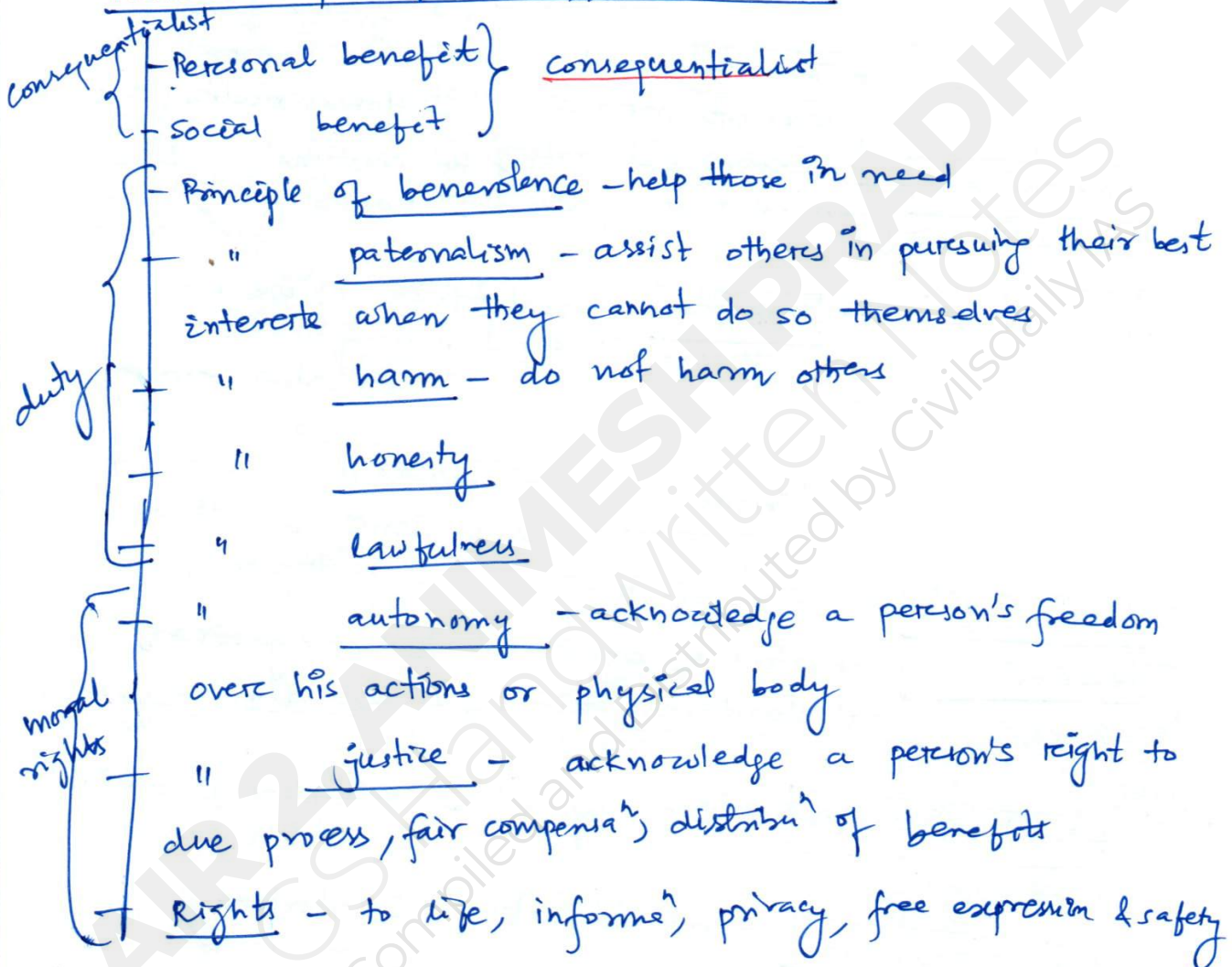
2nd classification



d) Applied ethics

It is concerned with the philosophical examination of particular moral issues in private & public life which involve moral judgements. Ex Debates over abortion, animal rights, environmental concerns, homosexuality, nuclear war, capital punishment

Normative principles in Applied Ethics

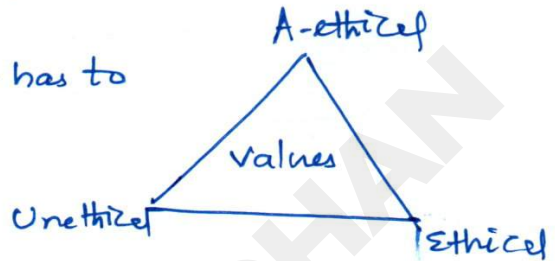


Values

Radhakamal Mukherjee - "Values may be defined as socially approved desires and goals that are internalized through the process of conditioning, learning or socialization".

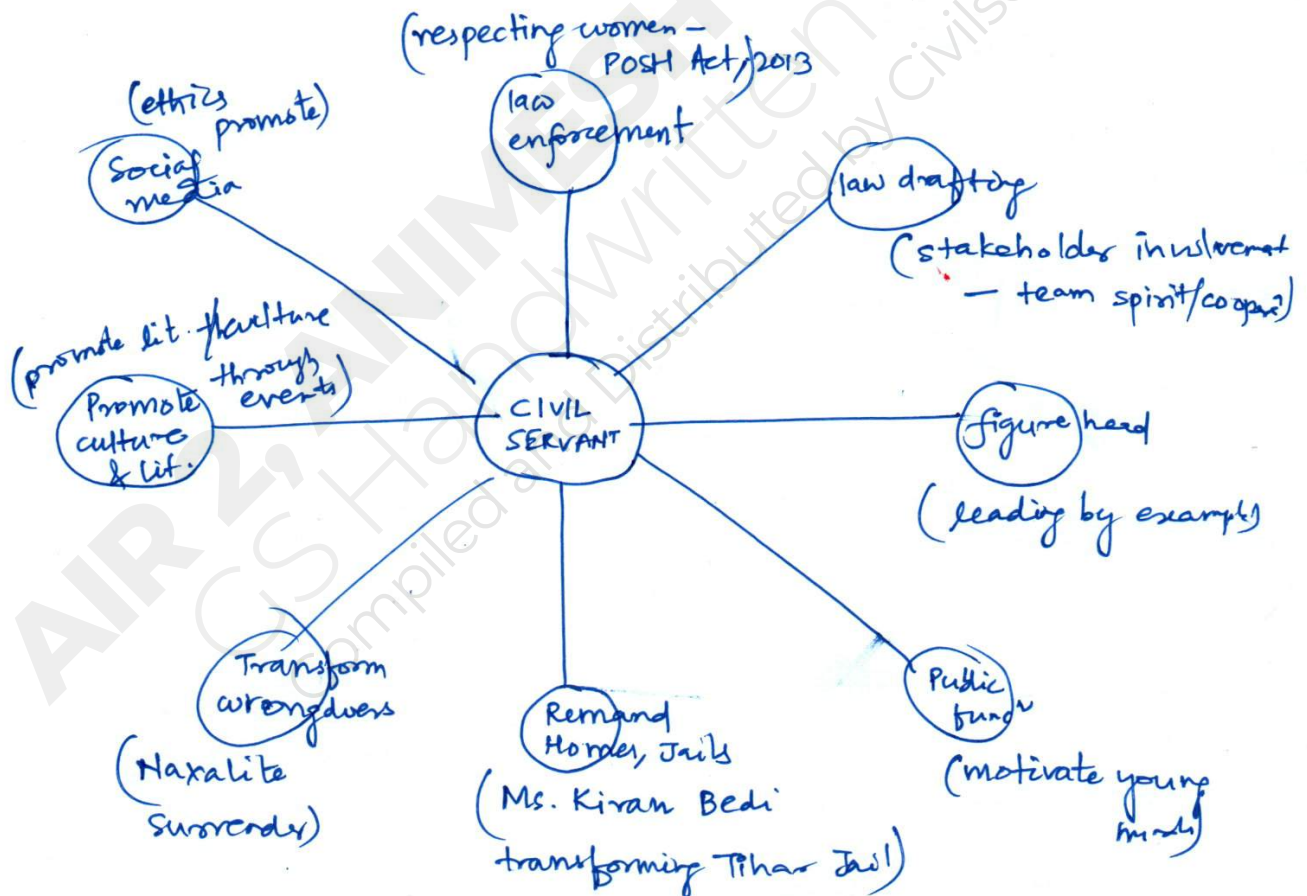
- For a value to become ethical, it has to satisfy two condⁿ:

- It is approved by the society
- It does not harm anyone



* Refer Evered for Types of values. (Ethics Part A.)

Role of Civil servant in building values



Role of family, society and educational institutions in inculcating values

'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 — father, mother & the teacher' — APJ Abdul Kalam

Role of family

a) Induction (initial experience) — Behaviour of parents shape up the behaviour of children.

— Nurturing & support — authoritative parenting — foster self awareness, respect & social sensitivity along with authority and respect for rules.

— Modelling — parents teach kids by setting an example

b) Enforcement mechanism — appreciaⁿ & punishment

c) Democratic parenting — help in development of cognitive reasoning in the child so he could make reasonable choices at present/future.

d) Moral lessons

e) Family structure & social influence — values of courtesy, respect, mutual care, affecⁿ, etc.

f) Traditional values

g) Exposure to entertainment (Ex. Sudha Murthy recollects her parents spending max. on books)

h) Role of pampering

i) Mingling with downtrodden people

h) self-help - instill value of 'dignity of labour'

Challenges/Limitations

1) Source of regressive values

2) Conflicting values among members

3) Pretending parents

4) Decline in joint family

5) Lack of emotional & spiritual values - parents imparting value of meritocracy

6) Lack of democratic parenting - lack of autonomy granted to children impacts the process of value inculcation

Role of Educational Institutions

"Intelligence plus character is the true goal of education" - Martin Luther King

Kothari Comm - "Destiny of nation is being shaped in her classroom".

1) Curriculum & discipline of moral philosophy

2) Observational learning & peer influence

- 3) Political set up - democracy, representation, public accountability
- 4) economy - socialist economy - value of equity; capitalism - values of creativity & competition
- 5) Mass media - Cambridge Analytica case, #metoo movt. (belonging, empathy) or spread hatred (polarize, Islamophobia)
- 6) Civil society - MKSS movt. - RTI - transparency/openness
- 7) Leadership - ex celebrities influence on life

Challenges / Limitaⁿ

- a) Diversity of values
- b) Societal morality - some against liberal sentiments & constitutional morality. ex khap Panchayat against love marriage / intercaste marriage
- c) Role models
ex various religious leaders accused of sexual harassment
- d) vested interest ex various conservative or advocate women to not join workforce
- e) social boycott ex Naxalism
- f) closed system - does not have equality of opportunity
- g) values money and assets over morality

3) Visual perception - ability to interpret the surrounding environment by processing different information like symbols, images, drawings, charts etc.

4) Anecdotes ex Gandhi, Lincoln

5) Group activity - team spirit, cooperatⁿ

6) Dialectical style - proposed by Socrates, ex discussion & debate among peer groups help in improve moral faculty of the students.

7) Social control

8) Cultural Innovation

9) Social integration

10) Instills meritocracy

11) Enforcement mechanism - punishment & rewards

12) Discipline & equality

13) Sensitizaⁿ towards weaker sections

14) Different background people

Challenges/Limitaⁿ

1) Lack of value educatⁿ

2) Religious educational insti

3) Politicizaⁿ of curriculums

4) Methodology of teaching - cognitive dev; no moral/spiritual dev.

5) Educational insti as industrial hubs

6) Conflicting values - ex: children taught secularism in school, at home communal values

Role of Society

1) Culture and Religion - ex Vasudhaiv Kutumbakam

2) Traditions & customs - loyalty (Raksha Bandhan), Belongingness (Holi) & good over evil (Dussehra/Diwali/Kali Puja)

Attitude

It is a settled predisposition to respond ~~truly~~ or ~~truly~~ towards a certain idea, person, object or situation.

→ It can include opinions, beliefs or biases.

Attitude for civil servants

- Inter department coordinaⁿ
- Negotiation
- Relationship with employees
- challenges
- Towards vulnerable section

Rosenberg & Havland

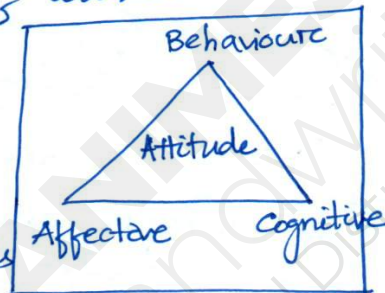
Rosenberg and Havland - 3 components
as ABC model of attitude

(A) emotional part of attitude

Ex feeling of compassion towards a friend with depression - led to being more sensitive & empathetic

(B) cognitive - deals with knowledge, information & thought.

Ex DM's cognitive attitude while dealing with two religious communities requiring understanding the sensitivity, past clashes, importance of leaders.



(B) Behavioural

A + C → B

Ex (A) → feel sorry for the friends from Hindi Medium finding difficulties in Engineering (C) → understand the reason, provide resources

(B) → Teach them in Translaⁿ

(*) Behaviour ⇒ open deflection

Functions of Attitude

Katz - primary funcⁿ of attitude is to mediate b/w a person's internal needs & external environment

(1) Adaptation

Ex transition from home to hostel

(2) Knowledge build up

Ex Attitude of openness could help in building informaⁿ about LGBTQ+, gay rights etc.

(3) Value Expressive

Ex attitude against Britishers - Netaji - revolutionary INA

④ Ego defensive

ex sports person failed due to lack of practice, but blames on weather, field, management

⑤ Heuristic (shortcut to solve the problem)

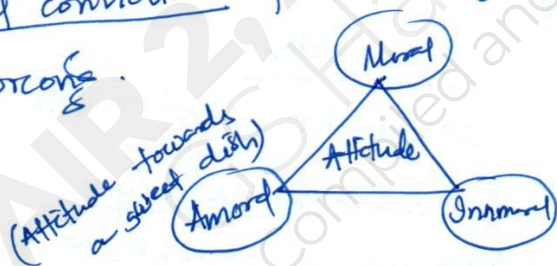
ex attitude of a software developer to build a minimal functioning system, if asked to launch in two days.

⑥ Conversion of negativity to positivity (negative things as positive things)

ex every bug in software made, a learning experience while debugging

Moral Attitude

Attitude which are based on moral conviction of what is right or wrong.



	Impact	Right/wrong
Moral	society	always right
Immoral	society	always wrong
Amoral	personal	neutral

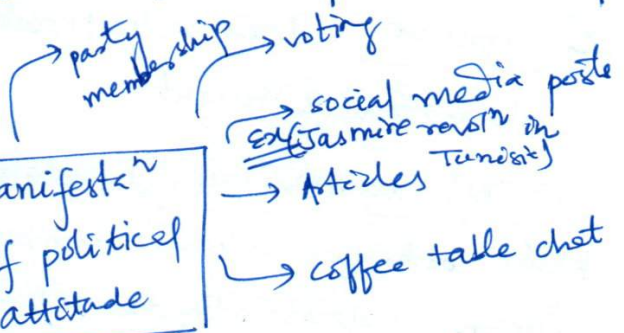
Dilemma

- 1) euthanasia
- 2) Capital punishment
- 3) Porn
- 4) Marriage with cousins / Divorce
- 5) sexual orientatⁿ
- 6) Abortion (Indian-origin dentist Smt. Savita Halappanavar, Ireland died due to complicatⁿ in pregnancy)
- 7) Live-in relationship
- 8) Prostitutiⁿ
- 9) Marital rape

Political attitude

attitude of person towards political issues or ideologies.

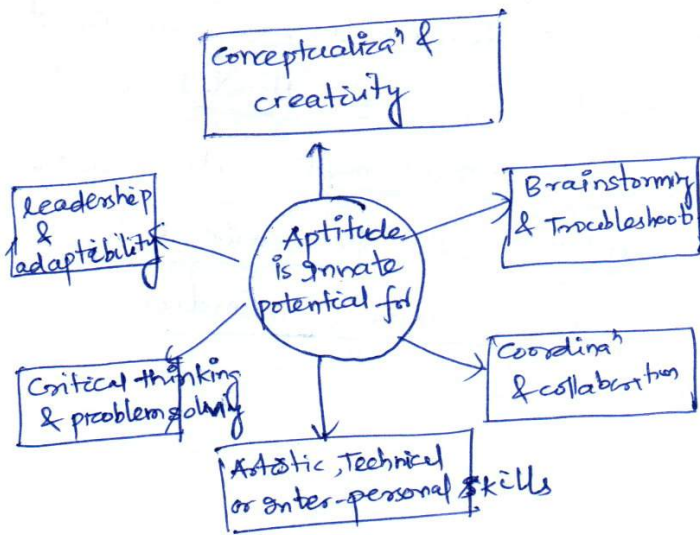
Vision	Reactionary	Conservative	Progression
Implementation	Regression	evolu ⁿ	Revolut ⁿ
Ideology	Extreme Rightists (ISIS) Taliban	Rightists	leftists



- ↳ sloganeering
- ↳ student activism

Aptitude and Foundational Values for Civil Service

Aptitude is a natural ability or innate potential to learn or acquire a skill. Aptitude is not acquired, it is inherent.



Aptitude for a Civil Servant

- 1) Good communication / interpersonal skills
- 2) Leadership, management & organizational skills
- 3) Critical thinking & listening ability
- 4) Resource raising & management
- 5) Establish collaborative r/w & successful teamwork
- 6) High level of professionalism
- 7) Innovation
- 8) Persuasion & negotiate with difficult people
- 9) Human Relations
- 10) Technology assimilation
- 11) Legal acumen

Attitude	Aptitude
1) Attitude is related to existing abilities & skills with certain perceptions. (way a person understands, perceives & responds to certain situations)	1) Innate ability & potential to acquire skills, abilities & knowledge
2) It is a +ve/-ve/neutral feeling towards a person/object/event	2) Competency (ability) to do certain kind of work
3) Associated with character/instincts → depends on underlying values	3) Associated with skill enhancement, learning & training
4) More mental/psychological process	4) <u>Both mental & physical</u>
5) <u>Not Quantifiable</u> : can be improved gradually via <u>introspection</u>	5) <u>Quantifiable</u> : acquired through training & experience

Importance of attitude

1) Attitude is the key to success because it can push one forward / slow you down. Ambition, determination & commitment fuel

the right attitude → positive attitude

ex. study by leadership IQ → 46% of hired people are likely to fail in the first 12-18 months on the job because they do not possess right attitude

2) Helps in coping rejection &

increases adaptability to situas'

ex. Thoni

3) Can take precedence over aptitude

because influence other aspects like EI, leadership, empathy ^{etc.} which are vital for civil servants

4) Fit in with non-familiar culture

ex. new intern in an MNC

Importance of aptitude

1) Ability for requisite flexibility, passion & leadership skills for fulfilling job's requirements

2) Important for constantly changing working atmosphere.

ex. Technology adaptaⁿ

3) Helps in innovation and out of the box thinking.

ex. Abdul Kalam had the reqd. aptitude but right attitude to go through constraints.

ex. In patriarchal society, to improve female literacy, civil servant needs favourable attitude towards women empowerment along with aptitude for persuasive skills to change people's mindset.

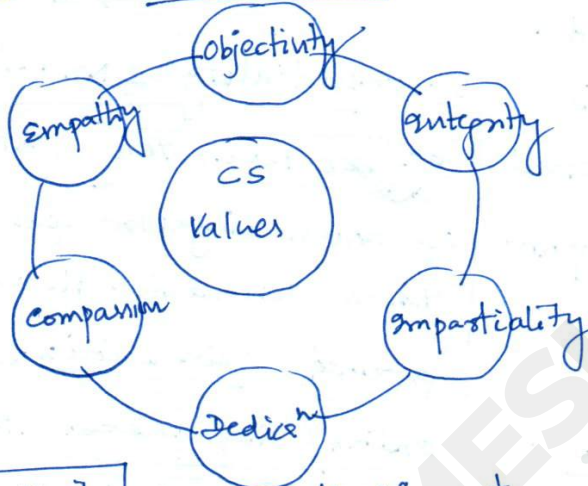
*)

'Aptitude without attitude is blind; Attitude without aptitude is lame'

Foundational Values for Civil Service

Dem + Disc + Common
Sardar Patel's vision for civil services

- CS of free India will have to adapt themselves to the democratic ways of administration
- CS' duty should be to treat the common man in India as their own
- CS should be disciplined



A. Objectivity - means 'looking at things as they are'.

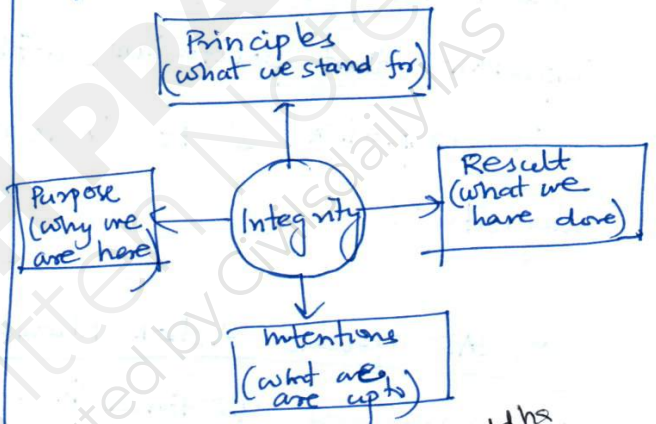
~~ster~~ subjectivity can creep in by

- a) Stereotype (against a community, village)
- b) Halo effect - judging by one trait
(~~eye~~ doubting on someone inefficient in English)
- c) Primacy effect - first impression
(survey done once)
- d) Recency effect
- e) Seeing oneself in others -
Tomilson - 'we see things not as they are, but as we are'.

B. Integrity

implies unwavering adherence to moral principles in general & honesty in particular across time & interested parties.

Quality of eliminating the gap b/w 'what we think, what we say & what we do' [thoughts, speech & acⁿ]



Types of Integrity

Buddha's thought, words, deeds.

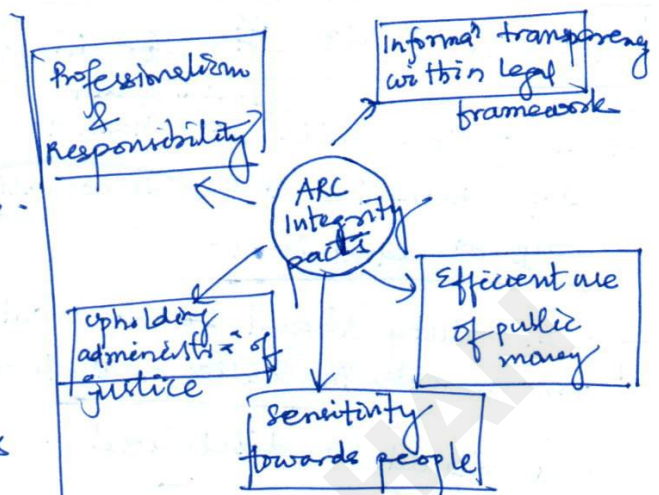
- a) Intellectual integrity - practicing what one advocates for; being consistent & true in one's thinking.
ex Socrates - committed to pursuit of truth & knowledge.
- b) Moral integrity - ~~inapplicable~~ application of standards of morality or right/wrong; used in judging others.
ex Beneficiary selection.
ex Buddha - purity of 'thoughts, words, deeds'.

c) Professional integrity - acting in accordance with professional values, standards & norms even in the face of criticisms or allurement.
 ex CS no to bribery

d) Political integrity
Aristotle - 'Because the rules have power they will be tempted to use it for personal gain'; it is important that politicians withstand this temptation, & to do so requires integrity'.

ex) IAS officer Ashok Khemka - transferred 45 times in 23 years by state govt. after he exposed corruption in dept. he was posted in.

2nd ARC - Integrity means that CSs are to be guided solely by public interest in their official decision making & not by any financial/other considerations, either in respect of their friends/families.



c. Impartiality & Non partisanship

ex) Lee Kuan Yew - father of modern Singapore was a Chinese descendent. He never favoured Chinese citizens over Indian/Singaporean citizens.

Impartiality is important for a CS because

- Fulfilling all interests equitably
- In accordance with mandate of constitution
- In accordance with professional ethics
- Majoritarianism present
- Promotⁿ of weaker sect^s
- Encouraging ^{good} work culture

How to avoid partiality ?

- a) Impact-on-interests analysis -
Justaposing the impact of a decision on all the stakeholders.
- b) Applying brakes on emotions
- c) Being free from biases (halo effect, stereotye, recency effect etc.)
- d) verifying decisions with those of peers
- e) Development of objective decision support systems - objective SOPs
- f) Seeking Public Opinion - ex Gram Sabha

D. Dedication to Public Service

- During elecⁿ

Ex a dedicated govt. school teacher would not set up private ~~tuitions~~ tuitions, but take extra sessions at school.

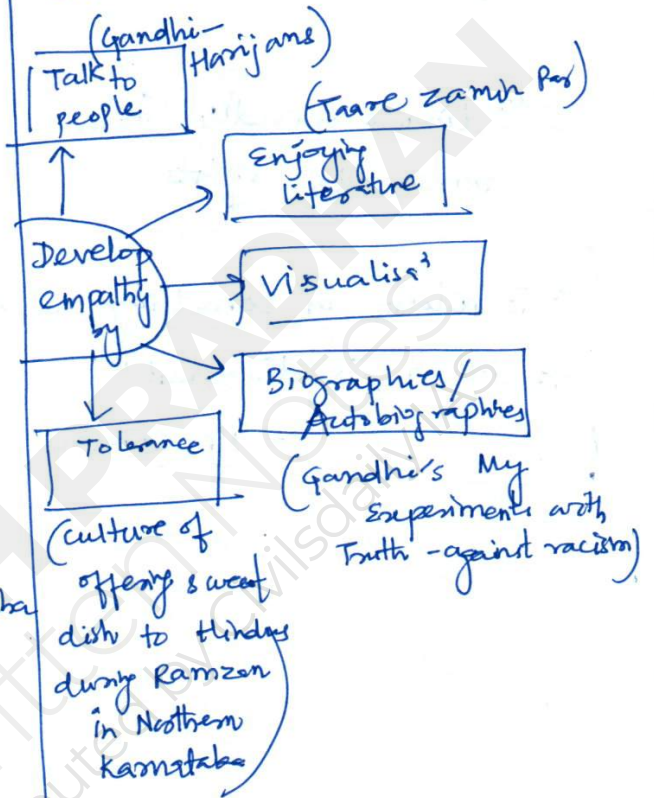
E. Empathy - implies placing oneself

in the shoes of others.

ex towards pregnant employees

ex Abdul Kalam took employee's kids to exhibition while his employee was busy with work.

ex empathising with shopkeepers whose shops are being demolished in a ~~demolishing~~ drive.



F. Compassion - being sympathetic to the suffering of others, say weaker secⁿ.

ex Mr. Prashant Naik IAS (Kerala)

- Compassionate Kozhikode -> requirements of homes for mentally chollaged, elderly posted on website
- Operation Sulaiman - hungry people collect food coupons in public place and can exchange the same @ restaurants

Ex - IAS Mr. G. Shrikanth - designated

a wall in public place where people can put clothes that they no longer need.

Ex - disable friendly infra
- transgender rights

"To believe in something, & not to live it, is dishonest"

- MK Gandhi

Emotional Intelligence

Component of emotions

cognitive
affective
phys.
express
motiv

- 1) Affective - refers to conscious & subjective feeling
- 2) Cognitive - describing/assigning meaning to the emotion
- 3) Physiological - bodily reactⁿ
- 4) Motivational - specific actions that the individual takes that may be voluntary/involuntary
- 5) Expressive - displaying emotions through facial expressions

Emotions vs Feelings

Feelings are created by emotions which refers the self-perception of a specific emotion. When an event occurs, we first respond automatically, even without awareness (emotion) & then registers/evaluates this (feeling).

Emoⁿ creates feelings

Emotions vs Mood

While emotions last for short periods of time & arise in response to a particular event; moods are of lower intensity, generally last for longer periods of time & may not be necessarily be associated with an immediate event.

Emotional Intelligence

Daniel Goleman - EI is the capacity to ~~reason about~~ for recognising our own feelings and those of others, for motivating & managing emotions in ourselves & in our relationships.

Nature of EI - Goleman

- 1) It is the ability to control others' emotions including groups, an individual & closed one.
- 2) It is a process of knowing what feels good/bad & how to get from bad to good.
- 3) It is liable to be developed or damaged as a result of one's life experiences.
- 4) It is not fixed genetically, rather it is largely learned and continued to develop throughout life.
- 5) Develops with increasing age and experience.

Ex: Managing emotions after mother's cancer diagnosis!

IQ and EQ

* EI can be learned unlike IQ, which is essentially fixed within narrow parameters at birth, EQ can be developed and enhanced.

EQ for public servants

emotional competency
empathy

A. Emotional Competency

- 1) Tackling emotional upsets (personal)
- 2) High self-esteem - to perceive challenges as learning opportunities
- 3) Tactful response to emotional stimulus
- 4) Handling egoism ✓

B. Emotional Maturity

- 1) self awareness - know one's emotional strength & weakness
- 2) Developing others
- 3) Delaying gratification - not avoiding violent method to control protest until it can be handled non-violently
- 4) Adaptability & flexibility see posted in tribal area

C. Empathy

- 1) Improving inter-personal relations
believe in the basic elements of trust, confidence & reliance
- 2) Communicability of emotions
see staying cheerful at work

Components of EI - Goleman

- + self-awareness ✓
- + self-regulation ✓
- + social skills ✓
- + empathy ✓
- + motivation ✓

3
5 EM

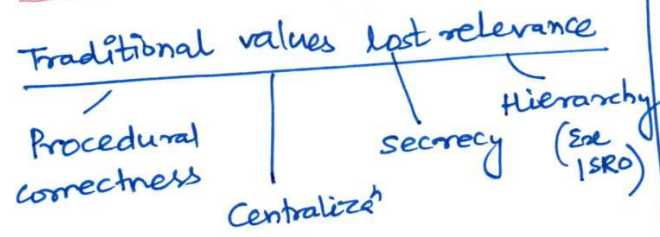
Advantages of Self Awareness to a civil servant

- 1) Handling media, petition gives, protests

Public Service Values - Status & Problems

Sherman

Public service values - set of principles and tenets that a public service agency should observe in the discharge of its duties.



Emergence of new Public Service values

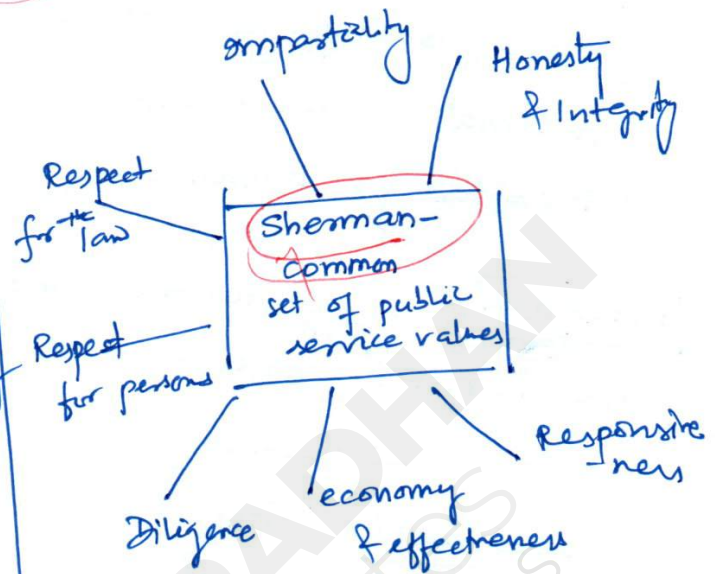
- a) Flexibility
- b) Innovation (ex Aadhar - enabled PDS)
- c) Risk taking
- d) Efficiency & effectiveness (timely service, quality service)
- e) Team-spirit
- f) Competition & Cooperation

Ethos - While ethics is concerned with guiding judgement, an org's ethos is understood by looking at its character & the manner in which it performs its tasks

Conduct is about the behaviour of individuals in particular situations & the decisions they make & act upon

Principles (subset of values) - Cooper - "as general laws or rules that"

provide a guide for action.



Ethical Concerns & Dilemmas in Public Institutions

- a) superior's directive vs Public Good
- b) Secrecy vs Transparency
- c) Preferential treatment vs Non-discrimination
- d) Honesty vs Efficiency
 Ex: If one try to discourage subordinate from taking bribe, no. of staff ↓ → efficiency ↓
 Solⁿ Build automated process using tech.
- e) Rule bound vs Flexibility

Accountability & Ethical Governance

Accountability necessitates a person to be answerable to his/hers actions or decisions

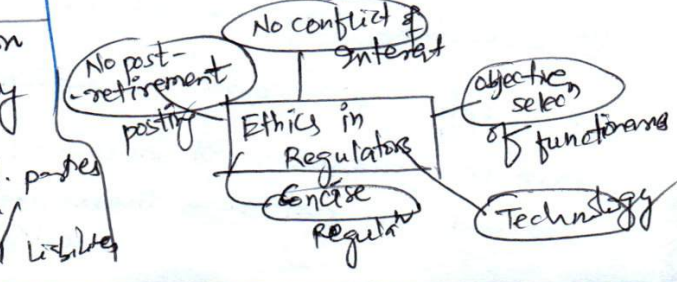
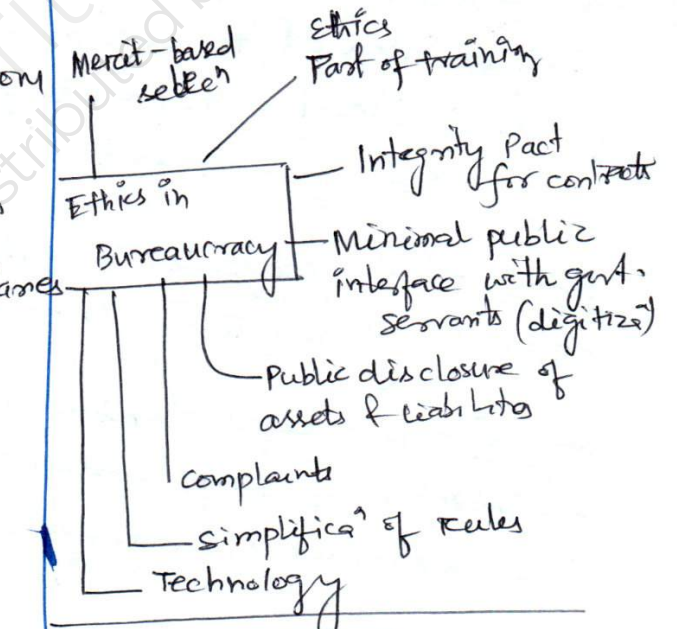
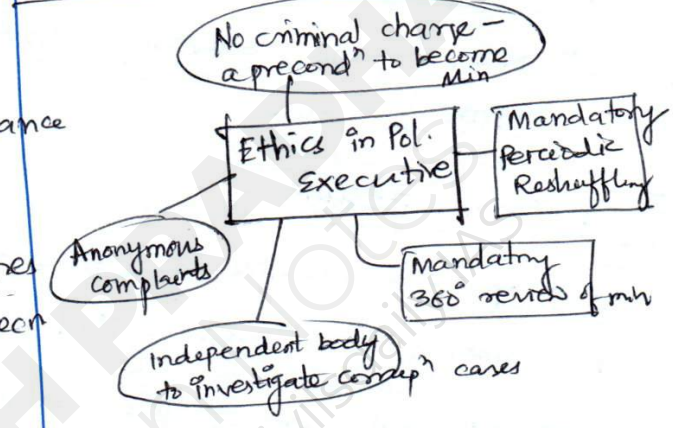
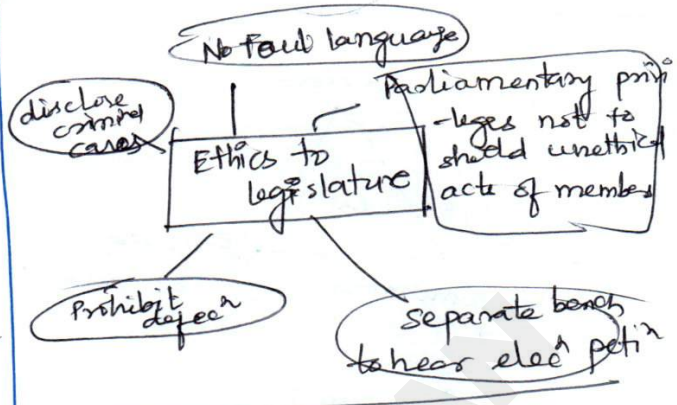
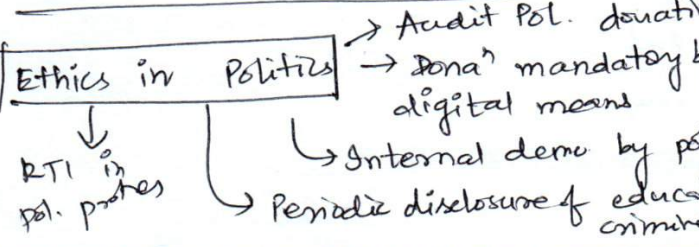
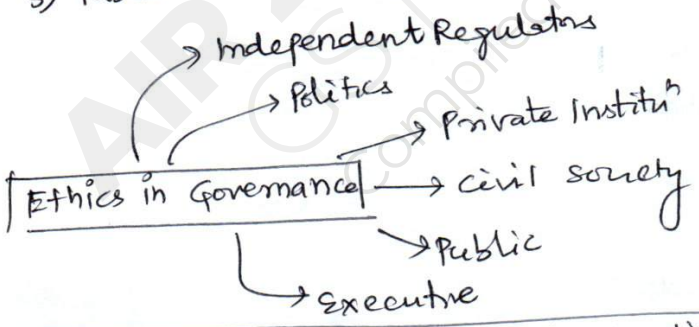
Ex: Social audit
 - Intelligent Transport system adopted for Mysore city Bus service- accountability mechanism so that drivers don't drink & drive.

- Accountability promotes ethical governance

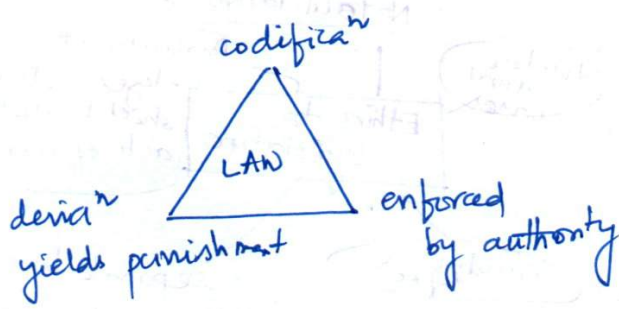
- 1) Elections
- 2) Public disclosure of assets & liabilities by public representatives during election
- 3) RTI

Ex: Mr. Manivannan, IAS got CCTVs installed to his chamber when he was MD, BESCOM real time in BESCOM website

- 4) Parliamentary Standing Comm/Devises
- 5) Public disclosure of names of beneficiaries



Laws - Source of Ethical Guidance



Laws → immorality

Ex: Nazi regime, slavery/trafficking,
Doctrine of Lapie

St. Thomas Aquinas

Laws - "an ordinance of reason for the common good, promulgated by him who has care of the community"

- Laws - considered as a set of declared principles intended to secure justice for the individual & to promote peace & provide for general welfare.

- Rules - are specific do's & don'ts enforced by an authority on its members

- Regulaⁿ - is a legal standard that has intention to shape conduct that is a byproduct of imperfection

Ex: CSR as a law → ethical conduct

→ law sets up a course of action that must be followed. It includes people to act or restrains them from acting.

* Regulaⁿ focus on the individual good, whereas the purpose of law is to promote the common good.

Conscience as a source of ethical guidance

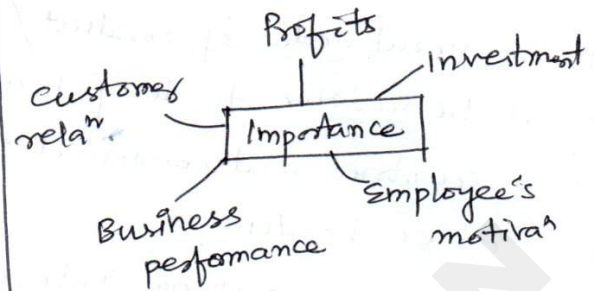
- Conscience refers to the innate voice or a judgement - an act of intellect

Influenced by

- instincts
- temptⁿ
- emotional bonds
- desires

Corporate Governance

Corporate governance essentially involves balancing the interests of a company's many stakeholders (shareholders, ~~senior~~ management execs, customers, suppliers, financiers, govt, community)



Ethical Issues with Corporate Governance

1) Conflict of Interest

Ex recent case of former ICICI bank head Chanda Kochhar approached a loan to Videocon for a quid pro quo deal for her husband

Chitra Ramakrishna - NSE Head in co-locatⁿ scam

2) Weak Board lack of diversity and no proper scrutinisatⁿ

3) Separation of ownership & mgt especially in family run companies

4) Independent directors are partisans & not able to check promoters unethical practices

5) Executive Compensation

6) No proper structure

7) Insider trading

8) Non compliance with disclosure norms

Way Forward

A. Uday Kotak Panel

1) Min 6 directors to be on board of listed entities, at least 1 independent woman director

2) More role of independent directors

3) Audit Comm. must review use of loans/advances/investment

B. Diverse boards

C. Robust Risk management policies

D. Effective governance infrastructure - avoid conflict of interest

E. Evaluation of Board's performance

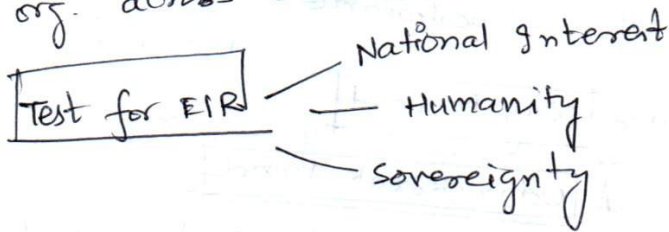
F. Communication - Annual General Meeting

G. Publics of financial statements on website

Aristotle - law is not needed if people are virtuous

Ethics in International Relations

Ethics in Int. Relaⁿ (EIR) corresponds to the moral code of conduct / ideal behaviour to be followed among countries and communities / org. across borders.

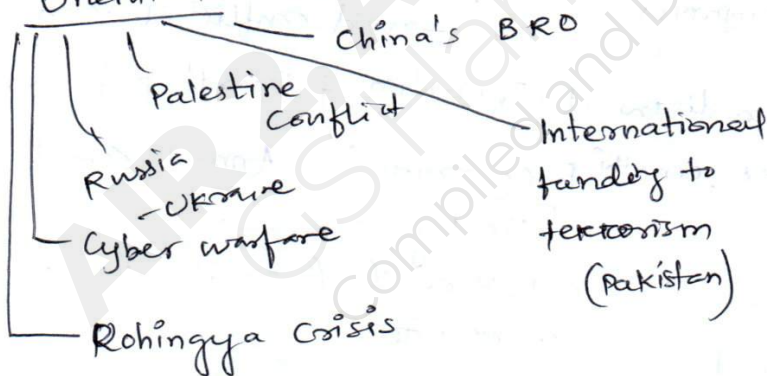


Action in which

- | | |
|-----------------------------------|--------------------|
| 1) National Interest is respected |] YES
= ethical |
| 2) Sovereignty | |
| 3) Humanity | |
- else unethical.

Ex ① MNC carrying business in foreign country, paying taxes diligently, abiding by local laws

② Indus water Treaty (India-Pakistan)
Unethical - Slave Trade



~~Corporate Governance~~

"We must make the world honest before we can honestly say to our children that honesty is the best policy" - GB Shaw

Probity in Governance

Probity means integrity, uprightness and honesty.

Probity in governance ~~involves more than avoiding corrupt or~~ means ethical behaviours that upholds public values and ensures impartiality, accountability & transparency that increases people confidence to participate in governance.

Ex legalising code of ethics, social audit mechanism, legislaⁿ

Concept of Public

Need for Probity in Governance

- 1) legitimacy of the state - helps in building trust among common citizens in the democratic institutions of the state
Ex ECI, Judiciary
- 2) Reducing Public Trust deficit
- 3) Objective & fairness in decision making Ex Allocaⁿ of funds on various public projects
- 4) checks & Balances - RTI, departmental inquiry comm.
- 5) Serving constitutional goals
- 6) Politicization of bureaucracy kept under control.,
eliminating nepotism, favouritism, political patchmanship.

Measures to Ensure Probity of Public Service

- 1) Statutory Code of values and ethics for Public services
- 2) Ethical frameworks ^{↳ Mission} ^{↳ 'Karmayogi'}
- 3) Training and awareness - for ethical analysis and moral judgement
- 4) Sanction & punishment
- 5) Independent office of ethics commissioners (on the US pattern)

Individual Initiatives
 +
Institutional measures

Concept of Public Service

Public services rendered by the government to the public.

Various perspectives that can be considered as motivating agent to streamline public service —

- 1) Divine command & spirituality
Buddha, Mahavir, Gandhi, Teresa — viewed public service as a way to salvation.

⇒ Ex Gandhi - "The best way to find yourself is to lose yourself in the service of others".

2) Spirit of Service -

Individual morality and social goodwill.

Swami Vivekananda - "Service of man is the service of God".

3) Social contract

Hobbes & Locke - social contract theory - bilateral agreement where citizens surrender some rights to get service.

Ex law & order for life & liberty Right to

4) Maxim of Reciprocity -

Those who have enriched themselves - have moral obligation to give back to the society
→ Corporate Social Responsibility (CSR)

Attributes of Public Service

1) Moral & legal obligation

Due to social contract & constituⁿ

2) Sovereign duty

Ex Police staⁿ & courts should have presence based on populaⁿ, rather than nature

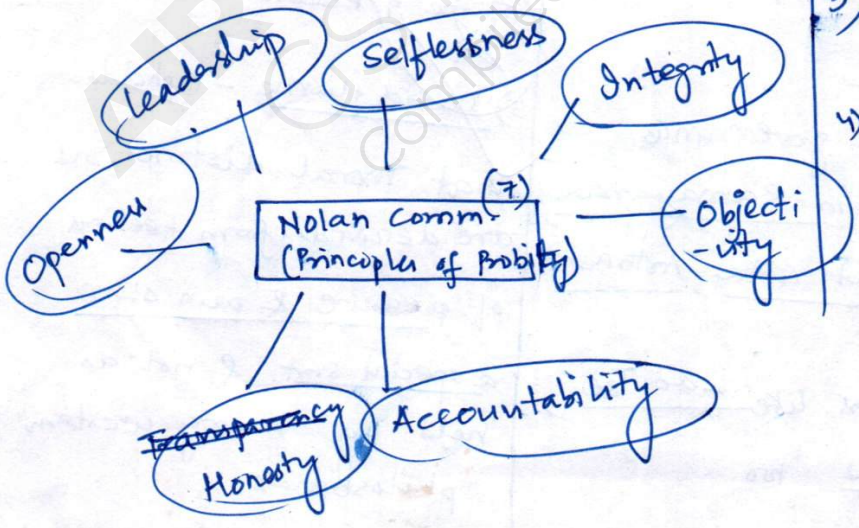
Gunnar Myrdal - 'Asian Drama' describes India as a 'soft society' where there is a:

- a) lack of will to enact laws necessary for progress & dev.
- b) lack of will to implement even the existing laws
- c) lack of discipline at all levels - including the administration & structures of governance.

NCRWC 2002 Report - 'Probity in Governance' -

Important Prerequisite for ensuring probity in governance -

- + Absence of corruption
- + Effective laws
- + Effective & fair implementation of laws



Transparency

2nd ARC Def'n
 'Availability of information to the general public & clarity about functioning of governmental institutions'

Availability + Reliability
 + Accessibility

1) Resolu'n 59 of UN General Assembly - Freedom of Info as an integral part of FR of freedom of expression

2) Kulcoat vs Jaipur MC (1982) without RTI, Freedom to Speech & Expression cannot be fully practised (SC)

3) Mazdoor Kisan Shakti Sangathan
 4) RTI Act, 2005

of the inhabitants (Deploying more in poor areas and neglecting slums)

3) Monopoly of the state over public services

4) Driven by individual and constitutional morality

5) Public Centric - RTI, Citizens Charter

6) Ensuring collective & individual rights

UN declares Right to safe Environment, clean drinking water as basic human right

7) Maxim of equity
ex Reservations, NFSA

8) lending hand - as the enabling factor ex AYUSHMAN BHARAT

Philosophical Basis of Probability in Governance

1) Historical perspective

The ethical concerns of governance have been emphasized in Ramayana, Mahabharata, Bhagvat Gita, Asthashastra etc.

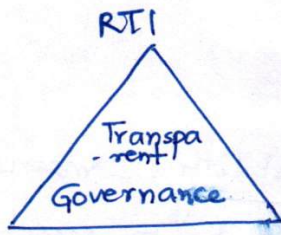
Chinese philosophers like Lao Tse, Confucius and Mencius too.

2) Philosophy of Aristotle - holds virtues (justice, charity and generosity) are dispositions to act in ways that benefit the possessor of these virtues and the society that he is a part of.

3) Immanuel Kant - makes the concept of duty central to morality → human beings are bound, from knowledge of their duty to respect other rational beings.

4) Utilitarian standpoint - "end justifies the means" - proclaims that the guiding principle of conduct should be the greatest happiness of the greatest number.

5) David Hume - upholds that moral distinctions are derived from feelings of pleasure & pain of a special sort & not as held by many western philosophers.



Open data approach

Proactive transparency

Open data Government (ODG)

data.gov.in

Importance of Transparency

- 1) As a matter of right
- 2) Build accountability & trust in public offices
- 3) Strengthen participatory democracy
- 4) Info. sharing is sine-qua-non for transparency
- 5) Motivates citizens to exercise 'voice power' - defined as the capability of citizens to pressurize the frontline officials in ensuring effective delivery of services.
- 6) Check on favouritism
- 7) Check on frauds
- 8) Equal opportunity
- 9) for data analysis - NITI Aayog's National Data Analytics Platform

Things to consider with Info sharing

Privacy

Security

Romila Thapar vs UOI - 2018 -
police not to share sensitive personal info.

- whistleblowers protection
- witness protection

- names of HIV patient
- rape victims

Issues with respect to Transparency in India

- 1) Official Secrets Act - 2.5 lakh pending cases
- 2) Concerns with RTI - 388 days/case, vacancies, data not completed
- 3) Top down approach in governance
- 4) Delay in enacting the whistle Blower Act
- 5) No proper monitoring & Performance Management Divisions
- 6) lack of suo moto reveal of info
- 7) Problem of sealed envelopes.

Participative governance

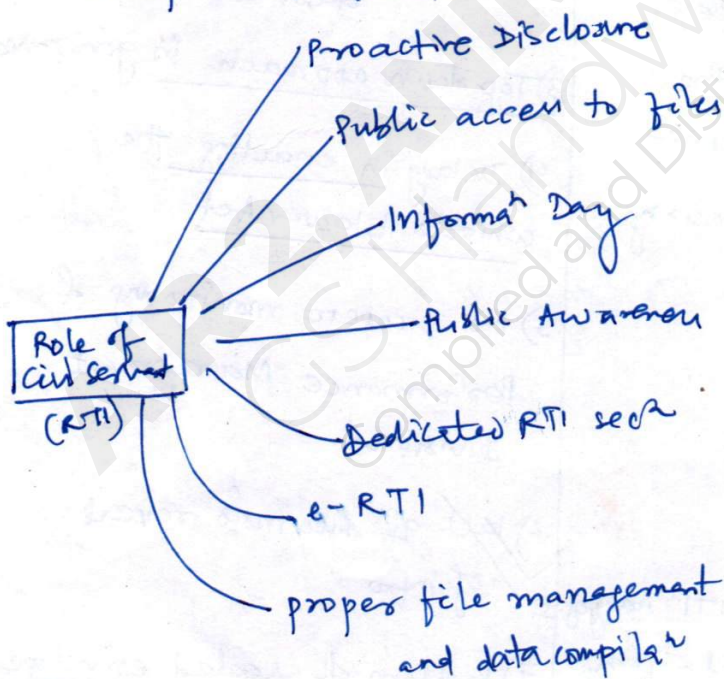
1) Social audit - In Andhra Pradesh, state wide social audits found fraud of large amounts resulting in administrative or criminal charges against 7000 officials.

2) Resident welfare associations to promote janbhagidari

3) Jan Bhagidari scheme of Delhi Govt.

3) People's Plan Campaign (PPC) in Kerala - for decentralized planning

* Pune MC has designated one day in a week when all the files are put up for public inspection.

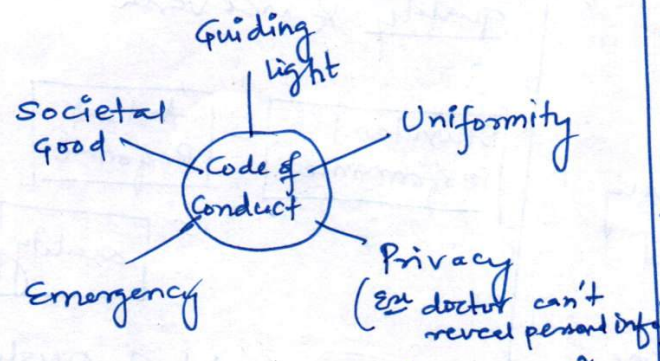


* RTI sometimes prevent civil servant to take risks.

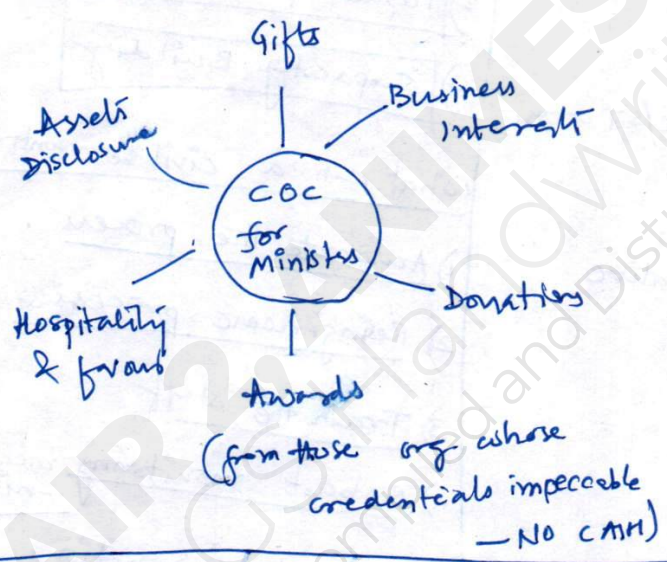
* Responsibility - means accountability to oneself.

Code of Conduct

implies a systematic documentation of acceptable & unacceptable behavior.



Ex Rotary prescribes promoting recognⁿ and respect for all occupⁿ which are useful to society



AIS (Conduct) Rules, 1969

- Public Interest over private interest
- No favors from parties that deal with govt
- No Politics
- Using official provisions only for official dealings
- Disclosure of assets/liabilities periodically

Code of Ethics

Code of Conduct subset of code of ethics. COE is the broad framework of principles & standards acceptable to society.

→ NOLAN Comm.

Buddha - 8 precepts

10 Commandments, Taoism

Quran, seven Laws of Noah

Draft Public Service Bills - codify ethics for public servants

- 1) Allegiance to constitution & laws
- 2) Apolitical functioning
- 3) Impartiality, fairness, equitability, objectivity, diligence & honesty
- 4) Integrity, courteousness & transparency
- 5) Accountability
- 6) Effectiveness
- 7) Don't misuse official posⁿ
- 8) " official info that leads to breach of trust reported in a public servant
- 9) Utmost care in use of public money
- 10) Non-discriminaⁿ in workplace
- 11) Promote communⁿ, cooperate & consultaⁿ

Utilization of Public Funds

Public Funds are the funds mobilized by the government for various public purposes.

Principles of Utilizaⁿ of PF

- 1) Transparency
- 2) Accountability - if actually needed, where spent, if used prudently
- 3) Efficiency - Public tendering
- methods of expenditure
- GEM
- 4) Equitability - preferential treatment to weaker sections (MSMEs / SC/ST / women entrepreneurs)
- Allocⁿ of more funds to SC/ST areas, LWE-affected areas
- 5) Outcome evaluation - qualitative & quantitative evaluⁿ
- 6) Prevent cartelization
- 7) Auditing

Quality of service Delivery

Quality means the difference b/w standard & reality, if they are close, then high quality & viceversa.

$$\boxed{\text{Standard Performance}} - \boxed{\text{Actual Performance}} = \boxed{\text{Quality}}$$

Sevottam Model of Quality Public Service Delivery

- 1) Charter Implementation
- 2) Public Grievance Redress
- 3) Capacity Building

What can a civil servant do?

- 1) Automate the process
- 2) Reengineer processes
- 3) Train the staff
- 4) Robust monitoring mechanism
- 5) Rewards & Sanctions
- 6) Grievance redressal

Work Culture

Work culture refers to the shared meaning about the organization by all the members of an org.

Chatman & Caldwell

Characteristics of work culture

- 1) Innovation & Risk Taking - whether an org. encourages employees to try new ways
- 2) Attention to detail
- 3) Outcome orientation
- 4) People orientation - whether you care for policy's impact on people
- 5) Team orientation
- 6) Aggressiveness (Competition)
- 7) Stability - status quo or growth.

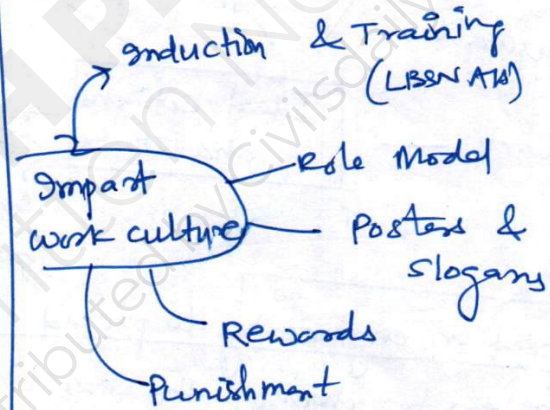
Merits

- 1) Helps to distinguish one org. from others
- 2) Gives an identity
- 3) Brand value
- 4) Motivation for people to work for organizational dev.
- 5) Helps predict the attitudes & behaviours of members of org.

Demerits

- Becomes rule-bound, not care for end (ex. license raj)
- Barrier to change
- Discourages for those who do not fit in the said work culture.

① Vikram Sarabhai - created a conducive and non-hierarchical work culture at ISRO.

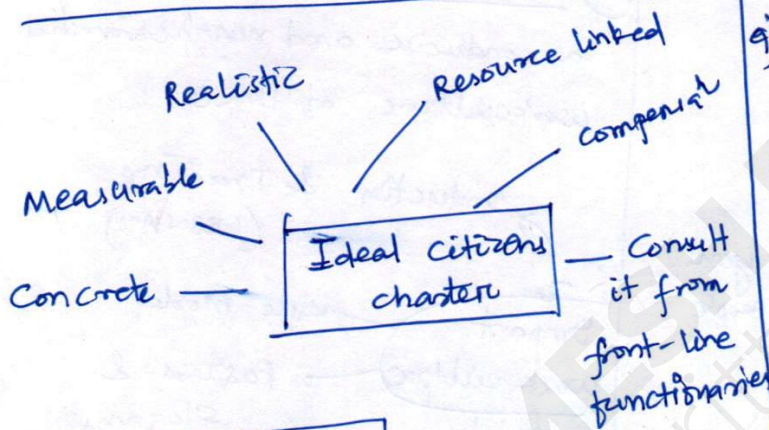
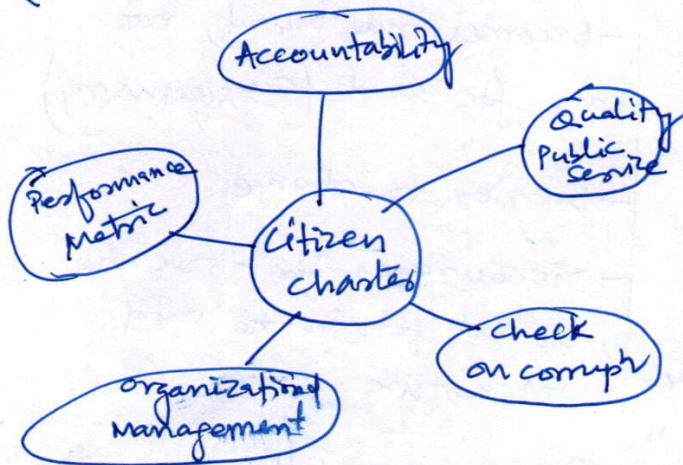


What can civil servant do?

- a) Infrastructure changes → lighting, furniture
- b) Rewards & warnings
- c) Periodic meetings to understand subordinates' concerns
- d) 'Employee of the Month'
- e) Opinions Box
- f) Team building exercises
- g) Lead by example.

Citizen charter

(Read Governance Notes)



Process reengineering to preced CC

↳ refers to changing the existing workflows such that the time & effort for realization of outcome is minimized.

Duties of a civil servant w.r.t CC

- 1) Process reengineering
- 2) Public participatⁿ as consultaⁿ process
- 3) Provide compensatⁿ
- 4) Create awareness
- 5) Grievance Redressal system

6) Monitoring system

Ex In AP, all services through portal 'Mee-Sera'

7) Rewards & sanctions

2) Special attention to physically challenged, transgenders, SCs/STs etc.

9) Promote in local language.

Impact of Corruption

- 1) Ethical - Honesty no more remains a virtue to vouch for & practised
- 2) Political
 - General disinterest in political process. See Naxalism
 - low accountability
- 3) Social → Sanskritizaⁿ of Corrupⁿ -
Kaun^{ik} Panⁿ
 - erodes trust in govt. & undermines the social contract
 - Honesty are victimized
 - culture of lethargy
 - death of meritocracy
- 4) Economic
 - Cost awareness ✓
 - Promotion/postings determined on the basis of criteria other than merit ✓
 - Impedes investment, effecting growth & employment ✓
 - adversely affects human dev. ✓
 - hurts poor the most, ex fueling inflaⁿ ✓

READ → ARC summary

Corruption : Indian perspective

Key observaⁿ :

- a) Weak legal framework for punitive acⁿ → crony capitalism and unholy nexus
- b) - Judicial process is slow & time consuming
- Conviction rate of criminal cases is hardly 6%
- b) Political Corrupⁿ - Elections
 - Money & muscle power
 - 45% criminal charges, 29% ^{sentences}
- c) Economic policy
 - license permit Raj
 - Bureaucratic Red Tapism :
 - Medson - "Rules become more important than the game itself"
 - Centralizeⁿ & overregulaⁿ
- d) Rise of the elite & the post liberalizaⁿ corrupⁿ
 - nexus b/w big business politician & bureaucrat
 - money laundering & financial terrorism
- e) Lobbying & MNCs
 - ↳ means any activity of a group/individual with special interest designed to influence the legislative/regulatory act of a public authority

Corruption

World Bank - "Corruption is the abuse of public funds for office for private or political gains."

Two types -

a) Coercive Corruption - is where a person is forced to give bribe to get a job done to which he is otherwise entitled.

b) Collaborative / Big ticket Corruption is one involving high officials & ministers that often implicate multinationals & large domestic firms, in which both parties get benefitted, public loses.

* The focus on acts of corruption may mainly be placed 'before the act' by deontologists and 'after the act' by utilitarians.

utilitarians → views punishment as means of deterrence

deontologists → views punishment from the retributive angle

Reasons for Corruption

- 1) Administrative
 - criminalizaⁿ of politics & politicizaⁿ of bureaucracy
 - colonial bureaucracy
 - overcentralisaⁿ
 - failed administrative reforms
 - low wages of public servant & lack of career growth opportunities
 - Judicial failures - delays & pendencies
 - lack of effective grievance redress mechanism
 - procedural compliance - low digitalizaⁿ
- 2) Political
 - use of black money in elections
 - criminalizaⁿ of politics
 - crony capitalism
- 3) Social & Ethical
 - increasing individualizaⁿ & materialism
 - social discriminaⁿ
 - failure of educaⁿ system to impart values
- 4) Economic
 - High share of informal sector
 - ease of doing business
 - high inequalities

Ways to Tackle Corruption

- 1) Ingrain ethical organizational culture through regular ethical training modules & workshops.
 [WORK CULTURE]
 2nd ARC states poor organizational culture has led to degradⁿ of values & corrupⁿ in India
- 2) strict adherence of Code of Conduct & Ethics
- 3) Greater awareness among public
- 4) effective implementaⁿ of institutional measures - PCA, 1988
- 5) Organizaⁿ - vigilance, CBI
- 6) e-Gov - DBT, digitizaⁿ of services, Bhoomi - online land records in Karnataka, mygov.in
- 7) Act globally & locally
 leverage UN anti-corrupⁿ working group & WB anti-corrupⁿ initiatives
 Ex: GEM Chile's ChileCompra for public procurement
 → M-Pesa/M-Paiza in African countries & Afghanistan.
 → RTI, Social Audit
 Mannivannan
 Pune MC

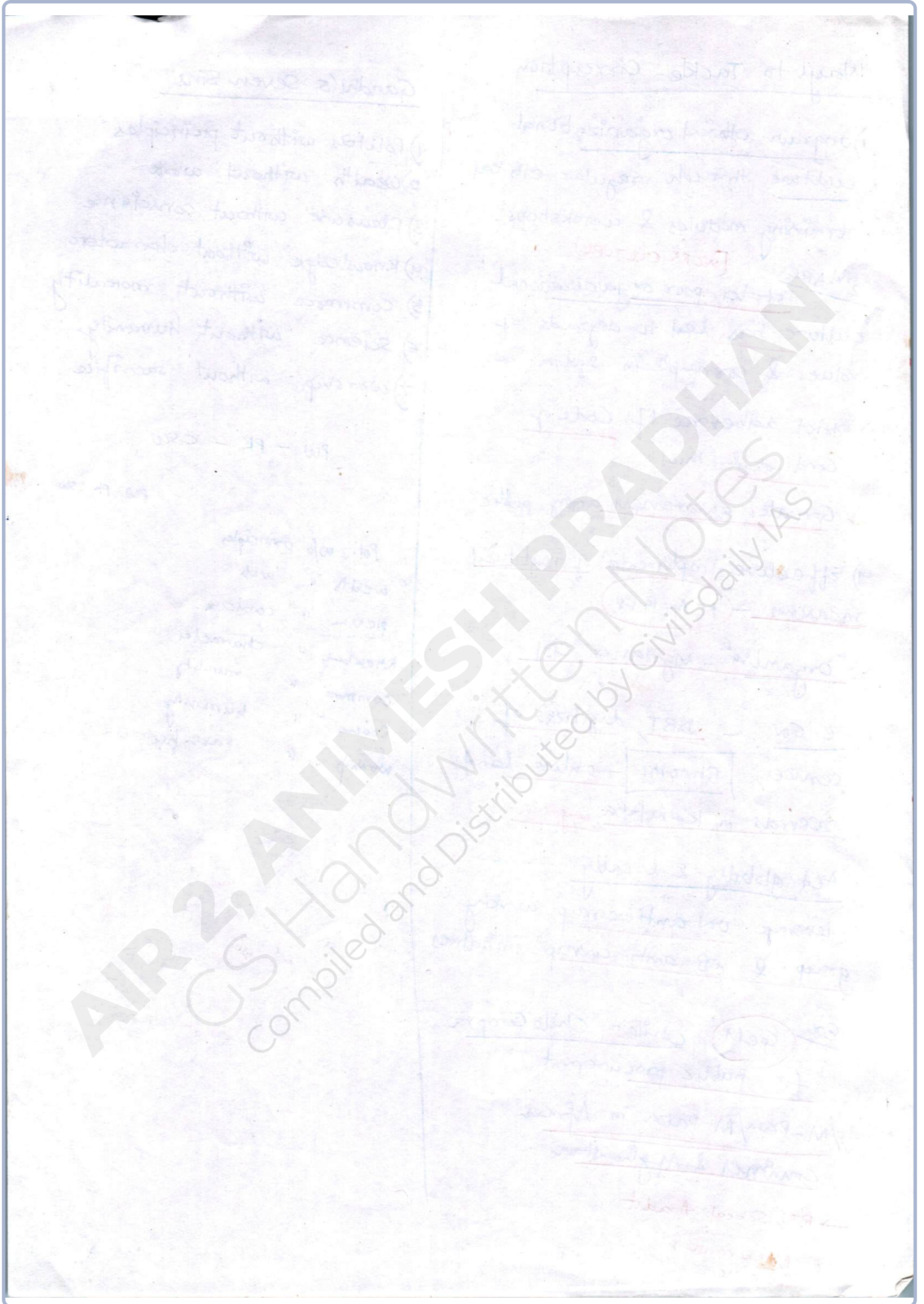
Gandhi's Seven Sins

- 1) Politics without principles
- 2) Wealth without work
- 3) Pleasure without conscience
- 4) Knowledge without character
- 5) Commerce without morality
- 6) Science without humanity
- 7) Worship without sacrifice

PW - PK - CSW

PW PK CSW

Pol.	w/o principles	
wealth	"	work
pleasure	"	conscience
Knowledge	"	character
Commerce	"	morality
Science	"	humanity
Worship	"	sacrifice



U.P.S.C.

प्रश्न संख्या
(Question No.)

इस भाग में कुछ न लिखें
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Quotes

1) Transparency

"A lack of transparency results in distrust and a deep sense of 'insecurity'" — Dalai Lama

2) Justice/Impartiality

"Impartiality is the life of justice, as justice is of all good government" — Goethe

Lord ARC - ^{Non-}Partisanship is central to citizen centric governance"

3) Great Ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them" — Napoleon Bonaparte

*Akbar/Aurangzeb
Duryodhan
Ashoka*

4) Mundaka Upanishad - "Truth alone triumphs"

5) Non violence (Gandhiji) →

a) "Non violence is the greatest force @ the disposal of mankind. It is mightier than the mightiest weapon of destruction devised by man"

b) "Non-violence is not a weapon of the weak it requires great character & courage of strength"

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c) Non violence is not a garment to put on & off at will, we as a society, must place it at the centre of our democratic ethos.

6) Freedom/liberty

"The freedom to wave my stick ends where the another person's nose begins"

7) Righteousness is the foundation of good governance and peace → Confucius

8) "with greater power comes greater responsibility"

9) "Power corrupts & absolute power corrupts absolutely"
— Lord Acton

10) "The power of love should overwhelm the love of power for peace in society"

11) "When a man assumes a public trust, he should consider himself a public property" — Thomas Jefferson

12) "Seva of Jiva is Seva of Shiva" — Vivekananda

13) "It takes strength to be an empathetic leader"
— Jacinda Ardern

14) "Good people do not need laws to tell them to act responsibly, while bad people will find a way around the laws" — Plato

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15) "It's not who we are underneath, but what we do that defines us" - Batman

16) "Try not to become man of success, but try to become man of values" - Einstein

17) "They are forever free who renounce the ego I, me and mine" - (Bhagavat Gita)

18) "All that is necessary for evil to triumph is for few good men to do nothing" - Edmund Burke

19) "Be the change you want to see in the world" - Gandhiji

20) "In matter of conscience, law of majority has no place" - Gandhiji

21) "Courage is what it takes to stand up and speak & also what it takes to sit down & listen" - Churchill

22) "Two roads diverged in a wood, & I took the one less travelled by & that has made all the difference." - Robert Frost

23) "The road to good life passes through good books"

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24) "The punishment suffered by the wise who refuse to take part in govt., is to suffer under the govt. of bad men" - Plato

25) "Righteousness is the foundaⁿ of good governance & peace" - Confucius

26) "The secret of getting ahead is getting started" - Mark Twain

27) "Your attitude and not your aptitude will determine your attitude" - Zig Ziglar

28) "Leaders will be responsible if constitution doesn't work" - Ambedkar

29) "Intelligence, creativity and integrity but it's two dangerous without last" → Warren Buffet

30) "You will not have united India if you don't have a HS which has independence to speak its mind" - Sardar Patel

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38) "If you want to shine like a sun, first burn like a sun" — Kalam

39) "Empathy is seeing with the eyes of another, listening with the ears of another & feeling with the heart of another" — Alfred Adler

Compassion 40) "Compassion is the basis of morality."

41) "Love & Compassion are necessities, not luxuries. Without them humanity cannot survive" — Dalai Lama

42) "Forgiveness is the attribute of the strong." — Gandhi

43) "Honesty is more than not lying. It is truth telling, truth speaking, truth loving & truth loving" — Faust

44) "No legacy is so rich as honesty" — Shakespeare

45) "The highest result of education is tolerance" — Hellen Keller

46) "If you want to see the true measure of a man, watch how he treats his

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inferiors, not his equals." - JK Rowling

Quality
47) "I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character" - Martin Luther King Jr.

48) "Some of the greatest moments in human history were fuelled by EI" - Adam Grant

49) "To succeed in your mission, you must have single minded devotion to your goal" - Kalam, in ignited minds

Ambition
50) "Shoot for the moon. Even if you miss, you'll land among the stars" - Les Brown

Leadership
51) "A genuine leader is not a searcher for consensus but a maker of consensus" - Martin Luther King Jr.

52) "I am not afraid of an army of lions" -
52) "A leader is one who knows the way goes the way & shows the way" - Maxwell

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IR ethics

53) "Our scientific power has outrun ~~our~~ our spiritual power. We have guided missiles & misguided men"

54) "It was Buddha & not Alexander who conquered the world" — Tagore

55) "The journey of thousand miles begins with one step" — Lao Tzu

Persistence

56) "The secret of life, though, is to fall 7 times & to get up 8 times" — Paulo Coelho, The Alchemist

wisdom

57) "Knowing yourself is the beginning of all wisdom" — Aristotle

58) "The only true wisdom is in knowing you know ~~the~~ nothing" — Socrates

Forgiveness

59) "I have always found that merciful bears richer fruits than strict justice" — Lincoln

Justice 60) "Justice without force is powerless; force without justice is tyrannical" — Pascal

61) "You cannot shake hands with a clenched fist" — Indira Gandhi

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in this part)

Peace 62) "An eye for an eye only ends up making
the whole world blind" — MK Gandhi

Corruption 63) "The world will not be destroyed by those
who do no evil, but by those who watch them
who do nothing" — Einstein

64) Corruption is the enemy of development &
of good governance. — Pratibha Patil

Jealousy 65) Jealousy is the jeopardy of the state. — Dryden

66) Sustainability is ~~no longer about doing less
harm~~ has to be a way of life to be a
way of business. — Anand Mahindra

67) "As much as 80% of adult success comes
from EQ" — Goleman

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