



Preface:

ETHICS AND EMOTIONAL INTELLIGENCE

In the dynamic tapestry of our society, the threads of **ethics and emotional intelligence are interwoven in the very fabric of human interactions**. As we stride forward into an era driven by the tenets of the **National Education Policy (NEP) 2020, a visionary roadmap for holistic education**, the significance of ethics and emotional intelligence becomes even more pronounced. It is within this context that the book "Ethics and Emotional Intelligence: A NEP 2020 and NCERT Perspective" emerges, a guiding light illuminating the path towards personal, professional, and national growth.

Crafted with meticulous care under the aegis of the Research and Analysis Wing, as part of the transformative initiative "**Bane Bharat Bhagya Nirmata**," this book transcends traditional boundaries of education. Seamlessly aligned with the principles of **NEP 2020**, it distills the complex yet crucial subjects of ethics and emotional intelligence into comprehensible narratives, offering an invaluable resource for aspirants aiming at diverse competitive examinations.

Beyond the realms of governmental and corporate job placements, this book serves as an indispensable companion for those preparing for the common Universities Entrance Test (CUET). Rooted in the guiding philosophy of "**Samvidhan Ko Jano, Bharat Ko Pehchano**," it provides an insightful exploration of ethical principles and emotional acumen as vital components of India's identity.

The pages of this book journey through the realms of ethical theories, moral dilemmas, and the art of harnessing emotional intelligence for personal and collective betterment. It encapsulates the essence of values that underpin a harmonious society, while fostering emotional resilience for the challenges of the modern world. This book isn't just a repository of information; it's a roadmap towards cultivating an enlightened and empathetic citizenry.

As readers embark on this transformative voyage, may they find themselves equipped not only for examinations but for life itself. "**Ethics and Emotional Intelligence: A NEP 2020 and NCERT Perspective**" empowers individuals to navigate the complexities of a rapidly changing world with integrity, compassion, and wisdom.

ETHICS & EMOTIONAL INTELLIGENCE

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ETHICS & EMOTIONAL INTELLIGENCE

INDEX

S.NO	CHAPTER	PAGE NO
1.	What Is Decision Making	2 - 6
2.	Ethical Decision Making	7- 9
3	Business Ethics	10-13
4.	Ethics In Life And Business	14-16
5.	Constitutional Morality In India	17- 22
6.	Environmental Ethics:	23-27
7.	Attitude: Content, Structure And Function	27-38
8.	Corporate Or Business Ethics	39-42
9.	Emotional Intelligence	43-63
10	Artificial Intelligence & Ethics	64-69
11.	Ethical Concerns And Dilemmas In Government And Private	70 - 79
12.	Ethics, Values, Morals And Attitude	80-95

Practice question

1. Short Answer Type

2.Assertion-Reason Questions

3.Critical Thinking-Based Questions

4. Multiple Choice Questions

5.Case Study Based Question

1.What is Decision Making

Decision-making has great importance for success of organization in contemporary management system. Managers have to take critical decisions at every stage. Decision-making pervades through all managerial functions such as planning, organizing, staffing, directing and control. In planning for example manager decides what to produce, where and when and in organizing manager decides about distribution of work, delegating authority and fixing responsibility. Decision making is commitment to something and a principle or course of action. It is selecting the best among alternative courses of action. The decision-making consists of various factors. Decision-making means that there are various alternatives and the most suitable alternative is chosen to solve the problem. Another factor is existence of alternatives in which the decision-maker has liberty to choose an alternative of his fondness. Decision-making is goal oriented. It implies that the decision maker attempts to accomplish some results through taking vital decisions.

In theoretical studies, it is established that decision making is an essential part of management. Decision-making is a process of deciding. Collins (1999) defines decision as the act of making up one's mind by collecting, sharing and gathering significant ideas from different sources. Furthermore, Longman (2000) describes that "decision as a choice or judgment that you make after a period of discussion or thought". Longman's definition is very clear but it gives rise to a question on the definition of deciding or decision-making. Fullan avows that decision-making is the process of identifying and choosing alternative courses of action in a manner appropriate to the demand of the situation (1982). According to Baker et al. (2001), decision making should start with the identification of the decision maker(s) and stakeholder(s) in the decision, reducing the possible disagreement about problem definition, requirements, goals and criteria. Fremount, et, al, defined decision-making as the "conscious and human process, involving both individual and social phenomenon based upon factual and value premises, which concludes with a choice of one behavioural activity from among one or more alternatives with the intention of moving toward some desired state of affairs (1970). A decision maker, as an individual, or as a

ETHICS & EMOTIONAL INTELLIGENCE

member of formal organization with his own viewpoint and perception of the organization, selects for optimising values within the constraints imposed by the organization (Varshney, 1997)

Types of Decisions: Decisions are grouped in a numerous ways:

Programmed and non-programmed decisions: Programmed decisions are those that are made in harmony to policy, procedure and rules. These decisions are regular and cyclical and programmed decision is comparatively easy to make. Non-programmed decisions are new and non-repetitive. If a problem has not arisen before or if there is no precise method for handling it, it must be tackled by non-programmed decision. For programmed decision, there are definite rules exists and therefore it is not possible for two persons to find different solutions to the some problem. In case of non-programmed decision, there are no set rules to deal with the problem. Each manager may bring his own personal beliefs, attitudes and judgments to bear on the decision. In this case, it is possible for two managers to find different solutions to the same problem. Top level manager must have this ability to make non programmed decisions.

Major and minor decisions: Major decisions are taken cautiously and intentionally by the application of human judgment and experience where as minor decisions are made almost subconsciously using rules. The decisions that impact for long term on departments are categorized as major decision. Alternatively, corporate decisions that do not have long term effect are known as minor decisions. Some of major decision example in organization includes diversification of existing product lines, adopting new technology are the major decisions. The decision to obtain raw materials is a minor decision, Major decisions are made at top level and minor decisions are taken at lower level in the organizational ladder.

Simple and complex decisions: Another category of decision making is to take simple and complex decision. Simple decision is taken in situation where there few variables considered for solving a problem. If the variables are many, then it is an intricate decision.

Strategic and tactical or operational decisions: Strategic decision is making good choice of actions concerning allocation of resources and contribution to accomplish targeted goals of organization. Strategic decisions are major and non-programmed decisions and have long term impact. A strategic decision may involve major removal from earlier system. For example, modification in the product mix. Strategic decisions

ETHICS & EMOTIONAL INTELLIGENCE

are taken by senior management. Tactical or operational decision is stemmed from strategic decision. It is associated with daily working of the organization and is made in the context of established policies and procedures such as taking decisions for provisions of air conditioning, parking facilities. Such types of decision are taken by the lower level managerial staff.

Individual and group decisions: Decision may be taken either by an individual or group. Decisions which are routine in nature, with few variables and exact procedures exists to deal with them are taken by individuals. Decisions which have their impact on other departments, which may result into some transformation in the organization, are taken by groups.

Decision Making Process:

A decision is reasonable if it is suitable for organization that means choose best alternative to accomplish goals. There are various steps in rational decision making:

1. Recognizing the problem.
2. Deciding priorities among the problems.
3. Diagnosing the problem.
4. Developing alternative solutions or courses of activities.
5. Evaluating alternatives.
6. Converting the decision into effective action and follow up of action.

Important steps of the decision making process. **(1) Recognizing the problem:** Decision has great impact on organization's operations. When a manager takes any decision, it is in effect the organization's response to a problem. Therefore, it is essential to search the environment for the existence of a problem. A problem exists when there is divergence from past experience or deviation from plan. Problem emerges when competitors do well or when people bring problems to the manager. It is the responsibility of manager to thoroughly explore the root causes of problems.

(2) Deciding priorities among problems: After identifying problems, manager must assess which problem has more harmful impact on organization. He may find that some of the problems are such that they can be solved by their assistants because they are closest to them. All such problems should be transferred to subordinates. Some problems may need information available only at higher level or affecting other departments. Such problems are referred to higher level managers. And those problems which can be best solved by him are to be focused.

ETHICS & EMOTIONAL INTELLIGENCE

(3) Diagnosing the problems: It is necessary to understand the intensity of problem. Symptoms of the problem that are observed by the manager may some times misinform him. The symptom may lead manager to think one part when the defect may lie hidden in another part. For example if there is decline in sales, the management may think that the problem is one of poor selling procedure or the saturation of the old market. But the real problem may be incapability to move quickly to meet varying needs of the clients. To diagnose the problem, a manager should follow the systems approach. He should study all the sub-parts of his organization which are connected with the sub-part in which the problem seems to be located.

(4) Developing alternative solutions: A problem in organization has many solutions. However, all the ways cannot be uniformly satisfying. Decision maker must recognize various alternatives available in order to get best result of a decision. It can be said that all alternatives are not possible to consider either because information about all alternatives may not be available or some of the alternatives cannot be considered because of limitations. Therefore while choosing alternatives, it is necessary to consider the concept of limiting factor. Limiting factor is one which stands in the way of accomplishing a desired objective. A decision maker can categorize alternatives using his own experience, practices followed by others and using creative practice. From past experience, decision maker takes into account the action. The successful action of the past may become an alternative for the future. But main restriction of such thought is that success in past experience may not necessary in the present context because of changing business situation. Other method of developing alternatives is through creative process where various exercises are taken to create completely new ideas. Creative ideas of individuals or groups help in developing alternatives. One popular group technique is brain storming. The brain storming group consists of 5 to 10 people. The best idea behind brain storming is to think of as many alternatives as possible without pausing to evaluate them.

(5) Measuring and comparing consequences of the alternative solution: After developing various alternatives, it is essential to measure and compare their outcomes of alternatives using quality and acceptability. The quality of a decision must be determined considering both tangible and intangible consequences. Tangible consequences are those which can be quantitatively measured or mathematically demonstrated. Intangible consequences cannot be measured quantitatively. A decision

ETHICS & EMOTIONAL INTELLIGENCE

though good in quality may be poor in acceptability or decision though acceptable may not be good in quality. In such cases managers must find the relative importance of these two.

(6) Converting the decision into effective action and follow up of action: in this step, decision must be communicated to the employees in clear and unmistakable terms. All necessary efforts should be made to secure employees involvement in some stages of decision making. Association of employees in decision making not only improve the acceptability, but also improves the quality of decision.

Decision-making under certainty: The term certainty denotes to precise knowledge of the outcome of each alternative. All pertinent data are available for making decision.

Decision-making under risk: In decision making under risk, the outcome of a particular decision cannot be specific with certainty but can be specified with known probability values. The value of probability is a measure of probability of the happening of that event. In such cases, alternatives are evaluated by computing the expected value of the payoff associated with each alternative.

Decision making under uncertainty: Uncertainty exists when the decision maker does not have good knowledge of the probabilities related with the possible outcomes, though he has been able to recognize the possible outcomes and their related pay-offs. Since the probabilities are not identified, the decision maker cannot use the principle of maximizing the pay off.

To summarize, decision making is a selection of the best among alternative courses of action. Effective and successful decisions can be beneficial for company and prevent losses. Therefore, corporate decision making process is the most critical process in any organization. In the decision making process, managers choose one course of action from a few possible alternatives. In the process of decision making, we may use many tools, techniques and perceptions. Decisions may be grouped as programmed and non-programmed decisions, major and minor decisions, simple and complex decisions, strategic and operational decisions. The environment of decision is classified into three types that include certainty, risk and uncertainty.

2.ETHICAL DECISION MAKING

Definition

Ethical decisions inspire trust and with it fairness, responsibility and care for others. The ethical decision making process recognizes these conditions and requires reviewing all available options, eliminating unethical views and choosing the best ethical alternative.

Good decisions are both effective and ethical. In professional relationships, good decisions build respect, trust, and are generally consistent with good citizenship. Effective decisions are effective when they achieve what they were made for. A choice that produces unintended results is ineffective and therefore not good.

The key to making good decisions is to think about the different choices that lie ahead in order to achieve the objectives. For that reason, it is also very important to understand the difference between short-term vs. medium to long term objectives.

Making ethical decisions requires a certain sensitivity to ethical issues and a method of examining all the considerations associated with a decision. Having a method or structure for making ethical decisions is therefore essential. After this process has been performed a few times, the method is trusted and it is easier to walk through the steps. Below is a description of ethical decision-making methods.

Framework, model and methods for ethical decision making

If ethics is not based on religion, feelings, law, social practices or science, what is it based on? Countless philosophers and ethicists have attempted to answer this critical question. At least five different ethical norms or standards have been proposed. The most important are explained below.

The Utilitarian Approach

This approach dictates that the action that is the most ethical is the action that produces the most good and causes the least harm. In other words, the decision that strikes the greatest balance between good and evil.

In a business environment, it is therefore the decision that yields the most benefits and causes the least damage to customers, employees, shareholders, the environment, etc.

The Right Approach

The right approach suggests that the most ethical decision is the one that best protects and respects the moral rights of all concerned. This approach argues that people have a

ETHICS & EMOTIONAL INTELLIGENCE

dignity based on human nature or their ability to freely choose what they want to do with their lives.

Based on that dignity, they have the right to be treated equally by others and not just as a means to an(other) end.

The Fairness or Justice Approach

All equals should be treated equally. The Greek philosopher Aristotle and others contributed to that idea. Today, this idea is used to indicate that ethical decisions treat everyone equally. If not equal, this must be based on a standard that is explainable.

People are paid more for their hard work when they contribute more to the organization. That is fair. But many wonder whether the salaries of CEOs, some 100 times higher than others, are fair. Is this standard defensible?

The Common Good Approach

The Greek philosophers also contributed to the idea that living in a community is a good thing. People's actions and actions must contribute to this. This approach suggests that relationships within society are the basis of ethical reasoning and acting. Respect and compassion for all others, especially the vulnerable, are prerequisites for maintaining an ethical way of life.

The Virtue Approach

An ancient approach to ethics is the belief that acting ethically must be in accordance with certain virtues that ensure the development of humanity in general. Virtues are tendencies and habits that enable man to act with the highest potential of human character.

Ethical decision-making process and roadmap

Below is a summary of the roadmap for the ethical decision-making process.

1. Gather the facts

Don't jump to conclusions until the facts are on the table. Ask yourself questions about the issue at hand, such as the 5 whys method. Facts are not always easy to find, especially in situations where ethics plays an important part. Some facts are not available or clearly demonstrable. Also indicate which assumptions are made.

2. Define the ethical issue

Before solutions or new plans can be considered, the ethical issue is clearly defined. If there are multiple ethical focal points, only the most important should be addressed first.

ETHICS & EMOTIONAL INTELLIGENCE

3. Identify the stakeholders

Identify all stakeholders. Who are those primary stakeholders? And who are the secondary stakeholders? Why are they interested in this issue?

4. Identify the effects and consequences

Think about the possible positive and negative consequences associated with the decision. What is the magnitude of these consequences? And what is the probability that these consequences will actually occur? Distinguish between short-term and long-term consequences.

5. Consider integrity and character

Consider what the community thinks would be a good decision in this context. How would you like it if the national newspaper wrote about your decision? What is public opinion? How does your character and personality influence the decision to be made?

6. Get creative with potential actions

Are there other choices or alternatives that have not yet been considered? Try to come up with additional solutions or choices if a small number is considered.

7. Decide on the right ethical action

Consider the options based on each option's consequences, duties, and character aspects. Which arguments are most suitable to justify the choice?

3. Business Ethics

What are Business Ethics?

Business Ethics studies how to deal with corporate governance, whistleblowing, corporate culture, and corporate social responsibility. It emphasizes standard principles prescribed by governing bodies. Non-compliance with business ethics leads to unnecessary legal actions.

The discipline also emphasizes a code of conduct; a set of unwritten rules which are not legally enforceable. There is a lot of fine print when it comes to ever-changing corporate regulations. Business ethics, therefore, educates businessmen and employees about ethical procedures and penalties for non-compliance.

Key Takeaways

- Business ethics is the prescribed code of conduct for businesses. It is a set of guidelines for dealing with various procedures ethically.
- The discipline comprises corporate responsibility, personal responsibility, social responsibility, loyalty, fairness, respect, trustworthiness, and technology ethics. It emphasizes sustainability, customer loyalty, brand image, and employee retention.
- The motive is to prevent unethical business practices, both deliberate and inadvertent. Some unethical practices circumvent law enforcement. Even then, businesses risk paying a hidden cost—the loss of reputation.

Business Ethics Explained

Business ethics ascertain social, cultural, legal, and other economic limitations and safeguard the interest of parties involved. Further, it emphasizes moral and social values like consumer protection, welfare, fair business practices, and service to society. Businesses are expected to be fair and honest in all their dealings. If businesses fail to do so, they face dire consequences. The statutory laws govern ethics. But ethics go beyond enforcement; they are to be self-imposed and followed diligently. To uphold ethics, businesses must conduct [internal audits](#) and quality control checks at regular intervals. Also, ethics vary from company to company.

Factors Influencing Business Ethics

ETHICS & EMOTIONAL INTELLIGENCE

The application of ethics depends on the personal values of the business owners. At the end of the day, what is right and wrong within a firm boils down to individual ethics. Therefore, when managements choose leaders, ethics play a huge role. These individuals represent the firm. The management is ultimately liable for any unethical practice conducted by an executive or employee.

More importantly, there are industry-specific government guidelines for working conditions, product safety, statutory warning, and social responsibilities. The guidelines need to be followed for the smooth functioning of the firm. The social culture impacts ethics; businesses are expected to adopt certain social and moral practices. If businesses fail to comply with societal norms, they risk ruining brand image, reputation, and credibility.

Business Ethics Example

A simple example of being ethical is avoiding plastic bags. Currently, corporate ethics strongly emphasize sustainability—resources for future generations are at risk.

On December 9, 2021, Wintrust Financial Corporation won the Better Business Bureau's (BBB) [Torch Award for Ethics](#). Wintrust is a Chicago-based financial service. The company is known for its ethical standards and fair business practices.

Wintrust flared out as a value-driven organization. Every employee tries to provide a relationship-centric banking solution. BBB is popular for its contribution to community service and financial care.

Principles of Business Ethics

The fundamental principles of business ethics are as follows:

1. **Accountability:** Ethics is all about taking individual responsibility. It goes both ways. Individuals are responsible for unethical practices of the firm because they did not come forward to become whistle-blowers. Similarly, when an employee indulges in unethical business practices, the firm is responsible.
2. **Care and Respect:** Professional interactions between co-workers should be responsible and respectful. Firms should make sure that the workplace is safe and harmonious.
3. **Honesty:** The best way to gain the trust of the employees is to have transparent communication with them.
4. **Avoid Conflicts:** Firms need to minimize conflicts of interest in the workplace. Excessive competition within the workforce can end disastrously.

ETHICS & EMOTIONAL INTELLIGENCE

5. **Compliance:** Firms need to comply with all the rules and regulations.
6. **Loyalty:** The employees should be faithful to the organization and uphold the brand image. Grievances, if any, should be dealt internally.
7. **Relevant Information:** It is necessary to provide information that is comprehensible. All the relevant facts, whether positive or negative, must be disclosed. It is unethical to hide unreasonable terms and conditions in the fine print.
8. **Law Abiding:** Corporate laws protect the rights of every section of society. Any kind of discrimination is unethical. Personal biases of individuals should not affect the decision-making of leaders.
9. **Fulfilling Commitments:** It is unethical to justify non-compliance by interpreting agreements unreasonably.

Types of Business Ethics

Given below are the standard ethical practices that a business should adopt:

1. **Corporate Responsibility:** The organization works as a separate legal entity with certain moral and ethical obligations. Such ethics safeguard the interest of all the internal and external parties associated with the firm. This includes the employees, customers, and shareholders.
2. **Social Responsibility:** Making profits should not be at the cost of society. Therefore, corporate social responsibilities (CSR) have been a common practice where businesses work towards environmental protection, social causes, and spreading awareness.
3. **Personal Responsibility:** Employees are expected to act responsibly with honesty, diligence, punctuality, and willingness to perform excepted duties. Individuals should settle dues in time and avoid criminal acts.
4. **Technology Ethics:** In the 21st century, companies have adopted e-commerce practices. Technology ethics includes customer-privacy, personal information, and intellectual property fair practices.
5. **Fairness:** Favouritism is highly unethical. Every individual possesses certain personal bias. But at the workplace, personal beliefs and biases should not affect decision-making. The firm has to ensure fair chances of growth and promotion for all.

ETHICS & EMOTIONAL INTELLIGENCE

6. **Trustworthiness and Transparency:** Businesses should maintain transparency in business practices and financial reports.

Challenges

Educating employees on their ethical code of conduct is a huge challenge. Unlike personal ethics, corporate rules and regulations are complex. Non-compliance may not affect an employee much, but the firm could suffer huge losses. In large firms, it is a tedious task; there is less direct communication. Emails do not succeed in conveying the intended message accurately. If the corporate ideology is not well-communicated to the workers, there are chances of non-compliance. One simple mistake by one employee could tarnish the brand image of a huge entity.

Moral compliance, bribes, sexual harassment, and a toxic atmosphere are the common challenges faced by firms. But, there is the other extreme too. Stringent rules drafted in the name of ethics interfere with the growth and profitability of businesses. On top of all the philanthropy and welfare, firms need to turn a profit. Without profits, businesses can't pay their employees.

4. Ethics in Life and Business



We are all encouraged to make ethical choices and apply ethics in all areas of our lives. But what does ethics mean, and why do ethics matter for business?

We can think of ethics as the principles that guide our behavior toward making the best choices that contribute to the common good of all. Ethics is what guides us to tell the truth, keep our promises, or help someone in need. There is a framework of ethics underlying our lives on a daily basis, helping us make decisions that create positive impacts and steering us away from unjust outcomes. Ethics guides us to make the world a better place through the choices we make.

Ethics in business is just as important as ethics in personal life. Business leaders have a unique role and a great responsibility in shaping the ethical culture of their businesses, and thereby influence their broader communities as well.

Key Questions to Ask

Business leaders may not set out to define the ethical culture of their businesses but they inevitably do. Here are a few key questions to consider to bring ethics into your business mindset:

ETHICS & EMOTIONAL INTELLIGENCE

- How do I define the common good for my business? What does it mean for my customers, my employees, the community where my business is located, my investors, and my supporters?
- How do I make good ethical decisions? How do I analyze a situation and make a decision that positively contributes to the common good?
- How can I influence the character of my business?
- What kinds of structural conditions or company policies do I need to put in place to create an ethical culture?
- How will I monitor the ethical culture of my business?
- How will I address or correct unethical behavior in my business?

How Ethics May be Tested

Business leaders, and entrepreneurs especially, are under tremendous pressure and can face very significant ethical challenges. Here are a few examples of how unethical decisions arise for entrepreneurs:

- If I exaggerate the number of customers or orders I have, I could attract more investors and get better funding.
- If I tell customers all the features on our product roadmap are available now, I could close more deals.
- I can save some money if I choose a production facility that does not abide by environmental laws.

Ethics and Social Responsibility

Social responsibility is the idea that an individual (or organization) has an obligation to act for the benefit of society at large. Today, social responsibility has become an important part of culture at businesses of all sizes. TOMS Shoes is an excellent example of a business that prioritizes social responsibility. TOMS was founded with the commitment to provide a new pair of shoes for a child in need for every pair of shoes purchased. The company has now expanded to support other causes such as safe water, mental health, and equality. TOMS Shoes' inspirational tagline "Stand for Tomorrow" communicates its dedication to social responsibility in just three words.

Social responsibility can be practiced in big or small ways every day. Businesses can volunteer with local organizations, donate funds to a chosen cause, sponsor a neighborhood group or sports team, and much more. Even planting flowers, applying a fresh coat of paint, or picking up trash in front of your store has a positive impact on

ETHICS & EMOTIONAL INTELLIGENCE

the community surrounding your business. When businesses give back, they not only contribute to the common good, they engage with their communities in meaningful ways, build morale among employees, and create positive regard for the business.

Ethics When Things Go Wrong

It is not easy to handle a business crisis, but avoiding it or postponing a response could make it worse. Businesses should think ethically when coming up with a plan to handle an ethical crisis. In other words, act in a way that promotes the greatest common good and encourages trust rather than diminishing it.

Some situations may warrant the advice of a lawyer and a crisis expert. Here are some general practices that could be followed:

- Be open and transparent
- Prioritize those impacted by the situation
- Apologize
- Fix the problem

Source: "[Principles for Handling Ethics Crises](#)," Kirk O. Hanson, senior fellow of the Markkula Center for Applied Ethics at Santa Clara University and former executive director of the Center

Ethics is a Lifestyle

Ethics has influence over the decisions we make and the actions we take, from our personal lives to our professional careers, and beyond. We are all part of an interconnected global community. Our contributions to the common good, no matter how big or how small, can have a lasting impact. Choosing an ethical lifestyle will ensure our impact is positive. Business leaders have a unique opportunity to create and influence the ethical culture of their businesses and among their stakeholders. Even bringing ethics into your business mindset will help you approach situations in a more ethical way. And if you are unsure how to create an ethical culture in your business, leading by example is a great way to start. It's as simple as be good, do good.

5. Constitutional morality in India

Introduction

In 'A History of Greece', author George Grote analysed the importance of a public sentiment which he described should be an integral part of Athenian Democracy under Kleisthenes. He reviewed the passage of this social force from the populace to those in power and its diffusion amongst all the sections of the society, majority or minority alike. He was essentially talking about the concept of 'constitutional morality', which years later was reiterated by Dr Bhimrao Ambedkar while addressing the Constituent Assembly in his speech called the 'The Draft Constitution' on 4th November 1948. In recent years, the invocation of this term in various judgements has become quite popular in the Indian Judiciary.

What is Constitutional Morality?

One of the earliest definitions of constitutional morality was given by Grote, which he described as a form of supreme obedience to the various aspects of the Constitution of the land. According to him, constitutional morality implied certain obligations for both the citizens as well as the authority which have been enlisted below:

- Respecting the constitution and all forms of authorities deriving their command from it.
- Availability of right to free speech for the citizens to criticise and hold accountable all those officials acting in pursuance of their constitutional duties.
- The obligation of the mandated authority and public officials to act well within the sanctioned charge given to them by the Constitution.
- People contesting for political power and their opposition should have reverence for the Constitution.

Therefore, for Grote, the principles of 'self-restraint' and 'plurality' formed the fundamental elements of constitutional morality, where the former implied the responsibilities of all the stakeholders in a constitutional regime (as enlisted above in points) and the latter referred to the diverse nature of the society getting governed.

Ambedkar's perspective on constitutional morality

ETHICS & EMOTIONAL INTELLIGENCE

According to Dr Ambedkar, the concept of constitutional morality implied the harmonious interaction between the governing and governed, including the peaceful settlement of dissent faced from the latter and conflict of interests arising between them without indulging in any major confrontations or resorting to violent revolutions. He pinned the onus of resolving the then (and still) existing disparity and inequity in the society not merely on the government or the Constitution but also on this belief system or principle of constitutional morality. He believed that this principle can help get rid of the bridge and gap between the form of administration and that of the constitution in the country. Bhimrao Ambedkar had this belief that the Indian society was largely undemocratic in nature and constitutional morality holds significance in this nation where democracy is merely a 'top-dressing' on the soil.

The contemporary interpretation of Constitutional Morality

In the context of the present era, constitutional morality can be primarily defined to be constituted of two sub-classifications: as a spirit or force of the Constitution and as the antonym of popular morality.

Ever since the advancement of years after the introduction of the constitutional rule in India, constitutional morality has scarcely been used by the courts. It was subtly indicated in the very famous Keshavnanda judgement by the apex court when it propounded the conception of the basic structure of the Constitution. Another famous case when a mention of "breach of constitutional morality" of having been committed was the First Judges case, a.k.a. *S.P. Gupta v. Union of India*. Thereafter, it was only recently in 2010 that Justice Ajit Prakash Shah in *Naz Foundation v. Government of NCT of Delhi* first used it in an antithetical manner to popular acceptance and standards of morality. In this form, a precedent was set for the courts to disregard societal norms, stigmas and limitations while assessing the actions of the State. For instance, in this case, while deliberating upon the issue of decriminalisation of homosexuality, then a criminal offence under Section 377 of the Indian Penal Code, the Court took into cognizance the ideal of upholding the constitutional principles rather than society's perception with regards to the legitimacy of same-sex relationships.

The trend continued, as judges started giving the rationale of constitutional morality in their judgments thereafter. The ex-Chief Justice of India, Justice Deepak Misra, in the *Government of NCT of Delhi v. Union of India* equated constitutional morality to a 'second basic structure doctrine'. The fact of the principle being respected and adhered

ETHICS & EMOTIONAL INTELLIGENCE

to by both the citizens as well as officials was reinstated and it, acting as a check on both of these classes alike, was reinforced by the justices. Almost all the revolutionary judgements in the recent past, whether it be the Navtej Singh Johar judgement on homosexuality or the Joseph Shine judgement on adultery, had constitutional morality as one of their crucial fundamentals. In fact, in the Indian Young Lawyers' Association v. Union of India, commonly known as the Sabrimala judgement, the Supreme Court also bypassed the doctrine of essentiality (the principle protecting the 'integral' religious practices of a community) to uphold the supremacy of constitutional morality.

Sources of Constitutional Morality

The term 'morality' is not excessively stated in the Constitution, let alone constitutional morality. However, there can be four sources from which constitutional morality derives itself. These are as follows:

1. Constitutional morality can be originated from within the Constitution itself. If read and interpreted properly, Articles 12 to 35 (Fundamental Rights), Articles 36 to 51 (Directive Principles of State Policy), Preamble and the Fundamental Duties tend to have the pervasive essence emphasising upon constitutional morality.
2. The debates and discussions that happened in the Constitutional Assembly have been one of the most important sources of constitutional morality as Ambedkar's views have been taken as the basis of modern-day understanding of the same.
3. The events that unfolded during the framing of the Constitution and the requisite constitutional history associated with it.
4. The case laws and precedents, specifically in the modern-day era with so many draconian laws read down by the Hon'ble Supreme Court and various High Courts in upholding the spirit of constitutional spirit, morality and strengthening democratic ideals.

Importance of Constitutional Morality

Constitutional Morality has been described as one of the transformative and revolutionary nature by several of its proponents. The significance of constitutional morality can be enlisted below:

- While it aims to keep pace with the changing times, principles and ambitions of the society, the doctrine of constitutional morality also safeguards and upholds

ETHICS & EMOTIONAL INTELLIGENCE

the enforcement of rule of law in the country. Thus, it is, in no way, one-sided and tends to question both the citizens as well as the government.

- The doctrine of constitutional morality is also helpful for the congenial cooperation and coordination of all the stakeholders in promoting and reinforcing the democratic ideals of the nation. It strives for a greater amiability amongst people to pursue constitutional ambitions which are not possible to be won without unity and team spirit. Thus, it points to the idea of propagating the trust of the people on democratic institutions.
- The principle of constitutional morality can be used for reading down laws or statutes which are inconsistent with the incumbent time and can be used to bring about a positive transformation in the perception of societal or public morality. For instance, in passing a law prohibiting Sati, right to life and dignity was passed on to the Indian widows who were earlier considered to be harbingers of misfortune and ill-luck. However, after the passage of this law, there has been a clear change in the public mindset with regards to Sati and the rights of widows in India. It also led to the promulgation of more rights to them such as those of remarrying and getting educated post their husband's demise.
- Constitutional morality is specifically substantially significant for a vibrant and diverse country like India which has got a heterogeneous population with so many further subclassifications: caste, religion, colours, sexual orientation, languages, genders, etc. Since 'plurality' is one of the crucial ethos of the principle of constitutional morality, it recognises this distinction and non-homogeneity and promotes diversity, helping to make the society more inclusive.
- It is observed that a lot of officers resign or leave their government jobs in order to show solidarity to some movements and for upholding constitutional morality. However, the principle of constitutional morality is contrary to this; it promotes people to be an active participant of the system and fight the inequalities and non-constitutional elements.

Criticism of Constitutional Morality

Besides the pros and importance attached to constitutional morality, there are also certain concerns which need to be addressed by legal experts, legislators, jurists and the courts. These have been discussed below:

ETHICS & EMOTIONAL INTELLIGENCE

- There is no explicit mention of the term ‘constitutional morality’ in the Constitution of India. Moreover, despite the presence of several precedents or judgments based on the principle, there is no fixed definition that has been attributed to constitutional morality. Thus, it has an open-ended meaning and is privy to subjective interpretations by different perception holders. Moreover, it has been left on the discretion of the individual judges to interpret its essence and apply in requisite situations.
- Another viewpoint presented by those in opposition to the doctrine of constitutional morality is that it hinders the organic and natural development of liberalism or rectification of the wrongs or ethical ills of the society as it vests powers in the hands of the courts to implement a ‘top-down approach’ of the ideal on the morality front. Some have supplemented this proposition with the corollary premise that it indirectly reflects a lack of faith on the true ideals of democracy which is based on the wisdom of the populace that is to be governed.
- One strong argument against the existence of constitutional morality as a judicial principle is that it is in clear violation of a very basic tenet of democracy, that is, of separation of power between the three wings of the State governance framework: judiciary, legislature and the executive. Dissenters keep pushing forth the idea that the projected objective of upholding and promoting democracy by using constitutional morality is merely a sham as it establishes judicial supremacy and excess activism by the courts, leading to the intervention in those functions which are primarily sanctioned to be undertaken by the legislature. Some also interpret this as a fraud on the constitution in a veil of promoting constitutionalism.
- Another corollary criticism to the previous point is the promotion of judicial overreach done by constitutional morality by putting it against societal morality.
- In the recent past, the Attorney General of India, Mr K.K. Venugopal described Constitutional Morality as “dangerous” to the country. He expressed that the Supreme Court is slowly transforming into a “third Parliament Chamber”. Coming from a senior legal officer like the AG himself, this can spark the growth of a negative perception amongst the masses regarding this principle.

Conclusion

ETHICS & EMOTIONAL INTELLIGENCE

It can be concluded that both Ambedkar and Grote did not perceive Constitutional Morality as an instrument for combating or resolving government action; rather, they equated it with a self-imposed restraint by the people to uphold the constitutional ideals. However, with the passage of time and almost seventy decades after Dr Ambedkar delivered his Constituent Assembly speech in 1948, a lot of different interpretations of the principle have been affixed by different scholars and judges. For now, the two-pronged definition of constitutional morality encompasses: firstly, a legal mechanism of fighting popular morality and a reminder that Courts should keep themselves free from, sometimes rigid, societal beliefs and opinions that need a revamp for the betterment and comprehensive advancement of the country. Secondly, it helps in holding the government accountable by facilitating the courts to examine the spirit and conscience of the Indian Constitution.

Thus, it is rightly categorised as a second basic structure doctrine. It is rightly a bit vague and unclear with regards to its definition, like most of the other constitutional doctrines which are heavily dependent and reliant on the interpretation of the judges while delivering judgments in different cases. However, the kind of judicial system that exists in the country makes it a necessity, and also mandates it for the judges to fill in the “hollow vessels of these doctrines” with words of legal expertise and experience garnered over the years of practice.

6 . Environmental Ethics: Types, Importance, Examples

Environmental ethics is a field of study that seeks to understand humans' moral obligations to protect and preserve the environment. It is a branch of ethics that recognizes the intrinsic value of nature, the interconnectedness of all living things, and the responsibility of humans to act in accordance with ethical principles. This article will explore the types of environmental ethics, the principles of environmental ethics, and some examples. It will also discuss the impact of environmental ethics on business decisions, the challenges of implementing environmental ethics, and the benefits of incorporating environmental ethics into business operations. Finally, we will discuss environmental ethics services.

What are Environmental Ethics?

Environmental ethics is a branch of ethical thought that focuses on the relationship between humans and their natural environment. It is a holistic approach to understanding and evaluating our moral obligations to protect and preserve the environment. Environmental ethics seeks to bring together the interests of both humans and the environment, recognizing that both are interdependent and have intrinsic value. A variety of ethical theories, including consequentialism, utilitarianism, and virtue ethics, define environmental ethics. These ethical theories provide a framework for understanding the moral obligations we have to the environment and how we should act to protect it. Environmental ethics also draws upon the fields of philosophy, economics, ecology, and law, providing a comprehensive approach to understanding and evaluating the moral implications of human actions.

Types of Environmental Ethics

- **Libertarian Extension:** Libertarian extension is a type of environmental ethics that focuses on an individual's right to do whatever they want with the environment and its resources. This concept also stresses that an individual should not impose their own values on others and should instead respect the choices of others.
- **Ecological Extension:** Ecological Extension is a type of environmental ethics that focuses on preserving the natural environment and its resources in order to maintain the balance and health of the ecosystem. This concept

ETHICS & EMOTIONAL INTELLIGENCE

stresses the importance of humans working with nature in order to sustain it for future generations.

- **Conservation Ethics:** Conservation Ethics is a type of environmental ethics that focuses on preserving natural resources for future generations by ensuring that current resources are not depleted or damaged beyond repair. This concept encourages individuals to use natural resources responsibly and judiciously so there will be enough for future generations.

In short, Libertarian extension promotes an individual's right to use natural resources, Ecological Extension encourages humans to work with nature, and Conservation Ethics emphasizes sustainable use of natural resources. Each of these types of environmental ethics has its own benefits and should be taken into account when considering how to best protect the environment.

Importance of Environmental Ethics

- Environmental ethics is essential for protecting the environment, species, and resources.
- It promotes sustainable practices and encourages people to become more aware of the impact their actions have on the environment.
- It emphasizes the interconnectedness of all living things and the need to respect them. It encourages us to think about our place in the world and how we can contribute to preserving the natural environment.
- Environmental ethics helps to build better relationships with nature, recognizing its intrinsic value, not just its instrumental value.
- It encourages us to think beyond our immediate needs and consider the long-term implications of our actions.
- It teaches us responsibility towards our environment, advocating for environmentally friendly practices that help protect natural resources.
- Environmental ethics also promotes better public policies and laws, which help ensure that our environment is properly cared for.

Examples of Environmental Ethics

One example of environmental ethics in action is using renewable energy sources. Renewable energy sources are sources of energy that are naturally replenished and can be used without depleting natural resources. Examples of renewable energy sources

ETHICS & EMOTIONAL INTELLIGENCE

include solar, wind, and hydropower. Renewable energy sources are seen as an ethical choice, as they do not cause pollution or deplete finite resources.

Principles of Environmental Ethics

1. Respect for the intrinsic value of nature: Nature should not be treated as a commodity or resource to be exploited and discarded.
2. Interdependence of species and ecosystems: Humans depend on nature and natural systems. We must recognize our role in preserving and protecting the environment.
3. Ecological sustainability: We must strive to use resources responsibly and with an eye to preserving ecosystems and biodiversity.
4. Human responsibility: We are responsible for our own actions and decisions and their consequences for the environment.
5. Human equity: We must strive for a just world where the rights and needs of humans, animals, and plants are respected and protected.
6. Precautionary principle: We should take precautions against environmental harm, even when scientific evidence is inconclusive.
7. Right to know: Individuals have the right to access information about environmental issues.
8. Right to participate: Citizens have the right to participate in environmental decision-making processes.

Environmental Ethics and Religion?

Environmental ethics and religion are closely linked, as religious texts often encourage us to respect the environment and our fellow human beings. Many religions, such as Christianity, Judaism, Hinduism, and Buddhism, place value on the natural world and recognize our responsibility to care for it. In particular, the three Abrahamic religions – Judaism, Christianity, and Islam – share a belief in stewardship of the Earth, with the book of Genesis proclaiming, “And God said, ‘Let us make mankind in our image, in our likeness, so that they may rule over the fish in the sea and the birds in the sky, over the livestock and all the wild animals, and over all the creatures that move along the ground.’” This suggests that humans have a special relationship with nature and should care for and protect it.

In Hinduism, there is a concept known as Dharma which relates to the ethical and moral obligations of each person to their environment. This includes the idea of ahimsa, or

ETHICS & EMOTIONAL INTELLIGENCE

non-violence, which suggests that all living things should be treated with compassion and respect. Buddhism also encourages us to take an ethical approach to the natural world by considering how our actions will impact the environment. Ultimately, regardless of one's beliefs, understanding and respecting the environment is vital to living harmoniously on this planet. By incorporating religious teachings about environmental ethics into our lives, we can help ensure that our relationship with nature is optimistic.

FAQ's on Environmental Ethics:

Q1. What is Environmental Ethics?

Ans: Environmental ethics is a branch of ethics that studies the moral relationship between humans and the natural environment. It seeks to answer questions such as what duties we owe to animals, how we should treat the environment, and how we can create an environmentally sustainable society.

Q2. What are the Types of Environmental Ethics?

Ans: There are three main types of environmental ethics: libertarian extension, ecological extension, and conservation ethics. Libertarian extension is based on the idea that people have a right to use nature for their own ends. The ecological extension considers that nature has value in and of itself beyond any human use or benefit. Finally, conservation ethics focuses on maintaining a balance between human use and the preservation of nature.

Q3. What are Environmental Ethics Examples?

Ans: Another example of environmental ethics in action is the use of sustainable agriculture methods. Sustainable agriculture methods are those that are designed to ensure that the land and resources used in agriculture remain productive and can continue to be used in the future. Examples of sustainable agriculture methods include crop rotation, integrated pest management, and conservation tillage. Finally, sustainable forestry practices are an example of environmental ethics in action. Sustainable forestry practices are designed to ensure that forests are managed in a way that preserves their biodiversity and ecological integrity. Examples of sustainable forestry practices include selective harvesting, reforestation, and the protection of old-growth forests.

Q4. What is the Importance of Environmental Ethics?

ETHICS & EMOTIONAL INTELLIGENCE

Ans: Environmental ethics is important because it provides a moral framework for how humans interact with the natural environment. It helps us consider the effects our actions have on the planet and guides us in making more ethical and sustainable decisions.

Q5. What is the Difference Between Ecology and Environmental Ethics?

Ans: Ecology is the scientific study of the relationships between organisms and their environment, while environmental ethics focuses on how humans should interact with the natural environment. Ecology looks at how organisms interact with each other and with their environment. In contrast, environmental ethics looks at how humans should interact with the natural environment in order to minimize harm and promote sustainability.

ETHICS & EMOTIONAL INTELLIGENCE

What is Attitude?

- **About:**

- It is a **psychological tendency that is expressed by evaluating a particular entity** with some degree of favour or disfavour.
- The evaluations which **people make can range from extremely unfavourable to the extremely favourable**, or can be more moderate.
- Attitudes can be **mixed, and with regard to the same object**, may vary from time to time.

- **Classification:**

- **Explicit:**

- If a **person is aware of his attitudes**, and they influence his behaviour and beliefs, his attitudes are explicit.
- Explicit attitudes are **formed consciously**.

- **Implicit:**

- A person **may be unaware of his implicit beliefs** though these still have some influence on his conduct and behaviour.
- Implicit attitudes are **subconscious attitudes**.

What are the Components of the Attitude?

- Attitude has **three components**.

- **Affective (Emotional):**

- It consists **of the feeling which the object**, person, issue or event evokes. The behavioural part **consists of the manner in which the attitude influences** a person's behaviour.
- **For example:** I am scared of spiders.

- **Behavioural (Conative):**

ETHICS & EMOTIONAL INTELLIGENCE

- Conative in **psychology** means a mental process involving the will–impulse, desire or resolve.
- **For example:** I will avoid spiders and scream if I see one.
- **Cognitive:**
 - It means ‘relating to the process of acquiring knowledge through **reason, intuition and perception**’.
 - It consists of a **person’s thoughts and beliefs** about the attitude object.
 - **For example:** I believe spiders are dangerous.

What are the Causative Factors behind the Formation of Attitudes?

- **Culture:**
 - Culture exerts **enormous influence on an individual**. Culture in itself includes religion, tradition, customs, prohibitions, rewards and sanctions.
 - Socialisation is the process by which culture shapes the attitudes of the people.
 - Culture teaches individual beliefs, attitudes and behaviour that are acceptable in one’s life and society.
 - **For example:** Consuming beef in India is generally considered taboo but in western countries, there is no such restriction.
- **Family:**
 - Family is the **most important and closest social group** for a person. It is the nursery for attitudinal formation.
 - Parents are more influential among the family system who structure and mould the attitude of a child.
 - Extended family and sibling relationships, in particular, play an important role in attitude formation.
- **Social Groups:**
 - Several social groups apart from family play an important role in attitude formation which includes **friends, peers, colleagues**, etc.

ETHICS & EMOTIONAL INTELLIGENCE

- Consider the voting pattern in India. There are people who do not listen to candidate's speeches, read newspapers or follow debates. They talk with friends, family, etc. and vote for a candidate. Families, friends and other such social groups most definitely influence the choice of a candidate.

▪ **Institutions:**

- A man is never alone. From cradle to grave he is under the influence of one institution or the other.
- **For example:** Educational institutions like schools and colleges act as repositories of knowledge, direct and shape the beliefs, values of a person and thus form attitudes.

▪ **Familiarity:**

- Familiarity **breeds positive attitude**. Man generally has a fear of the unknown, so anything familiar might make him or her feel at peace.
- Familiarity and classical conditioning act on emotions of an individual and therefore shape the affective component of attitudes.

What are the Techniques to Bring Change in Attitude?

▪ **Classical/ Pavlovian Conditioning:**

- In this technique, the person is **exposed to a positive and neutral stimulus repeatedly** and after some time the response to neutral stimuli becomes the same as response to positive stimuli.

▪ **Instrumental Conditioning:**

- A process in which a **positive behavior when rewarded has more chances of repetition** unlike the negative behavior which if repeated would lead to punishment and thus less chances of repetition.
- **Example:**
 - Parents celebrating the success of a child by praising them among friends will form a positive attitude of the child towards success.

ETHICS & EMOTIONAL INTELLIGENCE

Further, when parents punish the child for their mistakes, it discourages the child from making those mistakes again.

- **Social Observation:**

- This involves **learning from our social environment** such as family, school, media and its expression.

What are the Functions of Attitude?

- **Knowledge Function:**

- Attitudes have a knowledge function, **which enables individuals to understand their environment** and to be consistent in their ideas and thinking. Most attitudes serve this basic function in some measure.

- **Utilitarian Function:**

- Attitude **helps individuals in maximizing benefits and minimizing disadvantages** while interacting with individuals, groups and situations in their environment. Utilitarian attitudes lead to behaviour that optimizes one's interests.

- **Performing a Social Role:**

- Attitudes help perform a social role, helping in an individual's self-expression and social interaction.
- Subscribing to a given set of attitudes signals one's identification with important reference groups to express one's core values, and to establish one's identity. This social role of attitudes is known as social identity function, it underlies an individual's desire to establish his individual and social identity.

- **Maintain an Individual's Self-Esteem:**

- **Attitudes can serve as defence mechanisms** for handling an individual's internal mental conflict which reflect tensions within the individual psyche.
- The **defence mechanisms hide an individual's true motives from himself** or psychologically isolate him from groups perceived as hostile or threatening.

ETHICS & EMOTIONAL INTELLIGENCE

- Attitudes maintain self-esteem in other ways also. An individual's attitudes toward many things are influenced by his view on how they affect his own self-assessment.

For Example: Our attitudes toward our friends and social acquaintances depend on whether we regard such association as enhancing or lowering our social standing.

How is Attitude related to the Value System?

- A value system refers to the **order and priority an individual or society grants** to ethical and ideological values.
- While two individuals or groups may share a set of common values, they may not give equal weight or preference to those values.

ETHICS & EMOTIONAL INTELLIGENCE

VALUES VERSUS ATTITUDES

VALUES	ATTITUDES
Moral principles or moral ethics or standards of behaviour	Opinions or stances about a certain subject matter or a person
A part of a person's character	A part of a person's personality
Showcase a particular person's moral ethics and his/her overall character	Highlight a person's behaviour through the personality
Directly influenced by family, friends, culture, religion, and social interactions	Directly influenced by a person's values
Moral ethics	Can be negative and positive

What is the Difference Between Attitude and Behavior?

Attitude	Behaviour
<ul style="list-style-type: none"> Attitude is defined as a person's mental tendency, which is responsible for the way he thinks or feels for someone or something. 	<ul style="list-style-type: none"> Behavior implies the actions, moves, conduct or functions or an individual or group towards other persons.

ETHICS & EMOTIONAL INTELLIGENCE

<ul style="list-style-type: none">▪ A person's attitude is mainly based on the experiences gained by him during the course of his life and observations.▪ Attitude is a person's inner thoughts and feelings.▪ The way of thinking or feeling is reflected by a person's attitude.▪ Attitude is defined by the way we perceive things whereas behavior is ruled by social norms.	<ul style="list-style-type: none">▪ On the other hand, the behavior of a person relies on the situation.▪ As opposed to, behavior expresses a person's attitude.▪ On the contrary, a person's conduct is reflected by his behavior.▪ Attitude is a human trait but behavior is an inborn attribute.
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How do Attitude Influence Behaviour?

- **Positive Attitude:**

A person who **has positive attitudes towards work and co-workers** (such as contentment, friendliness, etc.) can positively influence those around them.

Example: People with a **good attitude are active and productive** and do what they can to improve the mood of those around them.

Negative Attitudes:

A person **who displays negative attitudes** (such as discontentment, boredom, etc.), will behave accordingly.

Example: People with **these types of attitudes towards work may likewise affect those around them** and behave in a manner that reduces efficiency and effectiveness.

ETHICS & EMOTIONAL INTELLIGENCE

Selfish Attitude:

It will **guide an individual's actions in a selfish manner.**

Example: Holding one's self-interest as the standard for decision making.

Logic or Rational Attitudes:

It develops rational behaviour.

Example: A rational person will not act superstitiously and will always try to find rational behind any act.

Egoistic Attitude:

It will **result in a negative attitude and behaviour.**

Example: Elder individuals control their younger siblings even if they are wrong to satisfy their ego of being elder.

Attitude based on Values and Beliefs:

It will act according to the values.

Example: In India **touching the feet of elders** is guided by an attitude of giving respect to them.

What do we understand by Moral and Political Attitudes?

Moral Attitude:

Morality refers to **righteousness**. Moral attitudes are **attitudes concerned with righteous manners**. Thus, Moral attitudes is not a neutral concept. It is a bias towards righteousness or virtuousness. Some of the moral attitudes are:

- Goodness
- Respect
- Love & Compassion
- Selflessness
- Empathy

Political Attitude:

Political Attitudes are a **set of which an individual approaches a political problem** and which determines his line of conduct towards that problem.

It's **also a set of rules & regulations**, customs, traditions, beliefs that influences the political system of that country.

ETHICS & EMOTIONAL INTELLIGENCE

The sum total of political attitudes of an individual reveals that person's outlook on the political aspect of social living. They define the relationship between the citizen, govt and functions of the political system.

Examples:

Voting behaviour of voters in an Elections decided by political attitudes followed by individual and political parties

Govt policies were of socialist nature when India got independence but after the **LPG era** in 1990's India opened its economy and followed pro market policy.

What is Social Influence and Persuasion?

- **Social influence:**

It is an **attribute that can bring change in a person's behaviour, thoughts, feelings and attitudes** that results from interaction with another individual in society.

Persuasion:

It is **defined as communicative activities that are mediated**. It is the process of changing or reinforcing attitudes, beliefs or behaviour of a person.

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**. These are fundamental functions of communication.

What is the Theory of Persuasion?

About:

In many **commercial and administrative situations**, attitude is formed by persuading people to **change their attitudes, beliefs and habits**.

It **describes the ideal means of persuading people** to change their beliefs, attitudes and habits.

This theory is also known as the **Elaboration Likelihood theory of attitude**.

For Example: Governments **may try to induce parents in rural areas to enrol their children in primary schools**.

Factors Determining Success of Persuading People:

Audience Characteristics:

ETHICS & EMOTIONAL INTELLIGENCE

To change the **attitude of people on any object**, they have to be provided with information which they may not possess.

It is the **audience who has to receive and process the information.**

Their **ability to do this depends on their intelligence.**

People with higher intelligence are unlikely to be persuaded by one- sided messages.

The conventional view is that it is hard to persuade people with high self-esteem to accept new attitudes.

But the relationship between self-esteem and willingness to change one's attitude seems to be curvilinear.

It means **thereby that individuals with average levels of self-esteem are more ready to change their attitudes** than those with either high self-esteem or low self-esteem.

The state of mind and mood of the target audience also influence the manner in which they respond to the message.

Source Characteristics:

These refer to the person who is delivering the message.

The variables which **determine how effective a person will be in delivering the message are his expertise**, trustworthiness and attractiveness to the audience.

The audience, **in order to be convinced, have to be assured that the message is authoritative and authentic.**

Cognitive Routes:

A message seeking to change an **attitude can appeal to an individual's intellect or logical faculty.**

This appeal can be either through the **central route or the peripheral route.**

Central Route:

In the central route to persuasion, the **individual is presented with the data and motivated to evaluate the data** and arrive at an attitude changing conclusion.

Peripheral Route:

ETHICS & EMOTIONAL INTELLIGENCE

In the peripheral route to attitude change, the **individual is encouraged to not look at the content but at the source**. This is commonly seen in modern advertisements that feature celebrities.

Example: For example, having a popular athlete advertise athletic shoes is a common method used to encourage young adults to purchase the shoes.

Some Quotes Related to Attitude

- Nothing can stop the man with the right mental attitude from achieving his goal, nothing on earth can help the man with the wrong mental attitude.
- **Thomas Jefferson**
- All birds find shelter during a rain. But Eagle avoids rain by flying above the clouds. Problems are common, but Attitude makes the difference. -**A P J Abdul Kalam**
- Weakness of attitude becomes weakness of character. -**Albert Einstein**.
- Optimism is the faith that leads to achievement, nothing can be done without hope.” -**Helen Keller**

8.CORPORATE OR BUSINESS ETHICS –

Meaning, Benefits and Elements

From an individual's point of view, an organization exists to earn profit. However, if we see it socially, an organization exists to supply goods and services to human beings. An organization may expect that its individual goals or objectives do not face conflicts with societal objectives. However, a business organization is run by human beings, and every human being has a different perspective of life; hence, it is not essential that their decisions and actions are according to the expectations of society. For example, an organization may achieve heights in terms of profits and market standing but can perform poorly in its social responsibilities. It brings us to a question of what is right and what is wrong for a business from society's point of view. The concept of ethics came into existence to answer the same as it establishes a link between right and wrong, and social and individual good.

Meaning of Ethics

The word **ethics** is derived from the Greek word 'ethos,' meaning ideals, norms, morals, or character of an individual or a group of individuals prevailing in a society. Therefore, ethics can be defined as a study of moral behavior and defining what is right and what is wrong in the behavior of an individual by judging them on the basis of the standards of moral conduct, expressed and established by the society in a specific field of activity. Ethics can be seen as moral values attached by society to the actions of human beings, and they can be seen as codes or a system of control as they serve human ends. Usually, ethical standards are enacted in laws; however, ethical behavior is more than that and goes beyond government regulations and laws. It means that an individual or a group of individuals has to adhere to moral principles and behave ethically. Every profession has its own moral behavior or ethics. For example, legal ethics, medical ethics, business ethics, etc. Today we will discuss business ethics.

Meaning of Business Ethics

Business ethics refers to the set of principles or standards that govern the moral conduct of business. It is concerned with the relationship between the techniques, practices, and objectives of an organization. Business ethics says that businesses have to be honest with themselves and society. Some examples of business ethics are treating workers

ETHICS & EMOTIONAL INTELLIGENCE

fairly, charging fair prices from customers, providing good quality goods and services, earning reasonable profits, using accurate and fair weights of the goods, etc. However, unethical behaviour involves corrupting public servants to get favours, defrauding customers through misleading advertisements, providing a false image of the business in its books of accounts and financial statements, using the properties and assets of the business for personal use, revealing trade secrets to competitors, etc. A businessperson is said to be ethical if he/she acts upright and serves society's interests. An ethical business is a good business as it works for the interests of society. Ethical businesses have a good image in the eyes of the public, as people have confidence in the business, which leads towards greater success. Ethical activity is not only good for society, but also for businesspeople and businesses as it helps them enhance the quality of their lives and the work they do.



Benefits of Business Ethics

- **Draws more investors towards the business:** Investors are a big part of any business for growth and raising funds. If the investors of an organization realize that the company they are working with is working ethically and prioritizes high morale in the business, they will feel safe knowing that their money is being used

ETHICS & EMOTIONAL INTELLIGENCE

responsibly and for good purposes. Also, they can feel comfortable knowing that they are not entering into anything unethical indirectly. Besides, companies with strong ethics get more attention from investors.

- **Provide a competitive advantage in terms of customers:** Like investors, customers are also a huge part of a business as they are the reason for the sales and revenue of a company. When an organization behaves ethically, it can gain customer loyalty and attract them to their goods and services. It ultimately helps the business in fulfilling its profit-earning motive.
- **Enhance a company's reputation:** A company behaving ethically can create a positive image in the eyes of the public, which can help the business retain its existing customers by ensuring them that they are spending their hard-earned money on an ethical business and bringing in new customers. Besides, today's world is highly social, and dissatisfied customers can easily and quickly give reviews about the negative experience and unethical behaviour of the business, which can be bad for the company and its growth.
- **Stronger collaboration:** Team members or staff of the company working together on business ethics have respect for each other, which leads them to work together effectively. The practice of ethics not only creates a good work environment, but also helps the members collaborate and bring productivity.
- **Avoid lawsuits:** Behaving ethically may be expensive for an organization, but unethical behavior can be more expensive as an organization involved in unethical practices may face lawsuits and will have to pay huge fines.

Elements of Business Ethics

- **Top Management Commitment:** The top management of an organization plays a crucial role in ensuring business ethics. They guide the whole organization towards ethical behaviour. To get better results and inculcate ethical behaviour amongst the members of an organization, the CEO and other top-level managers need to strongly commit themselves to ethical conduct. Their commitment to the ethical code of conduct will set a good example for the employees and encourage them to follow the codes themselves. They must lead the employees to continue to develop the firm and uphold its values.
- **Publication of a 'Code':** Companies having effective ethics programmes define the principles of conduct in written form for the whole organization. This written

ETHICS & EMOTIONAL INTELLIGENCE

document of principles of conduct is known as “code.” The code or code of conduct covers various areas, like product quality, product safety, fundamental honesty, adherence to laws, financial reporting, marketing practices, employment practices, health and safety at the workplace, etc. These principles or standards guide an organization and its actions.

- **Establishment of Compliance Mechanisms:** Publishing the code of conduct is not sufficient until the organization establishes a mechanism to ensure they are being followed by the employees and the actions of the firm comply with these standards. For example, ensuring the applicant has values and ethics while recruiting, forming a communication system for employees to report any incident of unethical behavior, etc.
- **Involving employees at all levels:** Employees of an organization play a crucial role in the implementation of ethical policies at different levels of the business, making the idea of ethical business real. Therefore, organizations need to involve employees in ethics programmes. For example, an organization can form a small group of employees to discuss the essential ethics policies of the firm and evaluate the employees’ attitudes towards these policies.
- **Measuring results:** It is not easy to measure the results of an ethics programme with full accuracy. Therefore, the organizations implementing ethics programmes can verify and audit the end results and ensure that the employees carry out the work according to ethical standards. Once the auditing has been completed, the top-level management and other employees of the firm can discuss the end results for their further course of action.

9. EMOTIONAL INTELLIGENCE

To prepare for [ETHICS](#) for any competitive exam, aspirants have to know about **Emotional Intelligence**. It gives an idea of all the important topics for the IAS Exam and the Economy syllabus (GS-IV.). **Emotional Intelligence** terms are important from Ethical perspectives in the UPSC exam. IAS aspirants should thoroughly understand their meaning and application, as questions can be asked from this static portion of the IAS Syllabus in both the UPSC Prelims and the UPSC Mains exams. Even these topics are also highly linked with current affairs. Almost every question asked from them is related to current events. So, apart from standard textbooks, you should rely on newspapers and news analyses as well for these sections.

This chapter on Emotional Intelligence (EI) is important to understand our own self. In general, it helps to **study self-behaviour** but in particular, it **helps in the day to day administration**. This chapter helps you in:

- Management of Emotions
- Taking Ethical actions
- How to control our negative emotions and how to use a negative emotion constructively?
- Helps in self-motivating to bring social awareness
- Resolving conflicts

What is Intelligence?

- Intelligence is the ability to acquire and apply knowledge and skills.
- Intelligence is the capacity to understand the world and resourcefulness to cope with its challenges.
- Intelligence refers to individuals ability:
 - To understand complex ideas
 - To adapt effectively to the environment
 - To learn from past experiences
 - To engage in various forms of reasoning
 - To overcome obstacle by careful thought

ETHICS & EMOTIONAL INTELLIGENCE

What Is Emotional Intelligence (EI)?

- Emotional Intelligence is defined as the ability to understand our own emotions and other's emotions and use them constructively to guide one's thinking and actions.
- Emotional intelligence has been defined differently by various scholars. According to Peter Salovey and John Mayer (1990s) it is defined as "the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior".
- This definition was adopted by Goleman and further categorized the emotional intelligence into:
 - Self-awareness,
 - Managing emotions,
 - Motivating oneself,
 - Empathy,
 - Handling relationships.
- Emotional intelligence is one of several types of intelligence required for success in all kinds of situations.
- Expressions of emotion depend on regulation of emotion for self or others. Persons who are capable of having awareness of emotions for self or others and regulate accordingly are called emotionally intelligent. Persons who fail to do so, deviate and thereby develop abreaction of emotion, resulting in anger, frustration and conflict.

Examples:

- When I get first rank in the examination, I feel Joy and happiness.
- When someone annoys you, you get frustration and angry
- When you lost your wallet and money, your mood will be sad
- When you are watching a horror movie or walking midnight, may get fear
- When you are in the interview hall, you may feel excitement and nervous

ETHICS & EMOTIONAL INTELLIGENCE

Scenario 1:

Your department is facing some challenges. There is too much politics, back biting and arguments. Recently there was an outburst from one of. Your team members. Using EI, you can manage destructive emotions and can manage this situation effectively.

Scenario 2:

I was in bad mood on Monday, attributed to family issues. However, I kept myself motivated and happy in the office so that my work should not be hampered, neither work space.

Scenario 3:

Everyone was not happy in the office because of issues discussed in recent meeting. However our manager kept everyone motivated and inspired, this increased everyone's efficiency and elevated mood.

After the Industrial revolution, society drastically changed at Individual level, family level, societal level. Individual human beings leading **materialistic comforts** and giving least importance to human relations, **Joint Family** system broken down and society became more **selfish**.

- **Capitalistic society** created an atmosphere of uncertainty and insecurity among employees where it can't afford inefficiency. In this process life became more materialistic in nature. There is no inner motivation to do best of our abilities.
- Leadership failed to inculcate good attitudes among his followers where themselves don't have such attitudes. In the long run, organisations become inefficient if they didn't resolve these issues.
- If no peace of mind at individual level it will directly effects on his performance at organisational level leading to losses to the organisation.
- Then, what they realised was there is a need to motivate public, employees and others and understand their emotions and using with that information one can guide to improve efficiency of an organisation. This is how emotional

ETHICS & EMOTIONAL INTELLIGENCE

intelligence concept got popularised and this is just effective management of our emotions and use them efficiently.

What Is An Emotion?

- The term **Emotion** is often considered synonymous with the terms ‘**feeling**’ and ‘**mood**’. For example, Joy, sorrow, hope, love, excitement, anger, hate, and many such feelings are experienced in the course of the day by all of us.
- **Feeling** denotes the pleasure or pain dimension of emotion, which usually involves bodily functions. Feeling is the name we give to emotion and feelings could be mixed different emotions.
- **Mood** is an affective state of long duration but of lesser intensity than emotion.
- Both these terms are narrower than the concept of emotion.
- **Affect** is a broader term, generally used to describe experience of feeling or emotion.

Emotions are irrational. Emotions are unproductive. Emotions are subjective. Emotions should not influence administrative actions.

Emotions:

- Emotions are complex pattern of arousal, subjective feeling, and cognitive interpretation.
- Emotions, as we experience them, move us internally.
- This process involves physiological as well as psychological reactions
- Emotion is a subjective feeling and the experience of emotions varies from person to person.
- Ten basic emotions are joy, surprise, anger, disgust, contempt, fear, shame, guilt, interest, and excitement with combinations of them resulting in other emotional blends. It has been noted that at least six emotions are experienced and recognised everywhere. These are: anger, disgust, fear, happiness, sadness, and surprise.
- Some of the positive – negative emotion combinations are joy-sadness, acceptance-disgust, fear-anger, and surprise-anticipation.

ETHICS & EMOTIONAL INTELLIGENCE

- Emotions vary in their intensity (high, low) and quality (happiness, sadness, fear).
- Subjective factors and situational contexts influence the experience of emotions. These factors are gender, personality, and psychopathology of certain kinds.
- Evidence indicates that:
 - Women experience all the emotions except anger more intensely than men.
 - Men are prone to experience high intensity and frequency of anger.
- This gender difference has been attributed to the social roles attached to men (competitiveness) and women (affiliation and caring).

As much as 80% of adult's "success" comes from EQ – Daniel Goleman

- EMOTIONAL INTELLIGENCE
- Perceiving Emotions
- Understanding Emotions
- Managing Emotions
- Using (Constructively) Emotions

Importance Of Emotion:

- Emotion derives charity. It is emotion that has lead Bill Gates, Azim Premji and others to give all their wealth for charity purpose.
- Nationalism, respect the national symbols of India, respect constitutional ideals and institutions, the National Flag and the National Anthem, cherish and follow the noble ideals which inspired our national struggle for freedom.
- It is emotion only that derives civil servants to dedicate himself to the nation. Dedication is commitment with passion. It has emotion attached with it.
- Empathy and Compassion, Tolerance, Forgiveness
- Sensitivity – Respect for others religious believe, humble tradition of tribal folks.

ETHICS & EMOTIONAL INTELLIGENCE

- Food donation, Blood donation, being good Samaritan
- Gandhiji's talisman is based on emotion to understand the vulnerability of others.
- The idea of dharma is born in heart which is full of empathy and compassion.
- In matters where doubt intervenes, the natural inclination of the heart of good person becomes the authority or the decisive factor. – Kalidasa
- Emotion is an important component of Attitude.
- Concept of committed bureaucracy require emotion
- Charles Darwin said emotion helps in survival.
- Positive emotions leads to positive behavior – like after watching movies like Bagban one will start to respect parent even more.

Mechanism Of Emotion:

- Emotion provoking event
- Physiological response arousal
- Cognitive appraisal to identify the cause of arousal
- Subjective Experience feeling
- Behavioral response – how we show or react to our feeling

EI helps you to:

- Solve problems by using both logic and feelings.
- Be flexible in changing situations.
- Help other people express their needs.
- Respond calmly and thoughtfully to difficult people.
- Keep an optimistic and positive
- Express empathy, compassion, and caring for others.
- Continuously learn how to improve ourselves and the organization.
- Enhance our interactions and communications with other culture people.

Types Of Emotions:

- **Positive Emotions**
 - Joy, happiness, love, gratitude etc.
- **Negative Emotions**
 - Hatred, Angry, Sad, anxiety, fear etc.

Managing Negative Emotions:

- It is difficult even to imagine a life without emotions. Emotions are a part of our daily life and existence. They form the very fabric of our life and interpersonal relations. There are various intensities of an emotion that can be experienced by us. You can experience extreme elation or slight happiness, severe grief.
- However, most of us usually maintain a balance of emotions. When faced with such a conflicting situation between emotions, we will face abnormal emotional reactions such as anxiety, depression etc.

Anxiety

Anxiety is a condition that an individual develops in case of failure to adopt an appropriate ego defense, protect mind/self from anxiety.

Example:

- If the individual fails to adhere to a Defense of rationalisation for his immoral act (like cheating or stealing), he may develop intense apprehension about the outcomes of such an act.

ETHICS & EMOTIONAL INTELLIGENCE

	<ul style="list-style-type: none">• Anxious individuals find it difficult to concentrate or to make decisions even for little important matters.
Depression	<ul style="list-style-type: none">• It affects an individual's ability to think rationally, feel realistically, and work effectively. The condition overwhelms the mood state of the individual. Because of its enduring nature, the individual who suffers from depression develops a variety of symptoms like difficulty in falling asleep, increased level of psychomotor agitation or retardation, decreased ability to think or concentrate, and loss of interest in personal or social activities, etc.• In daily life, we are often faced with conflicting situations. Under demanding and stressful conditions, a lot of negative emotions like fear, anxiety, disgust, etc. develop in an individual to a considerable extent.• Such negative emotions, if allowed to prevail for a long time, are likely to affect adversely the person's psychological and physical health.• This is the reason why most of the stress management programmes emphasise emotion management as an integral part of stress management. The major focus of emotion management techniques is the reduction of negative emotions and enhancing positive emotions like, hope, happiness, creativity, courage, optimism, cheerfulness, etc.•

ETHICS & EMOTIONAL INTELLIGENCE

Anger Management

Anger is a negative emotion. It carries the mind away or the person loses control on behavioural functions during the state of anger. The major source of anger is the **frustration of motives**. However, anger is not a reflex, rather it is a result of our thinking. Neither is it automatic nor uncontrollable and caused by others but it is a **self-induced choice that the individual makes**. Anger is a result of our thinking and hence is controllable by your own thoughts only. Certain key points in anger management are as follows:

- Recognise the power of your thoughts
- Realise you alone can control it
- Do not engage in 'self-talk that burns
- Do not magnify negative feelings.
- Do not ascribe intentions and ulterior motives to others
- Resist having irrational beliefs about people and events
- Try to find constructive ways of expressing your anger
- Have control on the degree and duration of anger that you choose to express
- Look inward not outward for anger control
- Give yourself time to change. It takes time and effort to change a habit.

Ways to manage negative emotions:

- **Enhance self-awareness:**
 - Be aware of your own emotions and feelings.
 - Try to gain insight into the 'how' and 'why' of your feelings.
- **Appraise the situation objectively:**
 - It has been proposed that emotion is preceded by evaluation of the event. If the event is experienced as disturbing, your sympathetic nervous system is activated and you feel stressed. If you do not experience the

ETHICS & EMOTIONAL INTELLIGENCE

event as disturbing, then there is no stress. Hence, it is you who decides whether to feel sad and anxious or happy and relaxed.

- **Self-monitoring:**
 - This involves constant or periodic evaluation of your past accomplishments, emotional and physical states, real and vicarious experiences. A positive appraisal would enhance your faith in yourself and lead to enhanced feeling of wellness and contentment.
- **Engage in self-modeling:**
 - Be the ideal for yourself. Repeatedly observe the best parts of your past performance and use them as an inspiration and motivation to perform better in the future.
- **Perceptual reorganisation and cognitive restructuring:**
 - Try viewing the events differently and visualise the other side of the coin. Restructure your thoughts to enhance positive and reassuring feelings and eliminate negative thoughts.
- **Be creative:**
 - Find and develop an interest or a hobby. Engage in an activity that interests and amuses you.
- **Develop and nurture good relationships:**
 - Choose your friends carefully. In the company of happy and cheerful friends you will feel happy in general.
- **Have empathy:**
 - Try understanding other's feelings too. Make your relationships meaningful and valuable. Seek as well as provide support mutually.
- **Participate in community service:**
 - Help yourself by helping others. By doing community service (for example, helping an intellectually challenged child learn an adaptive skill), you will gain important insights about your own difficulties.

Enhancing Positive Emotions:

- Our emotions have a purpose. They help us adapt to the ever-changing environment and are important for our survival and well-being.

ETHICS & EMOTIONAL INTELLIGENCE

- Though negative emotions protect us in such situations but excessive or inappropriate use of these emotions can become life threatening to us, as it can harm our immune system and have serious consequences for our health.
- Positive emotions such as hope, joy, optimism, contentment, and gratitude energise us and enhance our sense of emotional well-being. When we experience positive affect, we display a greater preference for a large variety of actions and ideas. We can think of more possibilities and options to solve whatever problems we face and thus, we become proactive.
- Positive emotions give us a greater ability to cope with adverse circumstances and quickly return to a normal state. They help us set up long-term plans and goals, and form new relationships.
- **Various ways of enhancing positive emotions are given below:**
 - Personality traits of optimism, hopefulness, happiness and a positive self-regard
 - Finding positive meaning in dire Having quality connections with others, and supportive network of close relationships
 - Being engaged in work and gaining mastery
 - A faith that binds social support, purpose and hope, leading a life of purpose
 - Positive interpretations of most daily events.

Bureaucracy on Emotions	Modern neuroscience on Emotions
Makes us inefficient	Make us effective
Sign of weakness	Sign of strength
Interferes with good judgement	Essential to good judgement
Distracts us	Motivate us
Obstructs or slow down reasoning	Enhance and speed up reasoning
Arbitrary and tyrannical	Built trust and connections
Weaken neutrality	Activate ethical values
Inhibit the flow of objective data	Provide vital information and feedback
Complicate planning	Sparks creative and innovation
Undermine management	Enhances leadership

ETHICS & EMOTIONAL INTELLIGENCE

Mixed Model of Emotional Intelligence:

- The mixed model was most famously described by Daniel Goleman, and is widely accepted and used model for EI. It involves a range of competencies which are broken down into skill sets and which together form the picture of a person's level of EI.
- Emotional Intelligence of emotional intelligence subsumes intrapersonal and interpersonal elements.

- **Components Of EI**

- The intrapersonal elements:
 - Self-awareness
 - Self-motivation
- The interpersonal elements:
 - Social awareness
 - Social competence

The intrapersonal elements:	Self-Awareness – Ability to keep negative emotions and impulses under control
	Self-Motivation – The drive to achieve despite setbacks, developing skills to attain targets and taking initiative to act on opportunities.
The interpersonal elements:	Social-Awareness – The awareness and the tendency to appreciate other's feelings
	Social-Competence – Social skills that help to adjust with others, such as team building, conflict management, skills of communicating.

SELF-AWARENESS:

ETHICS & EMOTIONAL INTELLIGENCE

- It is the ability to know one's emotions, strengths, weaknesses, drives, values, and goals and recognize their impact on others while using gut feelings to guide decisions.
- **Example:** One should self-aware of their own emotion
 - Seeing blood causes fear
 - When someone talking with high pitch and louder, getting angry

Advantages of Self Awareness in daily life and Administration:

- An angry Bureaucrat, being self-awareness about his anger management he can manage angry public in his official duty
- A district collector can handle Journalists smoothly when raises several questions during media brief and criticises his administration.
- When someone cry, we get sympathetic towards them. By knowing our weakness few fake beneficiaries try to get benefits from the govt simply using weapon of CRY
- Personal life we may not giving promises when we are happy. So, at the end we won't feel regret if its unworthy promise to not get fulfilled.

SELF-MOTIVATION:

- Motivation plays vital role in shaping human behaviour. Behaviours are caused by an underlying motive. Behaviour is goal-driven. Goal-seeking behaviour tends to persist until the goal is achieved. For achieving their goals people plan and undertake different activities. Most of our everyday explanation of behaviour is given in terms of motives.

Example: Why do you come to the school or college? There may be any number of reasons for this behaviour, such as you want to learn or to make friends, you need a degree to get a good job, you want to make your parents happy, and so on.

Motivation Cycle:

A need is lack or deficit of some necessity. The condition of need leads to drive. A drive is a state of tension or arousal produced by a need. It energises random activity.

ETHICS & EMOTIONAL INTELLIGENCE

When one of the random activities leads to a goal, it reduces the drive, and the organism stops being active. The organism returns to a balanced state.

- **MOTIVATION CYCLE**

- Need
- Drive
- Arousal
- Goal seeking behaviour
- Achievement
- Reduction of Arousal

Here are a few ways of motivating your own self as well as others:

- Be planned and organised in whatever you do
- Learn to prioritise your goals
- Set short-term targets (In a few days, a week, a month, and so on)
- Reward yourself for hitting the set targets
- Compliment yourself on being an achiever each time you hit a target (Say “Cheers! I did it”, “I am really good with that”, “I think I can do things smartly”)
- If the targets seem difficult to attain, again break them up into smaller ones and approach them one by one
- Always try to visualise or imagine the outcomes of all the hard work you have to put in to reach your set goals.

Advantages of Self-Motivation:

- We can finish the projects on time
- Bureaucrats implements govt schemes, policies most efficiently
- To fulfill some of the biological motives like Hunger, Thirst, Survival of species through sexual activity
- Physiological motives like Power, success

ETHICS & EMOTIONAL INTELLIGENCE

- Among kids' curiosity develops intellectual ability
- Exploration solves many questions in this universe like universe origin, how life evolved etc.

Theory of Self – Actualisation:

- Abraham Maslow attempted to portray a picture of human behaviour by arranging the various needs in a hierarchy. His viewpoint about motivation is very popular because of its theoretical and applied value which is popularly known as the “Theory of Self-actualisation”.
- Maslow's model can be conceptualised as a pyramid in which the bottom of this hierarchy represents basic physiological or biological needs which are basic to survival such as hunger, thirst, etc. Only when these needs are met, the need to be free from threatened danger arises. This refers to the safety needs of physical and psychological nature. Next comes the need to seek out other people, to love and to be loved. After these needs are fulfilled, the individual strives for esteem, i.e. the need to develop a sense of self-worth.
- The next higher need in the hierarchy reflects an individual's motive towards the fullest development of potential, i.e. self-actualization. A self-actualised person is self-aware, socially responsive, creative, spontaneous, open to novelty, and challenge. He also has a sense of humour and capacity for deep interpersonal relationships.
- Lower level needs (physiological) in the hierarchy dominate as long as they are unsatisfied. Once they are adequately satisfied, the higher needs occupy the individual's attention and effort. However, it must be noted that very few people reach the highest level because most people are concerned more with the lower level needs.

SOCIAL AWARENESS:

It is the ability to take the perspective of and empathize with others, including those from diverse backgrounds and cultures and the ability to understand social and ethical norms for behavior and to recognize family, school, and community resources and supports. This includes:

ETHICS & EMOTIONAL INTELLIGENCE

- **Service orientation** – anticipating, recognizing and meeting other people's need.
- **Developing others** – Understanding the needs of people to progress and cultivating their abilities
- **Understanding opportunities** through diverse people.

Emotional Intelligence

Social Capital

- - Social Awareness

Advantages of Social Awareness:

- Developing empathy and compassion among individuals and also they are foundational values for civil servants
- Better social relationships
- Understanding others based emotional needs
- Fewer risky behaviours
- Positive social atmosphere

SOCIAL COMPETENCE:

- It is the ability to handle social relations effectively. Given the complexity of social interactions, social competence is the product of a wide range of cognitive abilities, emotional processes, behavioral skills, social awareness, and personal and cultural values related to interpersonal relationships. It depends on age to age or person to person and situation to situation it varies.
- **Example:**
 - To do friendship with kids we may have to behave like kids and do childish things before them

ETHICS & EMOTIONAL INTELLIGENCE

- To inculcate different cultures, we have to learn and practice their cultural practices

Advantages:

- To study tribal cultures and making sure of govt initiatives reach out to them
- To reach out to the civil society to make them part of administration
- To strengthen human relationships
- Coordination between different departments
- Profession and personal life balance

Skills required to being Emotionally Intelligent:

- **Flexibility:** Emotionally intelligent people adapt to changes. They use problem-solving to develop options.
- **Optimism:** Emotionally intelligent people have a positive and optimistic outlook on life. Their mental attitude energizes them to work steadily towards goals despite setbacks.
- **Self-Awareness:** Emotionally intelligent people are aware of how they feel, what motivates and demotivates them, and how they affect others.
- **Social Skills:** Emotionally intelligent people communicate and relate well with others. They listen intently and adapt their communications to others' unique needs, including diverse backgrounds. They show compassion.
- **Emotional Control:** Emotionally intelligent people handle stress evenly. They deal calmly with emotionally stressful situations, such as change and interpersonal conflicts.

Utility Of EI:

- Emotional Intelligence is a desirable moral quality rather than a skill. A well-developed EI is not only as instrumental tool for accomplishing goals, but has a dark side as a weapon for manipulating others by robbing them of their capacity.
- New evidence shows that when people hone their emotional skills, they become better at manipulating others. When you're good at controlling your own emotions, you can disguise your true feelings. When you know what others feeling are, you can motivate them to act against their own best interests.

ETHICS & EMOTIONAL INTELLIGENCE

- Leaders who master emotions can rob us of our capacities for many reasons. If their values are out of step with our own, the results can be devastating.
- Instead of assuming that emotional intelligence is always useful, we need to think more carefully about where and when it matters.
- Example, there was no relationship between emotional intelligence and helping. Helping is driven by our motivations and values, not by our abilities to understand and manage emotions. However, emotional intelligence was consequential when examining a different behavior. Challenging the status quo by speaking up with ideas and suggestions for improvement. Here is growing recognition that emotional intelligence—like any skill—can be used for good or evil. So, if we're going to teach emotional intelligence in schools and develop it at work, we need to consider the values that go along with it and where it's actually useful.

Positive side of EI	Negative side of EI
<ul style="list-style-type: none"> · Mahatma Gandhiji's speeches inspired many Indians to fight for independence through Non-Violence · Swamy Vivekananda speech at world parliament of religions and Rabindranath Tagore's writings · Martin Luther King JR's speech inspired many Americans and across the world · Nehru's Tryst with destiny speech 	<ul style="list-style-type: none"> · Hitler speeches to play with Germans emotions · Left wing extremism and Terror organisations manipulating innocent youth emotions and led them to fight against state

Applications Of EI In Administration And Governance:

ETHICS & EMOTIONAL INTELLIGENCE

EI can be used in governance and administration for the appraisal of emotions arising from situations and better decision making, effective emotional management during public management activities.

- To improve **Organisational relationships** among peer employees
- To **recruit** well qualified staff to the bureaucracy who can better at managing their emotions
- To **measure performancee**. 360-degree feedback to assess the officials of the govt
- To **negotiate** with corporates and NGOs to work for the govt
- To **inculcate social responsibility** among civil society and private companies
- **Stress and anger management** during public interaction
- To prevent **conflict of interest**.
- Be **optimistic at work** can build confidence and helps to meet the targets
- **Impersonal detachment** in the day to day administration
- Maintaining **political neutrality** irrespective of our personal ideology
- **Requesting written communication** if any higher officials or ministers appealing to you purely based on emotions.

Advantages Of Developing Our EI:

- Improved relationships
- Acting with integrity
- Reduced stress levels
- Improved career prospects
- Improved communication with others Feeling confident and positive
- Respect from others
- Better empathy skills
- Learning from mistakes
- Increased creativity
- Managing change more confidently Fewer power games at work

Emotions drive people and people drive outcomes. Investing in EI can help in **enhancing social, organisational, and national wellbeing and success.**

Ways to build EI:

ETHICS & EMOTIONAL INTELLIGENCE

- Encouraging Debates
- Improving Emotional illiteracy
- Role modelling
- Improving Listening
- Communication Skills
- Generating empathy

EI can be inculcated in administrators at following stages:

Emotional intelligence has been accepted as a very important quality for a civil servant and administrator which not only helps him in his official work but also helps in maintaining work- personal life balance.

Recruitment	The introduction of ethics paper in the civil services examination is one of the creative steps to monitor the emotional intelligence of candidates.
Training	NITI Aayog has suggested introduction of mid-career training modules for all services and preparation of handbooks for skill orientation to improve competency which in turn can have focus on acquisition of soft skills as well which includes the emotional intelligence of the civil servants.
Evaluation	According to NITI Aayog consideration of replacing annual confidential reports (ACRs) with multi stake holder feedback (MSF) is necessary reform for better accountability. The multi-stake holder feedback in turn will regulate the biased emotions in civil servants and in turn it can make civil servants more responsive and sensitive to the needs of others.

The Effect Of Artificial Intelligence On EI

Automation and AI are bringing **new opportunities** and **greater efficiencies** to both businesses and society. This is increasing employee and organisational focus on **unique human cognitive capabilities** that machines simply cannot master. Emotional intelligence is one such area that AI and machines find hard to emulate, making it an essential skill set in today's age.

ETHICS & EMOTIONAL INTELLIGENCE

Consequences:

- AI will change the job profile of companies
- New roles will be created and many traditional roles will be occupied by automation
- Surpass Human intelligence and human emotions
- Erases the lines between tasks performed by machines and humans
- Junior and sub junior level employees suffer more with job loss
- Ethical decision making may or may not be ensured.

Benefits of EI in the era of AI

- Increase in efficiency and productivity
- Higher job satisfaction
- Better emotional and mental wellbeing
- Reduced fear of job loss
- Openness to changing attitudes
- Lower attrition
- Improved public relations through AI
- When you have a EI you will be more honest and authentic in delivering your service which results in positive impact on the public offices

Ways to strengthen Human Intelligence over AI:

- Only those employees or people who rate highly on EI skills will have a higher chance of retaining their jobs, compared to the ones who just have their basic technical and digital skills in place
- Reskilling the workforce frequently
- Increasing the area of opportunities for employees
- The hiring, learning, and feedback programs in organizations have not been adapted to the age of the machine. Ready to change with changing attitudes of technology.

Over the years job satisfaction declining. To achieve **synergy between man and machine**, EI will be the only arrow in the human hand to win against Artificial Intelligence.

10 Artificial Intelligence and ethics

What is Artificial Intelligence? How AI and ethics are related? What is the ethical concern related to AI? What are the Global Standards for Artificial Intelligence Ethics? Read further to know more.

Numerous advances in artificial intelligence have been made possible by the abundance of big data, the speed and scale of cloud computing platforms, and the development of machine learning techniques.

However, as AI grows in scope in terms of the size of its neural networks, energy consumption, the number of data sets, and the authenticity of the technology, it raises some significant ethical issues.

What is Artificial Intelligence?

It defines the process by which machines carry out actions that, in the past, required human intelligence. It incorporates technologies like big data, neural networks, self-algorithms, pattern recognition, and machine learning, among others.

Although the concept has its roots in Greek mythology, it was not until modern times that stored programme electrical computers were created.

AI entails complex tasks like feeding a machine a certain set of data and programming it to respond differently depending on the situation. It simply involves developing self-learning patterns so that the computer can respond to queries that have never been answered in the same way that a human would.

For Example:

- To comprehend human orders and carry out jobs that resemble human activity, millions of algorithms and codes exist around humans.

ETHICS & EMOTIONAL INTELLIGENCE

- Artificial intelligence is responsible for Facebook's list of suggested friends for its users and the pop-up page that appears while browsing the internet and suggests an approaching sale of the user's preferred brand of shoes and clothing.

How AI and Ethics are related?

In essence, ethics and AI involve continually asking questions, doing research, and not taking for granted the technology that is fast encroaching on human existence.

The volume of data and its utilisation make the need to challenge AI even more essential. Regarding the amount of data they use and the amount of computational power needed, AI systems are becoming enormous.

In terms of the scope of their deployment and the degree of responsibility they take on, their pervasiveness in society surpasses that of computing in the PC and Internet eras.

Increasing scale also implies that some parts of the technology, particularly in its deep learning capabilities, are beyond the comprehension of even the most seasoned practitioners.

What are the Ethical Concerns related to Artificial Intelligence?

Sometimes the development of new technologies leads to errors and miscalculations that have unintended negative effects. This brings the ethical concerns related to AI.

Risk of Unemployment in AI Ethics:

- Automation is the main worry of the hierarchy of labour. Companies that specialise in robotics and artificial intelligence are creating clever machines that can replace low-wage workers in jobs like fruit picking and cashiering.
- Additionally, the day will soon come when many desk positions, including those of accountants, traders, and middle managers, will be replaced by AI.

ETHICS & EMOTIONAL INTELLIGENCE

Exacerbating Inequalities of AI Ethics:

- With the use of artificial intelligence, a business can significantly reduce its reliance on human labour, which will result in fewer individuals receiving income.
- As a result, the only people who will profit from AI-driven businesses are the proprietors of those businesses. AI may also exacerbate digital exclusion.
- Additionally, funding is likely to move to nations where Ethical AI-related activity is already well-established, resulting in wider inequalities between and within nations.

Tech Addiction:

- Technology addiction is the latest form of dependency on people. AI is already proficient at focusing human attention and initiating certain activities.
- If handled properly, this could develop into a chance to encourage society to adopt better practices. However, it may be harmful if it falls into the wrong hands.

Mass surveillance backlash

- The use of mass surveillance, made possible by tools like facial recognition, is coming under increasing criticism.
- According to Human Rights Watch, given the pushback against surveillance, including the monitoring of religious Uyghurs in China's Xinjiang province and the military takeover in February in Myanmar, human rights are in jeopardy.
- There are worries that AI tools will become the primary weapons used for mass monitoring and individual freedom in future conflicts.

Discriminating Robots/ Societal biases:

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- We must not lose sight of the fact that humans, who are prone to prejudice and bias, design AI systems.
- It may result in the discrimination of surveillance and AI facial recognition systems against minorities and persons of colour.
- This covers, for instance, algorithms that categorise human faces as being “beautiful” or “unattractive” in some way. supposedly generative algorithms, like GANs. It can be employed to continually duplicate a specific aesthetic to the exclusion of all others to overwhelm the world with that particular aesthetic.

Data Privacy Concerns:

- AI also raises important questions about data privacy. Our digital footprints are being captured and sold without our awareness or informed consent as a result of the algorithm’s never-ending search for data.
- The Cambridge Analytica case, in which such algorithms and huge data were exploited to influence voting decisions, should act as a strong cautionary tale about the potential risks that existing AI business models pose to both individuals and society.

AI Turning against Humans:

- What if artificial intelligence itself turned against humans?
- Imagine requesting an AI system to end cancer globally. After much computation, it produces a formula that ends cancer by exterminating everyone on the earth. Which will be a huge blown for AI Ethics

The rise of the fake AI Ethics

- The fact that neural networks are becoming more and more “generative” raises ethical concerns about bias.
- It implies that they are not just tools for making decisions, like a traditional machine learning programme for linear regression. The world is being overrun by their inventions.

ETHICS & EMOTIONAL INTELLIGENCE

- Realistic faces can be created with the programme, ushering in a time of artificial likenesses.
- For some confined uses of the technology, AI systems can currently construct text, music, and visuals to such a high degree that people find it difficult to distinguish between synthetic and non-synthetic outputs.

What are the Global Standards for Artificial Intelligence AI Ethics?

- The General Conference of UNESCO endorsed the Recommendation on the Ethics of Artificial Intelligence at its 41st session in 2021.
- It intends to significantly alter the distribution of power between people, businesses, and governments engaged in AI development.
- Affirmative action will be used by UNESCO members to ensure that minorities and women are fairly represented in AI design teams.
- The guideline also emphasises the significance of adequate data management, privacy, and information access.
- Member states are urged to make sure that suitable protections are developed for the processing of sensitive data and that efficient accountability and redress mechanisms are offered.
- The recommendation strongly suggests against using AI systems for mass monitoring or social scoring.
- The psychological and cognitive effects that these systems may have on children must be taken into consideration. Not only should member states invest in and foster information literacy, but also socioemotional and AI ethics abilities.
- Additionally, UNESCO is working on establishing methods to measure how well the guidelines are being implemented.

Conclusion

Since the launch of the #AIForAll campaign by the NITI Aayog and the several business strategies that have been taken to ensure that AI is created with shared, humanistic values at its heart, India has achieved significant progress in the creation of ethical and responsible AI governance.

ETHICS & EMOTIONAL INTELLIGENCE

The development and execution of artificial intelligence systems must be held accountable. In general, AI could develop into moral beings with moral responsibility. AI Ethics. AI engineers and designers should be held accountable for the conception, design, and implementation of the system.

Such a “whole of society” strategy must be based on a “whole of globe” approach given the worldwide reach of AI.

A good place to start is with the UN Secretary-Roadmap General on Digital Cooperation. For AI to be deployed in a way that is “trustworthy, human rights-based, safe and sustainable, and promotes peace,” it lays out the necessity for multi-stakeholder activities on international cooperation.

11. Ethical Concerns and Dilemmas in Government and Private

A dilemma is described as a grim problem apparently incapable of a satisfactory solution or a situation involving choice between equally unsatisfactory alternatives (Davis, Aroskar, Liaschencko, and Drought, 1997). It is concept appraised by Sletteboe (1997) who recognized three circumstances that can give rise to a dilemma. These include two or more alternatives to choose between; a wanted option leads to unwanted consequence; and a choice where one does not know what is the right thing to do. He also suggested five defining features of dilemma as there were engagement, equally unattractive alternatives, awareness of the alternatives, the need for a choice, and uncertainty of actions.

Ethical Dilemma

Ethical dilemmas are situations in which there is a choice to be made between two options, neither of which resolves the situation in morally satisfactory manner. In such circumstances, social and personal ethical guidelines can provide no satisfactory outcome for the selector. An ethical dilemma is an intricate situation that often involves an apparent mental skirmish between moral imperatives, in which to obey one would result in disobeying another.

Theoretical studies have demonstrated that an ethical dilemma ascends from a situation that necessitates a choice between conflicting sets of principles. Therefore an ethical dilemma can be defined as a circumstance that requires a choice between competing ideologies in a given, usually undesirable or confusing, situation. Conflicts of interest are perhaps the most apparent example that could place public sector leaders in an ethical dilemma. Other types of ethical dilemmas in which public officers may find themselves include conflict between: the values of public administration; justifications for the institutions; aspects of the code of conduct; personal values and supervisor or governmental directive; professional ethics and supervisor or governmental directive; personal values and professional ethics versus governmental directive; blurred or

ETHICS & EMOTIONAL INTELLIGENCE

competing accountabilities; and the dimensions of ethical behaviour (Cranston, Ehrich and Kimber 2002). Ellis and Hartley (2001) proclaimed that ethical dilemmas have no flawless solution, and those making a decision may find themselves in a position of having to defend their decisions. Beauchamp and Childress (2001) evidently stated that ethical dilemmas are conditions in which moral obligation demands appears to demand that a person adopt each of two or more alternative actions, yet the person cannot perform all the required alternatives. In general, however, ethical dilemmas happen in at least two forms. Either some evidence or argument designates that an act is morally right, and some evidence or strength of argument on both side is inconclusive or an agent believes that, on moral ground, she or he is obligated to perform two or more mutually exclusive actions.

Types of Ethical Dilemmas

Ethical dilemmas are in three broad categories:

1. Personal Cost Ethical Dilemmas: It rises from situations in which compliance with ethical conduct results in a substantial personal cost to the decision maker in a problematic situation.
2. Right-versus-Right Ethical Dilemmas: It arises from situations of two or more conflicting sets of bonafide moral values.
3. Conjoint Ethical Dilemmas: It develops when a careful decision-maker is exposed to an amalgamation of the above-indicated ethical dilemmas in searching for the "right-thing-to do".

Ethical dilemmas also arise in the following situation:

- i. When his expert directives are in contrast with his own personal values
- ii. Working towards the best interest of the community versus being responsive to the government.
- iii. Ethical dilemmas can arise, when two equally striking options are acceptable as 'right' in certain situations.

ETHICS & EMOTIONAL INTELLIGENCE

Ethical Concern in Government

For a public officials who try to function as a professional, the demands of law, his duty, impartiality, due process, provides a productive ground in which ethical dilemmas arises. Whistle blowers face this problem because their disclosure may institute a crime when the on-going misbehaviour is severe.

Ethical standards are not organized, so there are always chances that dilemma arises and discrepancies always occur about appropriate behaviour.

It can be shown in other studies that an ethical dilemma arises in a situation when the choices or behaviour is undesirable and presents harmful ethical consequences. Right or wrong is not clearly recognizable.

Mainly, Ethical Dilemmas Faced by Public Servants are as follows:

1. Administrative discretion
2. Corruption
3. Nepotism
4. Administrative secrecy
5. Information leaks
6. Public accountability
7. Policy dilemmas

Administrative Discretion

Public bureaucrats are not just facilitators of public policy. They make decisions relating to the lives of citizens, for example, about taxes, survival and the dismissal of people. In doing so they exercise discretion. The main concern is that they should make decision to avoid ethical dilemmas. In other words, the promotion of general welfare depends on the use or exploitation of administrative discretion.

ETHICS & EMOTIONAL INTELLIGENCE

It is factual that within the rules and regulations laid down by legislature and within the prescribed procedures, there is plenty of opportunity for the public official to use his discretion. When faced with alternatives the choice of the public official poses an ethical problem, the choice may be acceptable to only a small section of society. The problem is that the selection of one path of action from among several alternatives is often made on the basis of personal preference, political or other associations, or even personal embellishment, thus ignoring identified facts and thus the possibility of rational decision making. It could well be that all the prescribed rules, regulations and procedures are adhered to but that the discretionary choice may be regarded as unprincipled or even fraudulent.

Corruption

In government offices, corruption is major issue. The majority of bureaucrats maintain the high standards required by public office and are enthusiastic to promoting the general welfare. The moral standards of public officials are, however, directly related to society as a whole. If the public accepts that in order to secure a quick response from a public official some monetary or other incentive is necessary, and the official accepts the incentive, then the standards of ethical conduct of officials and the public are in fact in harmony from the point of view of the public. The corruption of public officials by private interests is usually indirect, for example, favours by the public to the official under obligation and he gradually substitutes his public loyalties to those doing him favours. The ethical dilemma that faces the public officer with regard to corrupt practices as result of private interests primarily concerns his reaction to the situation. If a corrupt practice or an attempt to corruption is exposed, it is quite possible that the official's personal loyalties or party political relationships may be in conflict with his official responsibilities.

Administrative Secrecy

In government offices, another major ethical dilemmas is the secret conduct of public business. This is especially so because confidentiality can provide an opportunity to cover up unethical behaviour. Secrecy is an ally of corruption and corruption is always

ETHICS & EMOTIONAL INTELLIGENCE

practiced in secret way. It is generally recognized that in a democracy, the people have a right to discern the working of the government and it would be in the interest of the public for the administration of public affairs to be conducted openly.

Nepotism

It is very common practice in government offices. Nepotism is the appointment of relations and/or friends to public positions and consequently, overlooking the merit principle, may lead to the declining of the quality of the public service. This upsets trust and resulting in unethical management, owing to the ability of a select few to weaken control measures on account of their personal relationship with the policy-maker, and by reason of their not being easily dismissed or replaced by others. It occurs in private and government sector both. Private-sector companies that involve in nepotism risk internal displeasure. Workforces may stop giving their best and accept a career at their current level. Worse, they may move on to another position where upward mobility is possible. In either case, the current company loses. Another by-product of nepotism in the private sector is its potential to dilute the talent pool by inserting less-qualified personnel into positions that suit others better (W. Davis Folsom, Rick Boulware, 2009). It can be said that those who are appointed with the view that they will conform to the standards and views of their appointing authority could prove to be problematic. The favoured treatment of one individual over another, without taking into account the relative merit of the respective individuals, signifies nothing but victimization of an individual.

Information Leaks

It has been seen that government official are so careless that there are cases of information leak. Official information is often a sensitive nature such a pending tax increases, rezoning land, cost-cutting of staff that disclosure of the information can lead to turmoil, corrupt practices or, for some individuals, improper financial gains. Leaking official information at a date prior to the public announcement thereof is a defilement of procedural prescriptions and can result in an ethical dilemma.

Public Accountability

ETHICS & EMOTIONAL INTELLIGENCE

Public officials have great responsibility to implement key public policies. They ought to be accountable for their official actions to their superiors, the courts and the public. It is however, possible for them to hide behind prescribed procedures, the cloak of competence and even political office-bearers.

Policy Dilemmas

Policy makers in government bodies are often challenged by conflicting responsibilities. They have definite loyalties to their bosses, but also to society. They have liberty to act on behalf and in the interest of others, but they must be answerable to others, their superiors and society for their actions. The official's obligation to respect the political process may conflict with his view on how the objects of policy making are treated. It can be understood that the dilemma of the public official is the clash between his opinion of the public interest and the requirements of law.

Other Problem Areas: Besides these areas of possible conflict, other problem areas from which ethical dilemmas may arise such as the political activity of public servants resulting in divided loyalty on the part of those officials who commiserate with the views of a specific political party. Other more understated ethical problems, such as the abuse of sick leave privileges, extended tea breaks and the violation of office rules in general.

Process of resolving an ethical dilemma in administration:

An ethical dilemma is visualized as intricate matter for the executives of both public and private companies and demanding than a problem of what it appears to be. These dilemmas cannot be solved based on its initial status of presentation. The decision maker faces a several challenging situation in which he faces mutually exclusive alternatives that choosing one option means opposing the other that is equally significant (Rapoport, 1960). The reason is that dilemmas, unlike problems, cannot be solved in the terms in which they are initially presented to the decision-maker.

Nevertheless a dilemma is also dealt properly by modifying and reformulating all the options in an organised and intelligible manner. To resolve ethical dilemmas, a

ETHICS & EMOTIONAL INTELLIGENCE

sequence of logical reasoning sets is proposed to assimilate and rearrange the process of dealing with ethical dilemmas. They are:

Accountability

The faithfulness of the administration to the ministers is grounded on their responsibility to be answerable and responsible to the legislature who is accountable to the will of the people and their general interest. It is then an essential ethical duty bearing on civil servants to show a spirit of impartiality and discretion and keep their own personal preferences out in the performance of their duties and responsibilities.

The rule of law and the principle of legality

The rule of law is central and universal to politics and society. Respect and obedience to the principle of legitimacy is an important requirement to exercise authority. Law establishes the minimum standard for ethics. Unprincipled conduct clearly leads to violation of law. Thus for enforcement, law should be priority in case of dilemma. Professional integrity: In administrative job, knowledge and expertise should be used with certain standards defining professional ethics such as, avoiding corruption in the delivery of services.

Responsiveness

The government openness to its citizens is major issue in political economy. In this regard, ethical reasoning in state action involves that public institutions be responsive to society and pay attention to the requirements and demands of the people, facilitating access to services and creating an supporting environment for sustainable human and social progress.

Ethical concern in private institutes:

In private companies, moral principles like ethics regimes, ethics reforms, codes of conduct, codes of ethics, and ethics rules were not initially developed. With the process of globalization, many states have lost some level of control over their compliance with ethics standards, and, often, the ability to assess and even sanction violations of labour codes and environmental standards. Globalization, however, has created new

ETHICS & EMOTIONAL INTELLIGENCE

opportunities for companies, which now can shift their production to parts of the world where the cost of labour is cheaper to increase revenue.

Private companies are also facing new restrictions. As people have become more knowledgeable, customer concern has become gradually focused on the ethical, environmental, and labour standards of companies that become global by writing and calling companies to complain about human rights defilements, demonstrating against the companies, supporting company anti-sweatshop organizations, filing shareholder resolutions, and in some cases, boycotting products and companies that are allegedly not respecting basic ethical. These ethical violations involve but are not restricted to issues concerning child labour, employee harassment and abuse, and solutions consisting of non-discrimination laws, freedom of association, collective bargaining agreements, health and safety standards, and adequate wages and hours of work.

Growing moral concern of customers have rapidly and completely redesigned the business environment in which companies operate. Reputation has now become more important which not only commands the economic victory of a company, but its existence. It is well recognized that companies in last decades have made mindful efforts to protect their reputation and assure their customers of their adherence to a certain level of moral principles.

Private sector ethics standards are shaped to respond to that consumer requirement. In order to make it effective, the private sector develops a list of obligations to adhere to human rights standards, and the beginning of what would become the Corporate Responsibility or Corporate Social Responsibility (CSR) movement. Corporate social responsibility is the commitment of businesses to behave morally and to contribute to sustainable economic development by working with all relevant stakeholders to enhance their lives in ways that are favourable for business, the sustainable development agenda, and society as a whole.

However the ethical dilemmas faced by certain companies may be specific to their industry or company, other types of ethical issues are common to all types of companies. To deal with ethical decisions with wisdom is especially important for

ETHICS & EMOTIONAL INTELLIGENCE

small businesses. Because these issues, if not resolved correctly, may lead to the potentially devastating effects. One area of ethical consideration for employers is how to balance expense control with the health and security interests of workers. Manufacturing plants and other workplaces where employees use hazardous equipment or engage in physically demanding work should have strong safety standards that not only meet federal requirements, but that also make eliminating accidents a priority. Even standard office workplaces pose health hazards to personnel who are asked to sit or stand all day. Unfortunately, some private institutions cut on safety controls, equipment and training to save money. This is both unethical and potentially damaging in the long run if major accidents occur.

It has been seen that technological advancement and the growth of the Internet in the beginning of 21st century have produced a slew of ethical dilemmas for private companies. Company managers have to balance the privacy and freedom of workers while also maintaining standards which require that company technology use is for legitimate business purposes. Some companies go for monitoring all online use and email communication from employee computers and work accounts. A company may have this right, but its leaders need to understand the potential concern about privacy and sovereignty among workers.

Another major ethical concern is transparency. All over the world, there are many business and accounting scandals happened that made companies to operate with openness and transparency. For public corporations, this includes honest, accurate and complete reporting on mandated financial accounting reports. For large and small businesses, transparency includes communicating messages, including marketing messages, that are not open to misapprehension and that clearly represent the intentions of the company and its messages.

Fair Working Conditions: Private companies are generally expected to provide favourable working conditions for their personnel in the business environment, but being responsible with employee treatment typically means higher labour costs and resource utilization. Fair pay and benefits for work are more obvious features of a fair

ETHICS & EMOTIONAL INTELLIGENCE

workplace. Another important element is provision of a non-discriminatory work environment, which again may have costs involved for diversity management and training. Morality and values-based quandaries in the workplace are difficult to manage when workers have to choose between right and wrong actions according to their own philosophies. Optimistic employers who implement workplace ethics policies are usually equipped for the potential conflicts of interest that arise due to the diversity of opinion, values and culture in the workforce. However, handling ethical issues in the workplace requires a steady and watchful approach to matters which can potentially be unsafe or unlawful.

To handle ethical dilemmas successfully, Private companies practices either of these two effective ways, they are ethical relativism and ethical universalism. Ethical relativism means that doing business in a country by following strictly to its culture or ethics, for example, if bribery is a culture or ethics of doing business in a specific host country then in order to survive, the multinational companies have to follow the local culture or ethics. As far ethical universalism means that the ethical standards are the same and it is applied to all countries in which the multinational companies is doing business with it. Ethical relativism may help the multinational companies to survive in the market of the host country without any barriers but the disadvantages will be, it might be going against the law of human rights like labour rights and others if child labour as the culture of the host country where lots of critics on company image will arise. Ethical universalism has more advantage because it is regarded as higher moral responsibility because multinational companies are said to be stricter in following human rights and it is more ethical. As for drawbacks is concerned, in certain cases, it might lead to cultural imperialism which the multinational companies feels that certain country's culture is immoral and inferior thus some conflict might arise.

12 Ethics, Values, Morals and Attitude

This article deals with the topic titled ‘ **Ethics, Values, Morals and Attitude** .’ This is part of our series on ‘Ethics’. For more articles, you can click [here](#).

What are Ethics, Values, Morals and Attitude?



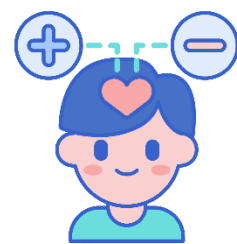
Ethics



Values



Morals



Attitude

The whole of the syllabus and paper revolves around four-terms i.e.

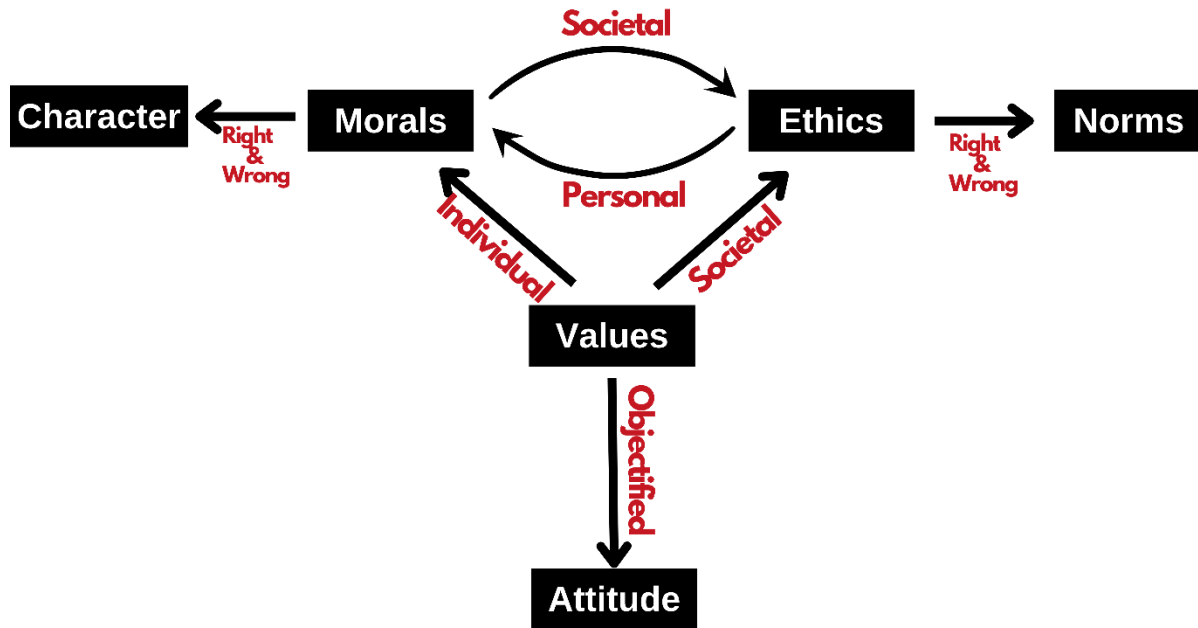
1. Ethics
2. Values
3. Attitude
4. Morals

First, we will define the terms Ethics, Values, Morals and Attitude.

Why is it important to learn about these four topics? The simple answer is that attitudes, values, ethics and Morals are mental constructs that guide our behaviour. They are responsible for influencing our choices, guiding our decision making and directing our behaviour.

How are EVMA interrelated?

ETHICS & EMOTIONAL INTELLIGENCE



1. Value

- Value is the worth & importance we (as individuals or society) allocate to something.
- They are **general determinants of behaviour** (i.e. they are not specific determinants of behaviour). In simple words, the value of a person doesn't guarantee their behaviour.
- However, **values are not tied to any specific object** (e.g. value of peace isn't tied to any object and is intangible).
- Values help in determining the preference in life.
- They form the basis for ethics and morality.

2. Attitude

- When **Values are objectified (i.e. tied to an object)**, they become Attitudes. In other words, Attitudes are values applied to specific objects.
- It refers to a positive or negative reaction to an object/event/people or ideas.

ETHICS & EMOTIONAL INTELLIGENCE

- Attitudes are **specific predictors of behaviour**. (Explanation: If we have a choice between knowing an individual's values and attitude, which will we prefer to know to predict an individual's behaviour? The answer is attitude. E.g. Sham Values peace but has Anti -Pakistan Attitude. In this case, he will not mind war against Pakistan.)
- It determines the readiness of the psyche to act or react in a certain way.

3. Morals

- Morals are values held by an individual which help him in distinguishing between right and wrong.
- They determine the character of individuals.
- There are two things in it.
 - They are held by an individual.
 - They help a person distinguish between right and wrong.
- Note – all values don't help in determining right and wrong. For example,
 - Beauty as value: If some person is not beautiful, it willn't be considered right or wrong. Hence, the concept of morality doesn't apply here.
 - Honesty as value: If someone is not honest, it will be considered wrong. Hence, the concept of morality applies here.
- The fundamental force driving morals is conscience & ego-ideal.

Note: Conscience is our inner voice about 'don'ts'. Inner voices about 'do's' are called Ego-ideal.

- **Conscience:** Inner voice that guides our actions and prevents us from wrongdoings.
- **Ego-ideal:** Goals that are cherished and, therefore, should be pursued.

4. Ethics

- Ethics are values held by society as a whole and help distinguish between right and wrong.
- They determine the norms of the society.
- What is not ethics?
 - Ethics is not religion, as many people are atheists, but ethics applies to everybody.
 - Ethics is not following the law. Law may have difficulty in designing or enforcing standards in some important areas and may be slow to address new problems. For example, marital rape is not illegal. However, it is considered unethical.
- Something that started as moral can become ethical.
 - Example of Raja Ram Mohan Roy – His personal belief was that Sati represented a crime against women. However, the practice of Sati at that time was Ethical and societal norm. Hence, Raja Ram Mohan Roy was **guided by his morals** at that time. He made efforts and convinced the whole society to accept that value. Society gradually changed and accepted that Sati was wrong, making it unethical.
- Something Ethical can become Moral too.
 - Suppose I am a government doctor and have a moral position that I will not treat those male patients who commit atrocities against women. But ethics say that doctors must treat all persons who come to them for treatment. Hence, if I refuse to treat them, there will be complaints against me and a threat of suspension if I continue with this behaviour. Under pressure, I would start treating male patients with moral guilt each time I

ETHICS & EMOTIONAL INTELLIGENCE

treated them. But gradually, I will either **alter my morality or quit the job** because a person can't continue living with such moral guilt.

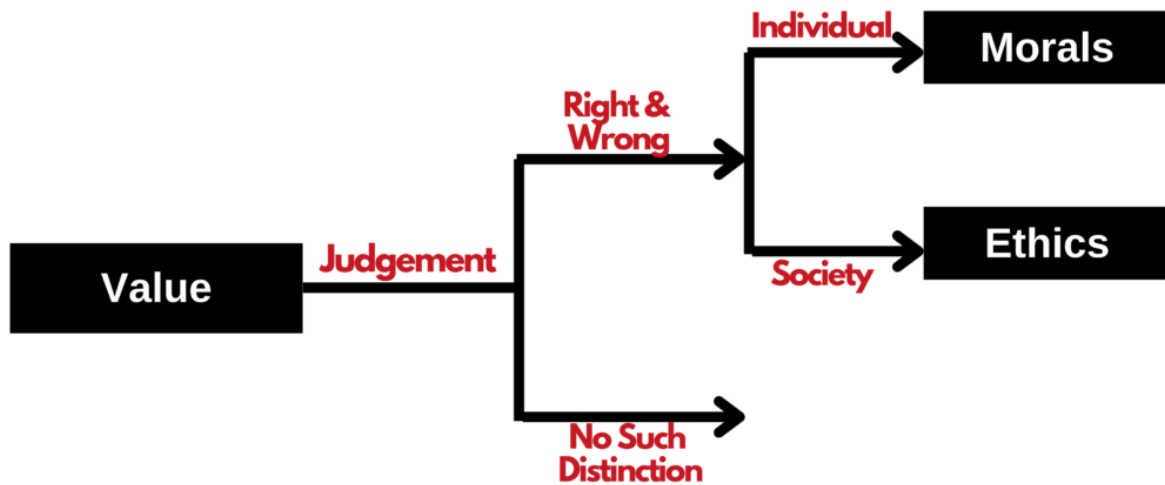
However, one should not equate being ethical to whatever society accepts. An exception can occur when society or its influential section becomes ethically corrupt. For example, Nazi Germany, where the genocide of Jews was not considered wrong. Similarly, the caste system in India has continued through millennia because of the approval of influential members of society.

Comparison: Ethics vs Morals

Parameters	Ethics	Morals
What is it?	Ethics are values held by society as a whole and help distinguish between right and wrong.	Morals are values held by an individual which help him in distinguishing between right and wrong.
Sources	External (i.e. Societal Norms)	Internal (i.e. Internal Values)
Why do we follow?	Because society says that it is the right thing to do.	Because we believe in something being right or wrong.
What if we deviate?	This might lead to social ostracization.	This might lead to a feeling of guilt or remorse.
Flexibility	Since it is a collective proposition, it is generally objective.	Morals are highly subjective as they vary from person to person.

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Note: Value and Judgement



The value will always have an element of judgement in it, but that judgement **may not always be in the form of right and wrong**. For example,

1. **Truth:** In this judgement regarding right and wrong can be made.
2. **Art:** A person can judge whether art is more soothing or less soothing to the senses. But we can't make a judgement about whether art is right or wrong. (MF Hussain made the same point that morality and ethics don't come in the judgement of art because, in art, we can't say this is right or wrong. While we can say I don't like that art, but can't say it is wrong art).

Other Concepts

1. Beliefs

- Beliefs are the **ideas & viewpoints** held by a particular individual or group.
- They consist of true and verifiable facts as well as fables, myths, folklore and superstition.
- They are important because they give us hope.

ETHICS & EMOTIONAL INTELLIGENCE

- Beliefs lay the foundation of a cultural group. They are often invisible to the group that holds them.
- However, **beliefs can be challenged**, and peripheral beliefs can also be changed.

2. Norms

- Norms are **social expectations** that guide behaviour.
- Non-conforming to norms attracts punishment. Punishment may be in the form of being looked down upon, derision, boycott, imposing penance, etc. Hence, norms are a form of social control or social pressure on an individual to conform, induce uniformity and check deviant behaviour.
- In the later stage, when society decides to codify these norms, they become law.

Determinants of Ethics

Ethics and Morals are not universal. They vary according to region, time etc. Major determinants of Ethics are

- **Religion:** Religious textbooks deal with questions about how an individual should behave and society should be. E.g., In Jainism, Non-Veg is unethical, while in Islam, there is no such restriction.
- **Culture:** Values vary with cultures. Eg: Western cultures = Individualistic | Indian = Universalism and Multiplicity
- **Law & Constitution:** The law and constitution often incorporate ethical standards to which most citizens subscribe.
- **Leadership:** The leadership of a society or an organization, or a nation also helps to determine the conduct of its followers or admirers. For example, democratic, liberal, secular, and tolerant tradition has been the gift makers of modern Indian society.

ETHICS & EMOTIONAL INTELLIGENCE

- **Philosophies:** Various philosophers and thinkers subscribe to different sets of ethics.
- **Geography:** Brahmins of West Bengal eat fish (a non-veg diet) as geography dictates them to eat fish to survive
- **Economic Factors:** profiteering is considered unethical in communist societies, while profit is considered ethical in capitalist societies.

Dimensions of Ethics

It should be seen from two aspects

1. Indian

- **Ashrama Dharma:** According to this philosophy, **life is divided into 4 Ashramas**, and the conduct and **behaviour of a person should be according to those Ashramas**. These 4 Ashramas are
 - **Brahmacharya Ashrama:** A person should focus on learning in this phase
 - **Grihastha Ashrama (Family Phase):** A person should focus on fulfilling familial obligations.
 - **Vanaprastha Ashrama:** A person renounces his worldly occupations.
 - **Sanyasa Ashrama:** A person gives up his worldly possessions and devotes himself to spiritual matters.

Behaviours in line with this ashrama corresponding to the age of the person are considered Ethical.

-
- **Varna Dharma**

ETHICS & EMOTIONAL INTELLIGENCE

- The Varna Dharma states that people belonging to different Varnas should follow their prescribed duties.
- But it doesn't conform to the modern principles of equality and freedom.

2. Western

- **Normative Ethics / Prescriptive Ethics:** It concerns 'what we ought to do' and provides **criteria and principles for deciding right and wrong**. It is of two types.
 - **Teleological / Consequentialist:** It looks at the end (consequences) for deciding right or wrong. E.g.: Utilitarianism / Hedonism
 - **Deontological:** It looks at means instead of end while deciding right or wrong Eg: Kant's Categorical Imperative, Gita's Nishkama Karma etc.
- **Descriptive / Comparative Ethics:** The study of the moral beliefs and practices of different peoples and cultures in various places and times.
- **Meta-Ethics:** It looks at the origins and meaning of ethical principles. Metaethics does not answer the questions of right or wrong. E.g., Integrity is Ethical Principle. Meta-Ethics will look into what it means to be a person with integrity.
- **Virtue Ethics:** It is **person rather than action based**. According to this approach, a **virtuous person always does the right thing**. It guides the sort of characteristics a reasonable person should seek to achieve. These characteristics include justice, fortitude etc.
- **Applied Ethics:** It is part of ethics which attempts to **analyze the ethicality of real-life controversial situations** such as war, animal rights, capital punishment, euthanasia, whistle-blowing, media ethics, International Ethics etc

ETHICS & EMOTIONAL INTELLIGENCE

Aligning Ethics, Values, Morals and Attitude with each other and Behaviour

The main thing to note is

- Our Ethics, Values, Morals and Attitude should align with each other.
- Our Behaviour should be in line with each one of them.

Why should Ethics, Values, Morals and Attitudes be in line with each other?

- It is required that Ethics, Morals, Values and Attitude are **aligned with** each other. If they are not aligned, it will leave a person with **immense confusion and emotional turmoil**, and he willn't be able to make decisions easily. Hence, the more aligned they are, the more peace and tranquillity a person will have.

Side Topic: Behaviour

- Behaviour is **anything which a person does and can be observed**.
- All the behaviours are **the product of heredity and the environment** (in which he lives)

B= Heredity X Environment

Some behaviours are more hereditary and less environmental, and vice-versa.

Why should the behaviour be in line with Ethics, Values, Morals and Attitude?

	If both are not aligned, it will result in
If a person's values are not in line with behavior	Conflict

ETHICS & EMOTIONAL INTELLIGENCE

If a person's attitude is not in line with behavior	Dissonance
If a person's morals are not in line with behavior	Guilt
If a person's ethics are not in line with behavior	Social Isolation & Social Ostracization

All of them have one thing in common: they are **Aversive States** (a state which you dislike). Therefore, the effort is not to have inconsistency.

But often, inconsistency happens if we have justification for our behaviour. If we have justification, the aversion caused by inconsistencies will minimize, and a person will continue with those behaviours.

Explanation for Inconsistency

- **Cost-Benefit Analysis:** Humans take their actions based on the Cost-Benefit Analysis. A person shows behaviour if its benefit exceeds the costs involved. In ordinary conditions, the costs involved in showing deviant behaviour are emotional and mental, which generally overpower physical costs. Hence, a person goes with behaviour aligned with their Ethics, Values, Morals and Attitude. But when the physical costs are more than the emotional and social costs, a person shows inconsistency in their behaviour.
- **Justification for behaviour:** If somebody has justification for his behaviour, the person will show that behaviour even if it doesn't align with his ethics, values, morals and attitude. For example, kings used to marry many women, which was immoral & unethical, but they still did. The reason was that they had justification for their behaviour, i.e. king had to marry many women to protect their subjects' interests.

When to look for ethicality or morality in Action

- If we want to look into the ethicality and morality of any action, it must first be **Human Action**.
- For any action to be Human Action, three essential conditions must be met.

1. There must be some human knowledge of the consequences of that action.

- E.g., If a child dips a mobile in water, one can't check the ethicality of action because the Child had no knowledge about the consequences of his action.

2. Action should be done voluntarily, i.e. without compulsion.

- If work is done under some compulsion, then ethics and morality don't come into the scene.
- E.g., If somebody places a gun on your forehead and asks you to do something. In such a scenario, we shouldn't judge the ethicality of action.

3. There should be a presence of different choices

- There should be several choices to choose from.

Hence, Freedom of Will should be present in such acts.

Questions on Ethics, Values, Morals and Attitudes

1. Are they static or dynamic?

- These are neither static nor dynamic but **RELATIVELY PERMANENT**.
- Explanation: Dynamic and Static represent extremes. Dynamic means fastly changing, and Static means they hardly change. These things can change, but change comes very slowly.

ETHICS & EMOTIONAL INTELLIGENCE

Why are they Relatively Permanent?

- Ethics, Values, Morals and Attitudes are the **source of one's identity** (i.e. who one is). Individuals want them to be a stable identity. Hence, the idea of rapid change in these four things is out of the question.
- A person develops Ethics, Values, Morals and Attitude (EVMA) with a massive **investment of time, cost and energy** & to change them, one needs time, cost and energy as well. When these investments are required, people don't change these things easily.
- There is guilt whenever there is a departure from the built-in ethics, values, morals and attitudes.

Question: The environment changes very rapidly at times, but still, we find that Ethics, Morals, Values and Attitudes don't change so rapidly. If Ethics and Morals are instruments that ensure our equilibrium with the environment, then how can we hold the belief that EVMA are Relatively Permanent, but the environment is changing?

- Ethics, Values, Morals and Attitude (EVMA) are the basis of our identity. But we must keep in mind that a spectrum of behaviours can be conformant to a single EVMA. This fact helps the person adjust to the rapidly changing environment as one can decide which behaviour to display in a particular environment.
- Depending upon the environment, we can decide which behaviour we will display. E.g., Patriotism. Patriotism as a value can be defined as a collection of behaviours directed towards nation-building.

ETHICS & EMOTIONAL INTELLIGENCE



Each one has the value of patriotism, but they show them in different behaviours permissible under the value of patriotism.

In the context of defence services, patriotism demands readiness to lay down one's life to protect the nation. According to you, what does patriotism implies in everyday civil life? Explain with examples. (Upsc) (10 marks)

2. Are they Absolute or Relative?

- **Absolute:** Ethics, Values, Morals and Attitude (EVMA) are **context and situation-independent**. They are always valid and apply to anyone, anywhere and anytime. E.g., honesty, integrity, justice, accountability etc.
- **Relative:** Ethics, Values, Morals and Attitude (EVMA) **depend on context and situation**. They change with time, place and circumstances.

Time	With time, patriarchal values are losing their sheen in Indian culture.
Place	If a person migrates to the US from India, they must adopt certain American values to integrate into society.
Circumstances	For example, even those who are against capital punishment can support hanging in certain heinous cases. E.g., Nirbhaya Case

ETHICS & EMOTIONAL INTELLIGENCE

	when people across the spectrum supported the hanging of those who committed the heinous crime.
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- There is no exact answer to the above question. Some scholars believe in absoluteness, and others believe in relativeness. But the way human beings generally are, they operate in relative terms.
- Moreover, the absolute school overlooks the need to respect diversity and the view that the consequence of an act is also a factor in deciding the ethicality of that act. Telling a lie is unethical, but in cases where ordinary Germans lied to the Nazi officials to save the life of Jews can't be considered unethical or immoral.
- But relativism school can also be challenged because, in this school, there is no common framework for resolving moral disputes or for reaching an agreement on ethical matters among members of different societies.

3. Whether they are culture-specific or universal?

- They are both culture-specific as well as universal.
- Some EVMA are universal, e.g. love, integrity, commitment etc. People of every culture would have these.
- But some of them are culture-specific too. E.g., Some EVMA unique to Indian culture are
 - Familial Obedience
 - Collectivism (western cultures value Individualism)

4. Are they Subjective or Objective?

There are contrasting viewpoints wrt the values being objective or subjective. For example,

ETHICS & EMOTIONAL INTELLIGENCE

1. According to Plato, values lie outside the individual and are not dependent on their perception or beliefs. Take the example of beauty. According to Plato, a beautiful person will look beautiful to everyone.
2. On the contrary, Protagoras believes in the subjectivity of values. According to Protagoras, all values depend upon the human observer. He refuted Plato's claims by arguing that 'beauty lies in the eyes of the beholder.'

Conclusion: Mostly, the values are subjective as individual differences occur wrt perception, understanding and judgement. Amidst the subjectivity of the values, there have to be some objective values which bind the individuals in society and avoid chaos in the society. These include values such as integrity, compassion etc.

ETHICS & EMOTIONAL INTELLIGENCE

Practice question

1. Short Answer Type

2. Assertion-Reason Questions

3. Critical Thinking-Based Questions

4. Multiple Choice Questions

5. Case Study Based Question

Multiple Choice Questions

Ethics:

1. What does the term "ethics" refer to? a) A branch of mathematics b) Moral principles that guide behavior c) A type of language

Answer: b) Moral principles that guide behavior

2. Which of the following is NOT a common ethical theory? a) Utilitarianism b) Relativism c) Hedonism d) Determinism

Answer: d) Determinism

3. Ethical relativism suggests that: a) There are objective moral truths b) Ethical standards are culturally determined c) Ethics is based solely on personal beliefs

Answer: b) Ethical standards are culturally determined

4. What is a potential criticism of cultural relativism? a) It encourages open-mindedness b) It can lead to moral relativism c) It promotes universal ethical principles

Answer: b) It can lead to moral relativism

5. Which ethical theory focuses on the idea of duty and moral obligations? a) Virtue ethics b) Deontology c) Utilitarianism

ETHICS & EMOTIONAL INTELLIGENCE

Answer: b) Deontology

Emotional Intelligence:

6. Emotional intelligence (EI) involves: a) Understanding and managing one's own emotions and the emotions of others b) Suppression of emotions to maintain professionalism c) Ignoring emotions for logical decision-making

Answer: a) Understanding and managing one's own emotions and the emotions of others

7. Which component of emotional intelligence involves understanding and identifying one's own emotions? a) Empathy b) Social skills c) Self-awareness

Answer: c) Self-awareness

8. Empathy is the ability to: a) Control one's emotions effectively b) Understand and share the feelings of others c) Avoid emotional connections with others

Answer: b) Understand and share the feelings of others

9. Which aspect of emotional intelligence relates to handling relationships and interactions effectively? a) Self-regulation b) Self-esteem c) Social skills

Answer: c) Social skills

10. Emotional intelligence can lead to improved: a) Cognitive abilities only b) Interpersonal relationships and decision-making c) Physical strength

Answer: b) Interpersonal relationships and decision-making

Ethics:

11. The concept of "golden rule" is often associated with which ethical principle? a) Utilitarianism b) Virtue ethics c) Kantian ethics

Answer: b) Virtue ethics

ETHICS & EMOTIONAL INTELLIGENCE

12. A consequentialist ethical theory determines the morality of an action based on:

- a) Intention behind the action
- b) End results or outcomes of the action
- c) Cultural norms

Answer: b) End results or outcomes of the action

13. Which ethical theory emphasizes the importance of developing good character traits? a) Utilitarianism b) Deontology c) Virtue ethics

Answer: c) Virtue ethics

14. "Do unto others as you would have them do unto you" aligns with which ethical principle? a) Virtue ethics b) Utilitarianism c) The categorical imperative

Answer: a) Virtue ethics

15. Ethical egoism is the belief that: a) Ethical principles are culturally relative b) One's own self-interest should be the guiding principle of action c) One should always choose the action that benefits the most people

Answer: b) One's own self-interest should be the guiding principle of action

Emotional Intelligence:

16. Which of the following is NOT a component of Daniel Goleman's model of emotional intelligence? a) Self-awareness b) Empathy c) Critical thinking d) Social skills

Answer: c) Critical thinking

17. Emotional intelligence can be developed and improved over time through: a) Isolation from others b) Ignoring emotions c) Self-awareness and practice

Answer: c) Self-awareness and practice

18. Emotional intelligence is important in leadership because it: a) Is not relevant to leadership effectiveness b) Enhances communication and empathy c) Reduces the need for decision-making

ETHICS & EMOTIONAL INTELLIGENCE

Answer: b) Enhances communication and empathy

19. Which of the following is an example of emotional regulation? a) Expressing anger in an aggressive manner b) Ignoring one's emotions completely c) Managing stress through relaxation techniques

Answer: c) Managing stress through relaxation techniques

20. High emotional intelligence can contribute to conflict resolution by: a) Ignoring conflicts to maintain harmony b) Improving communication and understanding c) Encouraging competition among team members

Answer: b) Improving communication and understanding

2. Assertion-Reason Questions

assertions 1: Emotional intelligence is crucial for effective leadership. Reason 1: Emotional intelligence helps leaders understand and manage their own emotions, leading to better decision-making.

Answer: Both the assertion and reason are valid. Emotional intelligence aids leaders in understanding their own emotions, which can positively impact their leadership abilities.

Assertion 2: Ethical behavior is solely determined by cultural norms. Reason 2: Cultural relativism suggests that what is considered ethical varies from culture to culture.

Answer: The assertion is not entirely valid. While cultural norms can influence ethical behavior, ethical principles also consider universal values and rational ethical analysis.

Assertion 3: Ethical dilemmas occur when there's a clash between two moral principles. Reason 3: Ethical dilemmas arise only when individuals face decisions without any moral considerations.

Answer: The assertion is valid, while the reason is not valid. Ethical dilemmas result from conflicts between different moral principles, not from a lack of moral considerations.

ETHICS & EMOTIONAL INTELLIGENCE

Assertion 4: Emotional intelligence and empathy are synonymous terms. Reason 4: Emotional intelligence involves recognizing and managing emotions, while empathy is about understanding and sharing others' emotions.

Answer: Both the assertion and reason are valid. Emotional intelligence encompasses various aspects, including empathy, but they are not the same concept.

Assertion 5: Utilitarianism always prioritizes individual happiness over the collective. Reason 5: Utilitarianism focuses on maximizing overall happiness, which may involve sacrificing individual happiness in some cases.

Answer: The assertion is not entirely valid. Utilitarianism aims to maximize overall happiness, which might involve sacrificing individual happiness for the greater good.

Assertion 6: Ethical egoism promotes actions that benefit others. Reason 6: Ethical egoism suggests that individuals should act in their own self-interest, which can sometimes align with benefiting others.

Answer: The assertion is not valid. Ethical egoism primarily emphasizes actions that promote an individual's self-interest, which might not always benefit others.

Assertion 7: Developing emotional intelligence leads to suppression of emotions. Reason 7: Emotional intelligence involves understanding, managing, and effectively using emotions.

Answer: The assertion is not valid. Developing emotional intelligence involves managing emotions effectively, not suppressing them.

Assertion 8: Ethical relativism rejects the existence of any universal ethical truths. Reason 8: Ethical relativism emphasizes the importance of cross-cultural understanding in ethics.

Answer: The assertion is valid, while the reason is not valid. Ethical relativism questions the existence of universal ethical truths and instead focuses on cultural contexts.

ETHICS & EMOTIONAL INTELLIGENCE

Assertion 9: Empathy is an innate trait and cannot be developed. Reason 9: Empathy is a skill that can be improved through practice and understanding.

Answer: The assertion is not valid. Empathy is indeed a skill that can be developed and enhanced over time.

Assertion 10: Deontological ethics solely focuses on the consequences of actions. Reason 10: Deontological ethics emphasizes adherence to moral rules and principles.

Answer: The assertion is not valid. Deontological ethics considers both the intentions behind actions and the adherence to moral rules.

Assertion 11: Emotional intelligence is irrelevant in resolving conflicts. Reason 11: Emotional intelligence helps individuals manage emotions and communicate effectively, contributing to conflict resolution.

Answer: The reason is valid, while the assertion is not. Emotional intelligence plays a significant role in conflict resolution by facilitating effective communication and understanding.

Assertion 12: Ethical principles are fixed and do not change over time. Reason 12: Ethical principles evolve based on cultural shifts, scientific advancements, and changing societal norms.

Answer: The reason is valid, while the assertion is not. Ethical principles can evolve over time due to changing circumstances and understandings.

Assertion 13: Cognitive empathy involves feeling the same emotions as someone else. Reason 13: Cognitive empathy is about understanding another person's emotions without necessarily sharing those emotions.

Answer: Both the assertion and reason are valid. Cognitive empathy involves understanding another's emotions without personally experiencing them.

Assertion 14: Emotional intelligence has no impact on ethical decision-making. Reason 14: Emotional intelligence enables individuals to consider emotions alongside rational thinking in ethical decision-making.

ETHICS & EMOTIONAL INTELLIGENCE

Answer: The reason is valid, while the assertion is not. Emotional intelligence can indeed influence ethical decision-making by incorporating emotional understanding.

Assertion 15: The categorical imperative is a central principle of virtue ethics. Reason 15: The categorical imperative emphasizes the importance of cultivating virtuous character traits.

Answer: The reason is not valid. The categorical imperative is a central principle of deontological ethics, not virtue ethics.

Assertion 16: Ethical behavior is solely determined by personal emotions. Reason 16: Ethical behavior is influenced by a combination of emotions, rational considerations, cultural values, and ethical principles.

Answer: The reason is valid, while the assertion is not. Ethical behavior is influenced by a range of factors, not solely personal emotions.

Assertion 17: Emotional intelligence doesn't play a role in personal relationships. Reason 17: Emotional intelligence enhances understanding, empathy, and effective communication in personal relationships.

Answer: The reason is valid, while the assertion is not. Emotional intelligence is crucial for fostering healthy and meaningful personal relationships.

Assertion 18: Ethical principles are always clear and straightforward. Reason 18: Ethical principles can sometimes conflict, leading to complex moral dilemmas.

Answer: The reason is valid, while the assertion is not. Ethical principles can indeed conflict, resulting in challenging moral dilemmas.

Assertion 19: Emotional intelligence is about manipulating others' emotions for personal gain. Reason 19: Emotional intelligence involves recognizing, understanding, and managing emotions, not manipulating them.

Answer: The reason is valid, while the assertion is not. Emotional intelligence focuses on understanding and managing emotions, not manipulating them.

ETHICS & EMOTIONAL INTELLIGENCE

Assertion 20: Ethical theories provide universally applicable solutions to moral problems. Reason 20: Ethical theories offer frameworks for analyzing and approaching moral issues, but application may vary based on context.

Answer: Both the assertion and reason are valid. Ethical theories offer guidance, but their application can vary due to situational and contextual factors.

Practice question

1. Short Answer Type

2. Assertion-Reason Questions

3. Critical Thinking-Based Questions

4. Multiple Choice Questions

5. Case Study Based Question

1. Short Answer Type

1. **Question:** What is the relationship between ethics and moral values?

Answer: Ethics refers to the principles and standards that guide human behavior, while moral values are the individual beliefs about what is right or wrong. Ethics provides a broader framework within which moral values are evaluated and applied.

2. **Question:** Define emotional intelligence and its key components.

Answer: Emotional intelligence (EI) is the ability to recognize, understand, manage, and use emotions effectively in oneself and others. Its key components include self-awareness, self-regulation, empathy, social skills, and motivation.

3. **Question:** How does ethical behavior contribute to a positive work environment?

ETHICS & EMOTIONAL INTELLIGENCE

Answer: Ethical behavior fosters trust among colleagues, enhances teamwork, and promotes a sense of fairness and respect. It creates a supportive and harmonious workplace culture, leading to improved morale and productivity.

4. **Question:** Name one real-world scenario where a high level of emotional intelligence would be beneficial.

Answer: A high level of emotional intelligence would be beneficial in mediating conflicts between team members. Being able to understand and manage emotions can help a mediator facilitate productive discussions and find mutually agreeable solutions.

5. **Question:** Why is empathy considered a crucial aspect of emotional intelligence?

Answer: Empathy allows individuals to understand and share the feelings of others, promoting better communication, connection, and relationship-building. It's key to resolving conflicts, offering support, and demonstrating care.

6. **Question:** Explain the concept of ethical dilemmas. Provide an example. **Answer:** Ethical dilemmas involve situations where a person must choose between two morally conflicting options. For example, a medical professional facing a choice between respecting a patient's confidentiality and disclosing information to prevent harm faces an ethical dilemma.

7. **Question:** How can individuals develop their emotional intelligence skills?

Answer: Individuals can develop emotional intelligence through self-reflection, active listening, seeking feedback, practicing mindfulness, and engaging in empathetic interactions. Training programs and coaching can also enhance EI skills.

8. **Question:** In what ways can emotional intelligence impact decision-making?

Answer: Emotional intelligence helps individuals make more balanced and thoughtful decisions by considering both rational thought and emotional factors. It can prevent impulsive decisions and lead to outcomes aligned with long-term goals.

9. **Question:** Describe a situation where a person with strong emotional intelligence might handle criticism effectively.

ETHICS & EMOTIONAL INTELLIGENCE

Answer: A person with strong emotional intelligence might respond to criticism by actively listening, seeking to understand the perspective, and using the feedback constructively to improve themselves without becoming defensive.

10.Question: Why is it important for leaders to demonstrate ethical behavior and emotional intelligence?

Answer: Leaders set the tone for an organization. Demonstrating ethical behavior fosters trust and respect, while emotional intelligence helps leaders understand and motivate their teams effectively, leading to improved performance and a positive work environment.

11.Question: Can emotional intelligence be taught and improved, or is it mostly innate?

Answer: Emotional intelligence can be both taught and improved. While some people may have a natural inclination, EI skills can be developed through education, training, and consistent practice.

12.Question: What role does self-awareness play in both ethics and emotional intelligence?

Answer: Self-awareness is essential in both ethics and emotional intelligence. It allows individuals to understand their values, emotions, and behaviors, leading to better ethical decision-making and emotional regulation.

13.Question: Discuss the potential consequences of ignoring ethical considerations in technological advancements.

Answer: Ignoring ethical considerations in technological advancements can lead to issues such as privacy breaches, biased algorithms, and misuse of technology, resulting in harm to individuals and society at large.

14.Question: How can a lack of emotional intelligence lead to misunderstandings in personal relationships?

ETHICS & EMOTIONAL INTELLIGENCE

Answer: A lack of emotional intelligence can hinder effective communication, empathy, and conflict resolution in personal relationships. Misinterpreting emotions and failing to respond appropriately can cause misunderstandings and strain relationships.

15.Question: Provide an example of a business benefiting from an ethical approach in its marketing strategies.

Answer: A business that promotes transparent and honest advertising about its products, even acknowledging limitations, can build trust with consumers. This ethical approach can lead to long-term customer loyalty and positive brand reputation.

16.Question: What strategies can organizations use to promote a culture of ethical decision-making?

Answer: Organizations can promote ethical decision-making by establishing clear ethical guidelines, providing training, fostering open communication, rewarding ethical behavior, and ensuring that leaders exemplify ethical standards.

17.Question: How does emotional intelligence contribute to effective communication in a diverse team?

Answer: Emotional intelligence enables individuals to understand and respect the emotions and perspectives of team members from diverse backgrounds. This fosters better communication, reduces misunderstandings, and enhances collaboration.

18.Question: Give an example of how cultural differences can impact ethical perceptions.

Answer: Cultural differences can impact ethical perceptions, such as differing views on punctuality or gift-giving. For instance, a culture that values punctuality might perceive lateness as unethical, while another culture might prioritize flexibility.

ETHICS & EMOTIONAL INTELLIGENCE

19.Question: How can ethical leadership positively influence the behavior of team members?

Answer: Ethical leadership sets a moral example, encouraging team members to uphold similar values. It creates a culture of integrity, accountability, and trust, motivating employees to adhere to ethical standards.

20.Question: Explain the concept of "emotional hijacking" and its implications for decision-making and relationships.

Answer: Emotional hijacking refers to a strong emotional response that overwhelms rational thinking, often leading to impulsive actions or irrational decisions. In relationships, it can strain communication, while in decision-making, it can lead to regrettable choices.

2.Assertion-Reason Questions

Assertion: Ethical behavior in the workplace leads to increased employee satisfaction and productivity.

Reason: When employees feel that their workplace operates with integrity and fairness, they are more motivated to contribute positively.

Answer: True. Ethical behavior establishes a sense of trust and respect, which boosts employee morale and encourages them to engage more effectively, thus improving overall productivity.

Assertion: Emotional intelligence involves the ability to accurately perceive and understand one's own emotions.

Reason: Self-awareness is a key component of emotional intelligence, enabling individuals to recognize their own emotions and their impact on others.

Answer: True. Self-awareness is indeed a fundamental aspect of emotional intelligence, allowing individuals to better manage their emotions and interact more effectively with others.

ETHICS & EMOTIONAL INTELLIGENCE

Assertion: Ethical dilemmas are situations where there is only one clear and morally right solution.

Reason: Ethical dilemmas arise when individuals must choose between two or more conflicting moral principles, making it challenging to determine the right course of action.

Answer: False. Ethical dilemmas often involve complex situations where there may not be a straightforward or universally accepted solution, making decision-making difficult.

Assertion: Empathy is a component of emotional intelligence that involves understanding and sharing the feelings of others.

Reason: Empathy enables individuals to manipulate emotions to achieve personal goals effectively.

Answer: False. Empathy is a crucial aspect of emotional intelligence, promoting better relationships and communication by allowing individuals to connect with and understand the emotions of others.

Assertion: Developing emotional intelligence skills is solely dependent on inherent personality traits.

Reason: Emotional intelligence can be cultivated and improved through deliberate efforts, such as self-awareness exercises and practicing active listening.

Answer: False. Emotional intelligence is a skill that can be developed over time through learning, self-reflection, and consistent practice, regardless of initial personality traits.

Assertion: Ethical leadership has no significant impact on organizational culture and employee behavior.

Reason: Ethical leaders set an example for employees, influencing their behavior and contributing to a positive work environment.

ETHICS & EMOTIONAL INTELLIGENCE

Answer: False. Ethical leadership plays a crucial role in shaping organizational culture and influencing employee behavior. Leaders who prioritize ethical values create a culture of integrity and accountability.

Assertion: Emotional intelligence is more relevant in personal relationships than in professional settings.

Reason: Emotional intelligence primarily involves managing one's own emotions, which has limited relevance in a professional context.

Answer: False. Emotional intelligence is relevant in both personal and professional settings. It helps individuals navigate social interactions, understand colleagues' emotions, and make sound decisions.

Assertion: Cultural differences have no impact on ethical perceptions and behaviors.

Reason: Different cultures may have varying ethical norms and values, leading to diverse perspectives on what is considered morally acceptable.

Answer: False. Cultural differences significantly impact ethical perceptions and behaviors. What is deemed ethical in one culture may not hold the same value in another culture due to differing moral standards.

Assertion: Ethical behavior in business is important solely for maintaining legal compliance.

Reason: Ethical behavior in business goes beyond legal obligations, contributing to positive reputation, customer loyalty, and long-term success.

Answer: False. Ethical behavior in business is crucial for building trust with stakeholders, fostering positive relationships, and enhancing brand reputation, which ultimately leads to sustainable success.

ETHICS & EMOTIONAL INTELLIGENCE

3.Critical Thinking-Based Questions

1. **Question:** How can an individual's ethical values influence their decision-making in a professional context?

Answer: An individual's ethical values serve as a moral compass, guiding their choices in alignment with their principles. This can impact decisions related to business practices, interactions with colleagues, and organizational responsibilities.

2. **Question:** Explain a situation where ethical considerations might conflict with legal requirements.

Answer: A pharmaceutical company withholding critical safety information about a new drug to expedite regulatory approval highlights the conflict between the company's financial interests and the ethical obligation to ensure public safety.

3. **Question:** How does emotional intelligence contribute to effective negotiation strategies?

Answer: Emotional intelligence helps negotiators understand the emotions and motivations of the parties involved, enabling them to find mutually beneficial solutions and manage conflicts more skillfully.

4. **Question:** Describe how empathy can prevent misunderstandings and conflicts in cross-cultural interactions.

Answer: Empathy allows individuals to consider the cultural perspectives and emotions of others, reducing assumptions and misinterpretations that could lead to conflicts in diverse settings.

5. **Question:** Discuss a scenario where a leader's lack of emotional intelligence negatively impacted team dynamics.

Answer: A leader's inability to recognize and address team members' concerns led to frustration and disengagement. This lack of emotional intelligence hindered open communication and collaboration.

6. **Question:** In what ways can emotional intelligence be harnessed to manage workplace stress effectively?

Answer: Emotional intelligence empowers individuals to recognize and manage their own stressors and emotions. This skill enables them to implement coping strategies, maintain focus, and cultivate resilience.

ETHICS & EMOTIONAL INTELLIGENCE

7. **Question:** Analyze the ethical implications of using artificial intelligence in decision-making processes, considering potential bias and discrimination.
Answer: The use of AI in decision-making can perpetuate biases present in training data, leading to unfair outcomes. Ethical considerations involve ensuring AI systems are designed to be transparent, accountable, and unbiased.
8. **Question:** How might a leader with high emotional intelligence address conflicts within a team compared to a leader with low emotional intelligence? **Answer:** A leader with high emotional intelligence would engage in open communication, actively listen to concerns, and work collaboratively to find resolutions. A leader with low emotional intelligence might escalate conflicts due to poor understanding and communication.
9. **Question:** Discuss the balance between respecting cultural differences and upholding universal ethical standards.
Answer: While cultural differences are important, universal ethical principles (like honesty and respect) should take precedence. Ethical dilemmas arise when cultural practices clash with fundamental moral values.
10. **Question:** In what ways can ethical considerations influence technological advancements such as artificial intelligence and biotechnology?
Answer: Ethical considerations can shape the development and use of technologies to ensure they align with societal values, protect privacy, and minimize potential harm.
11. **Question:** How can emotional intelligence aid in maintaining healthy personal relationships despite disagreements and differing viewpoints? **Answer:** Emotional intelligence helps individuals manage emotions during disagreements, fostering empathetic communication and allowing for constructive discussions rather than escalating conflicts.
12. **Question:** Analyze the ethical challenges of balancing shareholders' financial interests with the social and environmental responsibilities of a corporation.
Answer: Ethical challenges arise when prioritizing short-term profits conflicts with longer-term sustainability goals and the well-being of various stakeholders.
13. **Question:** Explain the link between self-awareness and ethical decision-making.

ETHICS & EMOTIONAL INTELLIGENCE

Answer: Self-awareness helps individuals recognize their personal biases, values, and emotions, enabling them to make ethical decisions based on thoughtful consideration rather than impulsive reactions.

- 14.**Question:** How might an individual's level of emotional intelligence influence their ability to provide constructive feedback effectively?

Answer: An individual with high emotional intelligence would deliver feedback sensitively, taking into account the recipient's emotions and using communication skills to ensure the message is well-received.

- 15.**Question:** Analyze the potential ethical dilemmas faced by professionals working in fields with rapidly evolving technologies, such as genetics or artificial intelligence.

Answer: Rapid technological advancements may outpace regulatory frameworks, raising ethical concerns about the responsible development and application of these technologies.

- 16.**Question:** Discuss a real-world example where a lack of emotional intelligence led to a major public relations crisis for an organization.

Answer: Volkswagen's emissions scandal stemmed from a lack of transparency and accountability, showcasing how poor emotional intelligence within decision-making can lead to severe reputational damage.

- 17.**Question:** How can emotional intelligence help individuals adapt to changes in the workplace, such as organizational restructuring or shifts in job responsibilities?

Answer: Emotional intelligence enables individuals to manage stress, embrace change, and communicate effectively, fostering resilience and positive adaptation to workplace transformations.

- 18.**Question:** Analyze the role of emotional intelligence in preventing and addressing workplace harassment and discrimination.

Answer: Emotional intelligence empowers individuals to recognize inappropriate behavior, intervene effectively, and create a respectful work environment where harassment and discrimination are less likely to occur.

- 19.**Question:** Discuss the potential ethical implications of using emotional intelligence data collected from employees for performance evaluations. **Answer:**

Ethical concerns include privacy violations and the potential misuse of sensitive

ETHICS & EMOTIONAL INTELLIGENCE

emotional data, raising questions about transparency, consent, and accountability in data collection and analysis.

20.Question: How does emotional intelligence impact an individual's ability to influence and lead others without resorting to authoritarian tactics?

Answer: Emotional intelligence allows leaders to inspire and motivate by understanding the needs and emotions of their team members, fostering a collaborative and respectful leadership style.

Multiple Choice Questions

Question 1: What does ethical behavior primarily involve? a) Achieving personal goals b) Maximizing profits c) Following legal regulations d) Acting morally and responsibly

Answer: d) Acting morally and responsibly

Question 2: Which of the following is a component of emotional intelligence?

a) Rational thinking b) Financial expertise c) Technical skills d) Empathy

Answer: d) Empathy

Question 3: Ethical dilemmas arise when: a) There is only one clear solution b) There are no moral values involved c) Two or more conflicting moral principles clash d) Legal regulations are ambiguous

Answer: c) Two or more conflicting moral principles clash

Question 4: Emotional intelligence helps in: a) Ignoring emotions b) Managing and using emotions effectively c) Suppressing emotions d) Disregarding emotions

Answer: b) Managing and using emotions effectively

Question 5: What is the purpose of empathy in emotional intelligence? a) To manipulate others' emotions b) To ignore emotions c) To understand and share others' feelings d) To suppress one's emotions

Answer: c) To understand and share others' feelings

Question 6: Ethical leadership is crucial for: a) Maximizing personal profits b) Promoting workplace conflicts c) Shaping organizational culture and fostering trust d) Ignoring employee concerns

Answer: c) Shaping organizational culture and fostering trust

ETHICS & EMOTIONAL INTELLIGENCE

Question 7: Which skill involves recognizing and managing one's own emotions? a) Social skills b) Empathy c) Self-awareness d) Motivation

Answer: c) Self-awareness

Question 8: What is the purpose of ethical considerations in technological advancements? a) To hinder progress b) To protect intellectual property c) To ensure alignment with societal values and prevent harm d) To prioritize financial gain

Answer: c) To ensure alignment with societal values and prevent harm

Question 9: Emotional intelligence is: a) Fixed and unchangeable b) A genetic trait c) Innate and cannot be developed d) A skill that can be developed and improved

Answer: d) A skill that can be developed and improved

Question 10: What is the primary benefit of emotional intelligence in communication? a) Avoiding all emotional conversations b) Minimizing the need for communication c) Enhancing understanding and effective communication d) Ignoring emotional cues

Answer: c) Enhancing understanding and effective communication

Question 11: Ethical behavior in business goes beyond legal compliance to include: a) Maximizing profits at any cost b) Ignoring stakeholder interests c) Fostering trust and positive reputation d) Disregarding social responsibility

Answer: c) Fostering trust and positive reputation

Question 12: Emotional intelligence is especially valuable in managing: a) Emotional suppression b) Administrative tasks c) Workplace conflicts and stress d) Technical challenges

Answer: c) Workplace conflicts and stress

Question 13: What is a key characteristic of ethical leaders? a) Manipulating others for personal gain b) Ignoring organizational values c) Setting an example and promoting ethical behavior d) Avoiding accountability

Answer: c) Setting an example and promoting ethical behavior

Question 14: Which component of emotional intelligence involves understanding and managing the emotions of others? a) Empathy b) Self-regulation c) Self-awareness d) Motivation

Answer: a) Empathy

Question 15: Ethical dilemmas often involve: a) Straightforward solutions b) Ignoring moral values c) Clashing legal regulations d) Conflicting moral principles

ETHICS & EMOTIONAL INTELLIGENCE

Answer: d) Conflicting moral principles

Question 16: Emotional intelligence aids in: a) Avoiding emotions b) Disregarding others' feelings c) Effective communication and teamwork d) Suppressing emotions

Answer: c) Effective communication and teamwork

Question 17: Ethical considerations in technological advancements ensure: a) Speedy development b) Minimal public scrutiny c) Alignment with societal values and reduced harm d) Complete disregard for potential consequences

Answer: c) Alignment with societal values and reduced harm

Question 18: Emotional intelligence can be cultivated through: a) Ignoring emotions b) Genetics only c) Training, self-reflection, and practice d) Suppression of emotional responses

Answer: c) Training, self-reflection, and practice

Question 19: Ethical leadership promotes a workplace culture of: a) Dishonesty b) Manipulation c) Integrity and accountability d) Ignoring conflicts

Answer: c) Integrity and accountability

Question 20: What role does self-awareness play in ethical decision-making? a) Ignoring personal values b) Recognizing biases and values, leading to more thoughtful choices c) Suppressing emotions d) Disregarding moral principles

Answer: b) Recognizing biases and values, leading to more thoughtful choices

5. Case Study Based Question

Case Study 1: Ethical Dilemma in Business John works for a pharmaceutical company that is under pressure to meet financial targets. He discovers that a critical safety issue with a newly developed drug is being overlooked to expedite regulatory approval. What ethical considerations should John take into account?

Question: What ethical principles might be in conflict in this scenario? **Answer:** The ethical principles of patient safety and honesty might be in conflict with the financial interests of the company.

ETHICS & EMOTIONAL INTELLIGENCE

Case Study 2: Emotional Intelligence in Leadership Sarah is a team leader with high emotional intelligence. She notices that one of her team members seems to be struggling and exhibiting signs of stress. How can Sarah's emotional intelligence help her manage this situation effectively?

Question: How might Sarah's emotional intelligence skills enable her to approach the team member and address their stress? **Answer:** Sarah's emotional intelligence enables her to approach the team member empathetically, actively listen to their concerns, and provide support without judgment.

Case Study 3: Ethical Leadership in Practice Mark is a CEO who believes in ethical leadership. He faces a dilemma where a potentially lucrative but ethically questionable deal is presented. How can Mark's ethical leadership influence the decision-making process?

Question: How might Mark's commitment to ethical leadership guide his decision regarding the questionable deal? **Answer:** Mark's commitment to ethical leadership might lead him to prioritize long-term integrity and the reputation of the company over short-term financial gains, thus declining the deal.

Case Study 4: Cultural Differences and Ethical Perceptions An international company has employees from various cultural backgrounds. One of the team members, Carlos, is frequently late to meetings. In some cultures, punctuality is less emphasized. How might cultural differences impact the team's perceptions of Carlos's behavior?

Question: How might cultural differences affect the team's perception of Carlos's punctuality? **Answer:** Cultural differences might lead to varying perceptions of punctuality, with some team members viewing it as a minor issue and others considering it disrespectful.

Case Study 5: Emotional Intelligence in Conflict Resolution Two team members, Emily and Alex, are in a heated disagreement. As their manager, how can you use emotional intelligence to mediate the conflict and find a resolution?

Question: How can the manager's emotional intelligence skills be applied to mediate the conflict between Emily and Alex? **Answer:** The manager's emotional intelligence can help them understand the underlying emotions of both parties, guide a respectful conversation, and facilitate a compromise that addresses both perspectives.

ETHICS & EMOTIONAL INTELLIGENCE

Case Study 6: Ethical Considerations in Technological Advancements A tech startup develops a new facial recognition system with potential applications in law enforcement. How should the company balance the ethical implications of privacy and potential misuse of the technology?

Question: What ethical considerations should the tech startup prioritize when developing and deploying the facial recognition system? **Answer:** The company should consider issues of privacy, potential bias, and the responsible use of the technology to prevent unintended harm and ethical violations.

Case Study 7: Emotional Intelligence and Feedback Delivery Anna, a manager, needs to provide constructive feedback to a team member. How can Anna's emotional intelligence help her deliver feedback effectively?

Question: How might Anna's emotional intelligence influence the way she delivers constructive feedback? **Answer:** Anna's emotional intelligence can guide her to deliver feedback with empathy, ensuring that the team member feels valued and motivated to improve.

Case Study 8: Ethical Dilemmas in Medical Research A researcher discovers a potential breakthrough in a clinical trial but worries about the implications of publishing incomplete data. How should the researcher balance the ethical responsibility to share findings with the uncertainty of the incomplete data?

Question: How might the researcher navigate the ethical dilemma of sharing incomplete but potentially groundbreaking findings? **Answer:** The researcher could consider transparency, clearly stating the limitations of the data while emphasizing the potential impact of the breakthrough. Ethical responsibility to advance knowledge should be balanced with a commitment to integrity.

Case Study 9: Emotional Intelligence in Leadership Transition Maria is a new leader of a team. She notices that the team is resistant to change and lacks motivation. How can Maria's emotional intelligence help her navigate this situation?

Question: How can Maria's emotional intelligence assist her in building rapport and motivating the team during the leadership transition? **Answer:** Maria's emotional intelligence can help her understand the team's emotions, address concerns, and communicate the benefits of change in a way that resonates with their motivations.

Case Study 10: Balancing Ethical Responsibilities Alex is a software engineer working on an AI system. He realizes that the system's algorithms may perpetuate

ETHICS & EMOTIONAL INTELLIGENCE

biased outcomes. How can Alex ethically address this issue without compromising his job?

Question: How can Alex ethically address the biased outcomes of the AI system while maintaining his professional responsibilities? **Answer:** Alex can communicate his concerns to his superiors, propose solutions to mitigate bias, and emphasize the ethical implications of allowing biased outcomes to persist.

Case Study 11: Emotional Intelligence in Customer Service Sara works in customer service and interacts with upset customers daily. How can Sara's emotional intelligence help her manage difficult interactions and maintain positive customer relations?

Question: How might Sara's emotional intelligence help her effectively manage interactions with upset customers? **Answer:** Sara's emotional intelligence can enable her to remain calm, empathize with customers' frustrations, actively listen to their concerns, and find solutions that address their needs.

Case Study 12: Ethical Implications of Data Collection A tech company collects user data to personalize advertisements. However, the data collection process infringes on user privacy. How should the company balance its business goals with ethical considerations?

Question: How can the tech company ethically balance data collection for personalized advertisements while respecting user privacy? **Answer:** The company should consider obtaining informed consent, ensuring transparency about data usage, and implementing strong data protection measures to respect user privacy and maintain trust.

Case Study 13: Emotional Intelligence and Organizational Change A company is undergoing a major reorganization that includes layoffs. How can leaders use emotional intelligence to guide employees through this challenging transition?

Question: How might leaders apply emotional intelligence to support employees during a company reorganization involving layoffs? **Answer:** Leaders can use emotional intelligence to empathetically communicate changes, provide emotional support, and help employees cope with uncertainty and anxiety.

Case Study 14: Ethical Dilemmas in Research Funding A researcher receives funding from a pharmaceutical company to conduct a study. The study results could

ETHICS & EMOTIONAL INTELLIGENCE

benefit the company financially. How should the researcher handle the potential conflict of interest?

Question: How can the researcher navigate the potential conflict of interest arising from the financial benefits of the study results to the funding company? **Answer:** The researcher should maintain transparency by disclosing the funding source and potential conflicts of interest when reporting study results, ensuring the integrity and credibility of the research.

Case Study 15: Emotional Intelligence and Team Collaboration A diverse team faces communication challenges due to cultural differences. How can the team leader's emotional intelligence facilitate effective communication and collaboration?

Question: How can the team leader's emotional intelligence address communication challenges stemming from cultural differences within the team? **Answer:** The team leader's emotional intelligence can enable them to understand the cultural dynamics, adapt communication styles, and promote a respectful environment that values diverse perspectives.