

## Ethics\_SS Class 12

2nd July, 2024 at 12:30 PM

### EI IN ADMINISTRATION (12:33 PM)

- It can be divided into:

#### A) Theoretical Background - <sup>Theory</sup>

##### i) Scientific Management by F.W Taylor

- He was known as the **father of scientific management theory**. His approach was based on the idea of **eliminating time and motion waste**. The sole objective was to enhance the efficiency and maximization of the output. The theory was based on the following assumptions:
  - a) Efficiency can be improved by the application of scientific methods.
  - b) A good worker does not initiate the action but only follows the order.
  - c) A worker is an economic man.
- Scientific management had the following principles
  - a) There exists one best way of doing a task
  - b) Selecting and training the workmen
  - c) To make sure work is done according to the best way
- However, it was **criticized** on the following grounds:
  - a) **Mechanistic theory** as it ignored the human side of the organization
  - b) **Monistic theory** as it underestimated and oversimplified human motivation only in economic terms.

- Conclusion - This theory treated man as a **'mere cog in the machine'**.

##### ii) Max Weber (12:50 PM)

- **Power** - Ability of an individual to exercise their will in collective action, despite resistance of others. **When power is legitimate, it is called Authority.**
- **Authority** may be further divided into:
  - a) **Traditional Authority** - The basis of legitimacy is traditions. E.g. - Monarchy, Patriarchy
  - b) **Charismatic Authority** - Basis of legitimacy are superhuman qualities of a leader. E.g. - Charismatic leader.
  - c) **Legal-Rational** - The basis of legitimacy is written rules that are designed to achieve goals or ends (means-end relation). There exists a formal organization that constitutes the administrative staff of the legal-rational authority and that is known as **Bureaucracy**.
- According to **Mohit Bhattacharya**, Bureaucracy has two components:
  - a) **Structural Component** - Hierarchy, Division of labor, system of rules, role specificity
  - b) **Functional Component** - includes objectivity, rationality, rule orientation, and **Impersonality**.

### Weber's Impersonal Management (01:03 PM)

- It is defined as the management through the system of official authority and predefined rules rather than emotions. -> Bureaucratic attitude ke merits and demerits jo hmne phle padhe the wo hi merits and demerits iss theory ke bhi honge)
- It forms the core of Weberian Bureaucracy where the aim is to maximise efficiency.
- \*Demerits -
- Occupational Psychosis (when you are trained to do the same type of work over a long period, you develop preferences and antipathy. For example - use of IT in bureaucracy by senior officials).
- Lack of compassion among the officials further aggravates the problem of the weaker sections.

### iii) Elton Mayo (01:10 PM)

- Father of human relations school of thought
- Conducted an experiment known as the Hawthorne Experiment. The findings of the Hawthorne Experiment were:
  - a) Social and Psychological Factors rather than physical conditions at work determine the efficiency at the workplace
  - b) Findings reveal that group cohesion, supportive supervision, a sense of belongingness, encouraging peer groups, etc are crucial in motivating employees.
- One of the key takeaways was recognizing the importance of treating employees as social beings with emotional needs. Within every formal organization, there exists an informal organization that determines the efficiency of the organization by setting the rules and patterns of behavior.
- Participative management is the key because it creates a pleasant environment, and internalization of goals, reduces alienation, and increases overall productivity.
- The work of Elton Mayo was carried forward by Daniel Goleman and Mayer & Salovey.

### B) Role of EI in Indian Administration (01:26 PM)

- All governance is people's governance
- All service is public service
- Hence, if we fail to develop a trustworthy relationship between citizens and government, we cannot ensure good governance.
- Therefore, It is important for civil Servants to have empathy, compassion, integrity, patience, tolerance, etc.
- EI is the sine qua non for good governance.  
EI is the Sine-qua-non of the Good Governance.

-> The phrase Sine-qua-non means "An essential condition" or "something absolutely necessary."

### **Significance of EI in Civil Services (01:34 PM)**

- EI officials will be aware of the needs of the citizens and hence will not go for a one-size-fits-all approach. For example - The idea of a Bike ambulance by Awanish Saran.
- EI officials will be self-motivated to achieve the goals of public service. For example - Operation Suleimani by Prashant Nair.
- An EI official will be self-aware of their responsibilities and will not be demotivated due to challenges. For example - Armstrong Pame, also known as the miracle man of India.
- Example - Shashanka Ala's initiative "My School My Farm initiative."
- EI officials will be able to regulate their emotions and overcome crises of conscience. For example - Rajni Sekri Sibal exposed a scam in Haryana.  
crisis
- Example - Poonam Malakondian
- They act as a role model for others by walking the talk. For example - Ajay Shankar Pandey, reaches his office, ten minutes early to clean his cabin.
- EI officials have compassion. For example - S Somvanshi, a young IAS officer of MP Cadre, removed ACs from his office and got them installed in the nutritional center to save malnourished children from the scorching heat. Moved by his efforts, people started donating money, and Rs. 5 lakh were collected.
- EI officials possess social skills and will be able to persuade people and diffuse conflict. E.g. - N Prasant, District Collector, Kozhikode addressed the challenging issue of relocation of the street market. Hence, overall EI officials will ensure the development of a morally virtuous society, and a shared vision, and prevent status quoism.
- Q. In case of a crisis of conscience, does emotional intelligence help to overcome the same without compromising ethics or morals? Critically examine. (UPSC 2021)

-> Hint: Try to apply Daniel Goleman's five building blocks.

## EI IN INDIAN CONTEXT (02:05 PM)

- It finds its mention in Bhagwat Gita Sthithprajna
- Emotionally Stable person is referred to as "Sthithapragnya"
- Desire and anger are two vices (by Gita)
- Desire leads to attachment to someone/or something
- which generates a longing
- If not fulfilled, it leads to anger
- anger makes you delusional
- The capacity to differentiate between right and wrong gets crippled which leads to downfall. Eg - Duryodhan, Ravan, Kaikayi.
- According to Bhagwad Gita, Emotionally Intelligent People have the following qualities:
  - i) One who remains unperturbed in the face of calamity
  - ii) One whose mind is not shaken by adversity
  - iii) One who takes both good and bad equally is known as an emotionally stable person
- According to Bhagwad Gita, it is through **Nishkama karma** that an individual becomes emotionally stable.
- **Nishkama Karma (02:19 PM)**
- It is the philosophy that talks about performing duties without any expectations.
- **Significance of Nishkama Karma in Civil Services**
- i) The most important character attribute of a civil servant is anonymity i.e. doing your work without expecting rewards.
- ii) The result of the action should not agitate the mind even in tense situations and it is possible only when the action is performed with detachment
- iii) Many times, the situation is not in the hands of the individual and cannot guarantee the desired result. Hence, the philosophy enables an individual to remain focused.
- iv) It will reduce the feeling of relative deprivation as the focus is on action rather than result.
- v) It also creates scope for innovation and out of box thinking as the person will have the courage to take the risk without being bothered about the result.
- vi) It will help in ensuring honesty, integrity, quick decision-making, easy resolution of dilemmas, spiritual growth etc.
- vii) A civil servant should do unconditional service irrespective of caste, religion, class, etc. Only sincerity should motivate their actions.
- Q. Our attitude towards life, other people, and society is shaped by the family and the social surroundings. Some of these acquired attitudes and values are undesirable in a democratic and egalitarian society.
  - a) Discuss such undesirable values prevalent in today's educated Indians.
  - b) How can such an attitude be changed? (UPSC 10 marks)

## TOPIC FOR NEXT CLASS - ETHICS IN HUMAN INTERFACE

Undesirable values prevalent in today's educated Indians are -

-> Patriarchy, sexual division of labor, lack of compassion, bystander apathy, caste discrimination, westernization, discrimination w.r.t religion, consumerism, corruption, materialism etc.

How can such attitude be changed -

-> Through socialization by five institution.  
-> Family, media, education, religion etc.