

The LEXICON

For Ethics, Integrity & Aptitude

Catering to Evolving Trends in GS Paper - IV
of Civil Services Examination

2025
Revised
Edition

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स्थितप्रज्ञ

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LEXICON
For Ethics, Integrity & Aptitude
Catering to Evolving Trends in GS Paper-IV
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Preface

Welcome to the **eleventh revised edition** of “The Lexicon For Ethics, Integrity & Aptitude”, a meticulously curated compendium designed to aid aspirants preparing for the **UPSC Civil Services Examination (CSE)**—particularly **General Studies Paper IV (Ethics, Integrity & Aptitude)**. Recognizing the dynamic nature of the **UPSC syllabus** and its evolving pattern, this edition has been extensively updated to provide a **comprehensive, structured, and analytical approach** to ethical concepts and case studies.

Over the years, *Lexicon* has consistently **evolved** to meet the **emerging demands** of the examination. This edition continues that tradition by offering **refined content**, updated examples, and in-depth discussions on contemporary ethical issues. The **key terms** of the syllabus have been carefully decoded to facilitate **better conceptual clarity and application-based learning**.

What’s New in this Edition?

This edition features **substantial revisions** to enhance **pedagogic representation** and **simplification** of ethical concepts. The **initial chapters** have been systematically revised for better **comprehension and retention**. Additionally, a new section, “**Social Ethos, Administrative Dilemmas, and Decision Making - A Pragmatic Perspective**,” has been introduced. This section provides a structured framework for analysing **complex socio-administrative issues**, like **Quick Justice vs. Bulldozer Justice**, **Freebies (Revadi Culture)** and **Populism in Electoral Promises, Disaster Management and National Crises, etc.**

Beyond Theoretical Knowledge: Building Ethical Competence

Understanding **GS Paper IV** requires more than theoretical knowledge—it demands the **internalization of ethical principles** and their **application in real-life situations**. This edition ensures that students not only **grasp key ethical concepts** but also **develop critical thinking skills** essential for handling ethical dilemmas in governance.

The **Chronicle Editorial Team**, with its rich experience and research, has meticulously revised this book to align with the evolving **examination trends and administrative challenges**. This edition serves as a **one-stop reference** for mastering GS Paper IV while providing a practical approach to solving case studies.

We hope that “The Lexicon For Ethics, Integrity & Aptitude” serves as an **indispensable resource** in your journey towards **becoming an ethical and competent civil servant**. Your **feedback and suggestions** are always welcome at **editor@chronicleindia.in**.

Best wishes for your preparation and success!

- N.N. Ojha (Editor)

HOW TO USE THIS BOOK

“The Lexicon For Ethics, Integrity & Aptitude” is a compendium covering all dimensions of ethics and related concepts. It is meticulously crafted for students aspiring to excel in the UPSC Civil Services Examination and other State PSC Examinations, specifically addressing the syllabus of General Studies Paper IV and other concepts.

This book will enrich the basic concepts of ethics (covered in Part-I - Ethics, Integrity & Aptitude) as well as its application (Part- II - Case Study) in real life situations; hence it requires a systematic study. Outlined below is a pedagogic approach which you can follow to develop clarity of concepts and build a profound foundation.

Stage 1: Comprehending Key Terms: To develop initial clarity and get acquainted with the epistemology of the book, read the syllabus and the decoded terms of the syllabus given in the first part of the book. Comprehending the terms given in the syllabus will make you familiar with scope and demand of the paper and the decoded terms associated with it will provide a clear understanding.

Stage 2: Analysing and differentiating Key Concepts and their Application in Real-life Environment: After getting familiar with the syllabus and understanding key terms that have been decoded in the initial chapters, you are expected to give a first reading of the book. During the first reading, the reader must focus on basic concepts and their application in real life environment. The discipline demands a basic understanding by the students; hence try to differentiate between associated concepts and related topics. To be more familiar with the topics, it requires a second reading which would provide deeper understanding and clarity. The reader should inculcate concepts and memorise keywords that will make them more comfortable with the subject.

Stage 3: Visualising Real-life Situations while reading Case Studies: Try to develop a comprehensive and analytical framework of the discipline, specifically focusing on the applied aspects. You can develop maximum efficacy by reading the case studies and understanding the interlinkages of the different concepts. The case study solution demands diversity of dimensions and application of principles described in part-I. Hence, the case study approach has been given at the second part of this book. It can help develop the psychology and aptitude, building a comprehensive understanding of the topics.

Stage 4: Relating the Concepts/Case Studies with Previous Year Questions: Once you are done with all the above three steps, try to analyse your understanding while going through previous year questions. It will provide deeper insights and mirror your acquired aptitude and subsequently it can be further enhanced by repeated and periodic revisions of the book.

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New Terminologies & Case Study
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GENERAL STUDIES PAPER-IV

Syllabus as Prescribed by UPSC

Ethics, Integrity and Aptitude

This paper will include questions to test the candidates' attitude and approach to issues relating to integrity, probity in public life and his problem solving approach to various issues and conflicts faced by him in dealing with society. Questions may utilise the case study approach to determine these aspects. The following broad areas will be covered:

- **Ethics and Human Interface:** Essence, determinants and consequences of Ethics in human actions; dimensions of ethics; ethics in private and public relationships. **Human Values** - lessons from the lives and teachings of great leaders, reformers and administrators; role of family, society and educational institutions in inculcating values.
- **Attitude:** Content, structure, function; its influence and relation with thought and behaviour; moral and political attitudes; social influence and persuasion.
- **Aptitude and Foundational Values for Civil Service:** Integrity, impartiality and non-partisanship, objectivity, dedication to public service, empathy, tolerance and compassion towards the weaker-sections.
- **Emotional Intelligence:** Concepts, and their utilities and application in administration and governance.
- **Contributions of Moral Thinkers and Philosophers:** From India and World.
- **Public/Civil Service Values and Ethics in Public Administration:** Status and problems; ethical concerns and dilemmas in government and private institutions; laws, rules, regulations and conscience as sources of ethical guidance; accountability and ethical governance; strengthening of ethical and moral values in governance; ethical issues in international relations and funding; corporate governance.
- **Probity in Governance:** Concept of public service; Philosophical basis of governance and probity; Information sharing and transparency in government, Right to Information, Codes of Ethics, Codes of Conduct, Citizen's Charters, Work culture, Quality of service delivery, Utilization of public funds, challenges of corruption.
- **Case Studies:** On above issues.

ETHICS SYLLABUS KEYWORDS DECODED

- **Ethics:** Action based on ideas of right and wrong, being consistent with fundamental human virtues.
- **Integrity:** Moral soundness, the practice of being honest and showing a consistent and uncompromising adherence to strong moral and ethical principles and values.
- **Aptitude:** Natural ability to do something, a component of a competence to do a certain kind of work at a certain level.
- **Attitude:** A settled way of thinking for feeling about something (e.g. religion, race, cast, sex, etc.).
- **Human Values:** Beliefs of a person or social group, in which they have an emotional investment.
- **Persuasion:** Cause somebody to adopt a certain position or belief or course of action.
- **Impartiality:** Quality of treating different views or opinions equally and fairly.
- **Non-Partisanship:** Not supporting or influenced by any political party or special interest group.
- **Objectivity:** Judgment based on observable phenomenon not influenced by emotions or personal prejudice.
- **Sympathy:** Human quality of sharing the suffering of others.
- **Empathy:** Human quality of not only sharing but also understanding the sufferings of others.
- **Compassion:** Human quality of understanding other's sufferings and willingness to do something.
- **Tolerance:** Willingness to recognize and respect the beliefs of others.
- **Emotional Intelligence:** Ability to identify, assess and manages one's own emotions and other emotions.
- **Dilemma:** State of uncertainty requiring a choice between equality and unfavourable options.
- **Conscience:** Conformity to one's own ideas of right and wrong.
- **Corruption:** Use of position of trust for dishonest gains (monopoly + discretion- accountability = corruption).

- **Accountability:** To take responsibility for the outcome of one's action and address the issues coming out of it promptly and fairly.
- **Integrity:** Consistency of values, principles, expectations, actions and outcomes in the context of the behaviour of an individual.
- **Probity:** Being a person of honesty, integrity and uprightness. Applying values of impartiality, accountability and transparency. Respecting humans, compassion for downtrodden and commitment to their welfare.
- **Citizen's Charter:** An undertaking a public organization gives to citizens to provide a high level of service while meeting standards contained in declaration.
- **Transparency:** Sharing information and acting in an open manner. The information, however, must be timely, relevant, accurate and complete for it to be used effectively.
- **Right to Information:** It refers to the right of Indian citizen to seek any information from the Government, inspect any Government document and seek certified photocopies thereof.
- **Codes of Conduct:** A code of conduct is a set of rules outlining the norms, rules, and responsibilities of, and or proper practices for, an individual. An ethical culture is created by the organization's leaders who manifest their ethics in their attitudes and behavior.
- **Codes of Ethics:** A code of ethics is a guide of principles designed to help professionals conduct business honestly and with integrity.
- **Work Culture:** A set of practices, values and shared beliefs within an organization and among its employees that is generally regarded as appropriate way to think and act.

ETHICS, INTEGRITY & APTITUDE

Ethics, values and morality play a crucial role in shaping the framework for **ethical behaviour**, particularly within the civil services. Ethical behaviour is determined by various factors such as the individual's **attitude, aptitude, and foundational values**, which influence **decisions in public administration**. The dimensions of ethical behaviour in the civil services encompass the **standards and human interface** required to maintain **integrity** and trust in governance. **Emotional intelligence** further complements this by helping individuals navigate complex social and **moral situations**. The **contributions of moral thinkers and philosophers**, whose **quotations and sayings** highlight core **ethical principles**, also guide public administrators in upholding **probity in governance**. **Civil services values**, such as **accountability, transparency and fairness** are rooted in these ethical foundations, ensuring that the **values of public administration** align with the greater good.

Laying the Foundation: Key Concepts, Theories & Approaches

1. Ethics, Values & Morality
2. Ethical Behaviour: Determinants, Dimensions, Standards & Human Interface
3. Attitude
4. Aptitude & Foundational Values for Civil Services
5. Emotional Intelligence
6. Contribution of Moral Thinkers & Philosophers
7. Quotations & Sayings
8. Civil Services Values & Ethics in Public Administration
9. Probity in Governance



ETHICS, VALUES & MORALITY

Etymologically the term “ethics” correspond to the Greek word “ethos” which means character, habit, customs, ways of behaviour etc.

Ethics may be defined as the systematic study of human actions from the point of view of their rightfulness or wrongfulness, as means for the attainment of the ultimate happiness. It is the reflective study of what is good or bad in that part of human conduct for which human has some personal responsibility. In other words, Ethics is a set of standards that a society places on itself and which helps guide behaviour, choices and actions.

Ethics is one of the branches of philosophy. As a philosophical discipline, ethics is the study of the values and guidelines by which we live. It also involves the justification of these values and guidelines. It is not merely following a tradition or custom. Instead it requires analysis and evaluation of these guidelines in light of universal principles.

Ethics is also called “moral philosophy”. The word “moral” comes from Latin word “mores” which signifies customs, character, behaviour etc. It is the reflective study of what is good or bad in that part of human conduct for which human has some personal responsibility.

As moral philosophy, ethics is the philosophical thinking about morality, moral problems, and moral judgments.

4 THE LEXICON

Evolution of Ethics

Ethics is as old as humanity. The first ethical precepts were certainly passed down by word of mouth by parents and elders, but as societies learned to use the written word, they began to set down their ethical beliefs. These records constitute the first historical evidence of the origins of ethics.

Historical Evidence

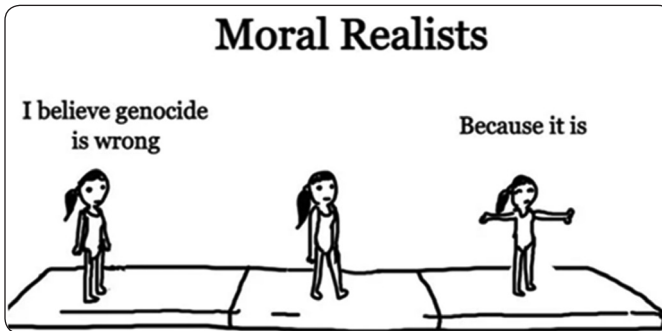
Socrates: In the Western Philosophy, the history of ethics can be traced back to the fifth century B.C. with the appearance of Socrates. As a philosopher among the Greeks his mission was to awaken his fellow humans to the need for rational criticism of their beliefs and practices.

Plato: His theory of forms could be seen as the first attempt at defending moral realism and offering an objective ground for moral truths. He was the fountainhead of religious and idealistic ethics, Aristotle engendered the naturalistic tradition of ethics.

What is Moral Realism?

Moral Realism is the view that there are mind-independent moral facts in the universe, and people can make statements about them that are true or false.

Example: A moral realist might claim that 'killing a defenceless person is wrong' is a fact in the same way that 'two plus two sums to four' is a fact.



Aristotle: His ethical writings (i.e. Eudemian Ethics, the Nicomachean Ethics, and the Politics) constitute the first systematic investigation into the foundations of ethics. Aristotle's account of the virtues could be seen as one of the first sustained inquiries in normative ethics. It was a clear mixture of Greco-Roman thought with Judaism and elements of other Middle Eastern religions.

What is Normative Ethics?

Normative Ethics studies how people should act, focusing on moral principles to determine right and wrong.

Example: It explores whether lying to save someone's life is justified by comparing rules, consequences, or virtues.



ETHICAL BEHAVIOUR: DETERMINANTS, DIMENSIONS, STANDARDS, AND HUMAN INTERFACE

The determinants of ethical behaviour are crucial to guide individuals and organizations in making morally sound decisions. They ensure actions align with core principles like fairness, justice, and integrity. The key determinants, such as personal values, organizational culture, legal standards, and societal norms, shape ethical conduct. Thus, establishing these determinants helps in resolving ethical dilemmas, maintaining trust, and fostering a positive environment. It also promotes accountability and encourages consistent decision-making aligned with moral and professional expectations.



ATTITUDE

Attitude refers to a psychological tendency that is expressed by evaluating a particular object with some degree of favour or disfavour. "Object" includes people, things, events, and issues. Attitudes are the feelings and beliefs that determine the behaviour of the persons. They provide framework for responding in a particular fashion.

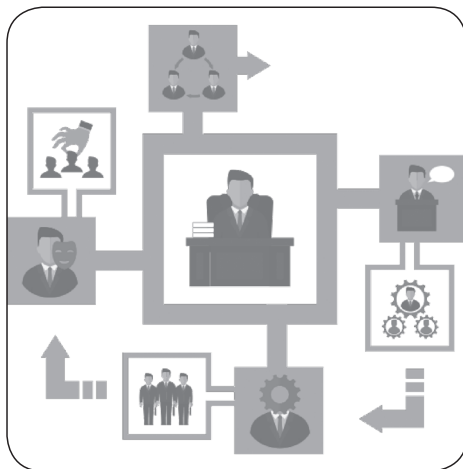
The attitudes may be positive or negative. The positive attitudes yield favourable behaviour and the negative attitudes yield unfavourable behaviour. Therefore all variables must be identified and analysed which help in the formation of favourable attitudes. The persons having positive attitudes towards the job and organisation may contribute their best to the organisation.

Components of Attitude- 'CAB'

Attitude involves the expression of an evaluative judgment about a stimulus object. In other words, reporting an attitude involves making a decision concerning liking vs. disliking, approving vs. disapproving or favouring vs. disfavouring a particular issue, object, or person.

The most influential model of attitude is multi-component model that conceptualizes three components of attitude, generally called CAB:

1. Cognitive
2. Affective
3. Behavioural



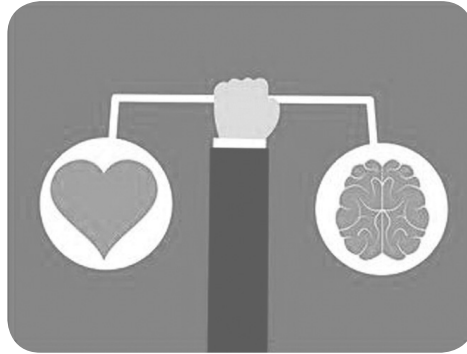
APTITUDE & FOUNDATIONAL VALUES FOR CIVIL SERVICES

Ethical issues in civil services are common these days. Almost every country whether developed or developing is facing challenges of corruption in public administration. India is nowhere aloof of this.

If we see everyday newspaper, we find cases of corruption not only at junior level but also at higher level of civil service hierarchy where important decisions are made. Therefore it becomes important to inculcate the value of ethics in civil servant in order to ensure the true essence of public administration and welfare.

Therefore, the clear understanding of foundational values of civil service is required in order to score good in UPSC or other State PCS exam.

In this chapter, we have discussed most important ethical values from the perspective of a civil servant. The understanding of these values not only helps to write answer in section A of ethics paper but also help in case studies asked in section B.



EMOTIONAL INTELLIGENCE

Emotionally intelligent people are sensitive to other people. They are able to manage their own emotion as well understand the emotion of others. Therefore, an emotionally intelligent civil servant can efficiently ensure welfare of people at large by understanding their hardships. In this chapter, we have discussed emotional intelligence, its characteristics, functions, etc. Also how emotional intelligence can deliver desired outcome in civil services, management and other profession.

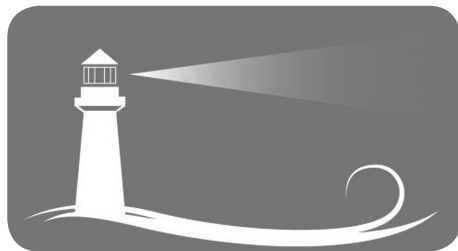
Emotions

Emotion is an affective state of consciousness in which joy, sorrow, fear, hate, or the like, is experienced, as distinguished from cognitive and volitional states of consciousness.

Whereas, the term 'affective' is defined as something pertaining to feeling or emotions, especially pleasurable or unpleasurable aspects of a mental process.

Intelligence

Intelligence is a set of cognitive abilities which allow us to acquire knowledge, to learn and to solve problems.



CONTRIBUTIONS OF MORAL THINKERS & PHILOSOPHERS

Moral thinking is vital part of any human civilization. From time immemorial, it has been observed that various philosophers, leaders, scholars have worked hard to inculcate the moral values in society to develop harmony and peace. In this chapter we have discussed some important moral thinkers and philosophers whose contributions in society were appreciated. Familiarity with such moral thinkers, scholars, philosophers and their vision would help to write better answer in ethics paper of UPSC.

Philosophy

Philosophy is the methodical work of thoughts. It is an art of life. It tries to understand the meaning and the value of life. It is an attempt to understand the Ultimate Reality. Philosophy is the study of the principles which underlie all knowledge. Philosophy tries to discover ultimate truth. It is an attempt of rational interpretation and unification of all our experiences. It tries to give a rational picture of the whole universe.

The word 'philosophy' is derived from the Greek word 'philosophia' which means striving after wisdom. Philosophy is love of knowledge and philosopher is a person who seeks knowledge.

In India, Philosophy is called 'Darshan' which means 'Vision' and also the means or instruments of Vision. Indian philosophy arises out of the urge for the direct realization of ultimate Reality. We find the seeds of Indian philosophy in the Upanishads, the sacred books of Hindus.

Modern Moral Philosophy

In the 20th century, moral theories have become more complex and are no longer concerned solely with rightness and wrongness, but are interested in many different kinds of moral status. W.D. Ross for instance, argues that moral theories cannot say in general whether an action is right or wrong, but only whether it tends to be right or wrong according to a certain kind of moral duty such as beneficence, fidelity, or justice.

Other philosophers have questioned whether these principles or duties can be articulated at all at a theoretical level; some have moved away from the theories and principles of normative ethics towards descriptive morality and meta-ethics. Other philosophers are still defending moral theory on the grounds that it need not be perfect in order to capture important moral insight.

Modern moral philosophy is increasingly revolving around 'claims-based' or 'rights-based ethics', which are ethical theories based on the fundamental principle of human rights and other rights or claims of the individual. Rights-based theories argue that people have a claim to certain freedoms and rights, like liberal theories which focus on people's claim to freedoms like the freedom of speech, association, religion, etc. These modern theories are focusing on people's claim to rights like human rights, civil rights, political rights and social/economic rights.

One example is the Universal Declaration of Human Rights of the United Nations. Another example of rights-based theories is 'welfareism', which argues that people have a claim to a welfare state that can provide them with security, basic health services, education, jobs, housing, etc.

Welfarism

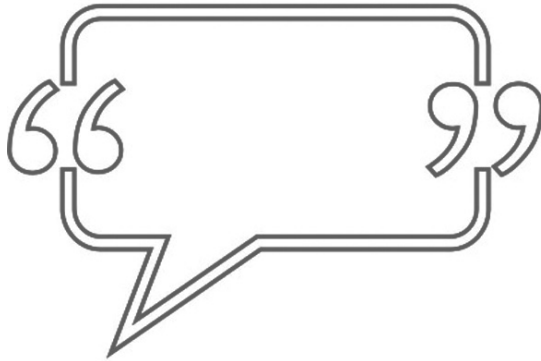
The term welfarism was coined by the British economist John Hicks. It has been introduced into contemporary debate about social justice by Amartya Sen. In general, welfarism is the theory of morality. According to welfarism, well-being is the only value.

Welfarism is the view according to which the relative value of possible worlds is fully determined by how individuals are faring—or, in other words, by the facts about well-being that obtain—in these worlds. It is about judging the state of a society in general, and just distributions in particular, by the welfare of the people concerned, and by their welfare only.

Theory of Descriptive Ethics

Development of Moral Reasoning/Consciousness- Lawrence Kohlberg

Development of Moral Reasoning/Consciousness is a theory of Descriptive Ethics given by renowned psychologist Lawrence Kohlberg (refer Unit-1 for



QUOTATIONS & SAYINGS

In this section, several quotations & sayings of moral thinkers, philosophers and leaders (from the perspective of UPSC and other PCS exams) are given. This time elaborate explanations of some quotations and sayings (asked in the recent years' GS Paper IV examination) have been added. Also, several other quotation and sayings on the basis of past trend have been predicted for future examination.

Other than UPSC GS Paper-IV, this chapter is also important for other compulsory papers - in-particular GS Paper II and Essay - and also for Paper II of certain optional papers of Humanities.

If one knows the personality of a particular quote; then the start/introduction which he/she can give to that question would be of an excellent style. In addition to this, early familiarity with quotation and its personality would help candidate to understand the essence of question more efficiently in exam.

“Learn everything that is good from others, but bring it in, and in your own way absorb it, do not become others.” - Swami Vivekananda

Swami Vivekananda's above quote emphasizes the importance of learning from others while preserving one's individuality and cultural identity. In today's interconnected world, marked by globalization and technological advancements, this message holds immense relevance.

- **Adopting Good Practices:** The quote inspires individuals, organizations, and nations to adopt best practices from others.

Example: Nations embracing sustainable technologies from global leaders demonstrate learning without compromising local priorities. Similarly, individuals can imbibe skills or philosophies from diverse cultures while retaining their unique traits.

- **Preserving Identity amid Globalization:** While globalization fosters interdependence, it also risks cultural homogenization. Vivekananda's philosophy urges societies to integrate external influences thoughtfully, preserving their heritage.

Example: India's adoption of modern governance systems harmonized with its cultural ethos, reflecting this principle.

- **Promoting Creativity and Innovation:** Blind imitation stifles creativity thus, by absorbing knowledge and adapting it uniquely, individuals foster innovation.

Example: Companies like Infosys adapted global management practices while preserving Indian corporate values, achieving global success.

The quote aligns with the Atmanirbhar Bharat (self-reliant India) initiative, which emphasizes learning global strategies to strengthen domestic capabilities rather than dependence.

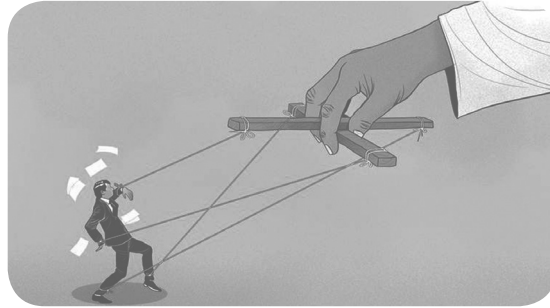
Swami Vivekananda's words are a clarion call for balanced assimilation. In today's context, they encourage embracing diversity, fostering originality, and maintaining identity amidst global influences, ensuring growth without losing one's essence.

“Faith is of no avail in the absence of strength. Faith and strength, both are essential to accomplish any great work.” - Sardar Patel

Sardar Vallabhbhai Patel's above statement underscores the importance of both faith and strength in achieving success, particularly in the face of challenges. In the contemporary world, this quote holds profound relevance in personal, social, and national contexts.

- **Faith as Vision and Purpose:** Faith symbolizes belief, vision, and the determination to achieve a goal. In today's world, it represents the conviction to overcome obstacles. Whether in entrepreneurship, governance, or personal growth, having faith in one's mission is essential.

Example: Entrepreneurs like Elon Musk, despite facing numerous setbacks, continue to push forward because of their unwavering faith in their vision.



CIVIL SERVICES VALUES & ETHICS IN PUBLIC ADMINISTRATION

The levels of ethics in governance are dependent on the social, economic, political, cultural, legal-judicial and historical contexts of the country. These specific factors influence ethics in public administrative systems. Ethics, whether in an entire society, or in a social sub-system, evolves over a long period of time and is influenced, during its nurturance and growth, by a variety of environmental factors, such as, historical, socio-cultural, legal-judicial, political and economical.

Ethics is integral to public administration. In public administration, ethics focuses on how the public administrator should question and reflect in order to be able to act responsibly.

Ethical standards determine moral conduct. Therefore, erosion of ethics or basic moral principles of right and wrong in any society can undermine trust in institutions and thereby disturb the basic fabric of peace and harmony. In this chapter we have discussed some important ethical challenges or dilemmas with respect to important institutions such as bureaucracy, governance, corporate, healthcare industry, etc.



PROBITY IN GOVERNANCE

Although ethics and values are necessary to ensure probity in governance but there are certain situations where we need other measures to ensure probity in governance in case of lapse in ethics. In this chapter we have discussed other fundamentals in order to ensure probity in governance such as, code of conduct for civil servants, Right to Information Act, protection of whistle blowers, people's participation, social auditing, civil societies, role of media, etc.

Public Service

The term public service carries different meanings.

The first meaning of 'public service' is in the sense of a public utility, i.e., it refers to the kind of services governments commonly provide - electricity, healthcare, maintenance of law and order, urban and rural infrastructure, etc.- where the prime criteria of success are availability, affordability and accessibility of services.

In this connection, the delivery of public service means the goods and services offered by government institutions to the public, and it includes the interface between the citizen and the administration.

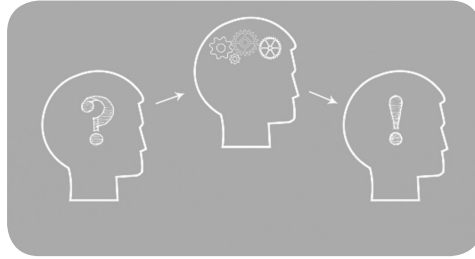
Second, public service refers to all the public functionaries including all those working in the army as well as the judiciary and the executive.

CASE STUDY

A brief analysis of a case study often involves a thorough examination of the key components to understand its underlying dynamics. In many situations, **ethical dilemmas** such as **conflicts of interest** and **conflict in administration** can emerge, complicating **decision-making processes**. These challenges require adherence to a **professional code of ethics**, which provides guidelines for resolving disputes and ensuring **fairness**. In the context of **international relations & ethics**, the complexity intensifies due to varying cultural norms and legal frameworks. Similarly, **corporate ethics** plays a pivotal role in shaping **organizational behaviour** and guiding individuals through **ethical issues** that may arise in the workplace, ensuring that decisions align with both **moral principles and legal standards**.

Applying the Concepts: Dealing with Real-life Situations

1. A Brief Analysis of Case Study (GS Paper-IV, 2019-2024)
2. Lexicon of Case Study
3. Conflict of Interest & Conflict in Administration
4. Professional Code of Ethics
5. International Relations & Ethics
6. Corporate Ethics
7. Ethical Issues



A BRIEF ANALYSIS OF CASE-STUDY (GS PAPER-IV, 2019 - 2024)

To get familiar with the pattern of questions being asked, in this chapter a brief analysis of previous years' papers are discussed - particularly case study questions - that is the real test of this paper and in practical life.

One should first know about the roadblocks/knots then he should explore ways to overcome/unknot them through the tools provided in this book in a systematic manner.

Further, in this chapter, broader contours of the questions has been taken and certainly this cannot be treated as 'Model' answer as what is 'Model' for UPSC always remains shrouded on mystery and subject to varied interpretations. But, still this can be one of the approaches which you can opt for while attempting this paper.



LEXICON OF CASE-STUDY

In the following section, we have tried to present in an objective manner, how to look at the Case-Study questions, as Case-Study is said to be pedagogy of management fraternity. Apart from this, some selected write-ups, which goes a long way in enriching the optimal manner in which one can negotiate Case-Study questions has also been given.

What is Case Study?

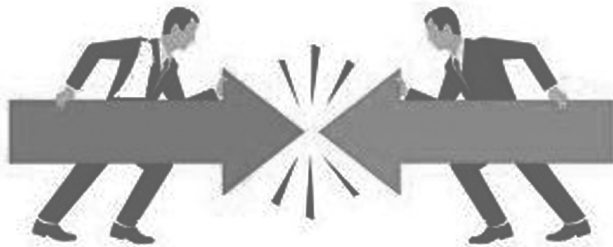
A case study is an account of an activity, event or problem that contains a real or hypothetical situation and includes the complexities one would encounter in the workplace. Case studies are used to help you see how the complexities of real life influence decisions.

Analysing a case study requires you to practice applying your knowledge and thinking skills to a real situation. To learn from a case study analysis you will be “analysing, applying knowledge, reasoning and drawing conclusions” (Kardos & Smith 1979).

According to Kardos and Smith (1979) a good case has the following features:

- It is taken from real life (true identities may be concealed).
- It consists of many parts and each part usually ends with problems and points for discussion. There may not be a clear cut-off point to the situation.
- It includes sufficient information for the reader to treat problems and issues.
- It is believable for the reader (the case contains the setting, personalities, sequence of events, problems and conflicts).

So, in a nutshell; a case study gives you an opportunity to “participate” rather than be passive. It calls for a more engaged approach from the



CONFLICT OF INTEREST & CONFLICT IN ADMINISTRATION

Conflict of interest is an important concern which sometimes becomes the root cause for many of the ethical dilemmas as far as public life and government service are concerned. Though conflict of interest has been discussed in other Units of this book, but this Chapter is exclusively devoted to this topic.

Conflicts of Interest in Government

What are Conflicts of Interest?

Individuals play multiple roles in their lives; they naturally have many different interests and loyalties. At any given time, these interests may compete with each other. Such conflicts are a part of life and are unavoidable. Public officials, as stewards of the public trust, are required to put the public's interest before their own. Impropriety occurs when an officeholder, faced with conflicting interests, puts his or her personal or financial interest ahead of the public interest. In simplest terms, the official reaps a monetary or other reward from a decision made in his or her public capacity.

The most common conflicts in local government happen when office-holders face a vote on real property/land use issues that affect their own holdings. Other examples include voting to grant a benefit to a company in which the officeholder owns stock or even to a non-profit organization on whose board the officeholder may sit.



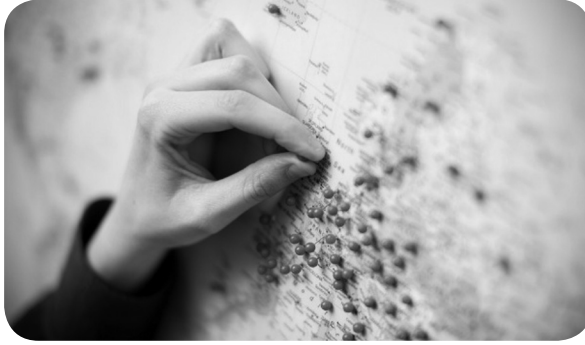
PROFESSIONAL CODE OF ETHICS

Ethical choices diminish risk, advance positive results, increase trust, determine long term success and build reputations. Leadership is absolutely dependent on ethical choices. Professional ethics are a set of principles that guide the behaviour of people in a business context. They are essential to maintaining the legality of business and a healthy workplace. So what is a professional code of ethics? Professional Code of Ethics refers to the standards that apply to a specific setting in an organization.

A professional code of ethics provides employees with a set of guidelines they can use to make good decisions in the workplace. It allows organization to set a baseline expectation for what is socially acceptable and how professionals or employees should approach problems. A professional code of ethics can help organization's employees to work honestly and with integrity, which may create a more harmonious work environment.

Professional Code of Conduct

A code of conduct is set of written guidelines about how an employee within an organization should behave in the workplace and how the employee should treat others within the company. The benefits of a code of conduct includes -



INTERNATIONAL RELATIONS & ETHICS

For this section, we define the term “ethics” as the department of study concerned with the principles of human duty. Ethics, as the term is used in the international sphere, will be defined as “the study of the nature of duties across community boundaries. It is the study of how members of ‘bounded’ communities, mostly nation-states, ought to treat outsiders and strangers and specifically whether it is right to make such distinctions”.

Ethics in International Affairs/ Relations

The discipline of international relations is concerned with explaining and discussing issues that are inherently ethical in nature, as evidenced by a review of some of the most commonly asked questions in the area. For instance, as Chris Brown states in *International Relations Theory*, the moral standing of the sovereign state is one of the major topics discussed by international theory.

Mervyn Frost further identifies as election of such questions. For example, when is intervention by one state in the domestic affairs of another state justified? When may states justifiably go to war? Answers to these ethical and normative questions are central to international relations theory.

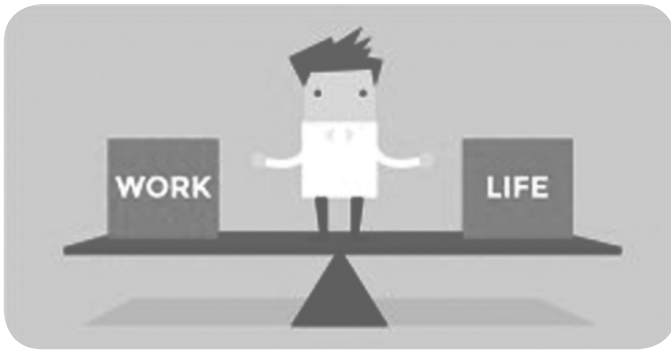


CORPORATES & ETHICS

In the contemporary world, with the increasing role of corporates in generating wealth and employment and at the same time increasing corporate frauds and negative impact on climate, environmental sustainability and living conditions on human beings, it has become necessary to study the ethics followed by corporates. Corporate ethics studies appropriate business policies and practices regarding potentially controversial subjects, including corporate governance, insider trading, bribery, discrimination, corporate social responsibility, fiduciary responsibilities, and much more. This chapter provides insights about corporate governance, corporate working, corporate scandals, etc.

Definition

Ethics in business refer to a code of standard by which one can determine what is wrong and what is right for the business enterprise. It is determined by principles such as fairness, integrity, commitment to agreements, broad-mindedness, considerateness, importance given to human esteem and self-respect, etc. According to Andrew Crane, "Business ethics is the study of business situations, activities, and decisions where issues of right and wrong are addressed."



ETHICAL ISSUES

We find some ethical lapses in our daily life in almost every dimension that needs some immediate attention. Every day in the newspapers, we find news related to corruption, cheating scandals, doping in sports, crimes, etc. Such events are so common in their occurrence that now it is being questioned – does anyone act ethically? Studying ethics can help you arrive at clearer positions and arguments on real life issues – and can help you apply them, too. In fact, thinking more about ethical theory may even change your mind about issues in today's world.

In this chapter, we are providing some of the common ethical issues related to our daily lives as well as the global ethical concerns. Such issues will give some greater knowledge and understanding about applied ethics in different fields.



GLOSSARY

Even among those who believe they know ethics there is not total agreement on the meaning of the terms that are used. Below are some terms related to ethics - that each of the students of ethics must understand which will be useful in comprehending a question and substantiating the same.

A

Absolutism: Absolutism as an ethical theory in contrast to relativism. The belief in a value or good that always holds its value. It is expressed by the ancient stoics as “Let justice be done though the heavens fall”.

Accountability: A situation in which someone is responsible for things that happen and can give a satisfactory reason for them. It is the readiness or preparedness to give an explanation or justification to stakeholders for one’s judgments, intentions and actions.

Administrator: A person responsible for carrying out the administration of a business or organization.

Admire: It is defined as regard with respect or warm approval. If you hold someone in high esteem or look up to someone, you admire that person.

Afflictions: Affliction denotes a cause of persistent pain or distress. In ethics, it is something which causes physical or mental sufferings (either by wrongdoing or undoing).

Agency: Agency is the capacity of a person to act in accordance with his resolve or will in a given environment.