



INSIGHTSIAS

SIMPLIFYING IAS EXAM PREPARATION

- IAS SELF STUDY GUIDE -

SECURE SYNOPSIS

MAINS 2019

GS-IV

APRIL 2019



NOTE: Please remember that following '*answers*' are *NOT* '*model answers*'. They are NOT synopsis too if we go by definition of the term. What we are providing is content that both meets demand of the question and at the same time gives you extra points in the form of background information.

INSIGHTS IAS



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General Studies Paper - IV

TOPIC: Human Values – lessons from the lives and teachings of great leaders, reformers and administrators; role of family, society and educational institutions in inculcating values. Contributions of moral thinkers and philosophers from India and world. Probity in Governance: Concept of public service; Philosophical basis of governance and probity;

Q) What are the various components of organization's work culture ? What are the key issues that need to be addressed in any organization to create a more developmental and performance oriented culture. Discuss. (250 words)

Ethics by Lexicon

Why this question:

The question is about discussing various components of organization's work culture, the associated key issues and how they need to be addressed.

Key demand of the question:

The answer is straightforward and must discuss in parts the concept of work culture and associated features.

Directive:

Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

Structure of the answer:

Introduction:

In a few introductory lines write about work culture in an organization.

Body:

Discuss various components of organization's work culture.

Enlist issues that need to be addressed for developmental and performance oriented work culture.

Use examples from day to day work life, private and public organizations etc.

Suggest what methods can be used to develop good work culture.

Conclusion:

Conclude with significance of such mechanisms and need for a balanced approach in having a good work culture that harnesses the best potential of the organisation.

Introduction:

- Work Culture or Organization Culture is set of collective beliefs, values, rules and behaviour which organisation as whole conforms to. In a layman approach it is culture that a group as an organisation follows. Culture varies with family, region, social class and hence in work environment.

Body:

Various components of Organization's work culture:

- **History/Folklore:** The early years of a company have an enduring effect on culture. The early leaders of a company leave a legacy through stories and legends that are passed on through the years. The tone and message of these stories helps underscore what is valued in the organization.
- **Communications/Symbols:** Communications are both formal (e.g., employee newsletter) and informal (what is discussed in the break room). Symbols are communication short cuts that are usually visual (e.g., placing ample visitor parking next to the main entrance is a visual symbol of the importance of customers and partners)
- **Metrics/Rewards/Recognition:** What is measured is what matters in an organization. Likewise, what individuals are recognized and reward for is also a clear indication of what is important in the organization.
- **Behavioural Rules/Norms:** Behavioural rules evolve over time. These rules define how individuals are expected to interact with each other and how work should be approached in the organization. They are typically unspoken or recorded rules that are evident in the day to day behavior of employees.
- **Valued Skills:** The skills that are most evident in senior leaders. The skills which are most important for promotions. These are the skills that are most valued.
- **Valued Traits:** Similarly, what traits are most evident in senior leaders? What traits are most important for promotions? These are the traits that are most valued.



The key issues that need to be addressed in work culture are:

- **Maintaining organizational culture:** The major challenge for any company is maintaining its healthy organizational culture. It is your own actions that reflect the company's culture, and it is imperative that it remains a unifying element.
- **Reinforcing it at all times:** Organizational culture must also be constantly represented throughout the company. Our values, ethics, and even general work environment must be present and consistent every single day.
- **Office Politics:** Office politics is one of the major hindrances in bringing down their productivity. Organisation must put extra effort to check if the employees are not engaged in dirty politics at work. This phenomenon carry and organisation cost and sometimes organisations end up losing valuable talent to the competitor due to unhealthy working culture.
- **Work Pressure:** Another survey finding reveals that over 80 per cent of India's work harder than their bosses.
- **Work-Life Imbalance:** There are other qualitative aspects that are a cause of concern for the working professions in this bracket.
- **Lack of Inclusivity:** The organizational culture must involve all employees.

Way forward:

- A clear expectation for behaviour among all members of an organization is the first step towards a more ethical organizational culture.
- Organizational leaders must be mindful of their actions as others in the organization will likely follow their lead when it comes to ethical behaviour and attitudes.
- Offering opportunities for recognition, awards, and social reinforcements for desirable ethical behaviours can go a long way to promote the types of ethical culture desired in any organization.
- Workshops, easy to use reference materials, ongoing and readily available consultation from peers or mentors are just some of the many ways institutions can assist in training students and staff to best use the tools that are available to them to participate in better and more thoughtful ethical decision making.
- Ethical ambiguities can be reduced by creating and disseminating an organizational code of ethics. It should state the organization's primary values and the ethical rules that employees are expected to follow.
- The organization needs to provide formal mechanisms so that employees can discuss ethical dilemmas and report unethical behaviour without fear of reprimand. This might include creation of ethical counsellors, ombudsmen, or ethical officers.

Q) Discuss the utilitarian contract theory of Kautilya and also explain how it appealed to the moral motivation. (250 words)

Ethics by Lexicon publications

Why this question:

The question is based on utilitarian contract theory of Kautilya.

Key demand of the question:

The answer must first elaborate on what is utilitarian contract theory of Kautilya. How he did not talk about the permanent income hypothesis but contemplated on attaining a permanent state of bliss. Kautilya extended the traditional conceptual framework to deal with ethical issues arising out of the new realities of his time.

Directive:

Explain – Clarify the topic by giving a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

Structure of the answer:

Introduction:

Throw light on kautilya's philosophy of ethics.

Body:

present Kautilya's ideas on contracts and property.

- Findings – Kautilya implicitly proposes a labor theory of property.
- He devised economic laws related to contracts, property and tort, which promoted economic efficiency and encouraged ethical behavior.
- Research limitations/implications – Current approaches ignore the role of ethics in designing legal rules for promoting economic efficiency.



- Practical implication – Unless laws are designed to encourage and promote ethical conduct optimum economic efficiency is unlikely to be achieved. Originality/value – Kautilya advocated a contract theory (between the ruler and the ruled), which was utilitarian in nature, however, unlike Bentham, he still appealed to the moral motivation.

Conclusion:

Conclude with significance of such theories.

Introduction:

- Kautilya's Arthashastra is unique in emphasizing the **imperative of economic growth and welfare of all**. According to him, if there is no righteousness, there is no society. He believed that **ethical values pave the way to heaven as well as to prosperity on the earth, that is, have an intrinsic value as well as an instrumental value**.

Body:

Kautilya and Utilitarianism:

- Utilitarianism holds that the most ethical choice is the one that will produce the greatest good for the greatest number. It is the only moral framework that can be used to justify military force or war. It is also the most common approach to moral reasoning used in business because of the way in which it accounts for costs and benefits.
- Kautilya implicitly proposes a **labour theory of property**. He devised economic laws related to contracts, property and tort, which promoted economic efficiency and encouraged ethical behavior.
- Kautilya advocated a **contract theory (between the ruler and the ruled)**, which was utilitarian in nature, however, unlike Bentham, he still appealed to the moral motivation.
- He is seen as placing "great emphasis on the welfare of the people. His practical advice is rooted in dharma [or justice or that which is just]. But, as a teacher of practical statecraft, he advocated unethical methods in the furtherance of national interest
- Amongst the duties of the ruler, for example raksha or protection of the state, and palana or maintenance of law and order, it is for Kautilya, safeguarding the welfare of the people (or yogakshema) that is supremely important.
- Not only is individual well-being fundamental to utilitarianism, one can also concede that non-utilitarian views (were Kautilya's vision to be cast in these terms), must be concerned with welfare too if they are affected by the interests of individuals and admit the virtue of kingly or state benevolence.
- Kautilya believed that poverty was a living death and also not conducive to the practicing of ethical values. He argued that ethical values and prosperity went hand-in-hand.
- In fact, he understood the inter-dependence of national sovereignty, maintenance of law and order, economic prosperity, accumulation of knowledge, and ethical values.
- He thought goodness could flow both from commitment to one's moral duty and enlightened self-interest but preferred the former to the latter.
- For Bentham (1789), Mill (1861), and Sidgwick (1907) to say that one thing has greater utility than another is to say that the former results in more pleasure or happiness than the latter. This classic utilitarian interpretation of utility has one difficulty in that there may not be a single good that rationality urges one to pursue.

Conclusion:

Thus, Kautilya's approach to mental motivation is necessary because unless laws are designed to encourage and promote ethical conduct optimum economic efficiency is unlikely to be achieved.

Q) Elucidate on Nishkam Karma principle of Bhagwat Geetha. (250 words)

Ethics by Lexicon publications

Why this question:

The question is based on the virtuous tenet from Bhagwat Geetha.

Key demand of the question:

The answer must first elaborate on what Nishkam Karma as elucidated in Bhagwat Geetha. Discuss its significance in day to day life and ethical and moral being of human life.

Directive:

Elucidate – Clarify the topic by giving a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.



Structure of the answer:

Introduction:

Throw light on the term “Nishkam Karma” – means “action or without desire” or “work without motive”.

Body:

- Elaborate on the term “Nishkam Karma” – Krishna suggests that we have rights only on the work or the action, and not on its results, whether it is good or bad. Our works, our desires should be “desireless”, we should not desire for any pleasing (or unpleasing) result.
- Of the paths of spiritual liberation, in Hinduism karma yoga or Nishkam Karma is the path of unselfish action, as stated in the Bhagavad Gita. It teaches that a spiritual seeker should act according to his dharma (duty), without being attached to the fruits or personal consequences of such work.
- The significance of karma-yoga in spiritual progression is to do one’s duty for duty’s sake. It’s not work which is painful, it is the attachment to that work and the desire for expected results that brings pain.

Conclusion:

Conclude with significance of such philosophies .

Introduction:

- Nishkam Karma is a central theme in the Bhagavad Gita. An important philosophical concept in Karma yoga, it means to act unselfishly, or without personal gain in mind. When acting out of Nishkam Karma, an individual is acting without any expectation that good will be returned to him/her. In Sanskrit, nishkam means “action without motive,” “work without desire” or “desire-less.”

Body:

Importance of Nishkam Karma:

- Nishkam Karma is the opposite of Sakam Karma and is considered to be selfless action without even the subtle internal hope for a “thank you” or goodness returned.
- Karma Yoga focuses on the perfect alignment of thought, word and deed.
- A subtle ideal is embedded in this concept that encourages an individual towards an overall perfection through the path of action
- Nishkam Karma is considered non-attachment to the result of personal actions in life, but with selfless and loving motives.
- It teaches that a spiritual seeker should act according to his dharma (duty), without being attached to the fruits or personal consequences of such work.
- It shows how one can live in this world and work in a manner that benefits oneself and the milieu in which he is placed.
- Man’s action is necessary to maintain world order and this cannot happen if one withdraws from the environment and remains idle in the name of meditation or Jnana.
- Desire for specific gains will cause bondage, but deeds done with a sense of dedication and in the spirit of service to God free one from such bondage.

Example: On the battlefield, Krishna told Arjuna, “Do your duty without thinking about the outcome.” What he meant was, one cannot be sure about the results and hence must not think about the outcomes, when one is performing his/her duty. One may or may not attain the desired result in the end, but thinking in a loop about the possible outcomes will only pile to the confusion, make one doubtful, distracted and increase chances of failures!

The donation or charity done to the less fortunate of the society must not be based on the fame a person receives at the end of it. Rather, the pure joy of giving, sense of satisfaction that someone’s life is more comfortable now should be the motive. It applies to CSR, NGOs, HNIs too.

Conclusion:

- As long as the desire for rewards of our work matter to us, as much as the work, we are reborn for those rewards, but when we perform only those acts that are incumbent on us, we attain liberation. The benefit for the individual is not in terms of selfish material ends but a gradual realisation of Jnana or wisdom.



Extra information: It applies to our preparation of UPSC too:

<https://www.insightsonindia.com/2017/04/19/motivation-karma-yoga/>

Q) Essence of Democracy lies in the respect for multiple views. Discuss Ambedkar and Gandhi's views on democracy in this context. (250 words)

Why this question:

The question is straightforward and is about discussing views of leaders upon Essence of democracy that it respects multiple views.

Key demand of the question:

The answer must discuss the views of Mahatma Gandhi and Dr B R Ambedkar on respecting minority views in a democracy.

Directive:

Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

Structure of the answer:

Introduction:

Explain the importance of multiple views in a democracy.

Body:

- present views of both leaders and provide for a comparison and contrast their respective thoughts for democracy in terms of views on social democracy, political democracy etc.
- Democracy emphasis popular participation and majority carry the day.
- Any decision or opinion arrived at through democratic means is assumed to be based on openness and equality.
- democracy and equality both work in tandem . Such things , you can't bring through dictatorship policy. Democracy is the ultimate answer, where you are governed by the people , for people and from the people through a policy of census.

Conclusion:

Conclude with significance of both leaders and their contributions.

Introduction:

- **Democracy** is a form of Government which is very popular and also considered as one the most effective forms. In this form of Government, the majority of decisions are taken by the representatives that are chosen by the people. It is limited in the sense that participation in government is infrequent and brief, being restricted to the act of voting every few years.
- The elected representative communicates the views of his constituents and secures their interests. In a representative democracy, **government is the expression of the will of people. Discussion, debates, deliberations and dissents** are the ways in which people exchange ideas and take decisions.

Body:

Gandhiji's views on democracy are

- **Non-violence:** Mahatma Gandhi's imagination of the democracy -fully encircled with non-violence -exists in no nation of the world as up to now. Democracy of his imagination happens to be one, which does not have any provision of punishment and even an organization like 'State' happens to be obsolete in it.
- **Stateless democracy:** Gandhi's ideal is a **stateless democracy**, in which there is a federation of satyagrahi village communities, functioning on the basis of voluntary cooperation and dignified and peaceful coexistence
- **Village economy:** Gandhiji was against highly centralized production and advocated decentralized production. The idea was not to do away entirely with machinery as such, but to prevent the concentration of power in the hand of few rich.
- **Swaraj:** Gandhian concept of **Self Rule means Swaraj is real democracy**, where people's power rests in the individuals and each one realizes that he or she is the real master of one's self.

But this version leads to fragmentation of nation and may lead to difficulties in integration. It is difficult to ensure higher growth rates with this model of democracy.



Dr B.R. Ambedkar's views on democracy are

- According to Ambedkar, **Democracy is not a form of government, but a form of social organisation.**
- He believed that in democracy, **revolutionary changes in the economic and social life of the people are brought about without bloodshed.** The conditions for that are as follows:
 - There should not be glaring inequalities in society, that is, privilege for one class;
 - The existence of an opposition;
 - Equality in law and administration;
 - Observance of constitutional morality;
 - No tyranny of the majority;
 - Moral order of society: and
 - Public conscience.
- Addressing the Constituent Assembly, he suggested certain devices essential to maintain democracy: **“(i) constitutional methods (ii) not to lay liberties at the feet of a great man (iii) make a political democracy a social democracy.”**
- Dr Ambedkar firmly believed that political democracy cannot succeed without social and economic democracy.
- In his talk given on the Voice of America he argued that: “Democracy could not be equated with either republic or parliamentary form of government. The roots of democracy lay not in the form of government, parliamentary or otherwise. A democracy is a model of associated living. The roots of democracy are to be searched in social relationship, in terms of the associated life between the people who form the society.”

However such all round democracy is difficult to achieve specially by a young country India after independence. His thoughts were more idealistic than realistic. Even Dr Ambedkar opposed the ideas of village panchayat.

Conclusion:

- Democracy is important because it gives representation to a larger section of society in the Government. Efforts from institutions like United Nations and nations of the world over are needed so that representation by citizens of various nations of the world may be met and their voices be heard. At the same time, democracy also needs to have various internal checks like independence of judiciary so that its real goals are achieved.



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Q) Honesty and truthfulness have to be practiced and well-adjusted with gentle diplomacy on some occasions. Comment. (250 words)

Reference

Why this question:

The question is about evaluating the virtues of Honesty and truthfulness.

Key demand of the question:

The question demands one to evaluate how honesty and truthfulness need to be professed with a sense of diplomacy on occasion owing to different circumstances.

Directive:

Comment– here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Structure of the answer:

Introduction:

Define what are the virtues of honesty and truthfulness.

Body:

- The line dividing honesty and diplomacy is a thin one, one must analyse the importance of striking a balance between the two.
- Examples must be provided to explain and justify the question better.
- Discuss how diplomacy or lack of honesty can lead to deterioration in our relationships.
- While Diplomacy is for our self-protection and self-preservation, honesty is to complement truthfulness.

Conclusion:

Conclude with a balanced opinion based on a fair analysis .

Introduction:

- Honesty is not just about telling the truth. It's about being real with yourself and others about who you are, what you want and what you need to live your most authentic life. Honesty promotes openness, empowers us and enables us to develop consistency in how we present the facts. Honesty sharpens our perception and allows us to observe everything around us with clarity.

Body:

Honesty and diplomacy:

- We have always been taught that honesty is the best policy, and that to lie is a bad thing to do. As we grow older, we realise that in many situations it is a good idea to keep quiet or, better still, be diplomatic and tactfully handle sensitive issues. The line dividing honesty and diplomacy is a thin one. We have to be careful in deciding when to be honest and when to be at our diplomatic best. We also have to decide whether we should be absolutely candid, or use the truth as a matter of convenience.
- Our relationships demand complete honesty, or else, we get into trouble. In a household, for instance, the oldest member Suresh was quite diplomatic in commenting on the new cook's unpalatable creations. Whatever he would cook, the cook would always be told that the food was not bad. Suresh would avoid criticising the cook for the mediocre food he dished out. The situation worsened to a point when what was cooked was almost inedible. Suresh could not take it anymore and screamed at the cook for serving such bad-tasting food. The cook was taken aback. From that day onwards, everything that Suresh had diplomatically papered over started to show huge cracks. Daily fights and arguments became the order of the day and, one fine day, the cook simply left.
- Therefore, diplomacy or lack of honesty can lead to deterioration in our relationships. Diplomacy is always an escape hatch that we use to avoid hurting others and ourselves. Before you decide to be totally frank, you must carefully analyse all consequences of your actions. While life needs a good mix of honesty and diplomacy, when to be honest and when to be diplomatic is a tough individual choice. Whatever we do must make us comfortable, peaceful and happy.

Conclusion:

- Diplomacy protects us in the short term, but it is honesty that brings long-term benefits and permanent gains. Honesty and diplomacy, however, are not mutually exclusive.
- It takes tact and courage to speak the truth at the right time in the right manner, without being abrasive.



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Topic: Attitude: content, structure, function; its influence and relation with thought and behaviour; moral and political attitudes; social influence and persuasion.

Q) Discuss the significance of morality in day-to-day life along with examples from your own life where you chose morality as course of action reasons for making such a choice. (250 words)

Why this question:

The question is based on the concept of morality in everyday life of individuals.

Key demand of the question:

The answer must first elaborate on concept of morality. And then move on to discuss it with a real life example and explain why that course of action was moral or not with substantial justification.

Structure of the answer:

Introduction:

Define Morality.

Body:

- What is Morality – it refers to a system of values and beliefs which help us distinguish between right and wrong or good and bad behaviour. It means a standard of conduct which is accepted as right or proper.
- Morality is based on personal conscience rather than what the law or societal regulations dictate. Although morality can be and is generally derived from external sources, like religion/religious books, it is inherently a person's choice which morals does he/she values and which he does not.
- Morality also guides us about variety of social norms and rules, thus facilitating co-existence of people from diverse backgrounds.
- Discuss its significance in day to day life.
- Give an example from your own life of choosing moral action with appropriate reason .

Conclusion:

Conclude with how you benefited from upholding your morality .

Introduction:

- Morality is a **particular system of values and principles of conduct concerning with the distinction between right and wrong or good and bad behaviour**. It is something which depends upon one's knowledge of understanding and ability to interpret.
- As **Mahatma Gandhiji** says, "**Morality is the basis of things and truth is the substance of all morality**". One's basis of moral values may differ from culture to culture or society to society or community to community, but at the end essence of it remains the same.

Body:

Note: You can quote examples from your life experiences. We have given a generic outlook on morality.

Significance of Morality in day-to-day life:

- In everyday life, from viewpoint of spiritual, social, personal and overall development, moral values are of great importance. Values, morals and ethics are inextricably tied together.
- If a person has never learned about moral values then how can he/she decide between the good and the bad.
- Moral values reflect an individual's character and spirituality. They help in building good relationships in personal as well as professional lives.
- For instance, morality in the form of respecting parents and elders, showing love and affection towards family members is visible in families.
- Morality in the form of public welfare is visible in political arena.
- Morality describes the principles that govern our behaviour. Without these principles in place, societies cannot survive for long. Everyone adheres to a moral doctrine of some kind. So it is basis of all things.
- Without morality humans would never had the following ethical traits like compassion, empathy, kindness etc.
- Lack of morality in one's dealings impact the working of the society, nation and the world. At times leading to chaos, anarchy and injustice.
- In some recent years the issues of ethics and morality has sprung up in every walk of life. This is because of the evil and cruel events happening all over the world.
- The massive destruction of mankind and property in Iraq, Syria; crimes, corruptions, murders, rapes, religious fights – all this is a sign of the diminishing ethics and morality from human lives.

**Conclusion:**

- Ethics and morality should come from the soul, only then our society will emerge as a powerful entity.

Q) Explain the relationship between social influence and persuasion. (250 words)

Ethics by Lexicon

Why this question:

The question is intended to evaluate the relationship between social influence and persuasion.

Key demand of the question:

The answer must discuss the importance of social influence and persuasion in general and in public services.

Structure of the answer:**Introduction:**

In a few introductory lines define what you understand by social influence and persuasion.

Body:

Discuss –

- Social influence and persuasion as fundamental functions of communication.
- Social influence – Social influence is described as the change in person's behaviour, thoughts, feelings and attitudes that results from interaction with another individual in society. It can be intentionally or unintentionally, as a result of the way the changed person perceives themselves in relationship to the influencer. It is different from conformity, power and authority.
- persuasion is defined as communicative activities that are mediated. It is the process of changing or reinforcing attitudes, beliefs or behaviour of a person.
- Discuss their interlinkages.
- Explain their importance in public administration.

Conclusion:

Conclude with significance of these values and that they are inter related.

Introduction:

- Social influence occurs when a person's emotions, opinions, or behaviours are affected by others. Social influence takes many forms and can be seen in **conformity, socialization, peer pressure, obedience, leadership, persuasion, sales, and marketing.**

Body:

- Social influence is the change in behavior that one person causes in another, intentionally or unintentionally. Growing concerns about the use of coercive and other manipulative psychological techniques underline the need to improve understanding of the ethics of social influence.

Persuasion and Social Influence:

- Persuasion is symbolic process in which communicators try to convince other people through transmission of a message to change their attitudes or behaviours.
- Persuasion can occur through appeals to reason or appeals to emotion. For example, school-based substance abuse prevention programs using the social influences model consistently produce better results than programs emphasizing only health information.
- They are used to appeal to a person's attitude, behavior and cognition. **Advertisements** are the robust examples of persuasion.
- The Social Media is playing a major role today in persuading people for both good and bad deeds.
- The government has also utilized this tool for the success of the initiatives like Swachh Bharat Abhiyan-cleanliness drives; Ujjwala Yojana's Give it up campaign; Disclosing excess income campaign; Beti Bachao Beti Padhao by making parents understand it is necessary to protect and educate a girl child.

Principles on which focus is needed to increase the social influence and persuasion:

Robert Cialdini has earmarked the following cues of influence.

- **Reciprocity**
 - Reciprocation is considered as a strong tool of persuasion which leads to a sense of obligation. The rule of reciprocity is highly effective and overpowering.



- **Commitment and Consistency**
 - Both the values are considered highly important as they are a valuable short-cut through the complicated nature of modern existence. If a person makes any commitment, he or she will likely take up all steps to honour that.
 - Likewise, consistency is highly valued in society as it allows a person to make effective decisions and process information accordingly.
- **Social proof**
 - The behaviour of people surrounding us has a great effect on our thoughts and actions. The 'power of crowd' is considered very important. This becomes utmost effective when there are uncertainties or similarities in a situation.
- **Liking**
 - This is simple as people usually agree to people whom they like. There are two primary factors which contribute to overall liking. They are: physical attractiveness and similarities of attitudes.
 - This is followed in many advertisements where public figures who are liked and respected by the people are roped in to influence people about the programmes.
- **Authority**
 - People always listen to those who are either knowledge or trustworthy. The words of an expert are always taken seriously by everyone concerned as compared to a beginner.
- **Scarcity**
 - Scarcity is often underestimated by people as a method of persuasion. Anything which is of limited availability is given more importance by people. People want more of you when they cannot have.

Conclusion:

- Thus, Persuasion is one form of social influence on attitude; in fact it represents the intersection of social thinking and social influence of everyday life. Understanding these shortcuts and employing them in an ethical manner can significantly increase the chances that someone will be social influenced and persuaded by the public policy.

Q) Moral defiance is better than Moral silence. Comment. (250 words)

Ethics by Lexicon

Why this question:

The question wants us to write in detail about the meaning and scope of ethics and morals and discuss in what ways are they similar and in what ways do they differ. We have to illustrate our discussion with the help of examples.

Key demand of the question:

The answer must discuss the importance of moral disobedience and in what way it is better than moral muteness.

Directive:

Comment— here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Structure of the answer:

Introduction:

In a few introductory lines write about how the two words are used interchangeably, but in reality they are different from each other and have their own significance in defining the morals of an individual.

Body:

Discuss –

- Define both the terms individually. Give a simple definition.
- What makes moral defiance better? explain using examples.
- Discuss why is moral silence bad or not appreciated.
- Discuss their significance in ethical behaviour and moral conduct of an individual.

Conclusion:

Conclude with significance of morals in ethical conduct and their importance in Public services.

Introduction:

- **Defiance** is behaviour or an attitude which shows that you are not willing to obey someone. **Silence** on the other hand is refusal or failure to speak, communicate, etc, when expected. In normal course of life, people use these interchangeably although there is a huge difference between the two.

**Body:**

- **Moral Silence** occurs when people witness unethical behavior and choose not to say anything. It can also occur when people communicate in ways that obscure their moral beliefs and commitments.
- When we see others acting unethically, often the easiest thing to do is look the other way. Studies show that less than half of those who witness organizational wrongdoing report it. To speak out risks conflict, and we tend to avoid conflict because we pay an emotional and social cost for it.
- **Moral Defiance** is when we see something is wrong and stand up against it. Gandhiji knew when to defy the Britishers and their rule. He led thousands on a 'March to the Sea' where the protesters boiled up salt water to make illegal salt – **a symbolic act of defiance against British rule**. He was arrested and the campaign escalated, with thousands refusing to pay their taxes and rents. The British gave in and Gandhi travels to London to join the conference.
- The other acts of moral defiance are that of Rosa Parks, who decided to defy racial segregation rules by not giving up her seat for a white passenger when asked. Americans Tommie Smith and John Carlos, who raised their fists during the national anthem as a political gesture for human rights, after winning gold and bronze medals in the Men's 200m Finals in Olympics.
- Moral defiance is better than moral silence as the former guides the ethical behaviour in times when others are in need of help. With Defiance comes the values of empathy and compassion, where as silence comes only with sympathy.

Conclusion:

- Courage and self confidence stand out in morally defiant individuals. Education and awareness can also help people become morally defiant.

Q) Discuss the significance of power of persuasion in Public services. (250 words)

Ethics by Lexicon

Why this question:

The question is about discussing the significance of power of persuasion in Public services.

Key demand of the question:

The answer is straightforward and must discuss the significance of power of persuasion in Public services.

Directive:

Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

Structure of the answer:**Introduction:**

In a few introductory lines write about what you understand by power of persuasion.

Body:

Discuss the following :

- What is power of persuasion – ability to persuade people, In both our professional and personal lives, being able to influence others to buy into our ideas is invaluable.
- Discuss the 6 principles of persuasion –
- Reciprocity: Give a Little Something to Get a Little Something in Return.
- Commitment: People Want Their Beliefs to Be Consistent With Their Values
- Social Proof: There's Nothing Like Feeling Validated Based on What Others Are Doing.
- Authority
- Liking
- Scarcity.
- Give examples of the above principles and their relevance in public services and thus appreciate the role played by power of persuasion.

Conclusion:

Conclude with significance of such traits in public servants to persuade people into the right direction for the right causes.

**Introduction:**

- Persuasion is symbolic process in which communicators try to convince other people through transmission of a message to change their attitudes or behaviours. Thus, Persuasion is one form of social influence on attitude.

Body:

- Persuasion is the process of changing or reinforcing attitudes, beliefs or behaviour of a person. People respond to persuasive messages in two ways: **thoughtfully and mindlessly**. When people are in thoughtful mode, the persuasiveness of the message is determined by merits of the message. When people respond to messages mindlessly, their brains are locked on automatic. Persuasion is mainly dependent upon the attractiveness of the speakers and reaction of the listeners. Persuasion is exclusively related with **communication, learning, awareness and thought**.

The 6 principles of persuasion are:

- Reciprocity:** Simply put, people are obliged to give back to others the form of a behavior, gift, or service that they have received first.
- Scarcity:** Simply put, people want more of those things they can have less of. E.g.: When British Airways announced in 2003 that they would no longer be operating the twice daily London—New York Concorde flight because it had become uneconomical to run, sales the very next day took off.
- Authority:** This is the idea that people follow the lead of credible, knowledgeable experts. E.g.: Persuading colleagues for a better working culture such as no to corruption, respecting women etc; Bring in expert like Cancer Specialist to share views – given that experts have higher persuasive ability.
- Consistency:** People like to be consistent with the things they have previously said or done. Consistency is activated by looking for, and asking for, small initial commitments that can be made. In one famous set of studies, researchers found rather unsurprisingly that very few people would be willing to erect an unsightly wooden board on their front lawn to support a Drive Safely campaign in their neighbourhood.
- Liking:** People prefer to say yes to those that they like. Persuasion science tells us that there are three important factors. We like people who are similar to us, we like people who pay us compliments, and we like people who cooperate with us towards mutual goals.
- Consensus:** Especially when they are uncertain, people will look to the actions and behaviours of others to determine their own. You may have noticed that hotels often place a small card in bathrooms that attempt to persuade guests to reuse their towels and linens. Most do this by drawing a guest's attention to the benefits that reuse can have on environmental protection.

Conclusion:

- Persuasion is an effective technique to influence a person's principles, attitudes, intentions, motivations, or behaviours. Systematic persuasion is the process through which attitudes or beliefs are changed by appeals to logic and reason. Public servants will be benefited by Persuasion to drive across the message to the people easily leading to better governance and effective service delivery.

Q) What do you understand by cognitive dissonance ? Discuss examples of civil servants facing such a dissonance. (250 words)

Reference**Why this question:**

The question is to analyse the concept of cognitive dissonance and its applicability in public services.

Key demand of the question:

Discuss briefly what you understand by cognitive dissonance, why is it necessary to reduce cognitive dissonance. Provide for some examples /case studies where civil servants have faced dissonance and what is ideal to be done in such situations.

Directive:

Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

Structure of the answer:**Introduction:**

Brief upon importance of cognitive dissonance and control necessary over it.

**Body:**

First provide for theory of cognitive dissonance – as presented by Festinger. That Cognitive dissonance is a sense of internal anxiety that is experienced when a person holds two inconsistent cognitions. Discuss how No individual can completely avoid dissonance. So people have to cope with dissonance. According to Festinger, the desire to reduce dissonance would be determined by the importance of the elements creating the dissonance; the degree of influence the individual believes he or she has over the elements and the rewards that may be involved in dissonance.

Such answers are best explained with examples – A police officer who believes in nonviolence has to take decision of Lathi charge or using pellet guns to disperse crowd faces such cognitive dissonance.

Conclusion:

Conclude with significance and necessity of values such as high emotional intelligence, high morals to overcome situations of cognitive dissonance.

Introduction:

- **Cognitive dissonance** is a phenomenon in which a person experiences psychological distress due to conflicting thoughts or beliefs. It is the mental stress or uneasiness experienced by an individual who holds two or more contradictory views, ideas, or values at the same time, or is confronted by new information that conflicts with existing beliefs, ideas, or values. It means people prefer their attitude and behaviour to be aligned in the same direction.
- In order to reduce this tension, people may change their attitudes to reflect their other beliefs or actual behaviours.

Body:

- **Festinger's (1957) cognitive dissonance theory** suggests that we have an inner drive to hold all our attitudes and behavior in harmony and avoid disharmony (or dissonance). This is known as the **principle of cognitive consistency**. When there is an inconsistency between attitudes or behaviors (dissonance), something must change to eliminate the dissonance.

Civil servants could face cognitive dissonance in number of situations like

- **Development v/s Environment:** A public servant faces dissonance when she has to take decision on displacement of tribal population for any development project.
- Consider the case of loan waivers, where the civil servant knows it will harm the economy and create a moral hazard, but he is bound to implement the orders of political master. Such actions create dissonance.
- Strict adherence to ethical conduct may cause problems in carrying out certain aims both in public and private life causing disaffection arising out of inability to reach goals. Being upright also pits the person against powerful vested interest, endangering his and his family's life, which may create inconsistency (dissonance) in civil servants' mind.

Ways to eliminate Cognitive Dissonance:

- Changing minds about one of the facets of cognition.
- Reducing the importance of cognition.
- Increasing the overlap between the two.
- Re-evaluating the cost/reward.

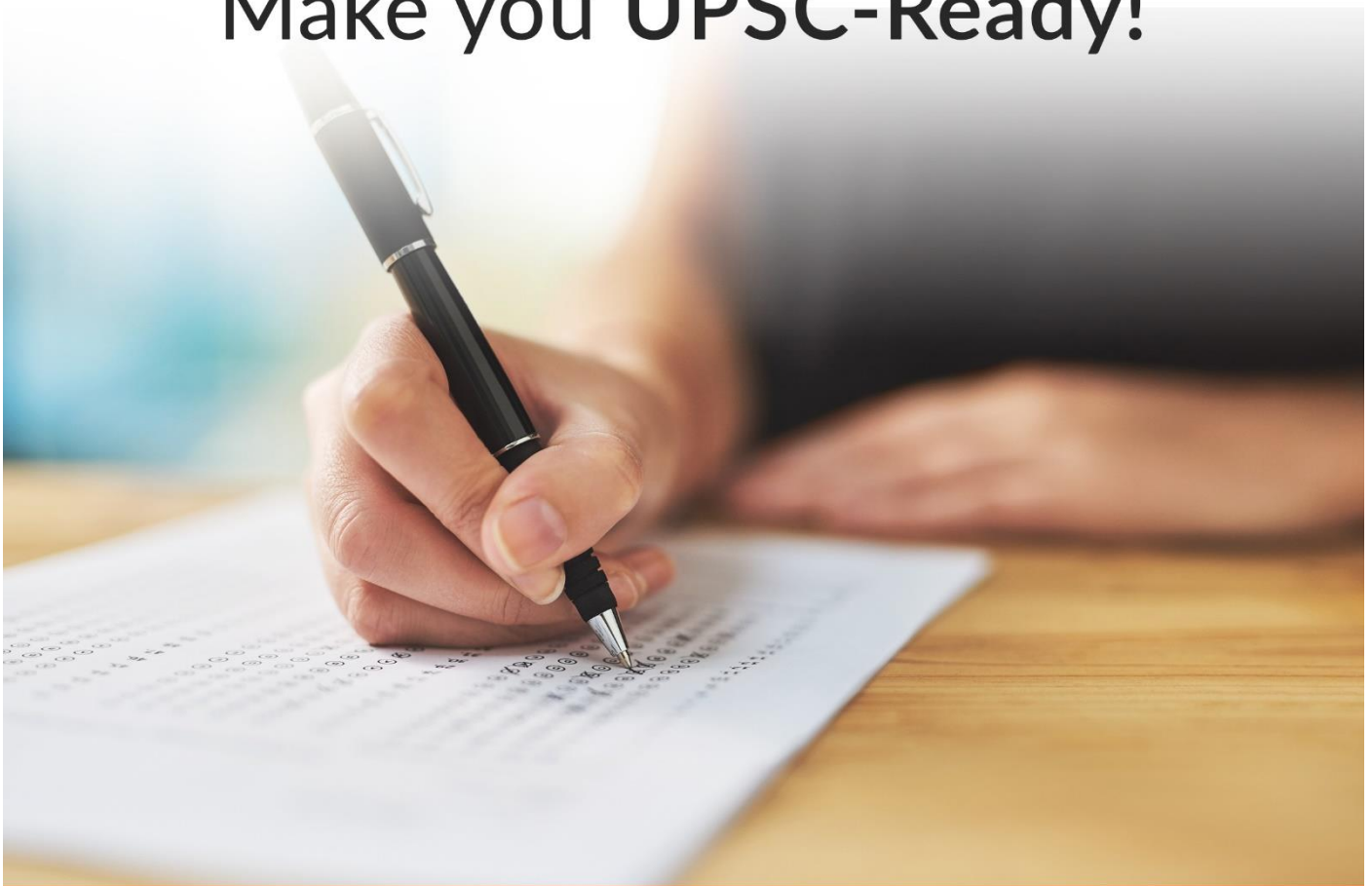
Conclusion:

- A civil servant should always follow the constitutional moral values, code of conduct of services and act within ethical framework of public service in any case of cognitive dissonance.



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Topic– Aptitude and foundational values for Civil Service , integrity, impartiality and non-partisanship, objectivity, dedication to public service, empathy, tolerance and compassion towards the weaker-sections.

Q) Aptitude and fundamental rules are most essential concepts of civil service Critically evaluate. (250 words)

Ethics by Lexicon

Why this question:

The question is intended to evaluate the importance of aptitude and fundamental rules as essential tenets in public services.

Key demand of the question:

The answer must discuss the importance of Aptitude and fundamental rules in the public services.

Directive word:

Evaluate – When you are asked to evaluate, you have to pass a sound judgement about the truth of the given statement in the question or the topic based on evidences. You have to appraise the worth of the statement in question. There is scope for forming a personal opinion here.

Structure of the answer:

Introduction:

In a few introductory lines appreciate the need for values of aptitude – skill, talent, ability and capacity to accomplish along with the fundamental rules necessary for the public services.

Body:

Discuss Why aptitude more important for civil servant –

- Today's world is all about learning. Fast changes, dynamic scenarios, destabilizing situations, new emerging problems, quick decision making pressure situations aptitude helps as a strong value.
- Role of a civil servant constantly changes especially considering the diverse country like India. Civil servants act as a connecting link between government and citizen and hence need better aptitude to convey government policy, goal and to deliver better results.
- On daily basis and at personal level a civil servant has to face many problems like 24 hours duty alert, emergencies, physical and mental stress and in these situations they need to handle public at large. Hence values like emotional intelligence, compassion, sympathy, integrity, non-partisanship, innovative mindset plays important role.
- Explain role of fundamental rules – how they define and shape the civil services.

Conclusion:

Conclude with importance of such traits and their necessity in Civil service.

Introduction:

- Aptitudes are our potential to learn skills which we develop and hone through time. Aptitude deals with competence of a person which decides whether he can perform the task in an efficient way. It may be physical or mental competence.
- Aptitude can be developed easily and quickly in many cases than attitude. Civil servants like O P Gupta, E shreedharan, Armstrong Pame have displayed great aptitude in their respective works.

Body:

Importance of Aptitude and fundamental rules:

- Civil servants need a certain aptitude which is the amalgamation of these three aptitudes: intellectual, emotional and moral aptitude.
- A civil servant who has the aptitude of having good negotiation skill set, ability to take quick and quality decisions, logical ability, reasoning etc would be efficient.
- Today's world is all about learning. Fast changes, dynamic scenarios, destabilising situations, new emerging problems, quick decision making pressure situations aptitude helps as a strong value.
- Values such as emotional intelligence, Impartiality are imperative to build an aptitude for civil servants.
- Role of a civil servant constantly changes specially considering the diverse country like India. Civil servants act as a **connecting link between government and citizen** and hence need better aptitude to convey government policy, goal and to deliver better results.

However, presence of aptitude alone may not suffice. Aptitude needs to be conditioned, and often reinforced by the right attitude (of compassion, honesty, public mindedness etc).



On daily basis and at personal level a civil servant has to face many problems like 24 hours duty alert, emergencies, physical and mental stress and in these situation they need to handle public at large. Hence values like emotional intelligence, compassion, sympathy, integrity, non partisanship, innovative mindset plays important role

A technically brilliant civil servant who lacks the right attitude may turn out to be self serving and apathetic (absence of compassion), or even corrupt (weak attitude towards integrity and honesty).

Conclusion:

- Attitude and aptitude often reinforce each other. A person lacking one is often driven to supplement the other. A civil servant should be high on both of these vital parameters in order to fulfill his mandate of public welfare.

Q) Delineate role of integrity and impartiality in public administration. (250 words)

Ethics by Lexicon

Why this question:

The question is intended to evaluate the importance of integrity and impartiality in public administration.

Key demand of the question:

The answer must discuss the importance of integrity and impartiality in public administration, how they are different from each other.

Structure of the answer:

Introduction:

In a few introductory lines define what you understand by Integrity and impartiality, In what context they apply to public services.

Body:

Discuss –

- What is integrity in public service? – Integrity means earning and sustaining public trust by: serving the public interest, using powers responsibly, for the purpose and in the manner for which they were intended, acting with honesty and transparency, making reasoned decisions without bias by following fair and objective processes preventing and addressing improper conduct, disclosing facts without hiding or distorting them, not allowing decisions or actions to be influenced by personal or private interests.
- How is it different from Impartiality ? – Impartiality means that, regardless of a public servants personal beliefs and preferences, and personal relationships with other servants or with members of the community; he or she must impartially serve the government of the day and treat members of the public and other public servants fairly and impartially. Impartiality implies tolerance and restraint, particularly in dealing with political or religious convictions.
- Explain their importance in public administration.

Conclusion:

Conclude with importance of such traits and their necessity in public administration.

Introduction:

- Aptitude and foundational values for civil services like integrity, impartiality and non partisanship, objectivity are needed to bring the attitudinal and behavioural reforms in them.

Body:

- **Integrity:** It is the **practice of synchronisation of thought, words and actions**. It can be correlated to honesty but unlike honesty it's more a professional value. It's related to institution. It advocates **sacrifice of personal gains in favour of organisational objectives**. In conflict between personal and organisational objectives organisation must be given importance. Financial integrity is important component. Civil servants are handling public assets they are the custodians of public money. Integrity ensures the economy of expenditure, reduction in unproductive expenditure, minimisation of corruption. Hence integrity is utmost required value.
- **Example:** Not accepting praise or acclaim for someone else's work. That includes stealing someone's idea or pretending to have worked on a successful project.
- When your senior asks you to do something against your personal code of conduct, refuse. If it means losing a good paying job, so be it. Find a more ethical option to use.
- **Impartiality:** Impartiality (also called even handedness or fair-mindedness) is a **principle of justice holding that decisions should be based on objective criteria, rather than on the basis of bias, prejudice, or preferring**



the benefit to one person over another for improper reasons. A civil servant should never show any kind of prejudices, biases, and preferences into their functioning. Impartiality lies at the heart of public service and is the core of the commitments of a public servant. A public servant must not act on the basis of nationality, race, religion, or political point of view. His / her service must be based on the principle of non-partisan.

- *Example:* making decisions and providing advice on merit and without bias, caprice, favouritism or self-interest; implementing Government policies and programs equitably.

Conclusion:

- Present day civil servants need to perform multiple functions of giving suggestions to political representatives, addressing public grievances, institutionalisation of the socio economic changes, delivering goods and services. Hence a value committed bureaucracy is need of hour.

TOPIC : Ethics and Human Interface: Essence, determinants and consequences of Ethics in human actions; dimensions of ethics; ethics in private and public relationships.

Q) Evaluate laws, rules, regulations as conscience as source of ethical guidance. (250 words)

Ethics by Lexicon

Why this question:

The question is about evaluation laws, rules, regulations and conscience as source of ethical guidance

Key demand of the question:

The answer must discuss in detail the significance of ethical guidance and role played by rules, laws, regulations and most importantly the conscience .

Directive:

Evaluate – When you are asked to evaluate, you have to pass a sound judgement about the truth of the given statement in the question or the topic based on evidences. You have to appraise the worth of the statement in question. There is scope for forming a personal opinion here.

Structure of the answer:

Introduction:

In a few introductory lines define what you understand by Ethical guidance.

Body:

Explain the meaning of ethical guidance, why is it important, what are the factors that influence ethical guidance etc. Then move on to discuss the role played by different rules, regulations , legal provisions, legislations and how they define ones ethical guide. Then discuss the role of conscience; define what is it? How it guides ethics in an individual ?etc.

Conclusion:

Conclude with importance of conscience in public services. And how each of the elements – rules, laws etc. have their own role in determining the ethics of an individual.

Introduction:

- Ethical guidance is the way in which humans go about in their actions. Ethics helps a person to choose between the right and wrong action. Human conduct is chiefly guided by Laws, rules, regulations and Conscience.

Body:

- **LAW:** According to Thomas Aquinas, Law is an ‘ordinance of reason directed towards common good and promulgated by the one who cares for the community.’ He sees law as a command, a directive which should be reasonable and directed towards common good and not satisfy private interests of a few individuals. It can be divided into **Eternal (Divine) Law, Human Law and Natural Law**. The Legislature is responsible.

Example: Motor Vehicles Act is a Law.

- **RULES:** Within the jurisdiction of Law, rules are made. Rules are the norms for implementation of the Law. If Law is the skeletal structure, then Rules are the life-blood of it. The Executive is responsible.

Example: Traffic rules under Motor Vehicles Act

- **REGULATIONS:** Laws and Rules become the basis for controlling behaviour of humans, so that they can behave in a desirable way. This act of controlling behaviour is known as Regulation.



- Regulation is essence of governance and quality of regulation determines the
 - Quality of human behaviour
 - Quality of goods and services
 - Quality of peace & harmony.
 - Quality of Development.
 - Innovation.
 - Strength of Society.

Example: Food products and their regulation by FSSAI; Business, trade & commerce regulation by SEBI.

- **CONSCIENCE:** It is the inner voice of a person which guides the right and wrong. Conscience aims to make moral decisions in ‘**overwhelming forces of inescapable situations**’ despite the risk of adverse consequences. If conscience goes, then everything collapses, conscience is central to our identity and it is as component in the moral decisions making process.

Example: Concept of Enlightenment, Nirvana etc. are associated with highest stage of development of human Conscience. Gandhiji’s civil disobedience movement was true to his conscience although it broke the law.

Differences between each other

- The main difference between rules and laws is the consequences associated with breaking them. While each is developed to invoke a sense of order, fair play, and safety, the weight of a law is much heavier than the weight of a rule. Laws are like the legal version of rule.
- Rules are flexible while the laws and regulations are fixed. Also rules are broader in scope when compared to laws and regulations.
- Law is an external source of guidance where as conscience is a product of internal process.
- Most of the laws, rules and regulations have their roots in Conscience.
- A person may escape from breaking a law he can never escape himself from his conscience when he does an unethical action. **Example:** Marital Rape.
- Laws represent collective aspirations of the society where as conscience is a product of socialisation.
- Ethical guidance provided by law and conscience may not always be same which could be a cause for ethical dilemma. **Example:** Death Penalty

Conclusion:

Laws, Rules, Regulations and Conscience together guide the conduct of humans in a society. The conscience however guides the other three.

Q) Ethics are less a goal than a pathway, less a destination than a trip, less an inoculation than a process. Illustrate. (250 words)

Ethics by Lexicon

Why this question:

The question is about evaluation of Ethics as a subject more of a process than mere end.

Key demand of the question:

The answer must discuss in detail the evolution of “Ethics” as a process and not mere end.

Directive:

Illustrate – means use examples; data, diagrams and charts to make it clearer (clarify by giving an example).

Structure of the answer:

Introduction:

In a few introductory lines define what you understand by Ethics.

Body:

The answer needs to be a narrative of examples justifying that ethics doesn’t just mean the final end but the process that takes one to the end. Bring in philosophies of moral thinkers, ideologies that justify means are equally important as that of ends. Students must appreciate the answer mainly through a good set of examples in such questions.

Conclusion:

Conclude with importance of Ethics in general.

**Introduction:**

- Ethics is the study of what is right or wrong in human conduct. This is a branch of Philosophy which studies moral principles.

Body:

- Ethics is considered as a set of principles by which to live; a code of conduct for our relationships with all whom we come in contact. Ethics encompasses social mores, usually expressed today as good manners; our behaviour towards our fellow humans and fellow creatures; and trust.
- Ethics should be a process and not mere end in itself. For instance, in case of administration, if only achieving the result becomes important, then process might take a backseat thereby giving more discretion to bureaucrats resulting in abuse of power or corruption to tweak the process .
- Similarly if just following rules becomes end in itself, then results will not be achieved resulting in inefficiency. Thus, ethics should be not just of following rules and sticking to process, but achieving goals by following process. Example: Determining eligibility of a poor old woman for pension despite lack of documents
- Ethics is a requirement for human life. It is our means of deciding a course of action. Without it, our actions would be random and aimless. There would be no way to work towards a goal because there would be no way to pick between a limitless number of goals.
- Another instance can be a student should be ethical in facing examination like not cheating, sticking to the time limits etc. however, it should not be an end in itself. He/she should also try to give their best and top the exam.
- The process where the duty or actions matter and as important as ends itself is in the branch of Deontological ethics. Even Gandhiji always emphasized on how the means are as important as the ends. He always followed the path of truth and non-violence as evident through his decision to immediately call of Non-Cooperation Movement in 1922 soon after the Chauri-Chaura incident.

Conclusion:

- Thus, we can conclude that Ethics is a means of life and following the means will help us achieve the end in itself. Ethics is not a burden to bear, but a prudent and effective guide which furthers life and success. Any flaw in our ethics will reduce our ability to be successful in our endeavours.

Q) List the reforms necessary to encourage ethical behaviour and prevent misconduct in public organizations of India. (250 words)

Ethics by Lexicon

Why this question:

The question is intended to evaluate the need for ethical behaviour and good conduct necessary in public organizations of India .

Key demand of the question:

The answer must discuss in detail the significance ethical behaviour and good conduct in public organizations, one has to list down the reforms required in Indian context for the same.

Structure of the answer:**Introduction:**

In a few introductory lines appreciate the need for ethical behaviour and good conduct in public services.

Body:

- Explain – Ethics in the public sector is a broad topic that is usually considered a branch of political ethics. In the public sector, ethics addresses the fundamental premise of a public administrator's duty as a "steward" to the public. In other words, it is the moral justification and consideration for decisions and actions made during the completion of daily duties when working to provide the general services of government and nonprofit organizations.
- List out a number of practical mechanisms for setting and institutionalizing high standards of ethical conduct, integrity and good Governance.
- Discuss the need for introduction of relevant Codes of Ethics and
- Conduct, to be effective, needs to be supported by a range of other mechanisms, training and leadership in Public services and organizations.
- Quote examples to justify the same.

Conclusion:

Conclude with importance of Ethical behaviour in public organizations.

**Introduction:**

- Ethics are the rules that define moral conduct according to the ideology of a specific group. Moreover, ethics in public administration are important for good business conduct based on the needs of a specific town, state or country.
- Ethical behaviour is key to building a great organisational culture. It is important for an organisation to build a culture of integrity, and for its employees to behave ethically to avoid any reputational or financial damage.

Body:

- Given the seemingly incessant drumbeat of scandals at all levels of government these days, the need have never been greater for a strong culture of ethical behavior in the public sector. The **various determinants of ethical behaviour** are **legal interpretations, culture in which an individual is brought up, Individual factors like stages of moral development, personal values, family and peer influences and life experiences.**

The reforms needed:

- **Legislations:** To implement the Prevention of Corruption Act, Right to Information Act in true letter and spirit.
- **Codes of ethics:** Adhering to a code of ethics ensures that the public receives what it needs in a fair manner. It also gives the administration guidelines for integrity in their operations.
- A code of ethics creates standards of professionalism that co-workers in the public sector can expect from each other — the public can also expect the same from their leaders.
- **Sensitization:** There is a need to anticipate the kinds of specific ethical dilemmas the employees might face and sensitize them to these potential conflicts.
- **Communication:** Communication also keeps all parties involved so that they can all work toward a common goal. Good communication ensures that the community can engage their leaders on important issues. A **Grievance Redressal Mechanism** would ensure 2-way communication between citizens and public organizations.
- **Top-down approach:** Organisations can initiate certain behaviour from the top to inculcate a culture of integrity and model ethical behaviour in employees. If the top executives show integrity and ethical behaviour, the employees can learn from them. This top-down approach requires limited resources and is very effective.

Conclusion:

- There is recognition that high-profile cases of corruption and mismanagement can colour public perceptions of the legitimacy and quality of government action. To that end, improving the ethical behavior of government employees is fundamental to the legitimacy of democratic governance.

Q) Exemplary leadership is critical to encouraging ethical behaviour in government organizations. Discuss. (250 words)

Why this question:

The question is about discussing the importance of leadership as a quality essential in encouraging the ethical behaviour and conduct in governmental organizations.

Key demand of the question:

The answer must discuss the significance of Leadership as an essential quality and its relevance to Public services.

Directive word:

Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

Structure of the answer:**Introduction:**

In a few introductory lines define what you understand by leadership.

Body:

In brief discuss –

- What is leadership ? – Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals; Initiates action, Motivation, Providing guidance, creating confidence, Building morale etc.
- Why is leadership important in life? – Leaders have great discipline and they want and inspire others to follow the same path. Such skills and qualities are really important in our daily life. It's because our future and success depend on.



- Why is leadership important in governmental organizations? – effective managerial skills enable employees to take on leadership roles in the workplace and gives them an opportunity to manage exciting projects. The qualities of a good leader are demonstrated through their efficiency in supervising assignments and ability to work with their team to achieve positive results.
- Justify the above points using suitable examples.

Conclusion:

Re assert the significance of leadership in organizations.

Introduction:

- Leadership can be defined as the ability of the management to make sound decisions and inspire others to perform well. It is the process of directing the behavior of others towards achieving a common goal. In short, leadership is getting things done through others.
- Ethical leadership is a form of leadership in which **individuals demonstrate conduct for the common good that is acceptable and appropriate in every area of their life**. It is directed by **respect for ethical beliefs and values** and for **the dignity and rights of others**.

Body:

Governance is faced by ethical dilemmas, from where to direct scarce resources to serving the local community. Every leader will make ethical decisions, whether or not they acknowledge them at the time. But the decisions they do make can determine whether their leadership is based on an ethical framework or not. Exemplary leadership influences the people by

- **Leading by example:** A noble quality of a leader is leading by example. As an ethical leader, it's important to remember that actions often speak louder than words. By practicing and demonstrating the use of ethical, honest and unselfish behaviour to subordinates, ethical leaders may begin to earn the respect of their peers. Example: Gandhiji,
- **Champion the Importance of Ethics:** One role of an ethical leader is focusing on the overall importance of ethics, including ethical standards and other ethical issues, and how these factors can influence society. As an ethical leader, it's important to teach peers about ethics, especially in cases where they are faced with an ethical issue in the workplace. Example: Nelson Mandela.
- **Communication and Accountability:** Successful ethical leaders tend to be good communicators. It's an ethical leader's job to communicate with each member of the team, but also **allow for open conversation**. It's important for leaders to build camaraderie with their team. **Quality relationships tend to be built on trust, fairness, integrity, openness, compassion and respect**. Example: Martin Luther King
- **Encouragement and Motivation:** Maintaining a positive working atmosphere is an important responsibility of a strong ethical leader. Ethical leaders who lead by example may influence others to do the same. Positive communication among co-workers may help influence job productivity and attitude. Example: Anna Hazare
- **Fostering Stronger bonds:** Ethical leadership can also involve the management of conduct and collaboration within a team. Typically, morale is higher in the workplace when people are getting along with each other. When co-workers are working as a team, it can help build relationships in the workplace and help the overall performance of the group.
- **Health of the Organization:** The importance of maintaining a positive attitude in the workplace has a lot to do with improving the overall health of the organization. An ethical organization can occur when communities of people work together in an environment of mutual respect, where they can grow personally, build friendships and contribute to the overall goal.

Conclusion:

- A strong ethical leader has four important characteristics – **Values, Vision, Voice and Virtue**. The main goal of an exemplary leader is to tread the path of ethical behaviour and inspire his/her peers, co-workers also to cultivate and use ethical behaviour.

Q) Explain the determinants and consequences of ethics in human action with suitable examples. (250 words)

Why this question:

The question is about discussing the importance determinants and consequences of ethics in human action.

Key demand of the question:

The question is straightforward from the syllabus and doesn't require much deliberation.



Directive word:

Explain – Clarify the topic by giving a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

Structure of the answer:

Introduction:

In a few introductory lines define what you understand by determinants and consequences of ethics.

Body:

In brief discuss –

- What are the determinants of ethics? – In general perspective, ethics is a process of moral principles. These principles have significant effect on people to make decisions and lead good quality lives. Ethics is also concerned with what is ‘good for individuals and society’ and is also defined as moral beliefs.
- Discuss the essence of Ethics, its importance and the consequences it can have on human action – Justify the above points using suitable examples.

Conclusion:

Conclude with significance of Ethics in human actions and how it impacts human life.

Introduction:

- Ethics is the branch of philosophy that involves systematizing, defending, and recommending concepts of right and wrong conduct. The term ethics derives from the Ancient Greek word *ethikos*, which is derived from the word *ethos* (habit, custom or character).

Body:

Determinants as the word suggests, means the factors which decide whether the action being judged is ethical or not. Ethics in human action is determined by the following:

- **Legal Interpretations:** The need to control, legislate and regulate, the ethical conduct at the government, individual, and corporate levels has its roots back to the ancient world. For example, one of the earliest law codes developed, the Code of Hammurabi, made Bribery a crime in Babylon during the 18th
- **Culture/Country:** The culture and the country, in which an individual is based, influence one’s ethical decisions or behaviour. All cultures differ in values and morals. In western culture, one may look into the person’s eyes when one is conversing or talking to them. But in certain Asian cultures such as Korea, it is very rude to converse with a person that is “higher” status (age, work etc.) while looking into the eyes of others.
- **Personal values and morals:** An individual’s values and morals will also influence his or her ethical standards. A key variable which affects the ethical behavior is “locus of control”. An individual with an internal locus of control believes that he/she can control the events in his/her life.
- **Family influences:** Individuals start to form ethical standards as children in response to their perception of their parent’s behaviour and are likely to adopt high ethical standards if they see that their family members adhere to high ethical standard.
- **Peer influences:** Peers are colleagues who are always around us in conducting our daily work. The behaviours and attitudes of peers influence an individual’s decisions in their life. They play an important role in ethical decision making.
- **Life experiences:** Individual’s life experiences analyze key ethical concepts such as “right”, “wrong,” and “permissible.” It lets us explores possible such as God, human reason, or the desire to be happy. It seeks to establish principles of right behavior that may serve as action guides for individuals and groups

Thus, individual factor and cultural environment determines the ethics in human action.

The consequences are the effects caused by an action and the quality of these consequences depend on how much good they contain. **Jeremy Bentham** described the consequences based on the actions described below.

- **Intensity of pleasure or pain:** Consequence of an action can be good or bad. How intense it is, makes the difference in the effect. E.g., eating a chocolate and eating bitter guard shows the difference in intensity.
- **The duration:** The duration of pleasure or pain created by an action differs for stubbing one’s toe and breaking one’s toe.
- **The certainty or uncertainty:** Consequences of an action can be certain or uncertain. E.g. jumping off from a higher building can cause a lot of pain to an individual than jumping onto a giant pillow from the same place.



- **The Nearness or remoteness:** During the time of pleasure or pain nearness or remoteness effect follows an action. e.g. Pleasure of eating ice-cream is immediate, whereas the pleasure produced by winning a chess game is little more remote. They take a little longer to show up results.
- **The fecundity:** Consequence of doing the action is either pleasurable or painful, but how likely the action is to be followed by more pleasure or more pain is an important question. The purity or impurity of pleasure or pain is the opposite of fecundity. For example, eating all the chocolate is very pleasurable at first, but it leads to a great deal of pain in the long run which creates a high level of impurity or a low level of purity.
- **The extent of an action:** This refers to the wide effect of an action. Some actions can have an extent numbering in the millions, such as deciding whether to torture a terrorist for life-saving information.

Conclusion:

- Thus, there are many determinants and they in turn lead to different consequences in ethics of human behaviour.

Q) Discuss the significance of Ethics in Education, also elaborate on the modern day challenges for incorporation ethics into Education. (250 words)

Livemint

Why this question:

The article highlights the need for ethics in education. The associated concerns.

Key demand of the question:

The question is about discussing the relevance of ethics in education and what are the challenges associated in weaving the same into the system.

Directive:

Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

Structure of the answer:

Introduction:

Brief upon importance of ethics in education.

Body:

Such answers are best explained with examples from day to day life, one must signify importance of ethics in education system, what difference it makes.

The discussion should cover why weaving ethics into our education system is quite challenging and what needs to be done to overcome it.

Conclusion:

Conclude with significance of ethics.

Introduction:

- Ethics are well founded standards that make the actions right and wrong. it helps categorize different values such as integrity discipline and honesty among others and apply them in daily lives. Ethics influences behavior and allows an individual to make the right choices.
- **Ethics in education** are essential as **they help run the system smoothly. It sets the standards of what's acceptable and what's not hence protecting the interests of both the educators and the learners.**

Body:

Significance of Ethics in Education:

- Education is a fundamental process of human life. Therefore, in education ethics has a very important and effective role. In order to be a good human, ethics should be placed as a course in educational system.
- Ethics in education are applicable on both the instructors as well as the students.
- Ethics helps regulate the education system and ensures that this practice positively contributes towards human welfare.
- Students learn what is right and what is wrong, known as value education or character education.
- Human beings can be either unfriendly or peaceful by education. The aim of ethical education is to provide people to make decisions by their free wills.
- Ethical decisions are inherent in everything we do, in almost every aspect of our lives. We must take these decisions thoughtfully and consciously based on our own beliefs, and not simply by default, or by following the herd.



Illustrations which show the importance of ethics in education:

- **Caste System and Gender Inequality** is deeply entrenched in India despite many literates. Ethics in education helps understand the values of equality, humanity which can wipe out such evils.
- Harming communities by deepening communal values like the Christchurch killings.
- Rationalizing youths has become easier as they lack compassion, sympathy.

Modern day challenges to incorporate ethics in education:

- Most educational institutions today do not adequately focus on helping students develop thoughtful ethical frameworks that would inform their choices.
- They blindly follow the western education system without understanding the true reason behind the values.
- Students must constantly be encouraged to apply ethical frameworks to every aspect of their academic and non-academic life, which is not given importance.
- Universities don't help students analyse ethical challenges from various schools of thoughts.
- Universities don't focus on developing adaptability and agility in students' mindsets and expectations to prepare students to be ethical within a changing system.
- Education has today become more of a business where money has taken a higher pedestal than knowledge.
- Rote learning, lack of quality in education, teacher absenteeism, student dropout are some of the challenges.

Measures needed:

- Encouraging students to critically analyse the ethical dimension in all aspects of their lives.
- Helping them learn to be adaptable and agile in changing contexts.
- Encouraging students to play a lead role in evolving new systems and rules like Social media, artificial intelligence etc.
- Incorporating value education in the National Education policy.
- Implementing the Right to Education Act in its true letter and spirit.
- Sensitizing teacher and parents about ethics in education.

Q) Compare and contrast Deontological ethics and Consequentialism. (250 words)

Ethics by Lexicon publications

Why this question:

The question focuses on different approaches of ethical evaluation.

Key demand of the question:

The answer must provide for a detailed analysis involving comparison and contrast of the two philosophies of ethics namely – Deontological ethics and Consequential ethics.

Directive:

Compare and contrast – provide for a detailed comparison of the two types, their features that are similar as well as different. One must provide for detailed assessment of the two.

Structure of the answer:

Introduction:

One can start by defining the two types- Deontological ethics and Consequential ethics.

Body:

The question is straightforward, one has to define specific feature of each school of ethics – Deontological ethics and Consequential ethics, respective features, differences and provide for comparison that both are necessary and are to be applied situationally. Discuss how Consequentialism is significantly different from Deontology.

Explain the different types in each school with examples.

Conclusion:

Conclude with significance of the two schools.

Introduction:

- **Consequentialism and Deontological theories** are two of the main theories in ethics. However, consequentialism focuses on judging the moral worth of the results of the actions and deontological ethics focuses on judging the actions themselves.

Body:

- **Consequentialism or teleological ethics** focuses on the consequences or results of an action. One of the most well known forms of consequentialism is utilitarianism which was first proposed by **Jeremy Bentham** and his mentee **J.S. Mill**.



- For instance, most people would agree that lying is wrong. But if telling a lie would help save a person's life, consequentialism says it's the right thing to do.
- **Two examples of consequentialism are utilitarianism and hedonism.** Utilitarianism judges consequences by a "greatest good for the greatest number" standard. Hedonism, on the other hand, says something is "good" if the consequence produces pleasure or avoids pain. Some have argued that this is flawed as it does not allow for one to be able to follow certain moral rules and it concentrates too much on the ends rather than the means.
- Deontology is also referred to as **duty-based ethics**. **Deontological ethics** focuses on how actions follow certain moral rules. So, the action is judged rather than the consequences of the action. The biggest proponent of deontological ethics was **Immanuel Kant** who said that moral rules should be adhered to if universalising the opposite would make an impossible world.
- It is **based on each individual's duty or obligation** towards each other, all living things, and the environment based on moral beliefs and values. It teaches about **always acting in good faith** and **adheres to the Golden Rule to treat others the way you want to be treated by them**.
- **The Ten Commandments** are examples of deontology. They are moral duties that we have been taught since we were children, and we are moulded by them in the way that we should treat others, to be fair and not using them to serve selfish intentions.

Conclusion:

- While deontology is based on man's absolute duty towards mankind and how it is given priority over results, teleology is based on the results of an action and on whether an action produces greater happiness and less pain.

Q) What do you understand by absolute good and relative good ? Explain with examples. (250 words)

Ethics by Lexicon publications.

Why this question:

The question is direct and aims at analyzing the difference between absolute good and relative good.

Key demand of the question:

The answer must explain how absolute good and relative good are different from each other, what is the correlation between the two.

Directive word:

Explain – Clarify the topic by giving a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

Structure of the answer:

Introduction:

Introduce with importance of doing good in ethics and moral conduct.

Body:

Explain that – There is no absolute good or bad thing. It is always in relative terms and could be having place, person or situation value. A bad thing termed by many could be best for some. At the same time, the worst thing as perceived by many may be the best one. It depends upon the person, situation or place.

Nothing at all, it is only in the eye-of-the-beholder. Absolute morality (or fixed rules morality) is not a flexible enough tool to adequately guide moral behavior through real life. It leads to a lot of contradictory behavior, because it has no "give" to accommodate the complexities of our lives.

Conclusion:

Conclude that Nothing is absolute; all is relative, since any thought or actions cannot be seen outside of the context in which they exist or happen. The good or bad we know or perceive is heightened by our experiences or senses, and that there is no way of arriving at a universal adage.

Introduction:

- The word 'Good' is derived from the German word 'Gut'. It means anything valuable, useful or serviceable for some end or purpose, therefore desirable.
- As the term 'good' is too wide signifying anything that is desirable, one may use the expression 'morally good' to signify moral qualities. Hence, in ethics the word 'good' is used to **express moral qualities**.

**Body:**

- Goods can be absolute or relative. A distinction is drawn between good as an end and good as a means.
- A 'relative good' is a kind of good as a means, i.e., it is an object which is desired, not for itself, but for the sake of an ulterior end or good which, again, may be relative to a still higher end, and so on. A relative good is something that is good because people say it is good. The subordinate goods are instrumental goods or relative goods.
- 'Absolute good' means "the good which is desired for its own sake, and is not subordinate to any ulterior good." In short, it is not the concept of good as a means to a higher good; it is however, the highest good- the ultimate end of human activity. An absolute good is something that is good because of something in itself. It is good even if there is no one around to see it. Absolute good is not a means to attain any higher end or good. The highest good is the absolute good i.e. the supreme end.
- For instance, if happiness be good, then wealth and health as means of attaining happiness are also good. Again, if health be a good, then regular exercise, regulation of taking diet, taking of good medicine are also good as means of securing good health.
- Another example, an economist may say that the Mona Lisa is a very valuable economic good because it can be sold for a lot of money. A philosopher may say that the painting is good because of how it is painted. The economist sees relative good, because people may later not want to pay for it. The philosopher sees absolute good, because it will always be painted well.

Conclusion:

- Thus, the ultimate, absolute or highest good of man is intrinsically good in the sense that the same is desired for its own sake, and not desired for the sake of anything else. Good has a bearing on the moral life of an individual.

Q) What are the ethical principles involved in the system permitting organ donation and allocation ? Also discuss the importance of regulations for the success of organ transplant policy of the country. (250 words)

Ethics by Lexicon publications.

Why this question:

The question is to evaluate the ethical aspects involved in system of organ donation and allocation, one must also discuss the position of regulations for the success of organ transplant policy of the country.

Key demand of the question:

The answer must first discuss the various ethical aspects involved in permitting organ donation and allocation of the same. And what are the policy requirements of such system.

Directive:

Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

Structure of the answer:**Introduction:**

Brief upon Organ donation and ethics involved.

Body:

- Discuss how the ethics of allocating human organs for transplantation is a specific application of ethical norms to social practices. The principle involved are essentially the same as those that apply to other areas of human conduct.
- Is organ donation an ethical issue?
- Explain that the Ethical principles and regulatory requirements often overlap.
- What are the ethical principles that should be considered when determining how to allocate a scarce life-saving resource.
- Discuss – three principles of primary importance in the allocation of human organs: 1) utility; 2) justice; and 3) respect for persons (including respect for autonomy).
- Discuss what regulations should be brought in to have an effective ethically sound process in place.

Conclusion:

Conclude with way forward .



Introduction:

- Organ transplantation is certainly one of the “miracles” of modern medicine. **Organ donation is founded on the pillars of altruism.** Despite many obstacles, the era of transplantation has begun and was everywhere hailed as an extraordinary leap in medicine and surgery. Yet, almost immediately, ethical problems were noticed lurking in the miracle.

Body:

Ethical principles involved in organ donation:

- Medical integrity:** Patients and the public must be able to trust their doctors not to sacrifice the interest of one to that of another, from whatever
- Scientific validity:** the basic biology and technology must be sufficiently assured to offer a probability of beneficial outcome, case by case.
- The ethical basis of donation is in **consent**, based upon information adequately presented, weighed and understood, and unbought, unforced. The adjective ‘informed’ is often used with ‘consent’ but the term is differently interpreted.
- State governments, which have responsibility for health care provision, are expected to ensure that the organs that are **altruistically donated by families** of brain-dead people are given to recipients ethically, and as mandated by law.
- Priority for citizens** enrolled in the State and national waiting lists over foreign nationals is laid down in the Transplantation of Human Organs and Tissues Rules.
- There should be **no invasion of a healthy body** to obtain an organ for another, this goes against the bodily integrity of a human.

Importance of Regulations for success of organ transplantation policy:

- There is a huge gap between demand and supply of organs.
- Unregulated cost of transplant surgeries; cost out of reach of poor people
- Instances of Hospitals and professionals who **engage in commerce** shows the unethical behaviour.
- Preferential treatment to the rich and wealthy:** Instances where preferential allotment of hearts and lungs has been made to foreign patients in Tamil Nadu — in 2017, foreigners accounted for 25% of heart transplants and 33% of lung transplants, show the inequality.
- Instances of organ trafficking** from abducted persons are on the rise, especially the destitute and orphans.
- False proclamation of “scandals”; organ rackets; News of improper practices of organ collection breaks public trust and is impediment to the entire process of organ donation
- Religious beliefs hinder deceased organ donation. Superstitions prevalent such as being born (rebirth) with a missing organ (that has been donated), being tangled in the life-death-rebirth cycle

Conclusion:

- The **Declaration of Istanbul** outlines principles against organ trafficking and transplant tourism. **World Health Organization’s Guiding Principles on Human Cell, Tissue and Organ Transplantation** aim at ensuring transparency in organ procurement and allocation. The ethics of financial incentives and non-financial incentives such as incorporation of non-medical criteria in organ priority allocation should be incorporated in the regulations.

Q) Those who commit delinquency out of ignorance should be treated less starkly.

Comment. (250 words)

Ethics by Lexicon publications.

Why this question:

The question is based on the concept of delinquency and its evaluation from an angle of Ethics.

Key demand of the question:

The answer should comment in detail and provide for an analysis as to how a person should be treated for misconduct and what should be the line of action in cases where misconduct is out of sheer ignorance.

Directive:

Comment— here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Structure of the answer:

Introduction:

Discuss the importance of ethics and moral in conduct of individuals.

**Body:**

- Elaborate on the term – Delinquency, why is it necessary to evaluate it with prism of ethics.
- Discussion should be upon how misconduct of an individual should be penalized depending on the level of ignorance, should a person be punished harshly if she/he acts in veil of ignorance or they should be punished equally for the delinquent act?
- Use case studies to justify that the answer to it is situational and can not be one shoe fits all approach

Conclusion:

Conclude with significance of knowledge and awareness that ensure and keep a check on misconduct of individuals .

Introduction:

- Ethical behavior is based on written and unwritten codes of principles and values held in society. Ethical principles and values serve as a guide to behavior on a personal level, within professions, and at the organizational level.

Body:

- The word 'delinquency' has been derived from the term 'de' (away from) and 'linquere' (to leave) the Latin word 'delinquere' translated was apparently used in earlier times to refer to the failure of an individual to perform a task or duty. Delinquency would refer to behaviours that society considers as inappropriate if committed by a young person.
- **Age and behaviour** play a determining role to decide who is a delinquent. Individuals who are young are usually ignorant of how the society works and what exactly their role in society as an individual is. With the limited experience of life, they are bound to commit mistakes, their conduct that does not conform to the legal or moral standards of society.
- Each society has its own unique laws, rules and expected norms of behaviour. They reflect the prevailing value system, accepted code of behaviour and social expectations. However, when youngsters commit ignorant acts, they should not be punished severely as this could affect their beliefs and values in the society itself. There is a need to use the veil of ignorance as proposed by Kant to think from the perspective of the delinquent and take proportional action.
- A case in study here would be of the Juvenile Justice Act in India which is the law to deal with children who commit crimes. The act follows the above logic that young ignorants are not treated in the same way as an adult is treated for a purported crime.

Conclusion:

- **Education and awareness of societal values and human values** will help the delinquents to be a moral person in future. Thus, compassion should guide the treatment of ignorants rather than retribution.

Q) Discuss the significance of Environmental ethics. (250 words)

Ethics by Lexicon publications.

Why this question:

The question is based on the concept of Environmental ethics.

Key demand of the question:

The answer must first elaborate on concept of Environmental ethics and discuss its significance.

Directive:

Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

Structure of the answer:**Introduction:**

Define what you understand by environmental ethics.

Body:

- Environmental ethics is the philosophical discipline that considers the moral and ethical relationship of human beings to the environment.
- Discuss the relevance of study of environmental ethics.
- Explain the relation between Environmental Ethics & Human Values.
- significance of Environmental Ethics.



Conclusion:

Conclude that perhaps the most important concern today for the trustee is to create an ethos that will support a sustainable life style in society.

Introduction:

- Environmental ethics is a branch of ethics that studies the relation of human beings and the environment and how ethics play a role in this.
- Environmental ethics believe that humans are a part of society as well as other living creatures, which includes plants and animals. These items are a very important part of the world and are considered to be a functional part of human life.
- Thus, it is essential that every human being respect and honour this and use morals and ethics when dealing with these creatures.

Body:

Significance of Environmental ethics:

- It brings us closer and the help us understand the relationship.
- Provide better quality living to current generation
- Protect environment for future generation through regulated use of environment
- It will help spread awareness among people and thus protect the environment
- It sustains other species as well which is moral responsibility of one species i.e. humankind towards all others

Need for environmental ethics:

- Increasing levels of Pollution.
- Degrading Standard of Life.
- Increasing dangers related to global warming and climate change.
- New dynamic issues like Environmental Refugees.
- Cutting forests indiscriminately on large scale
- Releasing green house gases in atmosphere for industrial products
- Excessive use of fossil fuels like coal, petrol etc

Human values and environmental ethics:

- Human actions and decision making choice depend on human values. Strong values always help reduce the confusion. If these are coherent with the surrounding environment nature and wildlife, then it will certainly be helpful for sustainable development.
- **Empathy:** without empathy for all lives, there will always be selectiveness and selfishness among humans towards different lives. Value of Nurturing and protecting biodiversity. Making way for flora and fauna to co-exist with us.
- **Love:** love transcends only human-human interaction. It's also between other lives and nature's beauty.
- **Sustainable development:** Saving resources for future generation. That is to stop over exploitation of resources specially exhaustible and non-renewable resources.
- Control over mining, deforestation in the name of "development"
- **Minimalistic living:** Sacrificing certain comforts for protecting environment. Example- reduction in use of polluting vehicles for good of all, car pooling, using public transport.

Conclusion:

- We must realize the biggest value that Earth belongs not only to humans but to other biodiversity too. Further, protecting this environment for future generation becomes our responsibility as part of environmental ethics.

Q) The kernels of parochial mindset are often sown at home , which later manifest as the deadly algal blooms of the society. Suggest what set of ethical framework should be adopted to address this challenge peculiar to Indian society.(250 words)

Ethics by Lexicon publications.

Why this question:

The question is based on the ethical angle of evaluation of the parochial mindset prevalent in our society.

Key demand of the question:

The answer must discuss in detail the situation of parochial mindset of our society, its evolution. And the need for addressing the faulty ethical framework that guides and fosters such system.



Directive word

Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

Structure of the answer:

Introduction:

Highlight the context of question.

Body:

- Such answers are best explained with examples, highlight the societal mindset prevalent in the country.
- Explain why parochial mindset starts at home?
- What are the fault lines
- Suggest what set of ethical framework should be adopted to address this challenge.

Conclusion:

Conclude with significance of robust ethical framework.

Introduction:

- **Parochialism** is the state of mind, whereby one focuses on small sections of an issue rather than considering its wider context. More generally, it consists of being narrow in scope.

Body:

The parochial mindset of the Indian population:

- Women are expected to tend to matters of the household and family, and education is considered as a waste of time and money in their case. Even worse is when parents, especially in village areas, cannot afford to send the girls to school, as they need to save money for her wedding and dowry expenses. Ours is a highly patriarchal society, where male chauvinism is a predominant mindset, according secondary status to women. Further, if the girl is educated and is employed, she is seen as a radical element. It's certainly a sad state that "The man should earn more" social norm still prevails.
- It is also a well-known fact that the sensitization about caste, religion and other such ethnic identities are done at very tender ages to children. Over a period of time, it is stressed and imprinted in the minds of the people which leads to issues like Communalism, Regionalism, Secessionism etc. The foray of internet at the fingertips has made the situation even precarious as seen through fake messages, doctored videos etc.
- We have become modern but our thoughts are still pre-historic. We live in the "Internet Age" but certain biases against women still exist from the "Stone Age."

An ethical framework to address the challenge should include the following elements:

- It is education that helps in constructing a positive outlook for a person. Thus, it must be made universal and compulsory irrespective of the gender.
- Adult literacy is also imperative as they still are the decision makers for their children even today in India.
- Gender sensitization should be started off at childhood and should be a continuous practice throughout.
- Religious leaders could pitch in wiping out the bigotry and instilling peace and brotherhood among the people.
- The Governments must make use of the protective measures provided in the Constitution, laws to ensure that human dignity is upheld.
- A pan-Indian cannot emerge without demolishing what Rabindranath Tagore calls "prison houses with immovable walls," without bringing about equality among Indians, without democracy in any meaningful sense encompassing the economic and social spheres.

Conclusion:

- "Our mind has faculties which are universal, but its habits are insular." – Rabindranath Tagore. The fissures in the society would lead to deep cracks and rifts, if not tended to at the earliest.
- It is us who can help change mindsets, attitudes, and beliefs. It is us who can shape the future of our country progressively. We must change our habits; mend our minds to be more inclusive, universal beings.

Q) To attach to towering moral standards and ideals in a highly immoral society is bare act stupidity. Critically analyse with examples. (250 words)

Ethics by Lexicon publications.

Why this question:

The question is based upon the conduct of Moral behaviour and its practice in real life. A world of today which is often being considered immoral.



Key demand of the question:

The question is about evaluating the conduct of moral standards and values across varying situations, one has to evaluate how an individual can or can not profess a moral conduct amidst an immoral society.

Directive:

Critically analyze – When asked to analyze, you have to examine methodically the structure or nature of the topic by separating it into component parts and present them as a whole in a summary. When ‘critically’ is suffixed or prefixed to a directive, one needs to look at the good and bad of the topic and give a fair judgement.

Structure of the answer:

Introduction:

Define first – what you understand by Moral conduct .

Body:

First start by explaining – what are Moral values ? – they are set of principles guiding us to evaluate what is right or wrong. They are the standards of good and evil, which govern an individual’s behaviour and choices.

Discuss how today’s world is being recognized as highly immoral owing to its changing culture day by day.

Explain why is the world immoral today – issues at societal level ranging from corruption of attitudes, capitalist tendencies, intolerance towards the less empowered etc.

Then quote examples to show how a person professing high morals in such a society gets to be called stupid and foolish.

Provide for examples to support your opinion, suggest what should be done to overcome the crisis.

Conclusion:

Conclude with significance of morality in the society .

Introduction:

- Moral values are set of principles guiding us to evaluate what is right or wrong. They are the standards of good and evil, which govern an individual’s behaviour and choices.
- Today’s fast-changing society seems to be ‘immoral’ because of rampant corruption, crony capitalism, self-interest driven attitude, political opportunism, a tendency of backstabbing etc.

Body:

- In such a scenario, a person sticking to high moral values and standards may seem to be stupid as the person may bear the cost of being moral.

For instance,

- Honest and non-corrupt civil servants who stick to high moral values often face quick transfers, harassment, threats etc.
- Persons raising their voice against injustices of the society face social isolation. Social reformers like Raja Ram Mohan Roy faced criticism from conservatives.
- Gandhiji, in his struggle for independence, faced impediments due to his principles of truth and non-violence (Ahimsa).

Societies are biased and guided by caste, religion, region, money etc. The best person always may not be rewarded and the one who must be punished may not get the punishment. In our daily lives too, in some instances, we face problems when we adhere to our moral values and principles.

- A person paying tax regularly may be economically disadvantaged to the one who evades it.
- Student cheating in exam might get more marks than the honest student.
- The moral hazard faced by farmers due to voluntary default and waiting for loan waivers despite having the capability to repay loans.

In spite of such negative atmosphere, there are many people, who despite facing adversities, have been quite successful in their professional as well as personal lives.

- One such example of our times is of Dr. B R Ambedkar, who in his various capacities could lead a successful life despite facing societal problems.
- Mother Teresa despite facing flak for adhering to high moral values and standards could prove her worthiness to the world.



- People like Warren Buffett, Narayana Murthy etc. have shown high corporate governance values despite being in highly competitive crony capitalist world.

Apart from these, there are innumerable people working in their respective fields, who hold their heads high because of their adherence to high moral values and work ethics. Such people are internally happy and have pride associated with their work. They act as an inspiration to others and society as a whole.

Conclusion:

- Simultaneously it is imperative to be practical and cautious enough while taking decisions and doing any actions. Though moral values are required they must be well thought out and must be backed up by our conscience, so as to be relevant in the today's fast-changing society. Therefore, it is absolutely necessary to stick to high moral values and standards despite being in such negativity.

Q) “There is no virtue without risk-taking.” Do you agree that by simply doing your job and contributing to the economy in the form of output, you’ll be doing your bit to the country’s development ? Explain in the context of the statement. (250 words)

Ethics by Lexicon publications.

Livemint

Why this question:

The question talks about virtues of doing good and the justness it carries to contribute for the society.

Key demand of the question:

The answer must elucidate how virtues come with risks and that individuals can contribute to the society by just doing their bit of service.

Structure of the answer:

Introduction:

State the importance of virtues.

Body:

Elaborate upon the necessity of virtues in society, what are its importance in public life, why one should contribute to the economy and work for the society.

The main crux of the answer should focus on individual contribution for the society at the cost of some risk. Use examples to justify better.

Conclusion:

Conclude with importance of virtues of contribution.

Introduction:

- Virtue is thinking and doing what is right and avoiding what is wrong. It is the quality of being morally good. Virtues are important because they are the basic qualities necessary for our well being and happiness. By recognizing the importance of virtues, in our lives, it will lead to better communication, understanding and acceptance between us and our fellow man.

Body:

Virtues and society:

- As our country makes progress and we continue to travel the winding and often rocky road of change, it is important to remember that ethics and morality play an important role in any sophisticated society.
- A Country's development is not just measured by its economic might but also its indicators like health, education, equality, gender justice and other such factors.
- By simply contributing to the economy in the form of output by working for a firm is no doubt necessary as the demographic dividend of the country will be reaped. Supporters of this argument say that duties of a person is itself a virtue, thus, it is sufficient.
- However, we live in a society which is diverse and people with varied values are present. Doing one's duty and staying to themselves is a good virtue but that is self-centered behaviour. For instance, Corruption may be a human value for some people which can lead to inequalities and further suppression of the poor.



- Thus, people with courage, honesty and truthfulness are needed to point out such ills in the society by walking out of their path. The virtue has no value if it is of no use to the society in which we live. Virtues lead to happiness of self as well as others. Gandhiji's virtues of truth and non-violence shows how he stuck to it despite being aware of the risks it posed to him by British. However, the risk-taking did achieve the ultimate goal of Independence.
- Drawing parallel to the above situation, if a person thinks that his vote might not matter much as there are millions voting, then that's a wrong notion. As a citizen in democracy, every citizen has a responsibility to vote and express his opinion. This in a longer run will help by getting the right government to get elected and serve the people.
- Similar explanation works for paying tax, following the traffic rules etc. Civic duties must be adhered to even though it might amount to some risk-taking. Example: Reporting corruption.

Conclusion:

- Virtue is not just believing the right things or even trying to do the right things but working out our salvation with fear and trembling. It is important for everyone to actually morally operate by a system of ethics, and ensure that they do not sidestep the issue without risk-taking.

Q) With technological innovations greatly influencing human values mainstreaming of ethics with technology is becoming a necessity. Discuss. (250 words)

[Indianexpress](https://www.indianexpress.com)

Why this question:

The article highlights the need for Ethics in the time of technology. Recently An external advisory council, the Advanced Technology External Advisory Council (ATEAC) — essentially an ethics council to guide new technologies was set up by Google in the last week of March, the article highlights failure of conception, planning and execution of ethics by the technology giant.

Demand of the question:

The answer must evaluate need of ethics in technology. One has to highlight that for the benefit of technology users, companies building technologies must make efforts to raise awareness of their potential human risks and be honest about how people's data is used by their innovations.

Directive word:

Discuss – This is an all-encompassing directive – you have to debate on paper by going through the details of the issues concerned by examining each one of them. You have to give reasons for both for and against arguments.

Structure of the answer:

Introduction

Start by explaining need for ethics in technology.

Body

- Discuss what you understand by In technology ethics; issues arising from artificial intelligence, cybersecurity, information technology, biotechnology, and other emerging fields.
- Technology ethics is the application of ethical thinking to the practical concerns of technology. The reason technology ethics is growing in prominence is that new technologies give us more power to act, which means that we have to make choices we didn't have to make before. While in the past our actions were involuntarily constrained by our weakness, now, with so much technological power, we have to learn how to be voluntarily constrained by our judgment: our ethics.
- Take cues from the article, throw light on Googles seven principles of ethics – (i) be socially beneficial, (ii) avoid creating or reinforcing unfair bias, (iii) be built and tested for safety, (iv) be accountable to people, (v) incorporate privacy design principles, (vi) uphold high standards of scientific excellence, (vii) be made available for uses that accord with these principles.
- Conclude with what needs be done?

Conclusion

Highlight the need for technology ethics.

Introduction:

- Values as desirable, trans-situational goals, which vary in importance and serve to guide human beings in their lives. The human values have changed from time to time, with the rise and fall of different civilizations from Stone Age to silicon age.

**Body:**

- The human developments in science and technology when synergistically combined should strengthen human values, if the technology is constructive. On the other hand, technology which weakens the human values, which is disruptive. The success of scientific and technological advancement and development depends on how deep the human values are embedded in technologies.
- Our dependence on our phones, tablets, and laptops has dramatically changed how we communicate and interact, and is slowly eroding some of our core principles. We are losing empathy, compassion, truth-telling, fairness, and responsibility and replacing them with all these machine values. The **proliferation of fake news** is just one example of how this shift is already influencing our culture.

Examples:

- Automation: Automation eating out the jobs. As per recent World Bank data it will cut out the 69% of the Indian Jobs in next few decades.
- Usage of UAVs: drones have become a cheaper, easy to control for various purposes like surveillance, disaster management etc but no regulation, misuse by terrorists could cause greater damage.
- Genetic Engineering in food crops: helps in food security but opposed by many sections due to its future implications on people and crop varieties. Long term impact of losing indigenous varieties.
- CRISPR CAS9 gene editing: editing for repairing, introducing genes in animals or humans may lead to unknown or harmful consequences in future generations. Gene editing in humans is banned in US UK.
- Surrogacy and IVF technologies: exploitation of women, commodifying, misuse of technology for monetary gains.

Thus, technology must incorporate ethics into it. Google recently came out with set of principles of ethics for technology as enumerated below.

- Be socially beneficial.
- Avoid creating or reinforcing unfair bias
- be built and tested for safety
- be accountable to people
- incorporate privacy design principles
- uphold high standards of scientific excellence
- Be made available for uses that accord with these principles.

Conclusion:

- Emerging technologies in all the spheres of life have undoubtedly raised doubts over its ethical implications, however, these all can be put to rest by simply keeping ethics in mind while developing and while using these technologies.
- After all, a technology is the product of human mind; if he/she can develop it he/she also has the capability to put it for best use.

Q) What do you understand by Deontology and Consequentialism in ethics ? Explain with examples. (250 words)

Ethics by Lexicon publications.

Why this question:

The question is to evaluate the ethical ideologies of Deontology and Consequentialism.

Key demand of the question:

The answer must elaborate on the concepts of Deontology and Consequentialism with examples as applied to Ethics as a subject.

Directive:

Explain – Clarify the topic by giving a detailed account as to how and why it occurred, or what is the particular context. You must be defining key terms where ever appropriate, and substantiate with relevant associated facts.

Structure of the answer:**Introduction:**

Brief upon what you understand by Deontology and Consequentialism in ethics.

Body:

- The answer to the question is straightforward – one has to discuss in detail the concepts of Deontology and Consequentialism, how one differs from another, what are the common points.



- Deontology – the ethical system in which morality is determined by duty or laws. A simpler example of deontological ethics would be Christianity, in which moral acts are those that obey the ten commandments. Consequentialism – this moral philosophy is probably best captured in the aphorism “the ends justify the means.” Consequentialism says an act is good if it results in a good situation. An act is bad if it results in a bad situation. Consequentialists then try to determine what a “good situation” actually entails, who should benefit from the good, who should determine the good, and the relevancy of good intentions.
- Deontology is duty ethics, so it compares a person’s actions against some duty or imperative. An example is Kant’s Deontology, which has the Categorical Imperative that all persons must be ends in and of themselves and may never be used as means. Deontology emphasizes the character of the actions.
- Draw a brief comparison and justify with examples.

Conclusion:

Conclude with significance of the two schools of ethics .

Introduction:

- Ethics or moral philosophy is a branch of philosophy that involves questions about morality and the perception of good and evil, of right and wrong, of justice, virtue, and vice.

Body:

- **Deontology** is also referred to as duty-based ethics. It is an approach to ethics that addresses whether the motives behind certain actions are right or wrong instead of focusing on whether the results of the action are right or wrong. It is based on each individual’s duty or obligation towards each other, all living things, and the environment based on moral beliefs and values. It teaches about always acting in good faith and adheres to the Golden Rule to treat others the way you want to be treated by them.
- The Ten Commandments are examples of deontology. They are moral duties that we have been taught since we were children, and we are moulded by them in the way that we should treat others, to be fair and not using them to serve selfish intentions.
- **Teleology or consequentialism** is referred to as results-oriented ethics. It focuses on the purpose of each action and whether there is an intention or meaning for the action. It deals with the consequences of an action. It involves examining past experiences in order to figure out the results of present actions. The most common forms of Consequentialism are the various versions of utilitarianism, which favour actions that produce the greatest amount of happiness.

An example of which is utilitarianism which is also referred to as the greatest happiness principle. It measures how much overall pleasure can be derived from a certain action and how much pain is averted.

Two problems with consequentialism are:

- it can lead to the conclusion that some quite dreadful acts are good
- predicting and evaluating the consequences of actions is often very difficult

Conclusion:

- While deontology is based on man’s absolute duty towards mankind and how it is given priority over results, teleology is based on the results of an action and on whether an action produces greater happiness and less pain.

Topic: Emotional intelligence-concepts, and their utilities and application in administration and governance.

Q) Is emotional intelligence influenced by cultural tie-ups ? Differentiate the application of emotional intelligence in Indian society from that of western society. (250 words)

Ethics by Lexicon publications.

[Link](#)

Why this question:

The question is based on the concept of emotional intelligence and the factors of culture influencing it.



Key demand of the question:

The answer must first elaborate on concept and then discuss influence of different cultures and move on to differentiating how the idea differs in Indian society in comparison to Western world.

Structure of the answer:

Introduction:

Define emotional intelligence,

Body:

- Elaborate on the term – emotional intelligence ; Emotional intelligence can be said to cover five main areas: self-awareness, emotional control, self-motivation, empathy and relationship skills. It is, of course, important for good communication with others – and is therefore a gateway to better learning, friendships, academic success and employment. Skills such as these developed in our formative years at school often provide the foundation for future habits later on in life.
- Influence of culture on emotional intelligence – Given variations in the physical and social challenges facing different societal groups, it is not surprising that intelligent behaviour is defined differently across cultures.
- Traditionally, the West has defined intelligence in terms of the speed and accuracy of cognitive (mental) skills within an academic setting. But successful adaptation in many societies does not translate to the Western notion of academic intelligence. Asian and African cultures, for example, emphasize the relative importance of social skills.
- Discuss while social and emotional intelligence predict effectiveness in culturally homogenous environments, cultural intelligence predicts effectiveness in culturally diverse settings and explains differences in coping and functioning outside one's home culture. In fact, research shows cultural intelligence is a better predictor of success in diverse settings than cognitive ability, emotional intelligence (EQ), personality, demographics, and international experience.

Conclusion:

Conclude with significance of Emotional intelligence .

Introduction:

- Emotional intelligence or EI is the ability to understand and manage your own emotions, and those of the people around you.
- Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.

Body:

Emotional intelligence and cultural tie-ups:

- Culture can have a profound impact on the way in which people display, perceive, and experience emotions.
- The culture in which we live provides structure, guidelines, expectations, and rules to help us understand, interpret, and express various emotions.
- A “cultural display rule” is a culturally specific standard that governs the types and frequencies of emotional displays considered acceptable by a given culture.
- For example, in many Asian cultures, social harmony is prioritized over individual gain, whereas Westerners in much of Europe and the United States prioritize individual self-promotion.
- Cultural scripts dictate how positive and negative emotions should be experienced and displayed; they may also guide how people choose to regulate their emotions, ultimately influencing an individual's emotional experience.
- Cultural contexts also act as cues when people are trying to interpret facial expressions. This means that different cultures may interpret the same social context in very different ways.
- Despite different emotional display rules, our ability to recognize and produce basic facial expressions of emotion appears to be universal. In fact, research has discovered seven basic types of emotions expressed in human faces: sadness, happiness, disgust, surprise, anger, contempt, and fear.
- Complex emotions such as jealousy, love, and pride are different from basic emotions and are more likely to be dependent on cultural influences than are more basic emotions.



The application of emotional intelligence in Indian society from that of western society:

In western society:

- In western perspective, the concept of EI was explained in terms of models.
- The proposed scientific models pose theoretical explanations of the components included in the concept of emotional intelligence.
- These theoretical approaches or models try to discover the emotional components that underlie emotionally intelligent people, the mechanisms and the processes that set off the use of these abilities in everyday life.
- Various psychologists have suggested different models of emotional intelligence.
- Traditionally, the West has defined intelligence in terms of the speed and accuracy of cognitive (mental) skills within an academic setting. But successful adaptation in many societies does not translate to the Western notion of academic intelligence.

In Indian society:

- Contrary to western conceptualization of self, there exists a relational and situational sensitive understanding of self.
- Non-western societies like India, China, and Japan perceive a person connected to others and less differentiated from them.
- The Indian view of self is characterized more as independent.
- Emotions are not distinct biological events, but are influenced and shaped through social, cultural and linguistic processes.
- the “concept of emotional intelligence in the Indian context is embedded in its highly valued social concerns, virtues, religious traditions, and cultural practices”.
- The Indian concept of EI focuses on the role of significant others including the guru, family and larger society in shaping and developing one’s emotional intelligence.
- Certain traits valued in the Indian culture like respecting elders, caring, kindness, compassion and peacefulness involve typical emotional expressions.
- These are grounded in the cultural traditions and have been passed on from one generation to the next in various forms.

Conclusion:

Thus, Emotional intelligence has some impact of the culture and vice-versa.

Q) Rising mob protest and violence demands effective Emotional Intelligence from civil servants on ground. Suggest measures for strengthening emotional intelligence in civil servants for their effective applications in such cases. (250 words)

Ethics by Lexicon publications.

Why this question:

The article highlights the need for emotional intelligence by the civil servants to handle crowd violence and protests made by them.

Demand of the question:

The answer must evaluate need of emotional intelligence by the civil servants on ground to understand the sentiments of the mob and the resonating reasons behind them opting to protests and violence to provide for an effective and peaceful solution to the situation.

Structure of the answer:

Introduction

Start by explaining – what you understand by emotional intelligence.

Body

- Discuss what you understand by EI – the ability to recognize your and other people’s emotions; and manage them in better manner.
- What are the benefits of EI ? – Helps you control your own negative emotions. Then you can focus more on work than on mood, your productivity/efficiency/quality of work improves. Helps you make better decisions, perform under stress and against heavy-odds, deal with uncertainty and change in personal and professional life. Otherwise “He who spends time regretting the past loses the present and risks the future.
- Discuss how can one develop EI ?
- Give examples to substantiate your answer better.



Conclusion

Reassert the significance of such virtues in public servants.

Introduction:

- Emotional intelligence or EI is the ability to understand and manage your own emotions, and those of the people around you. Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.

Body:

Importance of EI during mob protests and violence:

- Social responsibility:** When a leader cares about others, he is not a centre of attention and keeps everyone in the loop by making their intentions known.
- Stress tolerance:** To stay focused, stress should be managed and it involves own reactions to stress or the reactions of others to the stress. Employees with high EQs are more likely to listen, reflect, and respond to constructive criticism
- Impulse control:** Independent people evaluate the alternatives and initiate the work by taking appropriate action by executing the right options. People who manage their impulses avoid being distracted and losing control of the situation. Emotionally intelligent employees are more likely to keep their cool under pressure
- Optimism:** Optimistic people have a target that they're aiming toward. These people are confident in their ability to carry out the required actions and meet the target by looking for successful solutions to problems.
- Negotiation:** For being able to empathize and be creative in finding win-win solutions will consistently pay off to all the stakeholders involved.

Measures for strengthening emotional intelligence in civil servants

- Modern organizations now offer learning and development that is explicitly labelled as "emotional intelligence" or "emotional competence" training.
- In support, their leaders create and manage a working environment of flexibility, responsibility, standards, rewards, clarity, and commitment.

Implementing emotional intelligence training and overall culture in an organisation is done **in four phases:**

- (i) **Preparation:** Assessing the organization's needs; Assessing personal strengths and limitations; Providing feedback with care; Maximizing learner choice; Encouraging participation; Linking learning goals to personal values; Adjusting expectations; Gauging readiness;
- (ii) **Training:** Once the organisation has plans in place, Phase Two is where it should start training. It should plan on:
 - Fostering a positive relationship between the trainer and the learner
 - Maximizing self-directed change
 - Setting clear goal
 - Breaking those goals into manageable steps
 - Maximizing opportunities to practice emotional intelligence
 - Providing frequent feedback on that practice
 - Relying on experiential, hands-on methods
 - Building in support for your staff
 - Using models of desirable behaviour
 - Enhancing insight into emotions and thought patterns
 - Preventing relapse by preparing people for mental slips
- (iii) **Transfer:** Phase Three is all about transferring and maintaining the skills learned. Make sure you build in opportunities for:
 - Encouraging use of the skills learned on the job.
 - Providing an organizational culture that supports learning.
- (iv) **Evaluation:** Finally, Phase Four is focused on evaluating the change that has come about from training. In this phase, the organisation should be conducting ongoing evaluation research.

Conclusion:

- Governance in modern times is becoming increasingly complex with affective components of behaviour having a major role to play. Intelligence quotient alone can't solve majority of problems an administrator faces, use of emotional intelligence is a must for better public service delivery as well as redressal.



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TOPIC : Public/Civil service values and Ethics in Public administration: Status and problems; ethical concerns and dilemmas in government and private institutions; laws, rules, regulations and conscience as sources of ethical guidance; accountability and ethical governance; strengthening of ethical and moral values in governance; ethical issues in international relations and funding; corporate governance.

Q) Can ignorance be an excuse for misconduct ? Evaluate in the context of civil services. (250 words)

Ethics by Lexicon

Why this question:

The question is intended to evaluate the virtue of Ignorance as a reason for misconduct and to how far can it be taken as an excuse in public services.

Key demand of the question:

The answer must discuss the importance of awareness, consciousness and knowledge against that of ignorance that can not be treated as an excuse for misconduct in the public services.

Directive word:

Evaluate – When you are asked to evaluate, you have to pass a sound judgement about the truth of the given statement in the question or the topic based on evidences. You have to appraise the worth of the statement in question. There is scope for forming a personal opinion here.

Structure of the answer:

Introduction:

In a few introductory lines appreciate the need for values of awareness, wisdom, realization and know-how.

Body:

- Explain – why misconduct with an excuse of ignorance is a misconduct in itself.
- Delinquency and bad behaviour can not be excused in the name of ignorance and non-awareness. Quote examples from day to day life to justify the same.
- Suggest how this ignorance needs to be treated and should not be taken as an excuse for misconduct, misbehavior and transgression from the ethics and values associated with the public services.
- Discuss what should be done to overcome such situations.

Conclusion:

Conclude with importance of virtues of honesty, aptitude, awareness, knowledge etc. in the right doings of the public servants in their service.

Introduction:

- Ignorance is a lack of knowledge. The word ignorant is an adjective that describes a person in the state of being unaware, and can describe individuals who deliberately ignore or disregard important information or facts, or individuals who are unaware of important information or facts

Body:

- Civil services have a wide range of actions which the civil servants need to perform. There can be instances when the administrator can lead to ignorance due to a human error. However, he/she must take note of such errors which could lead to misconduct.
- For instance, disregarding important information of facts by a police during an investigation. This cannot be an excuse as in this case the individual knew the effect however negligence and lack of awareness of his/her act and its impact.
- Imagine an investigating officer looking into a murder case or a communal riot, if he/she neglects collection of small details wherein the real evidence against the culprit lies, then it is a misconduct and cannot be an excuse as it led to guilty going unpunished and thereby encouragement for more crime.
- An improperly conducted, negligent investigation can lead to very serious consequences for those who were investigated.
- Often the harm comes not just during the investigation itself, but from its **inaccurate results or flawed conclusions** being publicized. The harm to reputation can be significant and can lead to other harms such as **emotional distress, loss of income, lost profits, or lost economic opportunities**.
- This ignorance needs to be treated and should not be taken as an excuse for misconduct, misbehaviour and transgression from the ethics and values associated with the public services.



- Ignorance on the other hand is necessary for a civil servant to ward off **unnecessary comments, rumours, and material gifts by patrons as bribe etc.**

Way forward:

- Civil servants should avoid deliberate ignorance by being more empathetic towards the people whom they interact with.
- Integrity brings with it the quality of overcoming ignorance.
- Awareness and Training programmes must be conducted periodically to keep civil servants upbeat with happenings.

Q) Discuss with examples the significance of principles of public life as recommended by Nolan committee. (250 words)

Ethics by Lexicon publications.

Why this question:

The question is based on the concept of principles of public life as recommended by Nolan committee.

Key demand of the question:

The answer must elaborate on of principles of public life as recommended by Nolan committee.

Structure of the answer:

Introduction:

Define what are the basic principles of public life as recommended by the committee on standards in public life .

Body:

Discuss the seven principles in detail as given below –

- **Selflessness** – Holders of public office should act solely in terms of the public interest.
- **Integrity** – Holders of public office must avoid placing themselves under any obligation to people or organizations that might try inappropriately to influence them in their work. They should not act or take decisions to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- **Objectivity** – Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- **Accountability** – Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- **Openness** – Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- **Honesty** – Holders of public office should be truthful
- **Leadership** – Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

One should explain the above principles with examples and justify the answer.

Conclusion:

Conclude with significance of such norms in public life .

Introduction:

- Citizens expect public servants to serve the public interest with fairness and to manage public resources properly. Following cases of corruption and misuse of office all over the world, most advanced countries have prescribed a Code of Ethics for public servants.
- Nolan, in his famous report of Committee of standards of Public life in Britain gave seven principles of standards in public life and it is universally applicable to everyone in public life, public officials can and should be punished for transgressing them without needing detailed explanations about the principles.

Body:

Seven Principles of Public Life are:

- **Selflessness**
 - Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.



- g.: Lal Bahadur Shastri used to fast once a week to save grains for poor people of the country and he gave a call for the nation to follow it. Thousands of people started fasting to make hunger free nation. He is seen as epitome of selflessness in the public domain.
- **Integrity**
 - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
 - g.: The public officers must not hold office of profit. They must not conduct any beneficial business outside of their office or inside on their personal interest. Suspension of 20 AAP MLAs is seen against their integrity.
- **Objectivity**
 - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
 - g.: when public servants carry out the business like appointment, bidding, awarding in all those work their perception must be unbiased. They have to choose appropriate person to all those work on the basis of real merit.
- **Accountability**
 - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
 - g: Public servants are in charge of the public money, they should be careful about spending every single penny and give an account of how the money was spent.
- **Openness**
 - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
 - g: the issue of political party not under ambit of RTI goes against the principle of openness.
- **Honesty**
 - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
 - g.: APJ Abdul Kalam, ex- President of India led a very frugal life. He never used public vehicles for his private life. This kind of clean hand is much needed in public office to envision a new India.
- **Leadership**
 - Holders of public office should promote and support these principles by leadership and example.
 - g.: Sardar Patel led the Bardoli satyagraha in 1928 from the front. He was the first to field arrest which influenced many more people to join the movement.

Conclusion:

- These principles apply to all aspects of public life. The Committee has set them out here for the benefit of all who serve the public in any way.
- If you are selfless and honest, you will be making decisions which are in the interests of the organisation, putting aside any personal interest and acting objectively and independently.
- Organisations which are open have been shown to have more stakeholder involvement in the planning process, leading to enhanced public service.



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Topic: Codes of Ethics, Codes of Conduct; Citizen's Charters.

Q) Ethical codes are merely conceals. Shiny on the outside but hollow on the inside. Critically analyse. (250 words)

Ethics by Lexicon publications.

Why this question:

The question is about analyzing the effect of Ethical codes and importance of their validity.

Key demand of the question:

The answer must explain how ethical codes need backing to be in action and in lack of such backing they can become mere veneer and hollow in action.

Directive word:

Critically analyze – When asked to analyze, you have to examine methodically the structure or nature of the topic by separating it into component parts and present them as a whole in a summary. When 'critically' is suffixed or prefixed to a directive, one needs to look at the good and bad of the topic and give a fair judgement.

Structure of the answer:

Introduction:

Introduce with importance of ethical codes in public services and in general.

Body:

Explain the following –

- What you understand by ethical codes.
- How are they different from code of conduct.
- Importance of code of ethics in organizations, public services etc.
- Discuss what needs to be done to ensure effective working of Ethical codes.

Conclusion:

Re-assert the significance of Ethical codes and that they are of no use without necessary support systems.

Introduction:

- Code of ethics is a written set of rules issued by an organization to its workforces and management to help them conduct their actions in accordance with its primary values and ethical standards.

Body:

Ethical codes are merely conceals due to the following constraints in its applicability.

- Codes of ethics need a **strong institutional backing** to function effectively. Without a positive culture of support, they can be useless
- A forced code of ethics will have **limited utility** as there is a need for improvement of morals, bring in a behavioural changes in individuals.
- **Non-compliance of code of conduct** derived from Code of Ethics can add to litigations and **burden the already judiciary**.
- **Not possible to define everything in a code** as the scope is too vast leading to ambiguous situations.
- The very idea of parcelling ethics into a formal 'code' is also dangerous, if it leads to the attitude that ethics itself is just some separate part of life and of activities

Importance of code of Ethics in Public services:

- Code of ethics defines the minimum requirements for conduct, and behavioural expectations instead of specific activities.
- Example: if an organization is committed to protecting the environment and "being green", the Code of Ethics will state that there is an expectation for any employee faced with a problem, to choose the most "green" solution.
- When faced with ethical dilemmas or debatable situations, what's articulated in the Code of Ethics can help guide decision making.
- Sets benchmark for appropriate behaviour. Provides a framework for reference in case discretionary powers are to be used.
- Code of Ethics regulates the judgment of the organisation and is publicly available.



- The relevance is more in present society where values and ethics are on decline either seemingly because of greater awareness or in reality
- Code of ethics acts as a moral compass during decision making.
- Huge Prevalence of corruption and Lack of probity in public life can be reduced.
- Officials taking prejudiced decisions or favouring a ideology while discharging official duties will affect the socio-economic justice as envisaged by our Constitution.
- It increases the accountability and transparency of the officers and politicians in their work.
- Helps to curb the politician- bureaucrat nexus which leads to favouritism, crony-capitalism, and conflicts of interest.

Measures needed to ensure effective working of Ethical codes:

- The **2nd Administrative Reforms Commission (ARC)** had proposed the inclusion of a **Public Service Code in the draft Public Service Bill, 2007**.
- The commission outlines the **desirable qualities that make the civil services efficient**. They include impartiality, integrity, dedication to public service, political neutrality, adherence to the highest standards of probity, objectivity, empathy for the weaker section of the public.
- It highlighted that efforts made by individuals in leadership positions in organization to inculcate these values in within the organization can make a difference.
- The **Public Service code** would facilitate the employees to discharge their official duties with competence and accountability, care and diligence, honesty, without discrimination and in accordance with law
- The statutory backing through Civil Services bill to the Code of Ethics would guide the civil servants towards behaviours, choices and actions that benefit the community.

Conclusion:

Codes of ethics need to be developed, in the light of newly discovered facts, broader policy and legal changes, developments in technology, and in line with evolving nuance in understandings of ethics. One way of understanding the need to develop and refine codes of ethics for institutions can be explained simply by considering institutions and bodies as individual persons.

Q) What aspects should be covered by an ideal Citizen's Charter ? Do you think Citizen's Charter should also be made compulsory for government organizations? (250 words)

Why this question:

The question is about discussing the need for Ideal citizen's charter in governmental organization and its significance.

Key demand of the question:

The question is about analyzing the significance of citizen's charter and its need in governmental organisation.

Structure of the answer:

Introduction:

In a few introductory lines define citizen's charter.

Body:

- The question is straightforward, thus doesn't require much deliberation, one must discuss the concept of Citizen's charter in detail, its importance and relevance to public organizations.
- What are the components of a Citizen's Charter?
- road map to be adopted to formulate the Citizen's Charter.
- Students can quote best principles adopted by public organizations to make the charter ideal.

Conclusion:

Conclude with significance of such tools in good governance.

Introduction:

- A Citizens' Charter represents the commitment of the Organisation towards standard, quality and time frame of service delivery, grievance redress mechanism, transparency and accountability. The concept of Citizens Charter enshrines the trust between the service provider and its users.
- **Department of Administrative Reforms and Public Grievances in Government of India (DARPG)** initiated the task of coordinating, formulating and operationalising Citizen's Charters.

**Body:**

The essential elements of an ideal Citizen's Charter are:

- Vision and Mission Statement
- Details of business transacted by the organization
- Details of clients
- Details of services provided to each client group
- Details of grievance redress mechanism and how to access it
- Expectations from the clients.

India took the cue from UK for the citizen's charter. However, the Indian model has additional components vis-à-vis the UK model.

- **Citizen-Centric:** Expectations from the clients or in other words 'obligations of the users'.
- **People-Participation:** Involvement of consumer organisations, citizen groups, and other stakeholders in the formulation of the Citizens' Charter is emphasised to ensure that the Citizens' Charter meets the needs of the users.
- **Continuous Improvement:** Regular monitoring, review and evaluation of the Charters, both internally and through external agencies, are enjoined.
- Charters were required to include standards of service and time limits that the public can reasonably expect, avenues of grievance redress and a provision for independent scrutiny with the involvement of citizen and consumer groups.

Yes, it must be made mandatory for government organizations because

- The main objective of the exercise to issue the Citizen's Charter of an organisation is to **improve the quality of public services**.
- This is done by letting people know the mandate of the concerned Ministry/ Department/ Organisation, how one can get in touch with its officials, what to expect by way of services and how to seek a remedy if something goes wrong.
- The Citizen's Charter **does not by itself create new legal rights**, but it surely **helps in enforcing existing rights**.
- Citizen's Charter can play a prominent part in ensuring "minimum govt & maximum governance", changing the nature of charters from non-justiciable to justiciable & adopting penalty measures that will make it more efficient & citizen friendly

Conclusion:

- Thus, it is imperative to develop citizen's charter which is **citizen-centric, people-participative** for them to be successful. This will ensure that the guidelines are set for better service delivery by the government.



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