CHAPTER 18

SUMMARY AND CONCLUSION
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18.1 After an exhaustive study of the subject “Management of the changing scenario of ethical environment in the Indian Army”, it now is the stage of summarising and putting forth conclusions which will be a precursor to recommendations for priorities for action and coping strategies. Prior to this it would be pertinent to recapitulate the dictionary meanings of these two terms.

18.2 **Summary.** Webster’s dictionary defines Summary as, “brief account of chief points without details or formalities”.

18.3 **Conclusion.** The Webster’s dictionary defines this term as, ‘ending, end; judgment or opinion based on reasoning, settling or concluding; proposition or logic reached from previous ones.

**SUMMARY**

18.4 To give a meaningful insight and depth to the exhaustive study of the subject under scrutiny summary of the treatise has been carried out chapter wise which are given in the succeeding paragraphs.

**CHAPTER 1 - INTRODUCTION**

18.5 The purpose of the military professional is the maximum accomplishment of objectives. The larger goal of military ethics is to aid, assist and create an environment which would facilitate attainment of objectives. In addition it also enhances the collective moral well-being of the occupation and the moral status of the person who embraces it. It equips the member of the organisation to effectively deal with moral dilemmas.

18.6 *Military Ethics is about honour and shame, decency and discretion, wisdom and virtue, reasoned choice and obligation..... military ethics as compared to any other field, has a special responsibility for it is always confronted with inspiring the life of virtue against a background of preparing resolutely for combat and death.*

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18.7 **Selection Of The Topic.** The topic was selected due to the following reasons:

18.7.1 To assess contemporary practices in ethical matters in the Army and compare them with the standards espoused in the organisation.

18.7.2 To investigate the existence of influences on the value systems in the Army.

18.7.3 Two consider derived organisational imperatives for the future.

18.7.4 To investigate and analyse the state of value systems in the Army at ground level.

18.7.5 The larger aim was to set into motion firstly, acceptance of this issue as a vital ingredient to the health of the organisation and secondly to initiate a debate with the aim of raising the level of consciousness about this vital sphere of human activity.

18.8 **Salient Aspects.** Salient facets of this Chapter are given below:

18.8.1 The words of Field Marshal Lord Philip Chetwode inscribed in golden letters in the hallowed precincts of the IMA are the guiding force for all officers of the Indian Army.

18.8.2 As compared to intake in the officer cadre 40 - 50 years ago, today they come from every conceivable walk of life and social stratum.

18.8.3 The role of the Armed Forces is to safeguard the national interest at any cost and to be able to effectively achieve this noble aim military ethics has a vital role to play.

18.8.4 Social prestige of the Armed Forces is high only during the times of war which are exceptions to the rule. At the macro level it has indeed deteriorated. Only high levels of social prestige can inspire a soldier to make the supreme sacrifice.

18.8.5 Success in battle is only feasible when the standards of ethical values, motivation and indomitable fighting spirit are high on the agenda of the rank and file of the Army.

18.8.6 Degraded societal values are the cause of concern for the military ethicists.
18.8.7 The foundation of the British Indian Army was in the concept of honour.

18.8.8 Core values in the Army are those values of human life which presuppose that the minimum standards of value systems are essential to accomplish military goals and objectives.

18.8.9 Acceptance of core values by the military personnel ensures sustenance of mental robustness and physical courage and coupled with a sense of pride propels an individual for the ultimate sacrifice.

18.8.10 In India today the Army is being increasingly utilised for secondary purposes in aid to civil authorities.

18.8.11 Indian Army is synonymous and considered truly representative of the ethical value system by the society.

18.8.12 The core values and service ethos are under threat due to various influencing factors.

18.8.13 The Army draws its material from the society and therefore the material inducted can only be good as a source from where it comes.

18.8.14 The coherence, the sense of devotion and value systems have been handed over by the founding fathers of the Indian Army.

18.8.15 This changing social order in the country and the world is today unable to provide the framework of behaviour, social culture, and values which the Army expects from the youth joining the Armed Forces.

18.8.16 The increasing gulf between the standards of the value systems of military personnel and prevalent norms within the society has necessitated the need to reinforce and invigorate Indian Army's strict code of conduct.

18.8.17 The Indian society perceives the Armed Forces as the embodiment of morals and ethics.
18.8.18 The Indian Army is perceived as the incorruptible guardians of all that is good and clean.

18.8.19 Materialism, careerism and expediency are making inroads into the moral fabric of the Army.

18.8.20 The core values and honour codes still have a very important place in the Army today.

18.8.21 Discernible changes in the value systems in the Army have surfaced.

CHAPTER 2 - OBJECTIVES, HYPOTHESIS, RESEARCH METHODOLOGY, SCOPE AND LIMITATIONS OF THE STUDY

18.9 Objectives. The objectives of the study are as follows:

18.9.1 To stir up thought processes for a frank and purposeful introspection by anyone connected with the well being of the Army.

18.9.2 To analyse threadbare the realities as they exist with a soldier today who forms part of the lowest echelon in the Army.

18.9.3 To attempt a diagnostic analysis of the unwanted changes in the individual and group behavioural patterns in the Army.

18.9.4 To initiate a meaningful debate on the causes of the steady erosion of ethics in the Army.

18.9.5 To suggest priorities for action and evolve coping strategies to overcome the disturbing trends in the code of ethics that have set in the Army.

18.10 Hypothesis. The hypothesis for this research work is given as follows:

18.10.1 Are the core values of the Army being diluted?

18.10.2 In the present day as also in the future scenario is there a need to suitably modify the code of ethics in the Army?

18.10.3 Changed beliefs and values are the order of the day. The character and
ethics in military leadership is under serious threat and needs review.

18.11 **Scope.** The scope of study was vast and manifold salient aspects of which are given below:

18.11.1 To make a realistic assessment of the changing pattern of ethical value systems in the Army.

18.11.2 To identify challenges that have surfaced which are the sources of threat to the cherished ethos of the Army.

18.11.3 To identify aspirations of a soldier today, examine shortfalls and evaluate its effects on the work patterns within the organisation.

18.11.4 To assess the level of commitment of the soldier today keeping into view the aims and objectives which are laid down at the stage of training and identify if there is any mismatch between the two.

18.11.5 Revalidation of the code of ethics in the Army in today's scenario and specify expectations for the future.

18.11.6 To identify weaknesses within the system and suggest viable coping strategies.

18.11.7 To validate whether tradition which embody core values still has a place of importance amongst the rank and file of the Army.

18.12 **Raison D'etre of the Study.** A lot has been written about issues such as higher directions of war, revolution in military affairs, strategic military issues, military history, anatomy of military profession, etc. Rarely one finds detailed and in-depth analysis carried out in so far as issues of management at the ground level are concerned. The functional relationships within the Army and its overall impact on the goals and objectives are often glossed over. The code of ethics, honour codes and value systems are a legacy of the British Indian Army. These are subjects which are considered as fuzzy meant for discourse and occasional discussions. It is due to this palpable disinterest and lackadaisical approach towards a vital element of the fabric of human relationships that this topic was chosen for research.
18.13 **Research Methodology.** Different types of applied research were adopted to arrive at logical conclusions. Based on empirical data qualitative research procedure was adopted to test the hypothesis. The research was exploratory in nature also treading on to areas not explored earlier. Research plan was developed which had the following basic ingredients:

18.13.1 Earmarking sources of data collection.

18.13.2 Sampling design.

18.13.3 Collection of data.

18.13.4 Analysis of data.

18.13.5 Presentation of the findings.

18.14 **Sources of Data.** The following sources of data were utilised:

18.14.1 **Primary Data.** The primary data was collected primarily by the following means:

(i) By observation.

(ii) Administration of questionnaire to the respondents.

(iii) Experience survey and personal interviews.

(iv) Mailing of questionnaires.

(v) Personal noting of the researcher during service.

18.14.2 **Secondary Data.**

(i) Reference books.

(ii) Journals and periodicals.

(iii) Internet.

18.15 **Sampling Design.** Convenience sampling was adopted as a method of tool for this research.

The following procedure was adopted:

18.15.1 **Stratification.** The following strata were formed:
(i) **Strata I. Officers.** Amongst the officer cadre the following substrata were formed:

- **Substrata I.** Senior officers (Colonels and above sample size - 35).
- **Substrata II.** MLO (Majors and Lieutenant Colonels sample size -130).
- **Substrata III.** YO (Lieutenants and Captains sample size – 85)).

(ii) **Strata II.** This basically comprised of the JCO and OR. The following substrata was formed:

- **Substrata I.** Serving JCO and OR (Sample size -200).
- **Substrata II.** Serving Services JCO and OR (Sample size – 50).
- **Substrata III.** Retiring JCO and OR (Sample size – 350).

18.16 **Collection of Data.** Highlights of the procedures adopted for collection of data are given as follows:

18.16.1 **Observation and Noting.** During the service of the researcher in the Army various noting were made on a continuous basis. This has been effectively utilised for this research.

18.16.2 **Administration of the Questionnaire.** Highlights of the procedure of the administration of the questionnaire on the respondents are given below:

(i) **Pilot Survey.** The questionnaire was first administered to a small representative sample of respondents to gauge the efficacy of the contents.

(ii) **Preparation of the Questionnaire.** The researcher prepared three questionnaires basically aimed at covering each and every segment of all strata.

(iii) **Administration of the Questionnaire.** The questionnaire was prepared in English and they were administered personally due to constraints of language of certain sections of the population.
18.16.3 **Experience Survey.** Knowledge of the entire service span of the researcher in the Army was effectively utilised for this survey.

18.16.4 **Secondary Data.** The secondary data was obtained from various libraries which included magazines, periodicals, books, and newspapers. Internet was extensively utilised to access libraries and sources in other countries.

18.17 **Analysis of Data.** The following methodology was utilised to analyse the vast amount of data accruing out of the response from the questionnaires:

18.17.1 The data was first tabulated into convenient and manageable groups.

18.17.2 The data was then converted into diagrams.

18.17.3 Detailed analysis was carried out keeping into view objectives behind each question.

18.18 **Presentation of the Findings.** Based on the outcome of the analysis of the responses from the questionnaire the findings have been presented in a separate chapter. And based on these findings recommended strategies have been suggested.

18.19 **Limitations of the Study.** The following aspects are the limitations of the study:

18.19.1 The Indian Army is second-biggest Army in the world. To cover in depth such a gigantic organisation in a time found span would have been extremely complex. The exhaustive service experience of the researcher and that of his colleagues and senior officers was therefore tapped for a meaningful study.

18.19.2 The Indian Army is situated in various parts of the country in varied terrain and environment which are constraints for the study.

**CHAPTER 3-MILITARY ETHICS?**

18.20 During the course of service in the Army the researcher has noticed with concern

*Military Ethics Is The Study Of Honourable And Shameful Conduct In The Armed Forces*
that the knowledge of military ethics amongst the rank and file was generally low. This fact of service life was confirmed during the period of intense research by the researcher on this vital aspect of military life. As mentioned in this Chapter there were a lot of personnel who exhibited a palpable lack of interest in this subject! Intense focus on the subject of military ethics was conspicuous by its absence. It was therefore mandatory and absolutely essential to first analyse this subject per se in all its dimensions, colours and hues. Important aspects of this Chapter are highlighted below:

18.20.1 **Multifaceted Dimension of Ethics.** The subject of ethics is like the universe—the greater one probes the more the necessity to dig deeper. The abstract nature of this word makes it all the more interesting and challenging to deal with. Ethics essentially is the critical study of standards for judging the rightness and wrongness of conduct. Interestingly the researcher noticed that ethics and morality were frequently used interchangeably. The subject of ethics is an open ended one and that itself is its beauty.

18.20.2 **Diverse Ethical Codes.** Each group, each community and each society in the world has its own set of standards for codes of behaviour and value systems. Practices which may be moral in one society may be considered immoral elsewhere. Therefore who decides what is moral and immoral? Though there are no clear-cut solutions to ethical dilemmas it is the universal template to measure the goodness of norms of behaviour of various communities which is a practical viable way out. *Ethics is primarily a subject of logical reasoning.* It essentially establishes universally accepted norms and lays down rules for good conduct.

18.20.3 **Universally Accepted Norms.** The subject of universally accepted norms is also debatable. What could be universal may not actually be so. Practices acceptable to the western society may not be applicable and relevant in the Indian context. Widely accepted norms of the country may be at variance with the universally accepted norms. Each country has its own culture which should be respected by all. The primary aim of ethics is to raise the level of consciousness. If the opinion at the macro level is that certain practices are against the universally accepted norms then obviously the parameters are wrong, ambiguous and therefore need midcourse corrections.
18.20.4 **The General Milieu.** The Indian society is in a stage of transformation. Age-old systems and traditions are melting into a new canvas of thought processes. The youth today is in a state of flux and to that end is education in India capable of preventing the onslaught of moral decadence on the youth today? Though change is the order of the day wherein one should accept different shades of value systems today it is another situation and a cause of concern when the very foundations of traditional ethos and culture are being threatened.

18.20.5 **Moral Chaos.** Large levels of unemployment and a large section of the population struggling to survive has led one to ponder whether in such a dismal situation would it prudent to talk of value systems and code of conduct in the society? But then that is the real challenge-to think good and do good even in chaotic situations. Ethics evolves of those certain aspects and these are as follows:

(i) Circumstances.
(ii) Objectives.
(iii) Customs and traditions.
(iv) Rules and regulations.

Existence of conscience in a person is the forerunner of ethical values of the individual. It is therefore essential first to regenerate and rejuvenate levels of consciousness in an individual.

18.20.6 **Situation Ethics.** As the name suggests, situation ethics is ethical reasoning as per the existing situation and is good for as long as it lasts and would seem justified for that moment. It cannot under any circumstances override the ethical wisdom of the individual and the society.

18.20.7 **Ethics and Good Education.** It is a known fact that, ‘education is an ornament in prosperity and refuge in adversity’. The importance of good foundation of an individual for development of ethics and character needs no emphasis. And good character is built by good education. Good education equips a person to deal with the dilemmas logically.
Military Ethics. Military ethics derives its source and inspiration from the field of ethics. Basically moral virtues are the same for the society at large and for the military personnel virtues such as courage, fortitude and loyalty attain a special significance in the Armed Forces. It must be emphasised that military virtues are not a class apart it is just that in the profession of arms they are fundamentally indispensable. These are those virtues which are crucial to carrying out the military profession and not merely 'nice to have'.

Study of Virtue. Essentially military ethics is study of virtuous conduct. It is not only a subject of study but that thoughts must be followed by action. If the intervening gap between thought and action is large then ethical dilemmas are but a natural outcome. The soldier should be capable first of defining what honourable conduct is and what constitutes shameful acts and thereafter possess the requisite expertise to follow it in letter and spirit.

CHAPTER 4-MILITARY ETHICS THROUGH AGES

18.21. The social structure and culture of the Indian society has undergone tremendous changes in the course of several thousand years of history. But the remarkable feature of the Indian society has been its continuity. Right from the militant Aryan groups till date the social fabric of this country has largely remained intact. Highlights of this Chapter are given as follows:

18.21.1 Social Stratification. The social stratification of the society took place during the Aryan era. The stratification system perpetuated the supremacy of the powerful over the masses of lower stratum.

18.21.2 Unique Features. The most unique elements of Indian culture were people, customs, dialects and beliefs.

18.21.3 Science of Warfare. The science of warfare in India is not the legacy of British Indian Army but has existed over centuries. There are examples of large-scale operations undertaken in ancient times backed by definite military science on strategy and tactics.
18.21.4 **Common Factor.** One common factor that stands out in most of the armies in India are some standards of ethical codes with special emphasis on upholding of dharma.

18.21.5 **Rules of Warfare.** Military history is replete with examples wherein strict rules for statecraft and warfare were laid down and a lot of attention was devoted to development of personality of the soldier. Discipline was the byword to achieve high levels of commitment from soldiers.

18.21.6 **Characteristics of the Indian Society.** Indian society has been imbued with certain characteristics which have shaped the pattern of ethics in the society thereby causing tremendous influence on the military system. Special features of these characteristics are listed below:

(i) Tolerance, acceptance of different cultures, races and ethnic groups have been the basic fabric of the Indian society. Except for brief periods of history unity in diversity has been the cornerstone of the Indian polity.

(ii) **Distinctive Indian Social System.** Indian culture has its roots in the Vedas and coupled with healthy elements from other scriptures this culture is unique in the world.

(iii) **Ethics of Soldiering.** Ethics of soldiering in India is ancient wherein the following sterling qualities stand out:

- Duty for duties sake.
- Duty unto death.
- Death on battlefield is the ultimate glory.
- Value ethics such as austerity, self-control and renunciation.

18.21.7 **Societal Values.** Indian society has its own culture wherein it has its own standards for ethical values. These values dictate the norms of conduct in the society and have an overbearing influence on the ethical value systems in the Armed Forces of that country.
18.21.8 **Indian Military System.** The most fundamental feature that distinguishes a soldier in India from his civilian counterpart is his unlimited commitment and liability to the cause and the nation resulting in his own sacrifice.

18.21.9 **Prehistoric to the Indus Civilisation.** Conflict between individuals, between groups, between kingdoms and between nations have been existing since time immemorial. The characteristics of this period are given below:

(i) The Armed Forces during this period were basically defensive in nature and did not enjoy a high social status. However it did have some sort of code of conduct in place.

(ii) **Vedic and Post Vedic Period.** The Aryans were courageous and hardy people. The early Aryans observed no code of conduct in warfare, for them victory was the ultimate aim and means were of no consequence. It is only later that some code of conduct in battle began to evolve. Later on the tenets of control, compassion and charity was seen in the armies. Dharma, law and justice were placed above power. There were rules laid down wherein killing of certain personnel were prohibited.

(iii) **Code of Conduct for Kshatriya.** It was considered glorious to die in battlefield than to die in bed.

(iv) **Ethics of Warfare.** The Upanishads marked an early beginning in the development of morality in war. This was a clear turning point from the warfare of mindless violence. It did enforce self-control, charity and compassion. Arbitration without probation was justified but it was according to laid down rules of war. The code was an attempt to make warfare less brutal and civilised.

(v) During the Mauryan period rules were observed to mitigate the suffering caused to innocent victims.

(vi) A code of conduct to be observed during hostilities was first seen around the beginning of the first millennium BC.
18.21.10 During the Moghul era, except for certain rulers who were the religious fanatics and bigots, code of conduct and rules of warfare were strictly followed.

18.21.11 **British Indian Army.** The British Indian Army commenced is beginning as a private force of the East India Company. Later on as the British hegemony took over India along with it came evolvement and development of regular force to look after the interests of the King and Queen. Indians were drafted as soldiers and were subject to strict rules of discipline and code of conduct. To manage such a large indigenous group of people a cadre of JCO were introduced. These gentlemen were fiercely loyal and fully integrated into the value systems as established by the British officers. Incidentally these value systems were largely Indian and therefore respected by the rank and file. By establishing a strong welfare mechanism the British officers ensured strong loyalty from their subordinates. The British officers also realised that the soldiers were not only surviving for tangible benefits but for symbolic rewards also. The British officers played an important part in building up traditions of courage, devotion to duty, consideration for the men and a deep sense of regimental honour which even today are relevant.

**CHAPTER 5-ETHOS OF THE ARMED FORCES**

18.22 The primary mission of the Indian armed forces is the defence of the nation and it calls for a high sense of purpose and commitment from the members of the organisation. The foundations of the Indian Army are based on certain core values from which have evolved the ethos. From the ethos one derives certain specific military virtues which essentially mean subordination of the self for the nation. These virtues are functional imperatives in the Indian Army. Salient features of the chapter of Ethos of Armed Forces are given in succeeding paragraphs.

18.23 **Army Ethos.** The ethos of the Indian Army symbolises service to the nation. All other attributes of the value systems within the organisation follow from this consideration.

18.24 **Military Virtues.** Military virtues in the Indian Army are subsystems of the ethos of the Army. They basically symbolise service of self to the nation. The virtues in the Indian Army are of paramount importance because of their functional necessity.
18.25 **Army: A Moral Bastion.** The Indian society considers the Indian Army as the sole bastion of value systems which are slowly getting degraded in the society itself.

18.26 **Protective Shield.** The Indian Army over a period of time has withstood the onslaught of devaluation of societal standards. It has been observed with concern that of late the protective shield around the Army is slowly crumbling wherein the cherished values and ethos are getting affected by negative influences.

18.27 **The Chetwodian Motto.** The motto of Lord Chetwode personifies the ethos of the Indian Army. The current trend of declining ethical standards in the society is having its effect on the cherished military heritage and ethos.

18.28 **Holy Cows.** The Indian Army true to its character, has been treated as an organisation which represents the sole custodian of all that is moral and ethical. It must be understood in its entirety that the members of the Armed Forces too are human beings susceptible to chaotic conditions of the society.

18.29 **Inherited Ethos.** The ethos of the Indian Army had evolved during the days of British Indian Army. The core values are a legacy of the British Indian forces. These core values which are established by the British officers were Indian values seen through ages.

18.30 **The General Environment.** The changing social or economic environment which is affecting the very fabric of Indian society is having its effect on the service ethos. The widening gap between traditional service ethos and practices today is glaring.

18.31 **The Intake Material.** The Indian Army draws its manpower resources from the society and the quality inducted is as good as the source. And the source today is getting morally degraded with steady erosion of values.

18.32 **Military's Code of Conduct.** There is a widening gap between the standards as espoused in the Army and norms within the society.

18.33 **Attitudinal Change.** There has been a perceptible change in the behavioural patterns of the rank and file due to pronounced effects of negative influences of the society.
18.34 **The Debate.** The debate on the devaluation of standards was prevalent in the Army years ago as it is today. There is a section of opinion which feels that these look more pronounced today due to ever increasing size of the Army and exposure by the media.

18.35 **Disturbing Trends.** Due to various factors three main disturbing trends have crept in the Armed Forces:

18.35.1 **Careerism.** Due to the nature of the hierarchical structure in the Army there are limited avenues available for promotion as one climbs the ladder. This eventually leads to a whirlpool of activities associated with careerism.

18.35.2 **Sycophancy.** Sycophancy is an intrinsic part of careerism. Sycophancy is an anathema to the system. Sycophant is primarily a sick man whose motives are always directed to serve personal interests. A sycophant derelicts his obligations to duty and service wherein he gives up character qualities of discretion and independent thinking.

18.35.3 **No Mistake Syndrome.** This trait of an individual's personality is also an offshoot of careerism. The resilience in the leadership today is not of that calibre wherein it can absorb errors of subordinates.

18.36 **Un-Professionalism.** Incompetence and un-professionalism will flourish and thrive on fertile breeding grounds of degraded value systems. This induces suppression of intellectual activity leading to atrophy of thinking capacity of individuals.

18.37 **Character Development.** The need for development of character during the initial stages of training of a cadet or a recruit can never be overemphasised. One of the important facets of training of character is training for audacity which implies the ability of the soldier to take risk as commensurate with his service and experience. It is only then that a youngster will develop the quality of initiative.

18.38 **Factors Affecting Behavioural Pattern of Soldiers.** There are innumerable influences which cast an effect on the pattern of behaviour of soldiers at workplace. These are as follows:

18.38.1 **Family Support System.** The Indian society has seen breakdown of joint family system. This system was enormously effective in taking care of
domestic requirements of the soldier. Today the leadership is hard pressed to pay
greater attention on these facets of soldiers’ life.

18.38.2 **Materialism.** Materialistic tendencies in the society have found their
way into the Armed Forces also. A sense of continuous dissatisfaction pervades
all walks of life. Unable to fulfil his wants a soldier finds mental stress affecting
ethics at workplace. Comparison of attitude of soldier towards his profession and
that of civilian jobs is given at Appendix I.

18.38.3 **Literacy.** The soldier today is more literate as compared to his
counterpart decades ago. He no more a gallant blockhead who believes in
unquestioning obedience. Rise in the levels of literacy has not resulted in
commensurate increase in commitment of the soldier towards the uniform.

18.38.4 **Concept of Welfare State.** The older generation of leaders in the civil
society and the Army had the mindset of contributing selflessly to the country.
Times have changed wherein expectations from the system in the Army have risen
vis-à-vis commitment to the system.

18.38.5 **Economic Parameters.** In spite of good condition of the economy and
controlled inflation the soldier today finds it hard to withstand shocks of rising
prices. In spite of the government providing innumerable facilities to the
personnel they still find it difficult to meet both ends. Result-a general level of
dissatisfaction affecting the work ethos of the individual.

18.38.6 **Lack of National Character.** In some countries due to the presence of a
strong national character and national pride a strong moral base has been created in
the society. It is through this morally sound base that the Armed Forces of those
countries draw their material from. In India such a system is yet to evolve. The
characteristic spirit of a nation is reflected in the Armed Forces also.

18.38.7 **Status of Armed Forces.** Over a period of time status of Armed Forces
has gradually decreased leading to increasing bureaucratic stranglehold over the
military affairs. Due to this a number of officers lose their professional ethic.
18.38.8 **Abuse of Power.** Abuse of power in the Armed Forces is prevalent in almost all levels of hierarchy.

18.38.9 **Pragmatic Ethics.** Each profession has its code of conduct listed out. There are certain tendencies which advocate ethics of the bottom line which separate off duty behaviour from public conduct. The value systems which are intended as a benchmark are given way to expediency which then becomes the norm of service. Most individuals prefer to be realistic and in tune with the real world. Pragmatists prefer pragmatic ethics which is the easier option. Unfortunately the boundaries keep getting redrawn to suit individual personalities.

18.38.10 **Practice and Precept.** For the attainment of the larger goal of the organisation ethical precepts are mandatory in the Army. The degree of disparity between practice and precept indeed is a cause of concern.

18.38.11 **The Ethical Dilemma.** Due to the inability of the system to enforce the system of checks and balances in the correct perspective indiscretions become the way of life and slowly get institutionalised.

18.38.12 **Intake Base.** Over a period of time intake base of the Armed Forces has widened from a narrow high status social base to a broader and more socially representative one. The volunteer resource pool from where the Army drew its manpower has reduced considerably.

18.38.13 **Obedience of Orders.** Obedience of orders in the Army is a primary requisite for successful attainment of objectives. There is a growing concern in the Army about rigid and inflexible obedience which stifles initiative and gives rise to sycophancy.

18.38.14 **The Trouble Within.** External influences on the organisation too have negative influences but the trouble largely exists within the organisation and these are enumerated below:

(i) Change in the attitude of officer cadre.

(ii) Deficiencies in the organisational system.

(iii) The practice and character of higher leadership.
18.39 **The Situation Within.** Societal and external pressures notwithstanding the nature of system in the organisation itself encourages ethical dilution. The institutional setup encourages exaggerated loyalty syndrome, extreme obsession with image, unhealthy drive for achieving success and commanding by rank rather than by example. The disharmony between traditionally accepted norms and prevailing institutional pressures is alarming. An article published in Jul 1997 in Times of India titled *Discontent in Army over Work Culture* is given at Appendix J. It would be interesting to note that not much has changed since then.

18.40 **Attitudinal Changes.** Motivation, inspiration and expectations of the officers and the rank and file have changed today. Top on the list of the rank and file is financial well-being and success in career. Commitment of such individuals will automatically be suspect whereupon it will have the potential to breed unethical practices.

18.41 **Grooming of Officers.** All ethical dilemmas in the Army are as a consequence of deficiency in character of individuals. Decades ago a major emphasis of the leadership was on the grooming of officers. It allowed a YO to develop into a man of character fully enthused to uphold units’ tradition and glory.

18.42 **Stagnation and Supersession.** Approximately, 50 per cent of the officers get superseded in the first level of promotion in the Army itself. Thereafter the percentages reduce as the rank goes higher. Management of supersession in the Army is much to be desired. There is the real danger of devaluation of core values due to high level of supersession in the Army.

18.43 **Ethos of Other Armies.** The problems of ethos and dilution of core values are universal and have affected almost all armies. The reasons vary as each Army has a different culture and background and have different working parameters. The ethical dilemmas of the US and British Army are all too evident in Iraq war. Both the Armies have trouble maintaining their ethics in the rank and file. Regular introspection within their armies is carried out to revalidate ethical imperatives of their codes of conduct. A highly indoctrinated Chinese Army too is suffering from degradation of values. The causes of such a decline in their Army are different. The Russian Army too is beset with ethical problems. Pakistan has been a failed democracy wherein the Army has always called the shots. The Army is used in administration of the country. The officer cadre is pampered to prevent revolt. Growth of fundamentalism has never allowed value systems of any sort to take root.
CHAPTER 6-INTERPERSONAL RELATIONSHIPS AND COMMUNICATION

18.44 For the leadership to be effective in the Army it is mandatory that it is well versed in the art of one of the very important facets of managerial skills and that is communication. Effective communication in the Army facilitates constant knowledge of the pulse of troops. It also increases greater cohesion between the leadership and the men. Effectual communication channels create a healthy climate which allows unfiltered feedback from the men. Important highlights of this Chapter are given in succeeding paragraphs.

18.45 **Importance of Communication in the Army.** A major part of the time spent by the CO is on interaction with the environment. Important issues concerning this aspect are given below:

18.45.1 Cdr at various levels are the principal source of information to all ranks.

18.45.2 Good communication in the Army is the foundation for sound management.

18.45.3 Success of all functions of command primarily depends on the quality of communication channels in the unit.

18.45.4 Effective channels of communication in the unit are dependent upon the ethical environment in the unit.

18.45.5 For successful command of troops in the Army it is essential that genuine channels of communication are made available to all ranks.

18.45.6 With the availability of a vast array of communication equipment the reaction time for flow of information and taking of decisions by leaders has considerably reduced.

18.46 **Form and Substance of Communication in the Army.** There are a number of channels available for intrapersonal communication in the Army. These could be formal, informal, person to person or distance communication. The quality of substance of the communication will dictate the efficacy of the desired results.

18.47 **Channel of Communication in the Unit.** The organisational structure of a battalion facilitates formal and informal flow of communication. It allows uninhibited flow of
information and interaction. There are certain critical links in the hierarchy of channel of communication in the unit.

18.48 **Barriers to Effective Communication in the Unit.** Ineffective inter-personal communication in the unit is a harbinger and forerunner of unethical environment in the unit. Main causes for low quality of communication in the unit are as follows:

18.48.1 **Personality of the Source.** Type of communication channels in the unit are directly related to the personality of the CO. Autocratic style of functioning of the CO is the principal obstacle to effective communication in the unit.

18.48.2 Lack of trust between the leadership and the men creates suspicion thereby disrupting free flow of information.

18.48.3 Ignorance of viewpoints of subordinates.

18.48.4 Inappropriate behavioural patterns of men and authority.

18.48.5 Assumption on part of men in authority that communication has taken place and understood.

18.48.6 The role of JCO as subtle blockages between the CO and men is under scanner.

18.48.7 Lack of communication skills of the leader which includes lack of clarity of instructions.

18.48.8 Feeding of excessive information to the rank and file resulting in information overload.

18.48.9 Biased and prejudiced perception of the leadership.

18.48.10 Lack of conducive and sound healthy environment in the unit.

18.48.11 Lack of flexibility in the leadership in creating an environment in the unit to facilitate informal flow of information.

18.48.12 Feedback in the Army is a crucial and vital element of success of man
management and operational plans. Feedback encourages openness and mutuality.

18.48.13 Excessive interference of persons holding charge of the filtering points in the links of the organisational structure which increases the chances of distortion of information and feedback.

18.48.14 Due to very high levels of dependency of the subordinates on the superiors for advancement in career, tendency to filter information of one of the unfavourable kind is very high.

18.49 Prerequisites for Effective Communication in the Unit. For effective communication in a unit following aspects merit consideration:

18.49.1 Creation of a conducive environment in the unit which facilitates development of confidence in the soldiers to express views.

18.49.2 Effective managerial practices to be adopted to prevent distorted information being sent up the channel.

18.49.3 Maintenance of optimal level of frequency of contact between the leadership and the men.

18.49.4 Establishment of a viable two-way communication process in the unit.

18.49.5 Communication channels should not be coloured by personal prejudices of the command.

18.50 Impact of Ethics on Communication in the Army. Salient features of this aspect are given below:

18.50.1 Behavioural patterns of the leadership to include associated value systems directly affect communication in the unit.

18.50.2 Deeds must match words of the leadership.

18.50.3 Unethical behaviour of the leadership will create a climate of mistrust, fear and uncertainty thereby disrupting effective communication channels in the unit.
18.50.4 Mutual corporation, trust and faith are the cornerstone of effective channels of communication in unit.

18.51 Grey Areas. Commonly noticed grey areas in so far as intrapersonal communication in the Army is concerned are summarised below:

18.51.1 Autocratic style of leadership.
18.51.2 Need for greater number of leaders who are upright and morally correct.
18.51.3 Lack of concerted effort by leadership.
18.51.4 Personality of the CO has an overwhelming influence on the channels of communication in the unit.
18.51.5 Sycophancy erodes foundations of a free flow of communication.
18.51.6 Primary responsibility of senior officers within their domain is establishment of effective channels of communication.
18.51.7 Narrow pyramidal structure of the Army stifles and clogs channels of communication.
18.51.8 Lack of effort on part of organisation to teach communication skills not only to cadets and trainees but also to the CO.

CHAPTER 7-IDEALISM VS GROUND REALITIES

"The Safety, Honour and Welfare of your Country come first always, every time "".  
"The honour, welfare and comfort of the men you command come next".  
"Your own Ease, Comfort and Safety comes always last and every time".  

-Field Marshal Lord Chetwode

18.52 The aforesaid words of Field Marshal Lord Philip Chetwode are inscribed in golden letters at the IMA. These words are relevant not only to the passing out gentleman cadets of this Academy but to all levels of leadership across the Army. They represent true characteristic spirit of the Indian Army which has evolved through the ages.

18.53 Idealism. Idealism means, ‘representation of things in an ideal form’. Idealism is ingrained in the Indian culture and has provided everyone with a sense of uniqueness,
stability and permanence. Characteristics of idealism are given below:

18.53.1 Human nature is essentially good.
18.53.2 Inherent goodness of humans makes social progress possible.
18.53.3 Bad human behaviour is not a product of evil people, it is circumstances and evil institutions which make people act badly.
18.53.4 Human beings are inherently not evil.
18.53.5 Idealists value long-term goals than short-term gains.

18.54 Criticism of Idealism.

18.54.1 Idealism is far too buoyant in nature.
18.54.2 Idealistic institutions such as the United Nations have failed in their purpose.
18.54.3 There is no place for idealism in the real world, it is simply a world of the powerful.
18.54.4 Idealism is a forerunner for perfection and does not cater for unforeseen circumstances.
18.54.5 Idealism is good in theory and unfeasible in today’s environment.

18.55 Realism. Realism refers to dealing with things in the true nature and present form. It advocates practical approach in consonance with realities of the society. Certain tenets of realism are given below:

18.55.1 Human nature is essentially greedy.
18.55.2 Inherent evil and greed of human beings renders quest for idealism unfeasible.
18.55.3 Due to constant state of flux in the society there is no place for idealism.
18.55.4 Promotion of self-interest is of paramount concern of any individual.

18.56 The Society Today. Characteristics of the society today are given
as follows:

18.56.1 The society is in constant state of instability.

18.56.2 Quest for power and materialism has affected idealistic behaviour.

18.56.3 Due to the inherent nature of idealism, idealists take longer to produce results.

18.56.4 Moments that promote ideals are often labelled as extreme and unwarranted.

18.56.5 Idealism is considered as a frustrating experience.

18.56.6 Corruption and heavy doses of practicality have blurred the image of idealism.

18.56.7 The generation of today is materialistic, indifferent, confused and has no time and place for idealism.

18.57 The Indian Soldier. The characteristics of the Indian soldier who forms part of the society are given below:

18.57.1 A soldier too has a parallel existence as a man in the society.

18.57.2 The level of education of the soldier is high today.

18.57.3 The level of general awareness has also enhanced.

18.57.4 Standard of living has gone up.

18.57.5 He expects more from the leadership.

18.57.6 He has an inquiring mind and wishes to know into the whys and hows of orders.

18.57.7 Due to non-existence of the joint family the needs from the organisation have increased.

18.57.8 Due to constant employment of Army in duties other than defence of the nation stress levels have increased manifold.
18.57.9 A soldier retires at a comparatively young age and finds his future uncertain.

18.57.10 The standard of living of his peers and contemporaries in the civil society is very high due to corruption and this creates pressure in his own mind.

18.57.11 A soldier is trained to shoot to kill and when he is asked not to follow this principle in C I operations he is confused.

18.57.12 A soldier today is no longer a gallant blockhead as he was decades ago.

18.58 **Realities Today.** The present-day realities are given as follows:

18.58.1 Proponents of idealistic codes in the Army are often ridiculed.

18.58.2 Not many leaders would like to be put under the compass of ethical scrutiny.

18.58.3 Due to neglect of idealistic codes of conduct that is a lurking danger of institutionalising indiscretions.

18.58.4 Due to various pressures within the organisation shades of idealistic codes of conduct are seen.

18.58.5 A number of individuals are aware or do not want to be aware of the dangers posed by acceptance of various shades of ethical code of conduct.

18.58.6 The honour of codes at the academies are being pulled in different directions.

18.58.7 In training academies there is a blurring of distinction between guile and astuteness.

18.58.8 Absence of basic sound ethical moorings of certain individuals in the Army are a forerunner for small or big indiscretions.

18.58.9 Acceptance of shades of codes of conduct as laid down by forefathers of the Army are becoming a norm.

18.58.10 There is a real danger of institutionalising such practices.
‘Practical philosophies’ often do the rounds in the Army.

There are a number of people, though a miniscule percentage, who still believe in unassailability of age old core values.

CHAPTER 8-FORTHRIGHTNESS IN THE ARMY

Forthrightness is an individual trait that impels one to give opinion unreservedly

Characteristics of forthrightness are given as follows:

- It is an expression which is undeserved, honest, sincere and frank.
- It is an expression free from bias, prejudice or malice.
- Forthright require moral courage and strength of conviction.
- There is a danger of forthright individuals finding themselves in unfavourable positions.

Contours of Candour in the Army. Forthrightness is a vital element of the quality of character amongst the soldiers. Highlights of this characteristic and its implications in the Army are given as follows:

- For forthrightness to flourish bottom line is establishment of healthy climate of free expression.
- Forthrightness cannot flourish amongst the multitude of yes men.
- Unchecked proliferation of pliable yes men.
- Inadequacy on part of leadership to check sycophancy and opinionated behaviour.
- Lack of faith and trust leads to the absence of forthrightness in the unit.
- Autocratic decision making by senior officers affecting the very existence of forthright.
18.60.7 Labelling of healthy criticism by the leadership as a challenge to their command.

18.60.8 Inflated ego of the leadership creating obstacles in the mind of leadership to recognise the quality of forthrightness.

18.60.9 Excessive centralisation of authority by the leadership preventing development of forthrightness.

18.60.10 Forthrightness in the Army is directly linked to a climate of free expression in the organisation.

18.60.11 Development of the quality of forthrightness amongst the rank and file allows a soldier greater participation in unit affairs thereby enhancing the pride in whatever he does.

18.60.12 The need of the hour on part of the leadership is to recognise that soldier today is a thinking man and his mental calibre is of a high order.

18.60.13 In conformity with the military norms it is essential for the leadership to give weightage to all shades of opinion in the unit.

18.60.14 Unable to express freely certain individuals in the organisation resort to foul practices thereby denigrating the system.

18.60.15 For the forthright to succeed genuine channels of communication are required at the place of work.

18.60.16 To be forthright in the Army one requires exemplary moral courage and conviction.

18.60.17 Proportion of forthright gentleman in the Army is very small and miniscule.

18.60.18 Forthright often get marginalised and are labelled as tactless and defying.

18.60.19 Forthright is intimately linked to an important aspect of the human personality-courage. Courage is the hallmark of an upright and forthright leader.
The quality of moral courage in the Army is getting rarer by the day.

The quality of being forthright in evaluating subordinates job performance is getting rarer in the Army.

Only men of honour and integrity in the Army can be forthright.

In the Army today there has been the gradual rise of the conformist.

In the Army there have been instances when forthrightness has been construed as act of disobedience, defiance and insolence.

Misplaced loyalty to the man in chair prevents flourishing of the quality of forthrightness.

Bold and forthright junior officers become infirm and cautious as they advance in service and rank.

Predominant Ethical Issues in the Army.

Lack of forthrightness in the Army has inhibited development of sound ethical environment.

Forthrightness in the unit can only flourish if the CO is a man of character.

Sycophancy breeds contempt of the system wherein the biggest casualty is forthrightness.

Forthrightness wherever successful is contagious and acts as a catalyst in the system.

Forthrightness is an offshoot of the overall character quality of an individual.

If the leader is committed to uphold values systems then the forthright will flourish.

CHAPTER 9-ETHICAL IMPERATIVES OF MILITARY OBEDIENCE

Obedience is implicit in all organisational relationships
18.62 Discipline is a functional requirement and is the backbone of the organisational structure of the Indian Army. It is a moral virtue and an important character quality. Essence of military obedience is given as follows:

18.62.1 Military ethics puts a great premium on obedience as it involves lives of men and defence of the nation.

18.62.2 A military man must take pride in his manifestation of obedience.

18.62.3 Military tradition has always placed importance on values of obedience and self-restraint.

18.62.4 Obedience is always a by-product of the social ethos, culture and development.

18.62.5 Obedience is also a by-product of upbringing of a child.

18.62.6 Due to greater level of education and awareness a soldier is keen in knowing the whys and hows of an instruction/order.

18.62.7 There is evidence at places, of an environment of obedience without respect.

18.62.8 Disobedience is a by-product of modernisation.

18.62.9 The purpose of obedience is to further the objective of the military leader.

18.62.10 In operations ready obedience cannot conflict with military competence.

18.62.11 Rigid and inflexible military obedience stifles new ideas and initiatives in the organisation.

18.62.12 There are ethical imperatives of situations wherein soldiers in uniform under moral composition have to refrain from execution of orders loftily given to them.

18.62.13 For most personnel in the Army ‘my honour is my loyalty’ is what is generally followed.

18.62.14 Military obedience should be based on respect rather than fear. There is a debate in the Army whether the obedience should be blind obedience or reflective obedience.
18.62.15 A soldier in uniform is morally bound to obey orders but he is also morally bound when such moral obligations are in conflict with another higher obligation.

18.62.16 There are laws existing in the Army on aspects such as the obedience of illegal command. But the capability of soldiers at the lower level to determine the illegality of the order is highly suspect.

18.62.17 Military history is replete with examples when there has been conflict of duty to obey orders with the commitment to a moral value systems.

18.62.18 Disobedience of an order is obligatory when an order demands that soldier commit a crime.

18.63 **Psychology of Obedience.** Obedience of orders in the Army is due to one of the following reasons:

18.63.1 Obedience due to sycophancy.
18.63.2 To serve self interests of the individual.
18.63.3 Obedience due to fear of repercussions.
18.63.4 Obedience arising out of fulfilment of basic physiological and psychological needs of the individual.
18.63.5 Obedience due to social codes, customs and conventions.
18.63.6 Obedience due to the charismatic personality of the leader.
18.63.7 Obedience due to idealistic nature of the individual.

18.64 **The Environment Within.** The analysis of the situation within the organisation of the Army is given as follows:

18.64.1 Indian Army is truly representative of the cherished ethos handed down by the founding fathers wherein enormous emphasis was laid on obedience.

18.64.2 The chaotic state in the society is conspicuous of the declining standards of obedience.
18.64.3 The Army draws its human resource from the society and along with it seeds of certain levels of disobedience or for that matter high levels of individuality.

18.64.4 High levels of education and greater awareness levels of the rank and file have questioned the very foundation of rigid obedience in the Army.

18.64.5 Quality of obedience in a unit has a direct bearing on the ethical environment in the organisation.

18.64.6 Until and unless the men in command possess impeccable qualities of character, obedience as expected from the rank and file will not be wholehearted and could fail the command in certain critical situations.

18.64.7 There are increasing pressures on the leadership to change the style of command from *blind obedience* to *reflective obedience*.

**CHAPTER 10-OFFICER MAN RELATIONSHIP**

18.65 Last two to three decades in the country has seen sweeping changes in the socio-economic conditions in the society. Attitude towards life and expectations have dramatically changed. The youth joining the Armed Forces today is no more a guileless person. The analysis of the environment having its effect on the officer man relationship in the Army is carried out below:

18.65.1 The environment today makes a soldier far more intractable than his predecessors.

18.65.2 Due to the nature of the men joining the Armed Forces today man management in the Army has attained different proportions and magnitude.

18.65.3 The soldiers today expects to be given more latitude in expression of views in the unit.

18.65.4 He also expects from the leadership to show genuine concern to his thought processes on matters personal and professional.

18.66 *Man Management in the Army*. The techniques of management processes in the
world have undergone an evolutionary transformation. As stated earlier management of the
men in the Army today has attained different forms salient features of which are given
below:

18.66.1 Successful management of men is the prime responsibility of the function
of command.

18.66.2 Management of men in the Army has to be of such high order so as to
propel the rank and file to make the ultimate sacrifice.

18.66.3 The resources in terms of human resource at the disposal of a leader is
large, thereby requiring effective management techniques to preserve this resource
in terms of quantum and time.

18.66.4 Management of men is an art and a quality that can at best be aided and
assisted by automation.

18.66.5 Effectiveness and efficiency are critical to officer man relationship in the
Army.

18.67 **Role of Cdr in the Army.** Salient features of functions of Cdr at various levels in
so far as officer man relationship is concerned are highlighted below:

18.67.1 Cultivate the art of leadership in his command.

18.67.2 Devise innovative techniques in management of men.

18.67.3 Develop human resources in a scientific manner.

18.67.4 Develop the art of teambuilding and teamwork.

18.67.5 Place greater emphasis on delegation, motivation and communication in the
unit.

18.67.6 Diligently carry out the important function of review of performance and
undertake midcourse corrections wherever called for.

18.67.7 Allow greater involvement of the rank and file in unit administration.

18.67.8 Develop high level of character qualities amongst the officer cadre thereby
creating a healthy fertile ground for sound officer man relationship in the unit.
18.67.9  Understand the intricacies of the diversity of behaviour in the new generation of youth joining the Armed Forces.

18.67.10 Channelise diverse behaviour patterns of the rank and file for attainment of overall objectives of the unit.

18.67.11 Critical aspects of officer man relationship are based on the following aspects:

(i) Catering to psychological needs of soldiers.
(ii) Catering to the spiritual needs of soldiers.
(iii) Catering to the comforts of soldiers.

Battles Are Won Primarily In The Hearts Of Men

18.67.12 Devise innovative means to bring about newness even in routine work of soldiers.

18.67.13 Always ensure that the basic physiological needs of the rank and file are met.

18.67.14 Respect the growing individuality of men within the constraints of service.

18.67.15 Help create an environment in the unit which personifies loyalty in a dignified form.

18.67.16 Create a climate of trust and sound ethical values as the quality of officer man relationship is directly related to these two vital elements of man management of men.

18.67.17 Man management principles in the Army today expect the leader to be a friend, philosopher and guide to his men.

18.67.18 An officer has a larger role to play for sound officer man relationship in unit.

18.67.19 The rights and privileges of the soldiers must always be on the top of agenda of the officers.
18.67.20 Appropriate decentralisation in the unit encourages initiative amongst the junior ranks which helps consolidate officer man relationship.

18.67.21 Attempts by the officers to gain cheap popularity amongst the men must be ruthlessly curbed.

18.67.22 Grooming of a YO is a harbinger for sound officer man relationship.

CHAPTER 11-THE COMMITTED SOLDIER

18.68 The commitment of the rank and file of the Indian Army has always been interpreted in terms of Field Marshal Lord Philip Chetwode’s inscription in the IMA.

18.69 **Degree of Commitment.** Degree of commitment to the cause by the Indian soldier can be categorised under the following heads:

18.69.1 **Crusaders.** These are those personnel who are hundred percent committed to the cause.

18.69.2 **Sympathisers.** Generally believes in the cause but with some reservations.

18.69.3 **Neutrals.** Willing to do any job assigned to these individuals.

18.69.4 **Conscientious Objectors.** Have no faith in the cause and would prefer to do the jobs on selective basis. Possess the capability to create difficulties at times by intransigence.

18.69.5 **Antagonists.** These are those gentlemen who are openly opposed to the cause.

18.69.6 **Saboteurs.** These are those gentlemen who are not only opposed to the cause but would undertake efforts to sabotage the cause.

18.70 **Influencing Factors.** Factors which influence the commitment of the soldier are given below:

18.70.1 Increasing psychological and emotional tensions.

18.70.2 Dislike for routine and resistance to any form of discipline.
18.70.3 Increased influence of ideological and political affiliations.

18.70.4 Major focus of energies of the individual towards materialism.

18.70.5 Due to greater levels of education rise in the growing concept of individuality of the soldier.

18.70.6 Increased requirement for recreational facilities.

18.70.7 Lack of martial inspiration due to negative attitude towards hard work.

18.70.8 Slow but gradual waning away from inspirational factors of religion.

18.70.9 Dependence on liquor and other vices.

18.71 Commitment Patterns of the Soldier today and Related Issues. The basic issues connected with this aspect are given below:

18.71.1 The level of commitment of a soldier as compared to his counterpart decades ago has attained different dimensions and levels.

18.71.2 The increased use of the Army in aid to civil authorities has brought about a change in the perception of commitment in the mind of a soldier today.

18.71.3 The commitment of the soldier even today is influenced by patriotism and izzat for the paltan.

18.71.4 In the Army generally speaking, commitment of the rank and file is related to the orders of the superiors.

18.71.5 Legitimacy, commitment and moral values are key items in the area of military ethics.

18.71.6 Due to narrow and steep pyramidal structure in the Army levels of supersession are high consequently leading to lowering of morale and commitment.

18.71.7 At the senior levels of hierarchy in the Army due to increased interaction with the civilian bureaucracy and politicians there is a tendency for commitment to the cause getting blurred.
18.71.8 The key to high level of commitment from the men is high quality of welfare.

18.71.9 The wife of the soldier in uniform has a key role to play in so far as the level of commitment of her husband as also in the sphere of her own activities are concerned.

18.71.10 In a situation when the soldier in uniform thinks like an ordinary mortal, ethics becomes the first casualty consequently leading to lower levels of commitment.

18.71.11 A morally depraved person in the Army will have no time on the vital issue of commitment in the Armed Forces.

18.71.12 A youngster today joins the Armed Forces as a career primarily not for the love of the uniform but as a source of employment. From such an individual, levels of commitment to the cause can never be high enough.

18.71.13 The tendency on part of the men in authority to modify standards of selection process are a forerunner to lower levels of commitment from individuals being inducted into the Armed Forces.

18.71.14 Career aspirations of individuals in the Army are known to have taken precedence over noble aspects of commitment.

18.71.15 If the leadership is sincerely committed to the cause then the command will automatically follow suit.

18.71.16 Commitment, motivation and level of satisfaction are closely interrelated in the unit affairs.

18.71.17 The need to maintain high level of commitment of the individual right from the date of entry in the Army till the time the individual retires need not be overemphasised.

18.71.18 Due to the rise of the conformist and mediocre in the Army, levels of commitment are gradually decreasing.
18.71.19 Personal commitment to the team and to the well-being and professional growth of the rank and file is an indispensable element of leadership in the Army.

18.71.20 The prime responsibility of the leadership is to ensure commitment towards the development of an environment which fosters cherished core values of the Indian Army.

CHAPTER 12-EXTERNAL INFLUENCES ON A SOLDIER

18.72 Change is the essence of life. As mentioned earlier in this Chapter, the society is in constant state of flux whereupon its influencing factors are making inroads into the Army as well. Broad patterns of the external factors on a soldier are summarised below:

18.72.1 The external influences are known to have caused effect on the efficiency and morale of troops.

18.72.2 The ethical environment in the Army is a part of the overall macro environment of the society.

18.73 Changes in Macro Environment and its Impact on Ethical Environment of the Army. The effects of changes in macro environment in the Army are given in succeeding paragraphs.

18.74 Economic Environment. Salient aspects are given below:

18.74.1 The economy of the country is growing today and so are human expectations and needs.

18.74.2 The focus of the rank and file in the Army is gradually shifting towards materialism.

18.74.3 Changing levels of income and consumerism have increased the gulf between haves and have-nots and the soldiers are not insulated from this effect.

18.74.4 Due to effects of materialism and socio-economic frustration the approach of the soldier towards his profession has changed.

18.75 Technological Environment. Salient aspects are highlighted
18.75.1 Technology has made great inroads into lives of the rank and file of the Army.

18.75.2 Due to the influx of the colossal amount of new technologies in the Army the effects of information overload needs to be noticed by the leadership.

18.75.3 The expectations from the organisation have risen and there is a disconcert when aspirations are not fully met.

18.75.4 High levels of education of a soldier have not resulted in greater levels of motivation for such people.

18.75.5 There is a tendency to give undue importance to automation and technological advancement in management of affairs of the men.

18.76 **Socio-Cultural Environment.** Important features of this aspect are summarised below:

18.76.1 The choice of Army as a profession and society has relationship with ethical standards expected from the Armed Forces.

18.76.2 Fast changing social values and attitudes are resulting in fading away of age old social institutions casting its influence on the Army also.

18.76.3 The breakdown of the nucleus family systems has resulted in greater number of soldiers bringing their families in station.

18.76.4 The man in uniform perceives that he is getting a raw deal in the society and not getting due recognition.

18.76.5 Due to prevailing chaotic situation in the society a soldier today feels insecure when he goes back home after a difficult tenure at work place.

18.76.6 The nature of the job of the soldier is hazardous in content resulting in aggressive modes of behaviour.
18.77 Socio-Political Environment. Important aspects of this environment are given below:

18.77.1 Soldiers are increasingly getting conscious of rights and privileges due to increased level of awareness of the external environment.

18.77.2 Due to breakdown of joint family system cohesiveness as ingrained in the mind of a soldier is on the wane and this puts increasing pressure on the leadership in the Army.

18.77.3 Proliferation of media has resulted in the need of greater levels of transparency in the Army.

18.77.4 The greater levels of social disparity between the haves and have-nots have put a strain on the soldier opening the avenues for unethical practices.

18.77.5 Within the Army the soldier operates in a clean environment but when he sees outside a totally different world disenchantment sets in.

18.77.6 The steady erosion of values amongst the politicians who rule the country is having its effect on the rank and file of the Army.

18.77.7 The increased interference of the bureaucracy and the politician even in routine administrative functions of the Army is causing disturbance on the psyche of the soldier in uniform.

18.77.8 The values of the Armed Forces have been challenged by recent socio-psychological transitions.

18.77.9 There has been a gradual decline in official status of the Armed Forces vis-à-vis the bureaucracy.

18.78 Factors Affecting the Army. Salient aspects of factors that are affecting the Army are given below:

18.78.1 The breakdown of joint family system coupled with other factors have exposed the soldier to unusual stress.
18.78.2 The soldier finds himself in a state of psychological confusion with a loss of sense of direction due to dilution of traditional values of ethos and value systems.

18.78.3 The resistance to change at the senior level in the hierarchy due to fossilisation of attitudes and ideas is resulting in not too conducive an environment for the soldier in uniform.

18.78.4 The youth joining the officer cadre of the Indian Army no more belongs to the elite or to the martial families. Those joining the Army as a career voluntarily do not carry with them the ethos and attitudes towards work as shown by their predecessors decades ago.

18.78.5 The soldier today is affected by the degradation of cultural value systems in the society.

CHAPTER 13-THE ALIENATION SYNDROME

18.79 A soldier today is faced with different categories of alienation affecting in his daily life and existence as a soldier. These categories are summarised in succeeding paragraphs.

The Social Alienation

18.80 Salient aspects are summarised below:

18.80.1 For a soldier brought up in the civil society in identical situation as his civilian counterpart he is expected to propel himself to higher ethical psychological platform once he joins the Armed Forces.

18.80.2 The ethical threshold of soldier and the civilians are at different levels and are constant conflict with each other.

18.80.3 Due to low levels of ethical standards in the society the threat of lowering of guard by the soldier is always real.

18.80.4 The soldier makes supreme sacrifice not for pay but for the belief that he is a superior human being.

18.80.5 The feeling of superiority amongst the rank and file of the Army is gradually dwindling as the level of prestige of a soldier in the society declines.
18.80.6 The soldier in uniform as also the retired personnel should not only be remembered in war but also in peacetime.

18.80.7 Lackadaisical approach on part of the civil authorities in dealing with a soldiers' domestic problems is causing havoc on his mind.

18.80.8 The social alienation of war widows and the condition of disabled soldiers is much to be desired.

18.80.9 As the standard of living in the society rises the level for tolerance for discomfort in Army life correspondingly decreases.

18.80.10 The relegation of military affairs to secondary importance in peace times results in the youth seeking the Army as a career not as a first choice.

**The Career Alienation**

18.81 Important highlights of this form of alienation are summarised below:

18.81.1 Noticeable trends of intake into the Armed Forces are given below:

(i) A number of vacancies for officer cadets at times are undersubscribed.

(ii) A significant percentage of candidates are in the lowest acceptable grade.

(iii) A large percentage of students who do not make the grade for university education in premier institutions apply for the Army as a career.

18.81.2 The threshold of minimum ethical standards of the youth joining the Armed Forces is gradually diminishing.

18.81.3 Large levels of supersession and stagnation in the middle rank create anxiety psychosis thereby affecting the behavioural patterns at work place.

18.81.4 Approximately 50% of the officers do not even get even one merit based promotion bringing about a large level of career alienation in this category.
18.81.5 The problem of rehabilitation of soldier retiring at an early age is very real and disturbing.

18.81.6 Due to the steep hierarchy and insufficient space at the top officers even rated high in confidential reports have had to retire.

**The Cantonment Alienation**

18.82 Salient features of the cantonment alienation and its effects are summarised below:

18.82.1 The British Army created isolated cantonments which effectively insulated the rank and file from the moral decadence of the civilian society.

18.82.2 It was feasible in such cantonments to foster the spirit of ethos and culture so synonymous to the life of Armed Forces personnel.

18.82.3 Over a period of time the isolationist mode of the Armed Forces is gradually beginning to crumble due to a number of factors.

18.82.4 Due to prolonged involvement of Army in matters internal to the State there has been an increase in interaction with the civilian authorities especially at the senior level which are a source of devaluation of the service ethos.

**The Political Alienation**

18.83 The apolitical nature of the Indian Army is well-known. Interesting facets of political alienation are highlighted below:

18.83.1 As war is an instrument of politics is it totally feasible in the present-day context for a soldier to be totally divorced physically and mentally from the political ideologies prevalent in the country?

18.83.2 Even in Army discussions albeit on the quiet do take place on matters political.

18.83.3 It is no longer practical to keep the soldier in an isolated environment of political alienation.
18.83.4 It is ironical that when soldiers are allowed to vote they are forbidden to discuss politics!

CHAPTER 14-ETHICS AND CHARACTER IN MILITARY LEADERSHIP

18.84 The Indian Army has its own philosophy of military leadership whereupon there is a qualitative difference from the civilian leadership on account of the goals to be achieved.

18.85 Characteristics of Military Leadership. Salient characteristics are given below:

18.85.1 Indian military leadership draws its strength from four basic core values and they are values, beliefs, character and ethics.

18.85.2 The development of sound professional values and character will lead to successful leadership.

18.85.3 Military leadership is the process wherein the leaders apply their belief, values, ethics, character, knowledge and skills to influence the rank and file to accomplish the mission.

18.86 Ethics and Character. Important aspects are summarised below:

18.86.1 In the Army it is presupposed that only men of good character will make good military leaders.

18.86.2 There is a viewpoint in the Army which feels that the aforesaid statement is too idealistic and impractical.

18.86.3 Identification of personal with unit values and fully relating to them is the first step to development of sound military leadership.

18.86.4 Leadership in the Army is vested with extraordinary powers and any misuse can lead to undesirable consequences.

*If wealth is lost nothing is lost, if health is lost something is lost and if character is lost everything is lost*
18.86.5 Men of character in the Army command spontaneous response from the rank and file.

18.86.6 Qualifications in the Army are just a tool to build a good career and are not a gateway to successful leadership.

18.86.7 The qualities of military leadership are trustworthiness, ethics and high morals.

18.86.8 Leaders with impeccable character rely on intrinsic value systems to differentiate between right and wrong.

18.86.9 The process of development of character and leadership entails commitment of mistakes which would be unavoidable.

18.86.10 Military leaders with high ethical values and character often find themselves in disadvantageous positions.

18.86.11 Leadership in the Army is often faced with disparity between the kinds of ethical questions and kind of answers that consequence and rule-based approaches give.

18.86.12 It has been observed with concern that there has been a lackadaisical approach on part of the leadership not only to develop virtuous character in themselves but also their subordinates.

18.86.13 The military leadership under the obligation theory is obliged to take decisions which will involve him and his men being exposed to dangers of various degrees.

18.87 Ethical Imperatives of Leadership. Salient aspects are summarised in succeeding sub paragraphs.

18.87.1 A good leader is one who places the interest of his troops above that of his own.

18.87.2 An effective leader is the one who is strong enough to appreciate negative feedback.
18.87.3 A honest leader in the Army is the one who never takes credit for successful results.

18.87.4 Humility is an intangible asset of a military leader.

18.87.5 Integrity and wisdom are prerequisites for an efficacious leader.

18.87.6 For effective leadership deeds must match words.

18.87.7 The senior the leadership the higher the possibility of a murkier environment.

18.87.8 The authoritarian structure of the organisation is a natural breeding ground for unethical use of authority.

18.87.9 In Army the higher the rank and position the easier it is to misuse authority.

18.87.10 The efficacy of the checks and balances in so far as the senior hierarchy is concerned is definitely suspect.

18.87.11 The concept of loyalty in the Army is most misunderstood. For a soldier loyalty is to his superior only.

18.87.12 The senior leadership is responsible for developing and sustaining a healthy ethical climate.

18.87.13 What may seem to be ethical in the minds of senior leadership may not be viewed in the same perspective by the subordinates.

18.87.14 At times men in senior echelons of the Army use sophisticated rationalisations for some of their expedient actions.

18.87.15 Leadership needs to internalise a strong sense of ethics, principles of right conduct and a system of moral values.

CHAPTER 15-TRAINING FOR MILITARY ETHICS

18.88 Salient features of this subject are given below:

18.88.1 Knowledge of this subject of military ethics in the Army is far from satisfactory.
18.88.2 The knowledge of this subject amongst the JCO and lower ranks was very low.

18.88.3 Paucity of knowledge of this subject of military ethics in the Army is all too glaring.

18.88.4 The main objective of training for ethics is to make moral behaviour a way of life with the soldiers.

18.88.5 Military ethics instils in military personnel a strong sense of ethical values.

18.88.6 A major emphasis is not being paid at the stage of training on the subject of military ethics in training academies.

18.88.7 Core values as imbibed by the young soldier and in training academies stands by him throughout the service.

18.88.8 The training curriculum in various academies and training institutions pay lip service to this vital aspect of development of character.

18.88.9 Training for military ethics in the Army is met with scepticism.

18.88.10 The lackadaisical attitude towards the subject of military ethics in the Army is all too evident in the senior hierarchy.

18.88.11 Due to the abstract nature of the subject it is difficult to teach ethics.

18.88.12 Proponents of military ethics often encounter scepticism from the environment.

18.88.13 The teaching of military ethics in the Army has traditionally faced indifference and hostility.

18.88.14 Some common notions of the subject in the Army are given below:

(i) Subject is inherently soft and hazy.

(ii) Ethics is nothing but a matter of taste and preferences of leaders who matter.

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(iii) Ethics cannot be taught in a rational way.

(iv) Subject is disturbing and should be avoided.

(v) "Who has the time for it?", as said by so many in the Army.

18.88.15 If done in the correct manner education of ethics facilitates individuals to introspect deeply.

18.88.16 Military ethics scrutinises all actions of military personnel.

18.88.17 Conformists view training for military ethics as a source of confusion and indecision.

18.88.18 Teaching of military ethics in the Army is not being carried out by people specifically trained to do so.

18.88.19 Military leaders of dubious character exhibit great antagonism towards the subject of military ethics.

18.88.20 Unethical leaders object to education of ethics on the ground that it intrudes in their professional domain and reduces their competence.

18.88.21 Military ethics cannot be taught in the midst of battle or operational scenario.

18.88.22 Ethical training equips leadership to take tough decisions.

18.88.23 Advantages of teaching military ethics are given below:

(i) It helps soldiers identify ethical dilemmas.

(ii) It helps soldiers deal with ethical dilemmas as per the traditions, and norms of service.

(iii) Makes soldiers analyse the causes of ethical problems.

(iv) If enlightens the environment that ethical problems are a result of existence of institutionalised accepted form of unethical behaviour and practices.
18.88.24 Training of military ethics needs to be open-ended whereupon there are no set piece methods to handle ethical dilemmas.

18.88.25 There is a need to follow a uniform form and content of teaching of military ethics in various training academies and institutions.

18.88.26 The scope of ethics education should be vast and must cover all strata in the Army.

18.88.27 Training for ethics in the Army is kept on low priority as compared to tactical and technical training.

18.88.28 A wrong belief exists in the Army wherein military ethics is considered as fundamentally faulty and contradictory.

18.88.29 Another notion exists in the Army that awards, decoration and years of military service are sufficient enough to qualify a soldier as an ethicist.

18.88.30 It is only a person of impeccable character who is qualified to teach the subject of military ethics.

18.88.31 Most ethical dilemmas are not the purview of combat situations.

18.88.32 Taking a course on ethics is also not a ticket to a morally sound individual.

18.88.33 Exposure to subject of ethics increases the possibility of enhancing the level of moral plane of a soldier.

18.88.34 It also needs to be understood in its entirety that study of military ethics does not insulate fully a soldier from all evil.

18.88.35 Ethical education has achieved a strong support for authority that is morally upright.

18.89 **Current Problems.**

18.89.1 Conveying of ethics in simple terms is an art which not many can handle.
18.89.2 There are a limited number of soldier-scholars in the Army who are eminently qualified to teach and write about the subject of military ethics.

18.89.3 Uniform and structured form of education as part of regular curriculum in military training institutions in the Army today is lacking.

18.89.4 The problem of training for ethics to thousands of trainees across the training institutions in the Army is real.

18.89.5 An odd period or two devoted to this subject in training institutions lacks substance or relevance.

18.89.6 Training for military ethics is not realistic.

18.89.7 Senior leadership also needs to be put under the purview of ethical training whereupon the basic issues are revisited.

**CONCLUSION**

18.90 **General.** Conclusions general in nature are given below:

18.90.1 The intake base in the Army has broadened with the youth joining in from every walk of life and social strata.

18.90.2 A majority of the youth joining the Army are low on inputs about value system and have inadequate moral foundation.

18.90.3 Unless rigorously trained in academies the youth joining the Army in absence of ethical moorings tend to fall prey to indiscretions.

18.90.4 Due to be failing environment in the society it has become extremely critical for the officer cadre to understand relevance of their ethical and moral obligations towards the organisation.

18.90.5 To remain deeply committed to the cause, officers and men of the Army need to be endowed with qualities of high morale, motivation, impeccable character and indomitable fighting spirit.

18.90.6 Declining social prestige of Army in the society has resulted in lowering
of morale amongst the rank-and-file in the Army.

18.90.7 In the Army today negligible consideration is given to the subject of military ethics.

18.90.8 Cases of indiscretion and impropriety in the Army are generally blamed on degrading societal values.

18.90.9 In the Army, traditionally the cherished core values have been a source of pride, motivation, drive and direction for the rank and file.

18.90.10 The leadership in the Army is failing in its duties in giving appropriate emphasis to core values in order to maintain a healthy ethical climate.

18.90.11 There is a lackadaisical approach in giving prominence to core values serving as beacons of correct path of professional conduct of men in uniform.

18.90.12 There is a lack of general awareness in the Army that adherence to core values ensures transfer of climate of ethical conversion into a climate of ethical commitment.

18.90.13 The increasing level of employment of the Army in duties internal to the State have contributed largely to the declining ethical value system in the Army.

18.90.14 Materialism, careerism and expediency are seriously eroding the service culture and core values.

18.90.15 Sharp decline in moral standards and value system in the Army have cast their negative influences within the organisation.

18.90.16 The perception of the civil society that the Army is the incorruptible guardian of all that is good and clean is under threat.

18.90.17 Urgent steps are required to stem the decline in morals and ethics which are undermining the pious officer man relationship in the Army.

18.90.18 Short and long-term measures are required to revitalise ethical environment in the Army.
18.90.19 Lack of development of character amongst the youth at the level of school/college is casting its influence on the youth joining the Army.

18.90.20 Divergence of the ethical pattern of the parent society from that of what is expected in the Army is causing a strain on the rank and file.

18.91 Chapter specific conclusions are given in succeeding paragraphs.

18.92 Chapter 4 - Military Ethics Through Ages.

18.92.1 The concept of organised warfare and code of conduct was not existent in the Neolithic period and the early Aryans.

18.92.2 Code of conduct in elementary form developed in the later period of Aryan rule.

18.92.3 Various kingdoms and rulers later on placed emphasis on upholding of dharma.

18.92.4 Tolerance is a virtue which most military leaders followed except some bigot rulers.

18.92.5 Rules of conduct and warfare such as treatment of prisoners gradually began to evolve and take root.

18.92.6 The service ethos and core values were evolved by officers of the British Indian Army keeping into view Indian customs and traditions.

18.92.7 The British officers contributed in building up traditions of courage, devotion to duty, consideration for men and a deep sense of regimental honour.

18.93 Chapter 5 - Ethos of the Armed Forces

18.93.1 Moral virtues in the Indian Army are functional imperatives of the profession.

18.93.2 In the Army undue importance is given to trimmings such as flaunting of rank and techniques of command rather than to substantial
issues such as growth of professional knowledge, accessibility, fairness, loyalty, courage and diligence.

18.93.3 Sycophancy and opinionated behaviour are causing erosion of the ethos of the Army.

18.93.4 The moral and ethical health in the Army is slowly on the decline.

18.93.5 Negative influences of societal attitudes are contributing to the aforesaid aspect.

18.93.6 Materialism, careerism and expediency are replacing the Chetwodian motto.

18.93.7 Inadequate emphasis is being given to the critical fact of devaluation of values in the Army today.

18.93.8 The Army too consists of human beings and indiscretions are bound to occur.

18.93.9 The aberrations in the Army are picked up by the audiovisual media which projects a negative image to the society at large.

18.93.10 The ethos of the Armed Forces as existing today were evolved and established by the British Indian Army which were traditions that were basically Indian in nature.

18.93.11 Negative influences of the social economic environment are increasing the gulf between service ethos and traditional values.

18.93.12 The manpower inducted into the Army is as good as the source which is certainly not the repository of all that is moral.

18.93.13 There is an urgent need to revitalise the cherished ethos of the Army especially amongst cadets and recruits.

18.93.14 Due to increased levels of education in the Army there is a
need to change the philosophy of command by domination to command by
management.

18.93.15 The Armed Forces no longer attract the bright and the
brightest of the youth in the country thereby affecting the value systems.

18.93.16 The young soldier today does not fully get stimulated by the
traditional core values of the Army.

18.93.17 Careerism in the Army is on the rise and is an anathema to the
system.

18.93.18 In the Army today an officer has only two options; one to get
promoted and the other to live an ignominious life of supersession.

18.93.19 Sycophancy rampantly exists in the Army and is slowly and
steadily digging deep and eating into the roots of Army’s core value
system.

18.93.20 The system is not fully capable of dealing with the malignant
disease of sycophancy.

18.93.21 There is inability on part of the leadership in the Army to absorb
errors of subordinates in performance of their duty. This has primarily to
do with image and careerism.

18.93.22 In the Army it is considered worst to report a mistake than to
commit one.

18.93.23 At times due to the unethical character qualities of senior
officers the subordinates tell just what they want to hear.

18.93.24 The gradual erosion of value system in the Army has brought in
certain levels of unprofessionalism and incompetence wherein personnel of
lower grade make the grade.

18.93.25 In the Army intellectual activity in the field of ethical value
system is generally not encouraged.
18.93.26 The inability of the soldier to meet pressing domestic requirements due to apathetic attitude of the system in the society results in loss of certain basic character values.

18.93.27 The concept of unquestioning obedience is under strain today in the Army.

18.93.28 It is difficult to find self-motivation amongst the rank and file which was prevalent in the Army long ago.

18.93.29 The new generation of youth today joining the Army especially at the level of soldiers are not as resilient as compared to their counterparts decades ago.

18.93.30 High costs of essential commodities and rising wants amongst the rank and file are creating constant stress on the soldier.

18.93.31 India lacks national character and national pride which if present could be a guiding force to the rank and file of the Army in upholding value systems.

18.93.32 The lowering of the status of Army officers in the official hierarchy has resulted in lowering of morale and consequent loss of professional ethics at places.

18.93.33 Abuse of power exists at all hierarchical levels in the Army in different shapes, form and pattern.

18.93.34 Ethical dichotomy of behaviour of leadership in personal and professional life is a cause of concern.

18.93.35 Pragmatists and conformists in the Army are generally more successful and happy.

18.93.36 In the leadership there is a great degree of disparity between practice and precept in the ethical domain.

18.93.37 The system in the Army rewards relatively less meaningful and
transitory accomplishments.

18.93.38 Indiscretions in the Army are becoming a way of life which are casting negative influence on the 'forthright'.

18.93.39 The youth today joins the Army as a career not for sole reasons of patriotism.

18.93.40 Unwillingness on part of the leadership to devote time and resources on value systems within their domain is a cause of concern.

18.93.41 There are deficiencies in the organisational system wherein it is unable to enforce midcourse corrections in the ethical domain of functioning wherever necessary.

18.93.42 The structure in the Army is extremely pyramidal, bureaucratic and competitive resulting in tremendous stress and strain on the soldier.

18.93.43 Key features in the Army are exaggerated loyalty syndrome, extreme obsession with image, unhealthy drive for achieving success and commanding by rank rather than by example.

18.93.44 The institutional climate is largely responsible for failure of many officers to live up to the idealistic codes of conduct.

18.93.45 The current environment in the Army is conducive to self-deception as it fosters the production of inadequate and incorrect information.

18.93.46 Inculcation and fostering of morals and ethics is basically a top-down affair.

18.93.47 In the Army today due to inadequacy of impeccable character, leaders at times are afraid to delegate responsibility to subordinates.
18.94 Chapter 6-Interpersonal Relationships and Communication.

18.94.1 The primary role of Cdr at various levels is that of informational role.

18.94.2 A large percentage of management time in the Army is devoted to some phase of communication or other and not enough is being done to develop the skills of communication of Cdr at various levels.

18.94.3 Effective channels of communication in a unit are directly dependent on the type of ethical environment prevalent.

18.94.4 Good communication is the cornerstone of effective command of a unit.

18.94.5 Due to revolution in means of communication in the Army the leadership today has greater flexibility and reaction time.

18.94.6 The biggest disadvantage of the revolution in the means of communication in the Army is that Cdr now tend to micromanage.

18.94.7 Bypassing of channels of communication in the Army due to advent of modern electronic gadgets has created tremendous pressure on the leadership and introduced an element of suspicion in the system.

18.94.8 The organisational structure of a unit provides for a free flow of information both formal and informal.

18.94.9 Unregulated grapevine as a form of communication can lead to negative consequences.

18.94.10 The role of JCO as a key link in the communication channel between officers and the men is highly suspect today.

18.94.11 In the Army the quality of communication gets distorted by personal prejudices of the Cdr at various levels.

18.94.12 In the Army the environment gets vitiated due to jaundiced eyes of the leadership.
18.94.13 Lack of conducive environment in a battalion is a primary cause for ineffective communication in a unit.

18.94.14 Feedback in the Army is instrumental in building relationships of openness, trust and spontaneity.

18.94.15 The process of filtering of communication in the Army both down the channel and up the channel is flawed.

18.94.16 Due to high levels of dependence of the subordinates on the superiors for growth of career and other aspects, information unfavourable though truthful is not brought to the notice of the CO.

18.94.17 In the Army autocratic attitude of leaders creates large gaps of communication between them and the rank and file.

18.94.18 Lack of concerted effort by leaders to keep all channels of communication open is a cause of concern.

18.94.19 Sycophancy and zero error in units prevents development of efficacious channels of interpersonal communication thereby affecting the ethical environment.

18.94.20 Responsibility for establishing effective interpersonal communication channels in the unit is the primary responsibility of senior leadership which has left much to be desired.

18.94.21 Narrow pyramidal structure of the Army stifles growth of genuine channels of communication which is so essential for the sound health of the unit.

18.94.22 In the Army the type of communication channels present are totally dependent on the personality of the leadership.

18.95 Chapter 7 - Idealism Vs Ground Realities

18.95.1 The idealistic codes of conduct for the officer cadre which are also applicable to OR in the Army were laid down a long time back by Field Marshal Lord Philip Chetwode.
18.95.2 Idealistic behaviour was evident during the days of struggle for independence and aftermath.

18.95.3 Idealistic behaviour is certainly not the norm today in the society.

18.95.4 In the society moments that promote ideals are termed as radical and imprudent.

18.95.5 It is difficult to expect idealism from society where majority of the denizens are spending major part of the time in struggle for survival.

18.95.6 Today's generation is materialistic, careerist, indifferent and indeed confused.

18.95.7 **The Soldier Today.** The characteristics of the Indian soldier today which needs to be looked into with reference to the issue of this Chapter are given below:

(i) He is better educated and his level of awareness has improved wherein he does not wish to follow ideals blindly.

(ii) Due to general level of increase in the standard of living materialistic tendencies have crept in wherein his focus is gradually drifting from the *cause* for which he is in the Army.

(iii) He has an inquiring mind and wishes to know the whys and hows of orders/instructions.

(iv) A soldier today has to function under greater levels of stress thereby leaving a limited time and energy for the soldier to focus on core values.

(v) For an under strength unit especially amongst the officer cadre it is difficult to expect idealistic codes of conduct from the rank and file.

(vi) The ever increasing use of Army in matters internal to the State has blunted a soldiers' confidence in idealistic codes of conduct.

(vii) For a soldier who has to retire at a comparatively young age and who
finds his future uncertain, how does the command motivate him to focus on value systems?

(viii) For a soldier who finds atmosphere in his village vitiated and corrupted expectations in so far as upholding of value systems in the Army should not be high.

(ix) A soldier today is no longer a gallant blockhead who would wholeheartedly, without rewards, sacrifice himself for the cause.

18.95.8 Opponents of idealistic codes of conduct in the Army consider it too impractical and propagate a bandwidth thereby implying that such codes are impossible to attain.

18.95.9 Opponents of idealistic codes of conduct also recommend modification of core values as established by the British Indian Army.

18.95.10 The relevance of idealistic codes of conduct is being questioned today in the Army.

18.95.11 Modification of code of conduct and core values in the Army would be cataclysmic and would lead to irreversible and irretrievable damage in the long run.

18.95.12 Black and white colour of the idealistic codes of conduct in the Army are a rarity and various shades of grey are noticeable in every walk of life.

18.95.13 Theory of relativism is increasingly gaining ground in the Army and the senior leadership is apathetic about its ramifications in the long run.

18.95.14 Guile and servility are slowly eroding into the foundations of honesty, forthrightness and integrity.

18.95.15 There is a danger of Cdr at various levels deciding their own bandwidth of code of conduct and value systems.

18.95.16 Practical philosophies are increasingly confronting the unassailability
of age-old core values. There is a real danger of indiscretions, small or big, becoming a way of life in the Army and getting institutionalised.

18.96  **Chapter 8—Forthrightness in the Army.**

18.96.1 Forthrightness is an important character quality of the service ethos and culture.

18.96.2 Forthrightness can only flourish in the Army in a healthy climate of free expression.

18.96.3 Forthrightness as a character quality is difficult to find in the Army.

18.96.4 In the Army today forthrightness is hazard amongst the multitude of yes men.

18.96.5 Unchecked proliferation of pliable yes men and timeservers are causing great strain on a miniscule percentage of forthright men in uniform.

18.96.6 Sycophancy and opinionated behaviour are an anathema to the environment of forthrightness.

18.96.7 Lack of forthrightness in a unit is a direct reflection of the quality of faith and trust between the leadership and the rank and file.

18.96.8 Zero error syndrome amongst the large section of the officer cadre inhibits development of the quality of forthrightness.

18.96.9 There is insecurity in the leader wherein he is unable to face healthy criticism.

18.96.10 Excessive centralisation of authority by the leader prevents the forthright to flourish.

18.96.11 Leadership in the Army at times considers forthrightness as a challenge to the authority and command.

18.96.12 Inadequate emphasis is being paid to development of forthrightness as a
vital element of quality of character in training institutions.

18.96.13 The larger the gap between officers and the men the greater the chances of burial of the important character quality of forthrightness wherein a climate of apprehension will prevail.

18.96.14 In the Army forthright soldiers get marginalised and are labelled as tactless and defying.

18.96.15 The organisation is unable to protect strong and forthright men.

18.96.16 Lack of forthrightness in the unit reflects deficiency of personality trait of the soldier and that is courage which is getting rarer by the day in the Army.

18.96.17 In the Army the critical aspect of man management and that of evaluating job performance of subordinates is rarely seen. Again this points a finger to the lack of quality of forthrightness.

18.96.18 The rise of conformist and opportunist in the Army has resulted in the forthright being the first casualties of the system.

18.96.19 Exaggerated loyalty syndrome twisted to suit the needs of the leadership discourages development of the character quality of forthrightness.

18.96.20 A bold and forthright junior officer generally becomes infirm and cautious as he rises in service and rank.

18.96.21 There is a lack of strength in the system to safeguard the interests of the forthright.

18.96.22 Lack of lateral avenues in the system is one of the primary reasons of lack of development of quality of forthrightness.

18.96.23 In the Army today lack of quality of forthrightness has inhibited development of sound ethical environment in units.

18.96.24 Forthrightness wherever existing in the Army is a direct reflection of the high quality of character of the leader.
18.96.25 Lack of faith across the board in idealistic codes of conduct has correspondingly resulted in a drop of faith in forthrightness also.

18.96.26 Lack of forthrightness within the organisation has also manifested itself within the senior hierarchy when dealing with the civilian bureaucracy.

18.96.27 Due to lack of forthrightness in the Army the growth of youngsters is stunted.

18.96.28 The rank structure in the Army is so overbearing that it overshadows the quality of forthrightness.

18.96.29 There are a large number of senior leaders who show open antagonism towards the forthright.

18.96.30 Lack of forthrightness on the battlefield has major and serious ramifications.

18.97 **Chapter 9-Ethical Imperatives of Military Obedience.**

18.97.1 Discipline is a functional requirement and is the backbone of the organisational structure of the Army.

18.97.2 Military ethics puts a great premium on obedience as lives of men and women are at stake.

18.97.3 Discipline is a by product of social development and in India this quality is hard to find.

18.97.4 The greater the level of education the lower the level of implicit obedience.

18.97.5 Shades of existence of an environment in the Army depict obedience without respect.

18.97.6 Disobedience is a by product of modernisation which has affected the armed forces also.

18.97.7 Rigid and inflexible obedience in the Army stifles new ideas.
18.97.8 Disobedience on grounds of illegality of an order is acceptable in the Army but extremely impractical.

18.97.9 In the Army today for most of the rank and file honour is a function of their unquestioning obedience.

18.97.10 A new thought process is developing in the Army which talks of reflective obedience rather than blind obedience.

18.97.11 Obedience in the Army should be based on respect rather than fear.

18.97.12 In the Army today a soldier is incapable to weigh scrupulously illegal merits of the order received from superiors.

18.97.13 Loyalty in authoritarian system like the Army is often misrepresented as unquestioned acceptance of any actions or decisions of authority.

18.97.14 In the Army a soldier obeys his superiors due to the following reasons:

(i) To serve self interests wherein the bosses control their careers and lives.

(ii) Fear of repercussions.

(iii) Physiological and psychological needs of the individual.

(iv) Due to existing social codes, customs and conventions.

(v) Genuine respect for superiors.

(vi) Due to idealistic nature of the individual.

18.97.15 In the Army the supreme quality of obedience is being affected by negative influences of the society.

18.97.16 Obedience has a direct bearing on work ethics in the Army.

18.97.17 Decreasing levels of tolerance in the society is slowly finding its way in the Army having a direct impact on the critical aspect of obedience.
Chapter 10-Officer-Man Relationship.

18.98.1 In India today rapid technological advances, spread of literacy and a general climate of welfare state have changed people's perceptions and requirement.

18.98.2 In the Army the level of education and awareness of soldiers has increased the level of expectations from the leadership and the government.

18.98.3 Paradoxically rising awareness of rights has somewhat diluted the sense of duty of a soldier.

18.98.4 The soldier today is no more a guileless and gallant blockhead as compared to his counterparts decades ago.

18.98.5 The soldier today in the Army is far more intractable than his predecessors.

18.98.6 The demands on leadership in man management are far more challenging and complex today.

18.98.7 The soldier today in the Army wishes to participate in day-to-day management affairs of the unit.

18.108.8 Techniques of man management being practised decades ago are no more relevant today.

18.98.9 In the Army today either the leadership does not have time, inclination or wherewithal to develop human resources in the units.

18.98.10 The leadership does not understand that effective man management in a sense, is the ability to convey ideas which allows enthusiasm to grow amongst men.

18.98.11 The relationship between officers and men are directly dependent on the quality of the officer cadre and their man management capabilities.

18.98.12 The involvement of soldier in unit administration is a precursor to a healthy relationship between officers and men.

18.98.13 High-quality officer man relationship is a harbinger for a sound ethical
environment in the unit.

18.98.14 It is important for the leadership to differentiate between individual and group behavioural patterns.

18.98.15 Lack of inadequate grooming of YO today who will become CO of tomorrow is a contributing factor to an unsound officer man relationship.

18.98.16 It is important for the officer cadre to cater for the psychological needs of the men to ensure sustained confidence in leadership.

18.98.17 There is a lack of insensitivity among the officers in giving due importance to rising levels of individuality amongst the rank and file as also channelising them on a single canvas beneficial to the unit.

18.98.18 Officers pay scant attention to developing the quality of dignified form of loyalty from the subordinates.

18.98.19 High levels of trust between officers and men ensures high levels of loyalty.

18.98.20 The onus of maintaining a sound officer man relationship primarily rests with the officers.

18.98.21 The relevance of the cadre of JCO in the Army today in management of men has declined considerably.

18.98.22 The motto of Lord Chetwode is more relevant today keeping into view increased level of education and awareness of the men.

18.98.23 The age-old adage that ‘hard living and spartan outlook make for a good soldier’ is still relevant today but diminishing in existence thereby putting great demands on leadership.

18.98.24 The officer man relationship primarily depends on the ability and willingness of the officers to understand men but due to lack of officers in units and
lackadaisical attitude on part of the leadership this important aspect is slowly on the decline.

18.99 Chapter 11-The Committed Soldier.

18.99.1 External forces of the society and internal influences within the organisation directly affect the commitment of a soldier today.

18.99.2 In the Army full commitment from the soldier from within can be assured once he is convinced of the cause.

18.99.3 The commitment of the soldier today is not of the same level as it was decades ago.

18.99.4 Youth joining the Army particularly amongst the category of soldiers is more comfort oriented, greatly influenced by materialistic tendencies.

18.99.5 Due to increased psychological and emotional pressures a soldier is unable to fully focus on the issue of commitment to the uniform.

18.99.6 The leadership is unable to recognise that blind obedience consequently leading to blind commitment is undergoing changes.

18.99.7 The men in authority need to employ those management techniques which accept and respect individuality of each soldier as also derive maximum commitment from the new breed of soldiers today.

18.99.8 The leadership needs to find alternative methods of inspiration for the soldier in absence of martial inspiration in the society today.

18.99.9 Increased use of the Army in aid to civil authorities has blurred the definition of commitment amongst the rank and file.

18.99.10 The level of commitment of the soldier is directly influenced and affected by the quality of social prestige the soldier enjoys in the society.

18.99.11 Misplaced commitment in the form of misplaced loyalty to superiors at any cost is causing damage to the service ethos today.
18.99.12 The soldier of the Army is incapable of analysing the difference between personal commitment to superior orders and commitment to the cause of the nation.

18.99.13 The characteristic aspect of flaunting of rank in the Army has cast its negative influence on the concept of commitment in the purest sense.

18.99.14 Narrow pyramidal structure in the Army, limited vacancies for promotion, large levels of supersession and lack of latter avenues are major influencing factors in declining standards of commitment from affected personnel.

18.99.15 The Army has been unable to find ways and means to ensure full commitment of soldier in uniform from the day he is inducted in the Army till the time he retires from service.

18.99.16 Increased level of education has correspondingly reduced the level of commitment of the soldier today.

18.99.17 Concept of honour, glory, core values and traditional ethos are today unable to fully extract commitment of the soldier.

18.99.18 Unwavering commitment to ethical environment in the unit is the primary reason for lowering of commitment of the soldier towards the ultimate cause.

18.99.19 The commitment of the soldier also reduces on account of faulty commitment of the State to the bereaved families of martyrs.

18.99.20 The commitment of the spouse of the soldier which is an important and vital element in the welfare and morale of troops is also on the decline.

18.99.21 Commitment of the senior leadership in ensuring impeccable ethical environment in the Army is not of the desired level.

18.99.22 In the Army commitment to the profession is often related to rewards and remuneration.

18.99.23 Due to a large presence of the careerist, conformist and opportunist in the Army today concept of commitment is losing its significance.
18.99.24 Due to personality based command in the Army the commitment of the rank and file is not towards the ultimate cause but towards the superior's established pattern of code of conduct and value systems.

18.99.25 Commitment, motivation and level of satisfaction are interrelated and the men in chair need to adopt modern management practices to ensure a high level of standard of these factors.

18.99.26 It is true that not all men of highest impeccable character and deep commitment rise to the highest rungs of the Army.

18.99.27 In the Army it is only through leadership by personal example that thorough commitment can be obtained from the rank and file.

18.99.28 The youth today do not consider Army as their first choice while selecting a career. Appendix I depicts the picture.

18.100 Chapter 12-External Influences on a Soldier.

18.100.1 Negative influences of factors external to the organisation are having a discernible impact on the psyche of the soldier today.

18.100.2 Greater efforts need to be undertaken by the men in command to first understand what the external influences are, take due cognisance of the negative effects and thereafter undertake measures to offset these influences.

18.100.3 In the Army tensions and frustrations of a soldier are more directly connected with demands of materialism than it was in earlier days.

18.100.4 It must be understood in its entirety that no level of increase in the pay packages of the soldiers can ever match with that of the corporate world. Therefore the all pervasive need of the hour is to educate the environment about the quality of life which the Services offer.

18.100.5 Technological upgradation has affected the Army but in the process inadequate focus is being laid upon scientifically enhancing the techniques of man management.
18.100.6 The men in uniform today feel that they get a raw deal in the civil society and therefore feel frustrated and depressed. A sense of insecurity sets in thereby affecting code of conduct at workplace.

18.100.7 A soldier due to changing patterns of social, political and economic environment in the country is getting increasingly conscious of his rights and privileges wherein he does not imbibe the trait of blind faith in his leader and is prepared to question the traditional values.

18.100.8 The leadership needs to take into account the causes of increased psychological tension in the soldier one of which is the breakdown of joint family system.

18.100.9 The onslaught of audiovisual media into the domain of the Army is here to stay and leadership at various levels needs to be equipped to handle the media.

18.100.10 The social disparity between the soldier and his counterpart in the society has generated unrest and disquiet amongst the rank and file which needs to be addressed to by the men in command.

18.100.11 The senior leadership needs to take into account that the rank and file today are politically more aware as compared to their counterpart decades ago. While it is abundantly clear that Army has to remain apolitical, measures need to be initiated in a carefully orchestrated manner to allow healthy discussions.

18.100.12 The senior leadership needs to collectively carry out an introspection wherein they have put into place adequate safeguards to prevent interference of politicians and judiciary even in routine administrative functions.

18.100.13 The leadership needs to understand the ground level realities wherein a soldier cannot be fully insulated or isolated from external influences.

18.100.14 To offset the increasing external influences and internal institutional pressures greater level of transparency needs to be brought in especially at the level of senior hierarchy and associated departments.
18.100.15 In the Army rank, seniority, decorations, foreign assignments and occupation of high-profile appointments are considered as the only credentials that are required to handle the negative influences of the external environment at the macro level.

18.100.16 The organisation needs to do much more in facilitating the soldier in uniform in resolving his problems in his village especially in dealing with government officials. It is only then that one can expect greater levels of commitment at workplace.

18.100.17 In the Army an increase in realisation of rights and privileges has not resulted in corresponding increase in commitment to duties and responsibilities.

18.100.18 The traditional accepted sense of values in the society are a thing of the past and this has a consequent effect on the traditional ethos of the Army as well.

18.100.19 The senior leadership needs to change its conservative mind wherein fossilisation of ideas are not proving conducive to development of ethical value system and be able to deal with the changing patterns of service ethos.

18.100.20 The requirements of military leadership today in the Army are different than what it existed earlier therefore new modern management techniques need to be adopted to deal with the changed soldier today.

18.101 Chapter 13-The Alienation Syndrome.

18.101.1 The ethical threshold of a soldier is higher than a civilian counterpart and if this threshold has to be maintained the social prestige of the soldier has to rise so as to make him feel morally superior in society.

18.101.2 Serious efforts both long and short-term need to be undertaken by the mandarins of power and the senior hierarchy in the Army to educate the nation about the necessity of moral superiority of the soldier in society.

18.101.3 Retired soldiers, their dependants and families of deceased personnel need to be cared in a tangible manner at a much higher level than what is being done today.
18.101.4 The mandarins of power in Delhi need to make concerted efforts to ensure that the Army is not relegated to secondary importance in peacetime.

18.101.5 Various efforts have been made by the senior hierarchy in the Army to attract the best talent to the officer cadre but have fetched not so commensurate results. What needs to be sold to the target population is not just about adventure, higher levels of technology in the Army, respect but also the quality of life which only the Armed Forces can provide.

18.101.6 The problem of stagnation in middle rank of the officers and early retirement age for the rank and file causes immense anxiety psychosis.

18.101.7 There is a palpable apathy towards the psychological condition of the superseded personnel in the Army today.

18.101.8 Problem of rehabilitation of soldiers leaving the Army at the relatively early age is very real and unfortunately this disciplined workforce ends up taking up lowly paid jobs to meet both ends.

18.101.9 It is essential to fulfil the self-esteem needs of superseded officers to maintain a high level of commitment from them.

18.101.10 The isolationist mode of the Indian Army in cantonments is slowly breaking down with greater interaction levels with the society. Consequently ethical value systems of the society are casting its negative influences on the organisation.

18.102 Chapter 14-Ethics and Character in Military Leadership.

18.102.1 As the military leadership in the Army takes decisions which involves lives of men, the character of leadership has to be of sound professional values and character.

18.102.2 It is only men of good character who’ll make good military leaders in the Army.

18.102.3 Character is the most important possession of military leaders.
18.102.4 In the Army greater emphasis is paid to qualifications, war reports, foreign assignments, decorations, etc rather than major emphasis on development of character.

18.102.5 The leaders of today do not possess requisite enthusiasm and proclivity towards developing the vital characteristics of character amongst their subordinates.

18.102.6 There are a number of leaders in the Army who by virtue of basking in own glory create distance from the rank and file they lead.

18.102.7 The quality of humility as an intangible asset of a leader in the Army is on the wane.

18.102.8 There is a requirement of greater levels of transparency in senior echelons of the Army.

18.102.9 Unethical use of authority and power is almost getting institutionalised in the Army.

18.102.10 Checks and balances in this system are less evident and less compelling in senior echelons.

18.102.11 In the Army selflessness as sterling quality of character is merely taught at places whereas across the board ambition is rewarded.

18.102.12 There are not many leaders who do not use veiled threats to their subordinates to damage reports.

18.102.13 There is a need for leaders to show greater tolerance of honest mistakes of their subordinates.

18.102.14 Two-way system of loyalty is not widespread in many units.

18.102.15 There is an all pervasive need on part of senior leaders to internalise its strong sense of ethics, principles of right conduct and establish a viable system of moral values.
18.102.16 There is an all-encompassing need to reduce the gap in the leadership between words and actions.

18.102.17 Short cuts to success adopted by certain leaders are causing harm to the overall health of the organisation.

18.102.18 There is a dramatic attitudinal change in an individual once he is overlooked for the next rank.

18.102.19 It is an irony that an environment which should encourage righteous leaders is highly sceptical of them.

18.102.20 There is a paucity of leaders in the Army who possess strong character whereupon they condone genuine mistakes of their subordinates even if it is at the peril of spoiling their image with their superiors.

18.102.21 Tendency to flaunt rank amongst the leadership is a forerunner for breeding ground of unethical practices.

18.102.22 In the Army ethics and character in military leadership cannot develop and exist simultaneously with large levels of sycophancy and opinionated behaviour.

18.102.23 There are very few leaders in the Army who possess the requisite character to carry out introspection at regular levels.

18.103 Chapter 15-Training For Military Ethics.

18.103.1 Training for military ethics in the Army does not get due recognition and importance that it deserves.

18.103.2 There is a need for the senior leadership in the Army to evolve a comprehensive strategy for training for military ethics in a uniform manner across the rank and file.

18.103.3 The Indian Army has well established codes of conduct and values. That the core values are under threat of erosion has been conclusively proved in this treatise. It therefore goes without saying that to maintain such codes it is essential to carry out extensive training on this subject.
18.103.4 The training of military ethics in the Army needs to start right from the inception stage of a soldier and continue throughout his service in a graduated manner.

18.103.5 There is limited awareness of the subject of military ethics in the Army today.

18.103.6 Awareness of this subject amongst the lower ranks is appalling.

18.103.7 Inadequate emphasis is laid on this subject in training academies as also the methodology of training. The syllabi is not structured and scientific in nature.

18.103.8 Strong indoctrination of cadets on core values will stand by the soldier in uniform throughout his service and even after retirement.

18.103.9 The core curriculum of the subject of military ethics needs to be evolved in a scientific manner by specialists of this subject.

18.103.10 Concerted efforts need to be undertaken by senior leadership to initiate measures to circumvent the problem of unreceptive and apathetic attitude towards this subject amongst the rank-and-file.

18.103.11 There is a need to develop soldier-scholars in the Army who are men of impeccable character and who specialise in the subject of military ethics.

18.103.12 The indifference on part of senior leadership towards this subject is due to the fact that inherent in nature in this subject is the call for introspection at all levels of command.

18.103.13 Initiatives need to be undertaken in the Army to reduce and ultimately remove the number of conformist and opportunist who vehemently oppose the subject of military ethics.

18.103.14 The subject of military ethics needs to be taught at all levels during peacetime.

18.103.15 It needs every emphasis here that mere possession of awards, decorations and long military service are not the basic qualities required of an instructor to teach the subject of military ethics effectively.
18.103.16 Training for military ethics has to be a continuous process throughout the service of a soldier in uniform.

18.103.17 Prior to command, an officer must be exposed to the intricacies of this subject and practical related issues.

18.103.18 Major initiatives need to be taken by the topmost hierarchy to introduce this subject as a formal method of instruction to the thousands of recruits and cadets in the training institutions.

18.103.19 Teaching of military ethics in the current form wherein unspecialised instructors teach this subject as also that the coverage is shallow needs to be discontinued forthwith.

18.103.20 The senior leadership in the Army must voluntarily put themselves under ethical scrutiny to project greater transparency to the system.

**FINAL RESULTS OF TESTING OF THE HYPOTHESIS**

18.104 **First Hypothesis-Are the Core Values of the Army being Diluted?**
The core values in the Army are indeed getting diluted. Therefore the first hypothesis is accepted.

18.105 **Second Hypothesis-In the Present-Day as also in the Future Scenario is there a need to suitably modify the Code of Ethics in the Army?**

18.106 There is no need to modify the code of ethics in the Army. The code of ethics established by the founding fathers of the Indian Army are beacons of light which will continue to be a source of inspiration and hope for maintenance of high standards of value systems which the Indian Army is so synonymous with. The second hypothesis therefore is rejected.

18.107 **Third Hypothesis-Changed beliefs and Values are the Order of the Day. The Character and Ethics in Military Leadership is under serious threat and needs review.**

18.108 The character and ethical value systems in the military leadership today in the Army is not at its zenith and definitely needs review. Therefore the third hypothesis is accepted.