

1. The essence of ethics of an action lies in its consequences. Critically comment.

Approach - As the directive is critically comment, it is expected from candidate to put forth both sides views while answering the question. The basics of this question lies in the Utilitarian and Deontological school of thought. Students need to explain what essence of ethics is and then analyse whether one should think about the consequences of an action or the means of an action.

Introduction

At the heart of ethics is a concern about something or someone other than ourselves, our own desires and self-interest. Ethics is concerned with other people's interests, with the interests of society, with the 'ultimate good'. However, essence of ethics is correlated with its means and consequences. It clearly means Ethics changes as per the means or consequences of the action.

Body

Essence of ethics in consequences:

The consequences are defined by various theories, one is utilitarianism, and another theory is Deontological school of thought.

- Utilitarian School of thought – According to this approach result is more important than the action. Benefits should be maximized. So even if you take an unethical step but if the net result is positive, the action will be seen as good.
- For example, killing your neighbour who you were finding dangerous is an unethical action. But if that person turned out to be a foreign spy, living under disguise, the net result will be good. According to utilitarian theory your action will be justified.
- The consequences are the effects caused by an action and the quality of these consequences depend on how much good they contain. Motives are the causes and the consequences are the effect.
- There are varied factors in human behaviour that determine whether it is good or bad. There are three such determinants of ethics, namely the object, the end, and the circumstances.
- A very simple example of ethics can be cited from Ramayana, where Lord Ram (the good force) in the end kills Ravana (the bad force). As per normality it can be considered that Killing of other person is a sin, however when it comes to fight between the good and bad, it is justified on the ground of welfare all.

However, sometimes not the consequences but the means are important as per deontological school of thought.

Essence of ethics in means:

- Deontological school of thought – According to this ideology, means are more important than the result. This is generally the philosophy of most of the organized religions.
- For example, according to Mahatma Gandhi, wrong means can never lead to a right end. Bhagwad-Geeta justify that your duty is important rather than the consequences.

Conclusion

Here, we have observed that essence of ethics is based on both i.e. sometimes it is dependent upon means and sometimes it is dependent upon consequences. Hence, it becomes situational to define whether essence of ethics lies in its means or in its consequence.



2. What do you understand by professional code of conduct? Is it always good to act as per one's professional code even if it contradicts the conscience of a person? Examine.

Approach - It expects students to write about professional code of conduct in the first part and write about situations in which conscience contradicts with one's professional code with appropriate example.

Introduction

A code of conduct represents the set of enforceable rules that should be followed by a person in an organisation. Codes, along with other measures, have helped some companies dig themselves out of scandals, and have helped many companies build a healthier work climate and reputation.

Body

Professional code of conduct:

- Ethical principles underpin all professional codes of conduct. Ethical principles may differ depending on the profession; for example, professional ethics that relate to medical practitioners will differ from those that relate to lawyers or real estate agents.
- However, there are some universal ethical principles that apply across all professions, including honesty, trustworthiness, loyalty, respect for others, adherence to the law, doing good and avoiding harm to others and accountability.
- Professional codes of conduct draw on these professional ethical principles as the basis for prescribing required standards of behaviour for members of a profession. They also seek to set out the expectations that the profession and society have of its members.
- The intention of codes of conduct is to provide guidelines for the minimum standard of appropriate behaviour in a professional context. Codes of conduct sit alongside the general law of the land and the personal values of members of the profession.

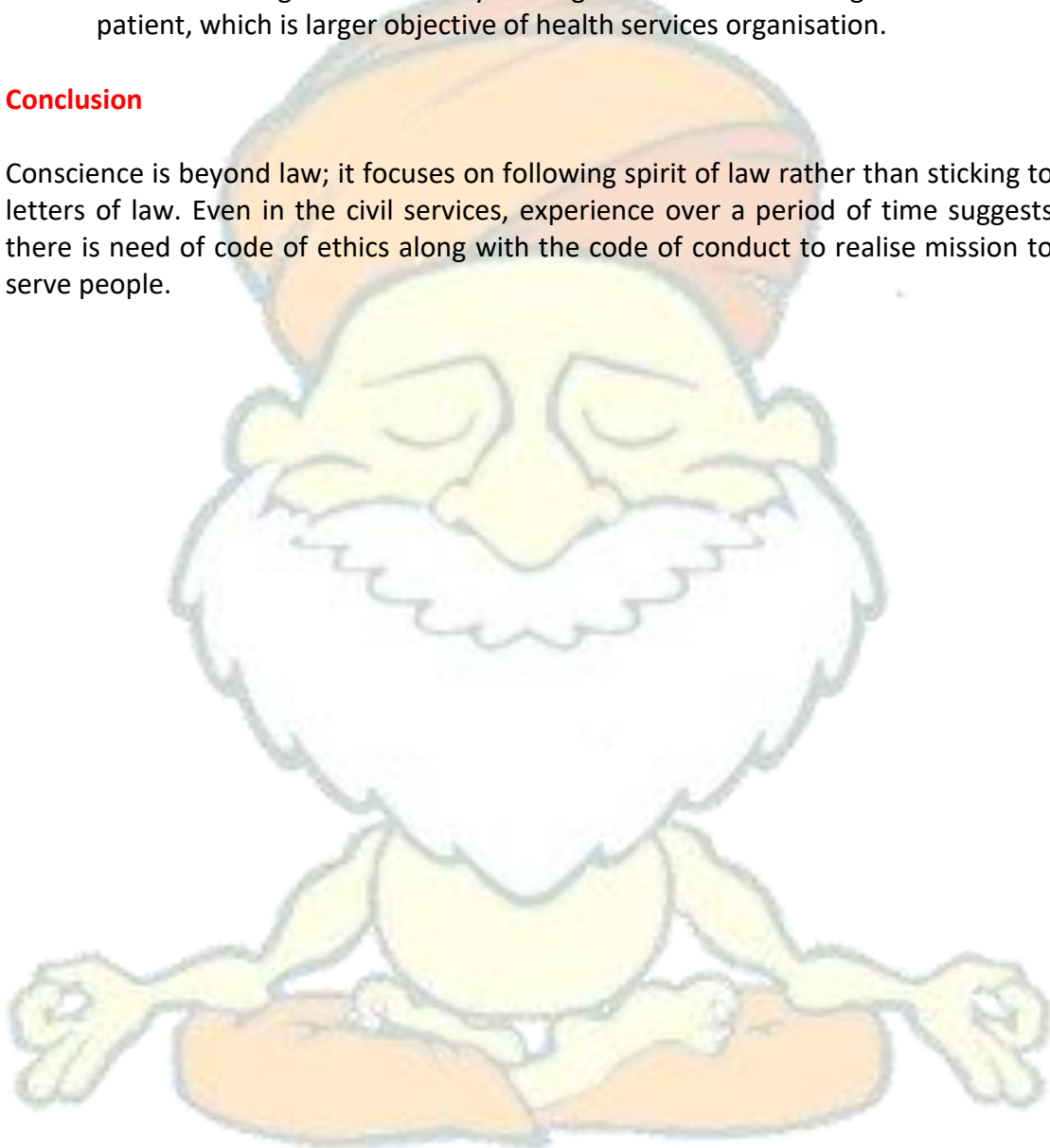
Contradiction between professional code of conduct and conscience:

- Soldiers on the border have to follow orders from their command even if it doesn't suit their conscience. As it is necessary to avoid larger issues of breakdown in organisation's functionality.
- Conscience is the part of your mind that tells you whether what you are doing is morally right or wrong. It is based on personal set of values which may differ person to person. However, code of conduct is devised for the larger institutional objectives for optimal functioning.
- It is often necessary to follow professional code of conduct to avoid questions about legality of action. To fulfil needs and demands of the profession.

- However, sometimes following professional code might create crisis of conscience. Crisis of conscience is time when someone is worrying because they think that they have done something unfair or morally wrong. It may demoralise the individual and lowers her spirit.
- E.g. if economically distressed patient need admission in private hospital but she doesn't have required money to deposit before admission in emergency situation, following code of conduct may result into refusal to the patient while following conscience by management or doctor might save life of patient, which is larger objective of health services organisation.

Conclusion

Conscience is beyond law; it focuses on following spirit of law rather than sticking to letters of law. Even in the civil services, experience over a period of time suggests there is need of code of ethics along with the code of conduct to realise mission to serve people.



3. Is it possible to differentiate between ethics in private and public life? Critically Examine.

Approach - It expects student to write about - in first part, how ethical standard are found to be different while in second part, mention how ethical standards that should be similar in both private and public life.

Introduction

Each private and personal relationship has its own irreplaceable value. Each of it has its own unique history, character, and set of implicit and explicit understandings about what is to be expected of the parties to it. Individuals should be ethical in both private and public relationships. In doing so, they should also try to achieve a right balance between private and public ethics.

Body

Ethical standards are found to be different for private and public life:

- Choosing private interests: When it comes to private interests, individuals tend to act with personal motive and are ignorant of its effects on the public as a whole.
- Openness and transparency: Private lives are influenced by closed choices, secretive decisions and emphasize privacy whereas public lives delve on openness and transparency and hence render more accountability to one another.
- In private life, ambitions and goals, constraints and difficulties, of an individual sometimes result in a compromise of values.
- Freedom of choice enables the individual to make quick choices suited for them, sometimes even foregoing ethical values, just to achieve the end result in a faster pace.
- Public relationships are more instrumental such as organizational colleagues, politicians, strangers, and others outside of one's relatively narrow circle of intimacy. It is the action of getting along with people we constantly come in touch with whereas private life is almost completely based on what the individual thinks is right.
- Example: Keshub Chandra Sen opposed child marriage but married his own underage daughter to Maharaja of Cooch Bihar. Consequently, his followers abandoned him and founded Sadharan Brahma Samaj (1878). Thus, if there is inconsistency in the public life and private life of a person, it leads to disastrous outcomes.

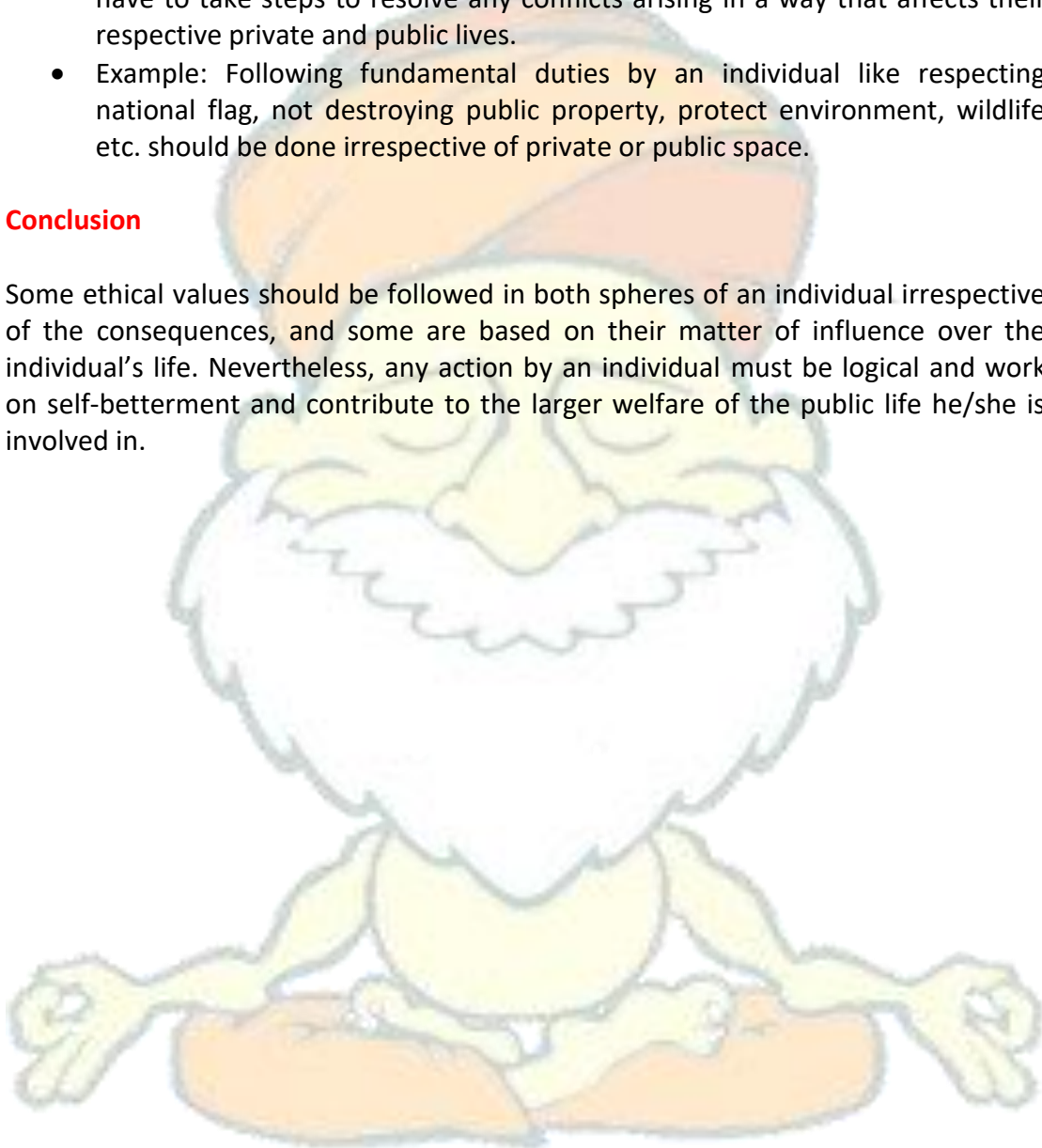
However, some ethical standards that should be similar in both public and private life:

- In both public and private life, an individual should have a sense of moral obligation in the interest of overall welfare of everyone around, and not resort to extreme actions which destroy the harmonious fabric.

- Virtues of compassion, cordialness, basic civic sense etc. are important in any sphere of life, and help one's wholesome growth as both a private individual and a peer in general.
- In both private and public spheres of life one should have highest sense of integrity and not be influenced by any outside individual or organization which might affect their performance.
- Both have to have utmost honesty and sincerity in their actions and both have to take steps to resolve any conflicts arising in a way that affects their respective private and public lives.
- Example: Following fundamental duties by an individual like respecting national flag, not destroying public property, protect environment, wildlife etc. should be done irrespective of private or public space.

Conclusion

Some ethical values should be followed in both spheres of an individual irrespective of the consequences, and some are based on their matter of influence over the individual's life. Nevertheless, any action by an individual must be logical and work on self-betterment and contribute to the larger welfare of the public life he/she is involved in.



**4. Ethics and equity and the principles of justice do not change with the calendar.
Comment.**

Approach - As Comment is the directive it is expected to express an opinion or reaction. Hence, a candidate needs to pick out the core points regarding ethics, equity and principles of justice and explain whether they are consistent with time. While answering this question it is expected that a candidate should interconnect between ethics-equity and the principles of justice and write accordingly.

Introduction

In general terms, Ethics are the collection of basic principles which guides human actions and its behaviour. In the context of ethics, equity is the quality of being fair or impartial and social justice amounts to each person is to have an equal right to the most extensive total system of equal basic liberties compatible with a similar system of liberty for all.

Body

Ethics is the study of what is right or wrong in human conduct. This is a branch of Philosophy which studies moral principles. Hence, Ethics is also known as Moral Philosophy. Ethics is all about reasoning about how one should act in a given circumstance – i.e. how to do the right action. They do not change with calendar in the following ways:

- Ethics doesn't change with calendar due to its determinants. Determinants are the sources from which the ethical standard arises.
- There are multiple determinants of ethics like Religion, Law, Society, Individual, Knowledge, and Time. As these determinants of ethics are eternal and mostly have a continuous existence in society, ethics
- Many of the practises of religion are continuously followed by the people all over the world. Which keeps Ethics alive in society. For instance, ideology of "Ahimsa Paramo Dharm" tends to support a more humane society. It is still followed in some religions.
- Equity in terms of Equity refers to bridging inequality in society through positive or negative means as a means of ensuring fairness.
- For instance, Social reforms suggested by saints, during the medieval period continued to inspire generations of social reformers during the times of independence and it is continued even today in terms of granting reservation for the backward sections of society.
- Principles of social justice emphasise on ensuring a fair and just relation between individual and society. Indian society is highly stratified in nature with high socio-economic inequalities like class/caste conflict, gender biases, etc.
- For instance, Principles of Justice social-economical-political as enshrined in the preamble of our constitution have their source of inspiration in French revolution and its continuation can be observed when our government

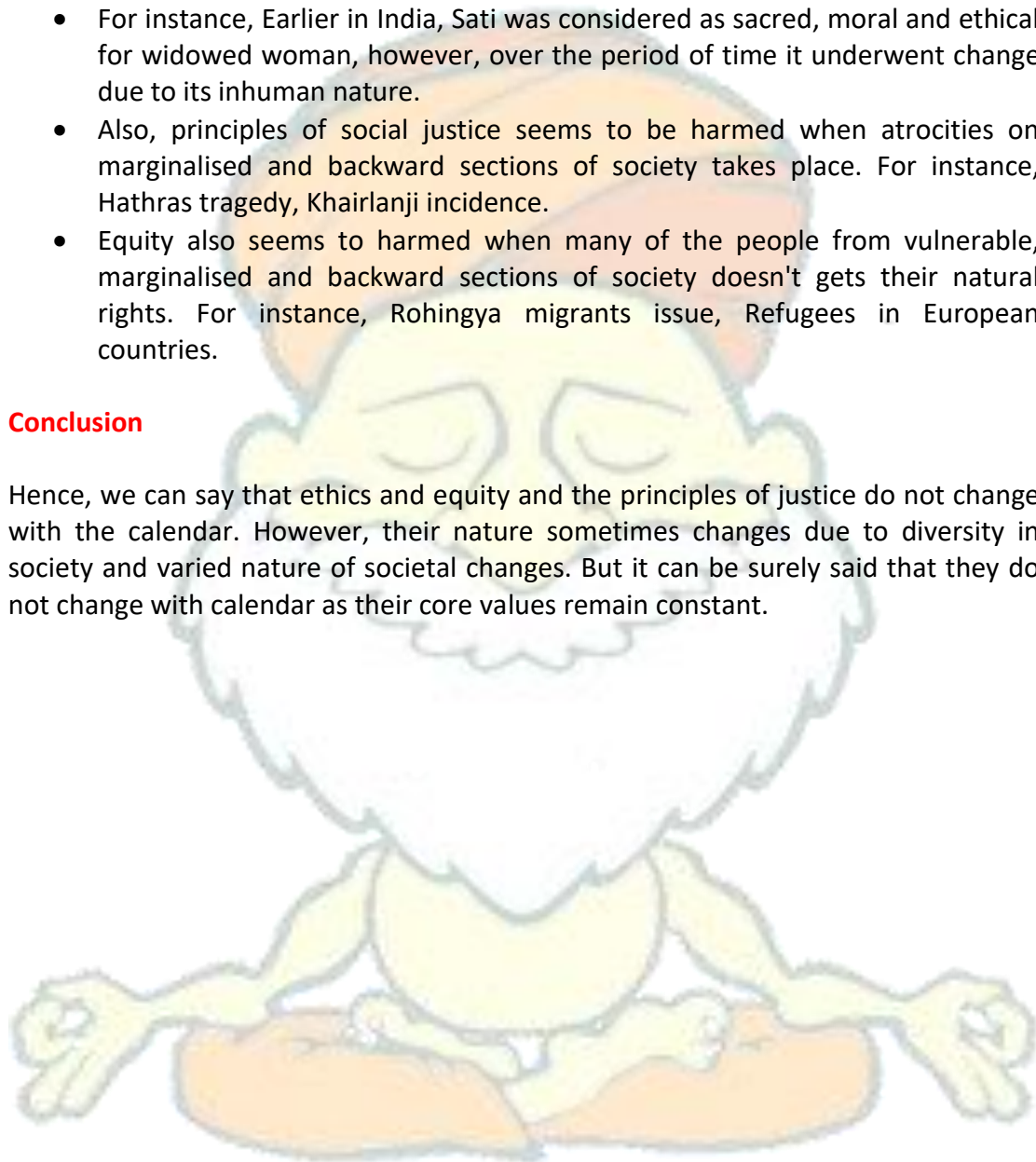
presented an IT amendment under which if person voluntary disclose his black money, more than half of its income will be send into pradhan matri garib kalyan vikas yojna which will used for poor & rural development programmes.

However, due to changing and nature of society sometimes Ethics and equity and principles of social justice sometimes undergo modification:

- For instance, Earlier in India, Sati was considered as sacred, moral and ethical for widowed woman, however, over the period of time it underwent change due to its inhuman nature.
- Also, principles of social justice seems to be harmed when atrocities on marginalised and backward sections of society takes place. For instance, Hathras tragedy, Khairlanji incidence.
- Equity also seems to harmed when many of the people from vulnerable, marginalised and backward sections of society doesn't gets their natural rights. For instance, Rohingya migrants issue, Refugees in European countries.

Conclusion

Hence, we can say that ethics and equity and the principles of justice do not change with the calendar. However, their nature sometimes changes due to diversity in society and varied nature of societal changes. But it can be surely said that they do not change with calendar as their core values remain constant.



5. Examine the importance of value based learning in the age of social media.

Approach - As the directive is examine, candidate is expected to investigate and establish key facts and issues. Candidate can start by defining what value based learning is and how social media has impacted learning now a days (either in positive or in negative or both). For the body part of answer, explain challenges posed by age of social media and how value based learning will help to tackle these challenges. Later on a counter argument could be made to show how social media is supplementing value based learning in short. While concluding one can write about how synchronization of value based learning with that of social media will help in better evolution of both the streams. The nature of question is open ended so don't confine your answer to impart value based learning is academic curriculum.

Introduction

Value based learning is the process by which moral values are exchanged between people. Inception of imparting value based learning takes place from family and it goes on throughout the life. Value based learning helps to have a sound society which works in harmony. Age of social media has posed variety of challenges to impart value based learning. Meanwhile, it has also supplemented value based learning in some way or other.

Body

Value based learning strives to develop a sensible person with strong character and values. It is an action that can take place in human society, during which the people are helped by others.

Importance of value based learning in the age of social media:

- Hate speech and rumours in India have been responsible for acts of violence and deaths in many of the cases for quite some time now. For instance, the most recent being the case when two sadhus and their driver were lynched in Gadchinchale village in Palghar, Maharashtra this year due to WhatsApp rumors.
- Similarly Hate Speech on Social Media had a big role in the Delhi Riots of 2020. Here, comes in picture value based learning and its implementation.
- For instance, respecting each other and their point of view is taught in India for a very long time. It also imbibes the value of tolerance in person. However, these kind of incidences show that these values are degrading in the society.
- Fake News: There are a staggering number of edited images, manipulated videos and fake text messages spread through social media platforms and messaging services like WhatsApp making it harder to distinguish between misinformation and credible facts.
- Spread of fake news creates a chaos in society, which in turn hampers value of always adhering to truth. These kind of incidences impact societal values in negative way.

- Trolling is the new by-product of Social Media. Vigilantes take law in their own hand and start trolling and threatening those who don't agree with their views or narratives. It has led to anonymous trolls who attack the reputation of an individual.
- Women face cyber rape and threats that affect their dignity severely. Sometimes their pictures and videos are leaked and are forced to cyber bullying.

These conflicts and contestations erode the democratic spirit and traditional values of society. Here, value based learning comes in to picture which will not only prove to be a medicine for the issue but it will root out the problem in following ways -

- Value based learning is a process of increasing the overall character of a person, it also includes character development, personality development and spiritual development. For instance, In the Vedic period, In Ashram education, the Guru insists his shishya to follow certain values throughout her life.
- Value based learning strives for development of values of such as developing scientific temper, large heartedness, co-operation, tolerance, respect for the culture of other groups. For instance, the way in which Japanese people greet each other and show respect, is not something happened over night. It's their transmission of value based learning from one generation to other.
- These kind of values will not only help to have a sound society but it will also minimize the negative impact of social media.
- Value based learning awakens and improves curiosity, development of proper interests, attitudes, values and capacity to think and judge about oneself. For instance, the saying 'know thyself' floats in various cultures across the world. The true essence of this saying lies in making a self-aware individual who will work for betterment of her own self besides contributing values for betterment of society.
- A self-aware individual will take decision according to her conscience, which will in turn help to tackle the problem of fake news posed by the social media and religious intolerance.
- The culture of law abiding citizen can be inculcated through value based learning. For instance, a person who doesn't jump the red light sets an example in front of others, that by abiding law we live in a more civilised world. It imbibes the value of abiding law in the society. It will in turn tackle the problem posed by social media where people are encroaching upon other persons right to privacy through social media.
- Value based learning in family is of utmost importance as it is the first sphere of human development. In a family where women are treated at par with men and they are not discriminated, here the value of respecting a woman is imbibed in the family, then it is less likely that a person will go on social media and abuse or threaten a woman.
- Values in Indian culture are known as 'Sanskars'. The long tradition of sanskars has not only helped Indians to have a tolerant society but also to

have a more harmonious society relative to other societies. For instance, People of different religions live in harmony with each other.

- These sanskars will help to tackle the problem of hate speech, fake news, fear mongering, trolling in variety of ways.
- Now a day's terrorists are using social media to divert and influence youth. For instance, many of the terrorist organisations have their twitter handle to spread false propaganda.
- A person who loves to live in harmony with each other in society will not fell to these kind of false propagandas. Hence, here also value based learning is important.
- Value based learning in academic curriculum imbibes the values of tolerance, harmony, respect for each other thereby ensuring overall and balanced development of child's mind. It also overcome the problem posed by IQ based education system.
- Value based learning also develops the emotional intelligence (EI) in a person. An emotionally intelligent person is a self-aware person who is more efficient in maintaining good societal relations.

Though social media has posed variety of challenges in front of society, it has supplemented the value based learning in following ways:

- Variety of organisations which work in the field of developing a sound society have their own WhatsApp groups, Facebook Pages and You Tube channels through which they spread value based learning.
- For instance, 'vkendra' you tube channel spreads value based learning and conducts variety of online courses for value based learning.
- There are many Youtube channels which tell the moral stories through their channels to spread moral values in society. For instance, Dare to do motivation is a channel which tells moral stories through it.
- Recently, a controversy arise due to interfaith marriage advertisement by Tanishq where hash tag '#boycotttanishq' was trending. However, many of the people over the twitter supported the interfaith advertisement of tanishq through hash tag #wesupporttanishq. It shows our value of tolerance are even continuing and evolving in the age of social media too.
- Besides governments various social media handles strives hard to find and eliminate the fake news, hate speech thereby ensure the value based fabric of society doesn't gets hampered. For instance, CyberDost handle of Ministry of Home affairs, Government of India time to time aware the people about fake news, rumour mongering etc.

Conclusion

There is no doubt that the age of social media has posed new challenges in front of values cherished by society over the period of time. However, social media has proved to be a 'double edged sword' which if used judiciously will help to supplement the value based learning in society which in turn ensure a more prosperous future for humankind.

6. What do you understand by 'perseverance' as a human value? Explain its importance.

Approach - In introduction, provide simple definition of 'perseverance'. In body, provide importance of perseverance with good examples.

Introduction

Perseverance is the value of being constant and firm in achieving a goal or overcoming an obstacle. Perseverance is the quality of being persistent and preserving, it includes the act of struggling – “to try hard and continuously” – in spite of obstacles and difficulties to hit the target. (Or)

'Perseverance' means to attempt again and again for doing anything with a view to gaining success. Perseverance corresponds to persistence in doing something despite difficulty or delay in achieving success.

Examples -

- Thomas Edison endured years of work and thousands of failures in his quest to develop the incandescent light bulb.
- Isaac Newton laboured for years to develop the calculus needed for his system of physics. Centuries later, Einstein displayed similar perseverance in developing a physical system that would surpass Newton's.
- Dasrath Manji, famously known as the mountain man of India, carved a path through a hill through his persistence work of 22 years.
- Rajaram Mohan Roy overcame the hardships and was instrumental in abolishing the inhuman Sati system.

Importance of 'perseverance':

1. Perseverance is vital for success in every field of life. Modern science, architecture, literature, music -in every sphere of life – perseverance is the root cause of success and glory.
2. Perseverance makes you push through your obstacles to reach your goals. Perseverance calls for steadfastness and persistent determination in pursuing our vision, mission, aspirations or assignments in the context of family, work, community and our nation. With a firm resolve, perseverance enables one to withstand all forms of obstacles and weather every setback.
3. In context of public service, Perseverance is an important value or attribute. A civil servant often faces difficulties in the performance of his duties. In this regard, it is important to develop the attribute of perseverance. This quality gives the character a stability and conviction, which ensures that the ends are achieved despite of the difficulties that come in the path. Perseverance helps him remain motivated and dedicated towards a cause even in the face of adversity.
4. Perseverance builds character: The power of perseverance shows the willingness to keep moving forward despite the obstacles that stand in the

way. This is how perseverance builds character. This perseverance muscle builds the more you use it. As a result, your character builds too.

Conclusion

Perseverance will always be the key to success if we do what we like, with love and passion, does not mean that reaching the top, being the best in something or even a fair remuneration, refers to being the best that can be, giving it get our dreams and have the satisfaction of doing what gives us joy.



7. Decline of family as an institution is a disturbing social reality. Do you agree? What are its implications? Discuss.

Approach - It expects students to write about family values and family as an institution along with evidence of decline. Student should also write about implications of decline of family as an institution if there is any decline at all.

Introduction

The family, in Indian society, is an institution by itself and a typical symbol of the collectivist culture of India right from the ancient times. The joint family system or an extended family has been an important feature of Indian culture, till a blend of urbanisation and western influence started jolting it as institution.

Body

Family as informal institution:

- Family is the basic and important social institution that has important role in influencing the individual as well as collective morality. Family nurtures and preserves cultural and social values.
- Social stability: It provides stability to society by providing law abiding citizens. It helps in building collective consciousness in individual. Family system is a single, powerful strands which for centuries, and has woven the rich, social fabric replete with diversity, into a whole.
- Role in socialisation: It is major source of emotional bonding, socialization and generates the sense of right and wrong, in a way shaping morality. Children are seen as making moral judgments according to the “social conventions” of their parents, their peers, and their society. It strengthens individual character. It is first source of habit formation like discipline, respecting, obedience, etc.
- Ethical robustness: It provides flexibility to individual to rely on family members, relatives in difficult time without hesitation. It avoids use of unethical means to deal with difficulties. Family helps to people to develop feminine perspective towards worldly problems.

Evidence of decline in family as institution:

- Fragmentation as symbol of decline: Many believes that the family is fragmenting, there is also an increase in the legal and social acceptance of marital breakdown, cohabitation and so on.
- Individualism over collectivism: Career oriented, competitive and highly aspirational generations are keeping restraint from so called complicated family structures. Individualism led to assertion of rights and freedom of choices. It forced generations to see sense of achievement in life through only material prosperity perspective.
- Parochial attitude: High earnings and less responsibility to other family members have attracted extended families to split up.

- High divorce rates: Technology driven change in attitude, behaviour and compromised values becoming major cause for breaking down of marriages. Anti-social behaviour is increasingly destroying families.
- The most of the socializing functions today, like child raising, education, occupational training, caring of elderly, etc., have been taken over by the outside agencies, such as crèches, media, nursery schools, hospitals, occupational training centres, hospice institutions, funeral contractors, etc. These tasks were once exclusively performed by the family.

Implications of decline of family institution:

- Emotional connection will be hampered: The integration bonds in a family are mutual affection and blood ties. A family is a closed entity and is held together not only due to a tag but also due to emotional ties.
- Moral degradation: Family breakdowns contribute to moral degradation because they cause children to lose self-respect and respect for others.
- Socio-economic cooperation and support getting wiped out: Families continue to provide the natural framework for the financial and material support essential to the growth and development of their members, particularly infants and children, and for the care of other dependants, including the elderly, disabled and infirm. Decline of family system is making elderly more vulnerable at the time when they require utmost care and love.
- Lack of meaningful life: A disadvantage of decline of family system is less imbuing qualities of too sharing, caring, empathy, co-operation, honesty, listening, welcoming, recognition, consideration, sympathy and understanding.
- Decreased stress tolerance, increased anxiety and depression like mental health issues are on rise in recent times. Family system can relieve person mentally with expression of deep insecurities by talking to elderly members, playing with children etc. Decline in family system might create case for more individuals to face mental health issues.
- Decline in family as institution will bring structural changes in society. On the positive side, Indian society might see decreased growth of population and feminisation of workforce as impact of decline in family as institution.

However, there is need to understand structural changes from joint family to nuclear family cannot be called as decline of family system. Indian family system certainly is transition from joint family to nuclear family. Indian society also inhabits unique feature of fusion and fission of family in which even though some members of family live separately in different locations still remain as one family.

Conclusion

Family is a very fluid social institution and in the process of constant change. Modernity is witnessing the emergence of same-sex couples (LGBT relationship), cohabitation or live-in relations, single-parent households, a large chunk of divorced

living alone or with their children. These kinds of families might not necessarily function as traditional kinship group and may not always prove institution for socialisation.



**8. Man needs difficulties in life because they are necessary to enjoy success.
Comment.**

Approach - It expects students to write about different virtues of difficulties. Describe how difficulties are important to enjoy destination of success. In end also write that success can be still enjoyable without difficulties.

Introduction

In the quote India's former President Dr. A.P.J Abdul Kalam highlighted role of difficulties in success. He has given connectivity between difficulties we face in life and enjoying success.

Body

Difficulties are necessary in life to enjoy success because:

- Difficulties in life exist in order to make humans realise that there's something in this world more powerful than us. These difficult situations help man to grow, to develop in several ways. So if we never faced a difficult situation in life we would presume ourselves to be the greatest and would never bow down to anything. If we never faced a difficulty, we would be deprived of instances that would help our being to grow, to improve.

Example - Light has no importance without darkness.

- Joy has no importance without sadness
- Life has no importance without difficulties.

Had life been without difficulties it would be boring, uninteresting, joyless, futile

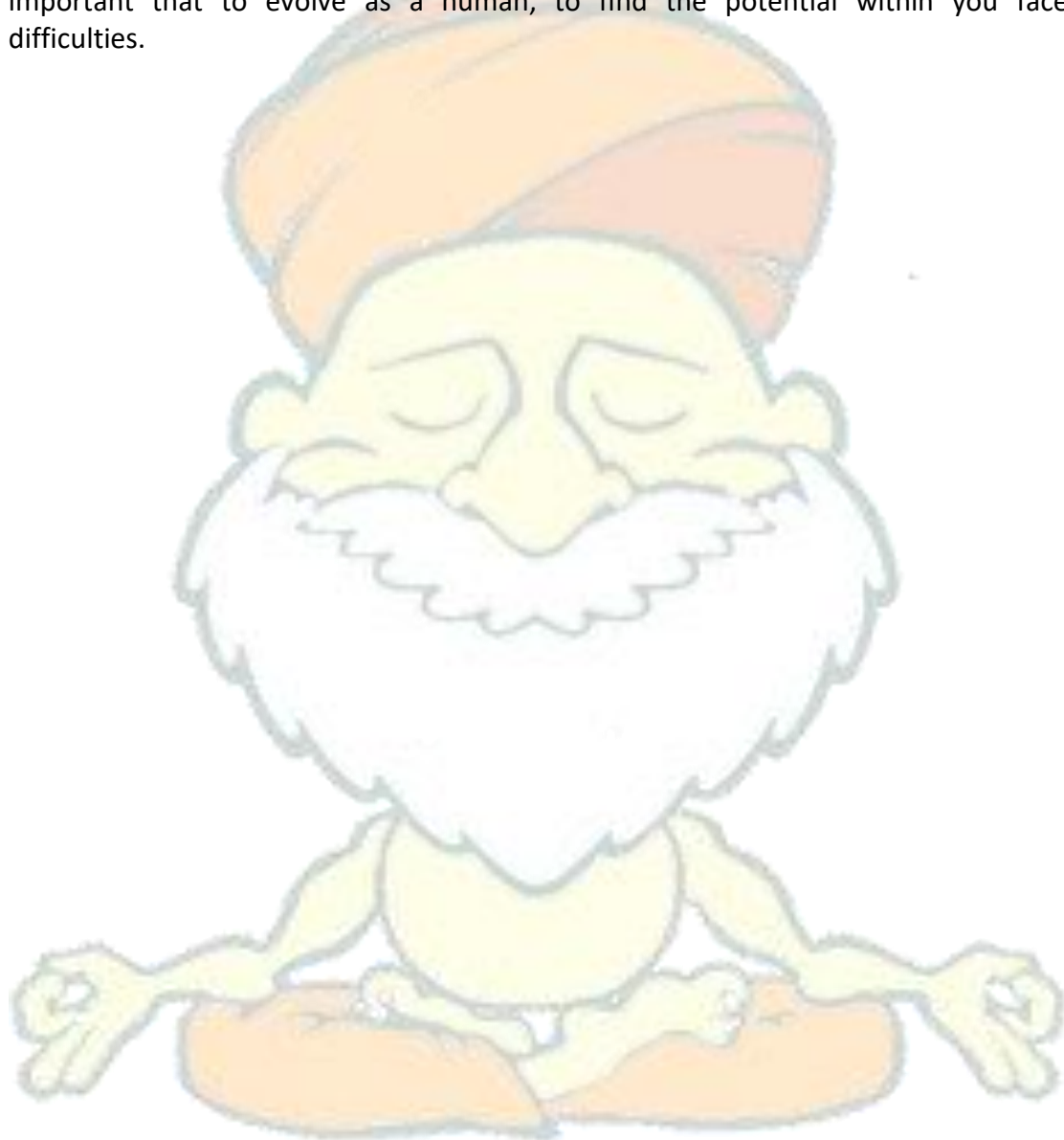
- It makes an individual more self-confident and empowers him/her to overcome challenges to achieve more success.
- They encourage self-motivation to overcome difficulties.
- It makes an individual more humble and empathetic.
- Provide recognition and includes others in enjoying success.
- Example: Hima Das a athlete belongs to a remote village of Assam with less resources but still achieved won multiple gold medals and humbly dedicated her success to nation and donated her prize money for welfare
- It makes you tough and tough by passing days. It makes you build up your own confidence.
- Exa: Even after spending 30 yrs. in prison, Nelson Mandela didn't leave his fight against apartheid.
- You better know your capabilities. You are ready to face any situation.
- It enhances your personality, makes you creative.
- It gives you the actual goal and lots of experience about life.

However, success can be enjoyed with less or no difficulties. Well planned dedicated efforts cause less difficulties, provide success with enjoyment. If e-governance

provides affordable easily accessible services, then common people face less difficulties to achieve success and enjoy it.

Conclusion

The purity of gold shines when it passes through fire. Diamond shines when it's polished. Similarly, for enjoying our success it's important to face difficulties. Difficulty is a learning and as you cross each one you become a better human. So it's important that to evolve as a human, to find the potential within you face difficulties.



9. The happiest people are those who lose themselves in the service of others. Do you agree? Substantiate your views.

Approach - It is straightforward question; it expects student to write about reason due to people feel happier by serving other. Give examples or data to substantiate your views.

Introduction

Volunteering once time, money, or energy to help others doesn't just make the world better—it also makes person better. Studies indicate that the very act of giving back to the community boosts your happiness, health, and sense of well-being.

Body

Losing in Service of others makes people happy because:

- Gives you purpose: Volunteering provides a sense of purpose and responsibility. Giving back increases self-esteem. Knowing that you're doing your part in helping others makes you feel good about yourself, and that's something no one can take away from you. It not only increases self-esteem, but it also allows you to become more aware of the world around you. We know that volunteering has a great benefit of self-fulfilment, which also plays a role in finding who you are as a person. By giving back and helping others, you can reveal your true passion in life, while at the same time inspiring others to "pay it forward."
- Decreased feelings of loneliness: Surrounding yourself with people you empathize which decreases loneliness. A study done in 2013 showed that the more interaction people were getting from Facebook rather than people face to face, the lonelier and more depressed they became. Living in a world where technology is advancing, it gets easier for people to interact primarily through social media. Volunteering upends that notion and gives us the opportunity to develop interpersonal relationships. When you volunteer, you're able to work in teams to solve problems and give back.
- Helping is rewarding: Knowing that you are a part of the reason why someone else's life is just a little bit better creates a sense of accomplishment. Doing something for the greater good and setting an example for those who look up to you can help you feel fulfilled. Putting a smile on someone's face or making someone laugh is rewarding enough, but in terms of knowledge and experience, you gain more than you give.
- Increased sense of gratitude: Research shows that gratitude can not only make you happier, but also healthier. It can make you appreciate the small things that life has to offer. Listening to the stories of those you help makes you put your life into perspective, and suddenly your major problems aren't so bad. Volunteering makes a huge difference in the lives of those you are helping and may improve the overall quality of your own life.

- Gratitude from volunteering can in fact make you healthier. It can improve your physical and mental health. Volunteering allows you to stay active, whether it be working with others or individually, you'll always be busy. Collaborating with others allows us to think differently, shifting our perspective. The gratitude that derives from helping others can also lower your blood pressure, improve your immune system, and decrease stress levels.
- Compassionate acts bring happiness in others life which also reflects in life of compassionate actor. Serving others create a positive social surrounding, enhancing happiness. It brings people together and encourage collective efforts.
- Some renowned individuals like freedom fighters like Bhagat Singh, Chandrashekahr Azad, social workers etc. feel highest happiness in sacrificing for freedom of their country and its people
- It provides opportunity to share one's own sorrow with others and increase happiness
- E.g: A husband sharing household responsibilities with his wife in lockdown: increases happiness of his wife, his family and makes husband the happiest

Conclusion

Happiness begins from the moment you do something for others. When you give happiness to others, you will receive happiness. Whatever you give is what you get back – this is the law of Nature. This world is in the form of an echo. Whatever you do echoes and returns to you with interest. Therefore, if you give happiness, you will receive a lot more happiness in return.

10. What do you understand by the affective and cognitive components of attitude? Explain with the help of suitable examples.

Approach - It expects student to write about two different type of components of attitude - in first part write about affective component of attitude and give its example - in second part write about cognitive component of attitude and give its example.

Introduction

An attitude is a learned tendency to evaluate people, issues, objects or events in certain way. Such evaluations are often positive or negative, but they can also be uncertain / mixed at times.

Our attitude can vary in strength along both positive affect, and with negative affect, with ambivalence or with apathy and indifference. It usually implies feelings that are either positive or negative.

Body

Affective component of attitude:

- The affective component of attributes refers to your feelings or emotions linked to an attitude object.
- For Example: Suppose Abhishek has ophidiophobia (a phobia snakes). A snake is an attitude object. Whenever Abhishek is exposed to a snake - whether he sees one or thinks about one - he feels extreme anxiety and fear. This is only one component of this specific attitude
- An attitude that is stemmed from or originally created by an emotion is called an affectively-based attitude. Attitudes about hot-button issues - such as politics and religion - tend to be affectively-based, as they usually come from a person's values. This type of attitude is used to express and validate our moral belief or value systems.
- E.g. I fear snakes (your feeling)
- E.g. I hate cricket because all matches are fixed. (your feeling)
- E.g. I dislike the idea of death penalty. (your feeling)
- Some people have strong likes and strong dislikes for some object. When they face such object they may not remain rational.
- Eg: Knowledgeable people smoking cigarette.

Cognitive component of attitude:

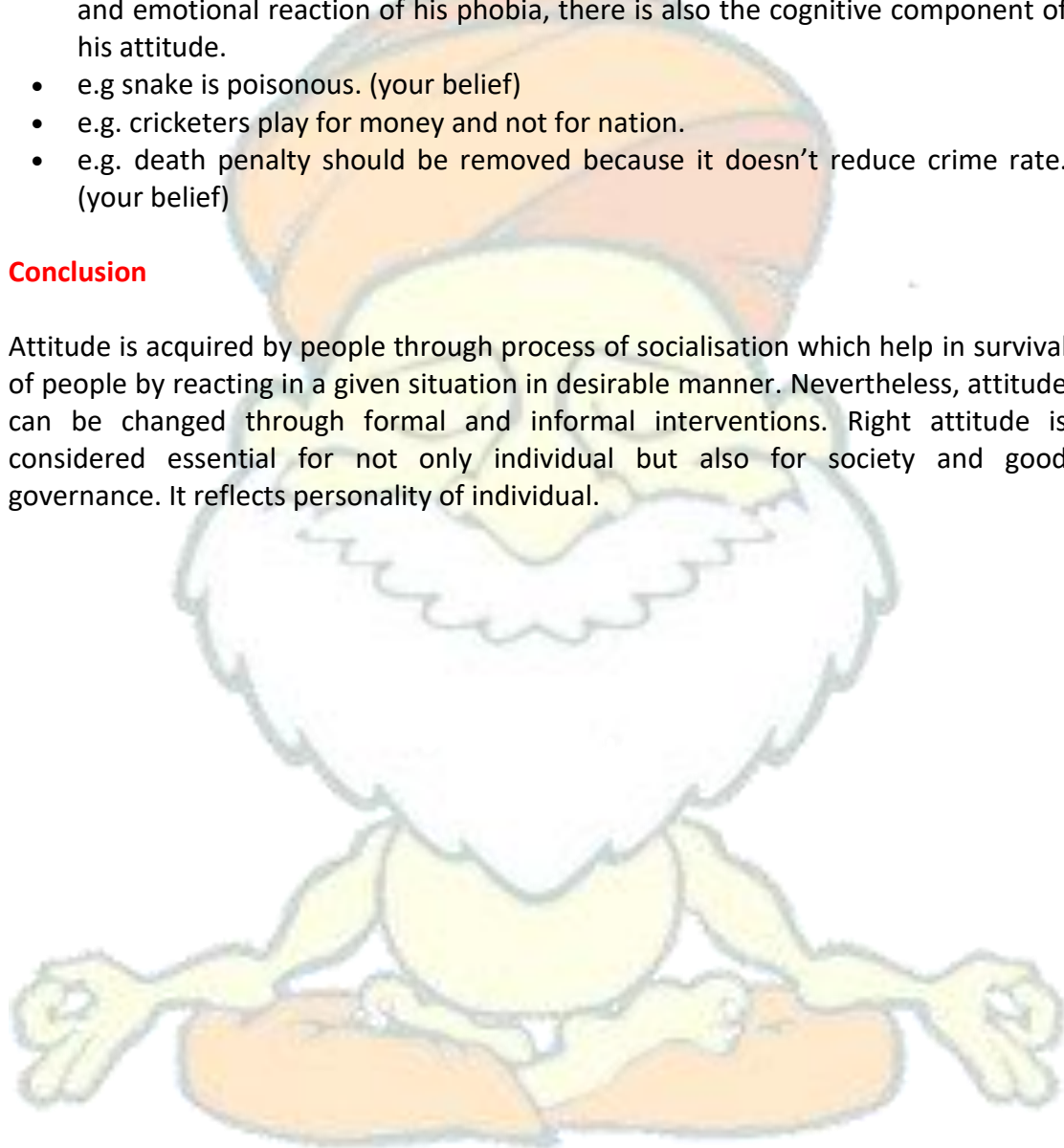
- Cognition means knowledge. Knowledge about object helps in formation of attitude infact it's the cognition which is most important factor. Simply because when a child is born he doesn't have knowledge about object but by socialisation, he came to know about object.
- The cognitive component of attitudes refers to the beliefs, thoughts, and attributes that we would associate with an object. Many times a person's

attitude might be based on the negative and positive attributes they associate with an object.

- How clear knowledge a person has about object will determine the strength of attitude especially in context of social relations, different symbols of society, culture, concept, laws etc.
- For Example: We have already determined that Abhishek avoids snakes and is scared when he is exposed to them. But, what does he think about snake? It is likely he believes that all snakes are dangerous and gross. Beyond the physical and emotional reaction of his phobia, there is also the cognitive component of his attitude.
- e.g snake is poisonous. (your belief)
- e.g. cricketers play for money and not for nation.
- e.g. death penalty should be removed because it doesn't reduce crime rate. (your belief)

Conclusion

Attitude is acquired by people through process of socialisation which help in survival of people by reacting in a given situation in desirable manner. Nevertheless, attitude can be changed through formal and informal interventions. Right attitude is considered essential for not only individual but also for society and good governance. It reflects personality of individual.



11. What functions does attitude play in a person's personal and professional lives? Discuss.

Approach - As the directive of the question is discuss, here one needs to put forth various perspectives and logical arguments regarding the role of attitude in a person's personal and professional lives. One can start by defining what is attitude and how it is imbibed in a person. In main body part one needs to write about the role played by attitude in personal and professional life of a person. In the end one can sum up by showing its importance and applicability in brief. To fetch more marks it is necessary to relate the ethical terms with the real life examples also one can use diagrams.

Introduction

Attitudes are views, beliefs, or evaluations of people about something (the attitude object). The attitude object can be a person, place, thing, ideology, or an event. Attitudes are often the result of social influence, experience or upbringing. Attitudes have a powerful influence over behaviour. While attitudes are enduring, they can change, resulting in a change in behaviour as well.

Body

In simple words, Attitude is a way of looking at any situation and deciding either consciously or unconsciously – how we relate it to ourselves and others. Attitude pertains to our feelings, beliefs and behaviour predispositions directed towards people, groups, ideas or objects.

Role played by attitude in a person's personal and professional life:

- 'Attitude defines life and life defines attitude'. For instance, Dalai Lama said that If you can cultivate the right attitude, your enemies are your best spiritual teachers because their presence provides you with the opportunity to enhance and develop tolerance, patience and understanding.
- Attitude makes a big difference in our lives. One may have high IQ and a sharp logical mind but without the right attitude, both are rendered useless. Without a right attitude, one will be like a misdirected rocket reaching the wrong destination. Our right attitude can empower us.
- For instance, despite being met with permanent disability Scientist Stephen Hawking lived a successful life with his major contributions to the science community and to the world. It's all due to the fact that he developed such an attitude towards life that he survived more brilliantly than others.
- Hence, right attitude shapes the vision with which one looks towards her life. It also shapes the way in which one works in her professional life.
- Knowledge Function: Attitude is all about what a person likes or dislikes. Hence, whatever a person like she develops a positive attitude towards it. However, if a person doesn't likes anything then she develops negative attitude towards it.

- For instance, Satya Nadela earlier prepared for UPSC CSE due to his father's wish. However, he had inclination towards Coding. After giving 4 failed attempts of UPSC he went back to coding and now he is the Chief executive officer of Microsoft, one of the biggest software company. It's his attitude towards coding helped him to achieve success in professional life.
- Ego-defensive Function: Not everyone can do everything. This is the truth. However, attitude (like/dislike), can mask this truth to protect your ego. For instance, you may not be able to play football like Messi. However, instead of accepting this truth, to protect your self-esteem you can say that you don't like football, and you are interested only in intellectual activities.
- Hence, Positive attitudes towards ourselves, just like the example above, have a protective function (i.e. an ego-defensive role) in helping us preserve our self-image. Otherwise, we might fall into depression.
- Ego Expressive Function: The attitudes we express (what we like or dislike) helps to express who we are, what are our basic values, and what we stand for. This helps to communicate who we are and may make us feel good because we have asserted our identity. Self-expression of attitudes can be non-verbal too.
- It also helps us to maintain our personal relationships in a neat and beautiful way. For instance, Attitude of Sudha Murthy and Narayan Murthy towards their selves and life helped them to have a successful marriage life and successful professional life also.
- Instrumental Function: People develop positive attitudes towards objects associated with rewards, and negative attitudes towards those associated with punishments. For example, as tax-evasion attracts punishments, a person may not favour evading taxes, and start paying taxes properly.
- Social Acceptance Function: If a person holds or expresses socially acceptable attitudes, other people will reward them with approval and social acceptance.
- For instance, IAS Tukaram Mundhe's attitude towards his profession and not to tolerate corruption is largely applauded by the people across the Maharashtra.

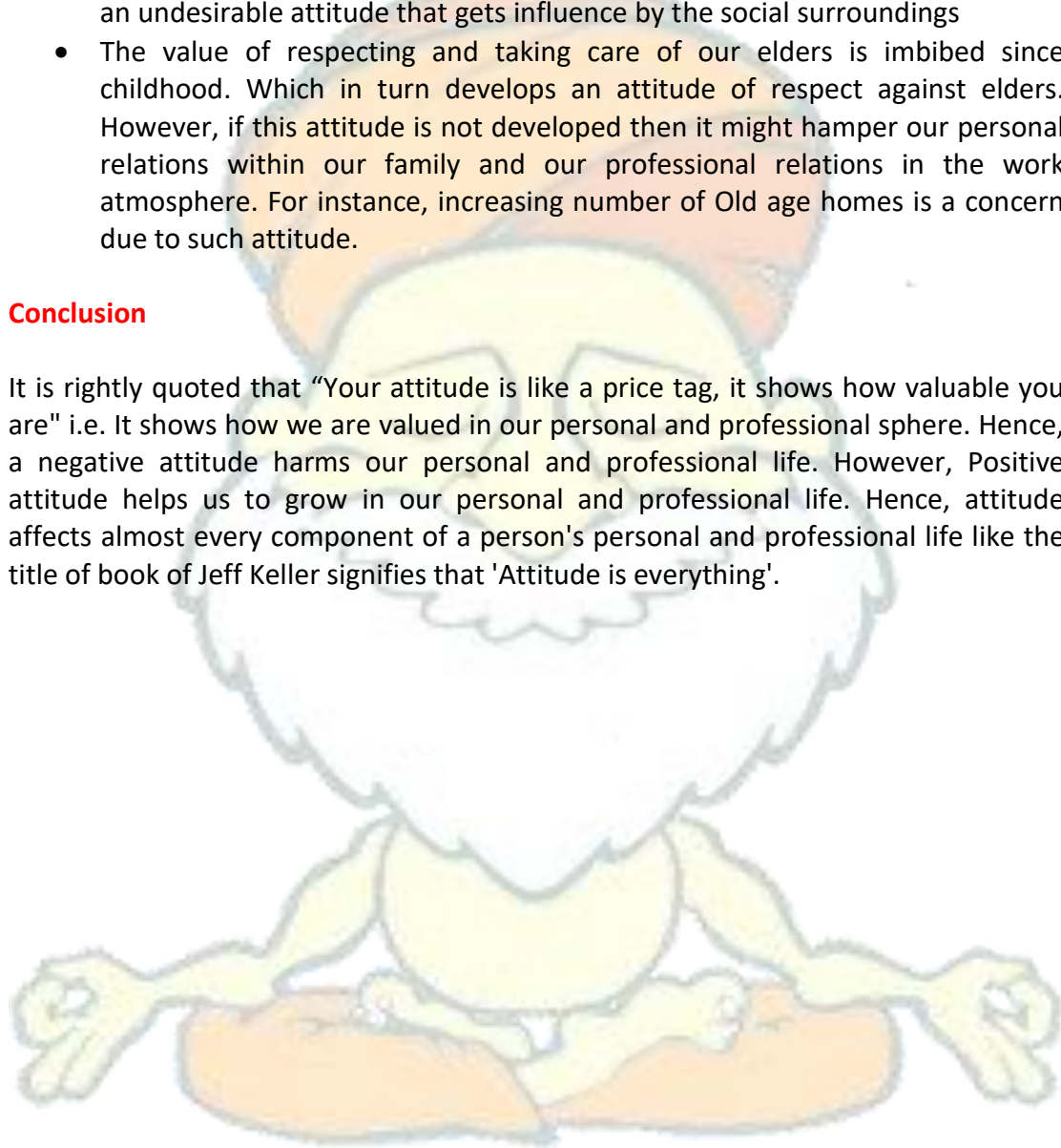
It is evident that, attitude is the basic principle on which a person's personal and professional life is shaped. It is the positive fruit of right attitude. However, there are negative fruits of wrong attitude which exist in society.

- Attitude of Patriarchal mentality towards women harms the development of not just women but of the whole household. For instance, when a woman moves forward the household moves forward.
- Recent example of killing of Nikita Tomar is an example of negative attitude towards women in the society dominated by men. Hence, attitude defines the personality of a person either in positive way or in negative way.
- Attitude refers to feelings, beliefs and behaviour predispositions directed towards people, groups, ideas or objects. For instance, that if somebody has a supportive attitude towards taking dowry, then it's a wrong attitude.

- Attitude also works as a value-expressive function, it helps in expressing our values. For instance, a person aspiring to be a civil servant has an attitude that corruption is fine then it harms her professional life. We have recent example of IAS B. Chandrkala who is now accused as a corrupt officer.
- There are presence of various social practices and human actions in modern educated society because of unconsciously acquired undesirable attitudes and values. Patriarchal mindset widely present in the Indian society subjugates the status of women in society. Caste based discrimination is also an undesirable attitude that gets influence by the social surroundings
- The value of respecting and taking care of our elders is imbibed since childhood. Which in turn develops an attitude of respect against elders. However, if this attitude is not developed then it might hamper our personal relations within our family and our professional relations in the work atmosphere. For instance, increasing number of Old age homes is a concern due to such attitude.

Conclusion

It is rightly quoted that "Your attitude is like a price tag, it shows how valuable you are" i.e. It shows how we are valued in our personal and professional sphere. Hence, a negative attitude harms our personal and professional life. However, Positive attitude helps us to grow in our personal and professional life. Hence, attitude affects almost every component of a person's personal and professional life like the title of book of Jeff Keller signifies that 'Attitude is everything'.



12. What sort of political attitude should a civil servant possess? Substantiate your views.

Approach – A straightforward question where in you need to highlight the kind of political attitude a civil servant should have while also substantiating your views.

Introduction

In India, the relationship between political executive and civil servants is based on the principle of civil service anonymity and ministerial responsibility. The civil servants are the backbone of our country and are expected to be partners who work and carry out the policies of the government. It is a combination of lay politician and politically neutral and permanent civil servants.

Body

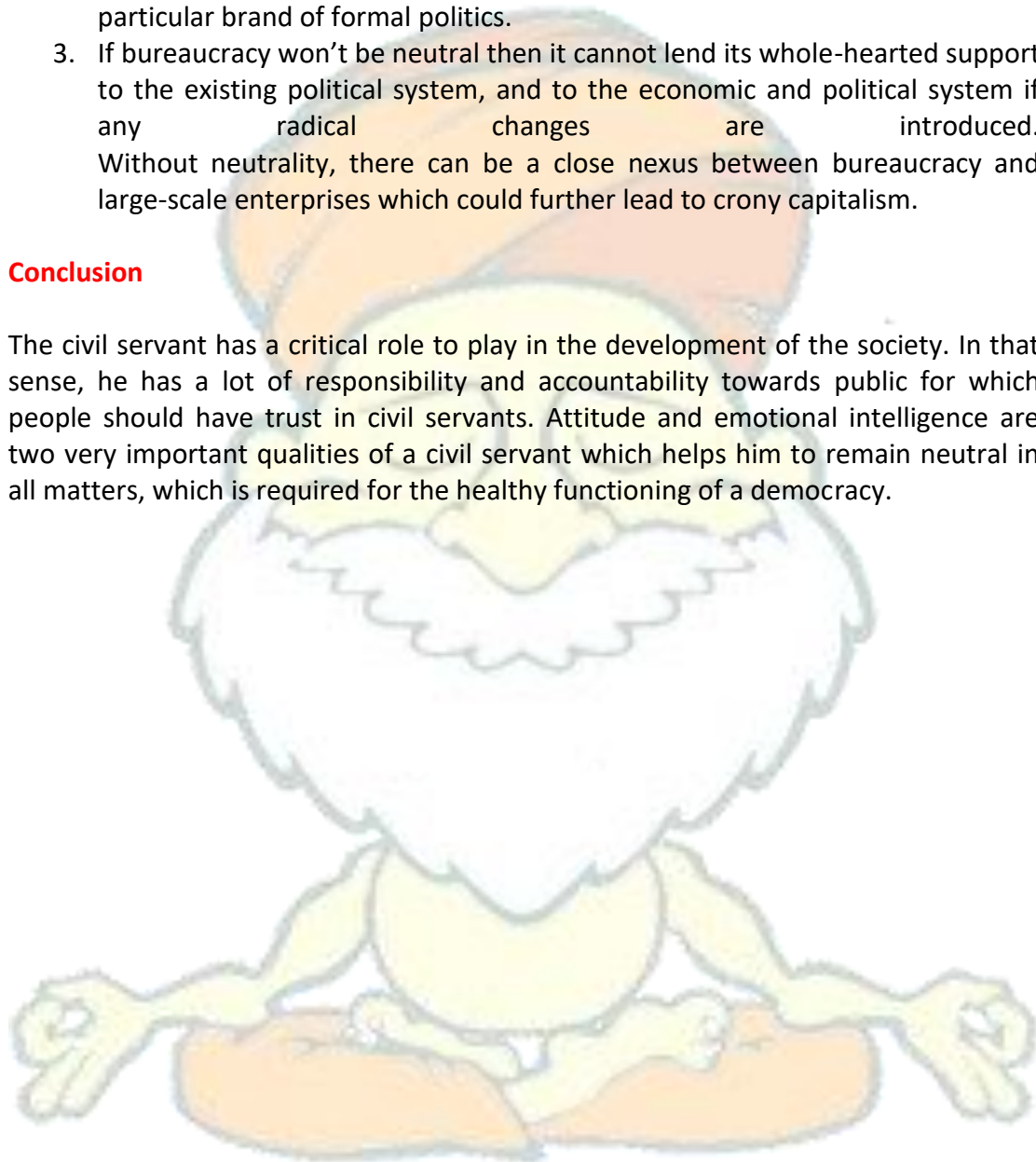
- The nature of a civil servant's role is such that a civil servant must maintain a reserve in political matters, in order to ensure confidence in the political impartiality of the Civil Service.
- They are selected impartially and given orientation to be politically neutral with the people, and are expected to evince a spirit of service to the community. The power is exercised through elected representatives who hold ministers accountable and in turn, civil servants are accountable to Ministers.
- The restrictions placed on civil servants in relation to politics and political activity are designed to ensure that a civil servant does not do anything that could give rise to a perception that his or her official actions are in any way influenced or capable of being influenced by party political motives.
- The civil servant should possess a political attitude such as which helps him in the following:
 1. To uphold constitutional values – like empathy and compassion towards weak, respect for women, protection of environment.
 2. Practice civil service values – **Objectivity** - A secretary who has negative attitude towards reservation if asked to prepare a report on the same must be able to do it objectively. **Responsive** - Civil servants are accused of showing resistance to power sharing and decentralization. They must change their attitude to respond to aspirations of people.
 3. Professionalism - Recently government had to introduce biometric to bring punctuality in public servants. Punctuality should rather be their attitude and come from within and this develops when there is neutral political attitude.
- The role of civil servant is to effectively implement the policies irrespective of rightist, centrist or leftist government and whether it is NREGA or Swachh Bharat Abhiyaan. If he is too vocal about his views, he may not be able to implement the policies of the party he does not favour with the same level of zeal and motivation.

Neutrality as the political attitude of civil servant:

1. Neutrality depicts that public officials are not slaves to either the politicians or any other authority other than the moral authority of the Constitution.
2. Bureaucracy should be neutral in terms of ideology and politics. So that there will not be an affinity to a particular class or ideology. Even in the post-retirement period, public officials could make significant interventions for more noble purposes underlying the good society even without joining a particular brand of formal politics.
3. If bureaucracy won't be neutral then it cannot lend its whole-hearted support to the existing political system, and to the economic and political system if any radical changes are introduced. Without neutrality, there can be a close nexus between bureaucracy and large-scale enterprises which could further lead to crony capitalism.

Conclusion

The civil servant has a critical role to play in the development of the society. In that sense, he has a lot of responsibility and accountability towards public for which people should have trust in civil servants. Attitude and emotional intelligence are two very important qualities of a civil servant which helps him to remain neutral in all matters, which is required for the healthy functioning of a democracy.



13. It is our attitude at the beginning of a difficult task which, more than anything else, will affect its successful outcome.

Approach - It expects students to write about the attitude in the introduction, analyze the correlation between the attitude and task in the hand at the beginning stage. And highlight how attitude influence the task orientation and its successful outcome.

Introduction

Attitude is psychological tendency. It is a relatively enduring organization of beliefs, feelings, and behavioural tendencies towards socially significant objects, decisions, events or task. Attitudes are a construct of internal beliefs and value systems. It determines How people arrive at correct judgment, how they'll perform a given task.

Body

How your attitude at the beginning of any difficult task affect process:

- **Negative attitude:** When we have negative attitude, we are adding an extra roadblock to your path to success because we now have to overcome our own mindset in order to reach your goals. We aren't going to give our all in a situation when we are already telling yourself that I am probably going to fail. At the beginning of any difficult task. We entrench and infringe ourselves with the successful and fair outcome.
- **Positive attitude:** The positive attitude gives you the opportunity to push past obstacles. You're more likely to maintain your motivation to succeed because you feel that the outcome will be worth the hard work. You can visualize yourself reaching your goals, so you're going to give your all to make sure it happens. That's why it's so important to consider your attitude as you go into any situation—it can determine the outcome.

Determinant of Positive attitude which help in producing successful outcomes:

- **Self Confidence:** Self-confident in the people seem at ease with themselves and their work. They invite trust and inspire confidence in others. Self-confidence is understanding that you trust your own judgment and abilities, and that you value yourself and feel worthy, regardless of any imperfections or of what others may believe about you.
- **Perseverance:** Produces commitment towards goal. Additionally, it enhances the goal's value for you and intensifies your motivation level. It leads you to wonderful findings, and broadens your knowledge about yourself and your goals.

For example, Manipur, IAS officer Armstrong Pame taken task of building 100km road without government funds. For connectivity local used to walk for hours or swim. Armstrong Pame's right attitude of self-confidence and perseverance at the beginning of task helper build 'The people's road'.

- **Forgiveness:** Forgive others and forgive yourself for mistakes made along the way. Helps to learn from the past mistakes and build more effective task orientated person.
- **Work ethic:** A strong work ethic is an important part of being successful in your task. Work ethic is a set of values based on the ideals of discipline and hard work which help in build positive attitude towards any task.
- **Practice gratitude and good gesture:** Gratitude is a thankful appreciation for what you receive, whether tangible or intangible. Doing so will help you go through your days with greater appreciation.
For example, Osmanabad district collector Kaustubh Diwegaonkar sat on floor along with Divyang citizen who was unable to sit on chair to listen his grievance. It shows a empathic liaison and attitude towards weaker section of society to solve problems for positive outcome.
- **Retain a sense of purpose:** It's important at trying times to keep your life as normal as possible and to focus on what you can control. If you're between job look for volunteer opportunities that would benefit from your professional skills. Appreciating your ability in fulfilling a task.
- **Emphasize the positive:** Winnowing out and focusing on the positive aspects of a situation are key factors in acquiring resilience—the ability to bounce back from bad times in the process of task completion.
For example, Malegaon in Maharashtra was facing communal divide during COVID19 but SP Sunil D. Kadasne knowledge of multiple languages Arabic and Madari Jaban (a local dialect of Malegaon) helped him establish a bridge between the people and the administration. With aptitude, it's emotional quotient and our attitude to emphasize on positives and sense of purpose which help in accomplishing the task in successful manner.

Conclusion

Your talents and your skills are important, but they're not the only things that affect your ability to succeed. Your attitude plays a big role in what you're able to accomplish. Positive attitude is a state of mind that envisions and expects favourable results. Attitudes arise from an inner framework of values and beliefs, developed over time.

14. People may hear your words, but they feel your attitude. Comment.

Approach - It expects student to write about - give meaning of attitude, explain the first and second part of quote and give relevant examples. - in end you can mention how this is applicable to civil servant.

Introduction

Attitude is the bent of mind that predisposes one to react positively or negatively towards an object, person, situation etc. An attitude is “a relatively enduring organization of beliefs, feelings, and behavioural tendencies towards socially significant objects, groups, events or symbols” “a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour”

Body

- John C Maxwell, an evangelical Christian author, was right when he said, “People may hear your words, but they feel your attitude”. Your attitude combined with the words you utter, results in an action.
- When you speak about your dreams and goals in life, people do not just listen to the content of your speech but they also focus on the passion and determination with which you utter those words.
- Your attitude towards your goals and life can be felt in your words and seen in your eyes, which is why communication specialists stress the importance of both verbal and non-verbal communication.
- One of the most powerful speakers in the world is US President Barack Obama, who not only speaks with conviction but with passion to change the lives of Americans. His determination to improve the lives of middle and lower income families in the US by making healthcare and education affordable can be felt in his speeches, and this is one of the reasons why the people of US re-elected him as the president for another term.
- In India, we had a powerful speaker who is in hearts of millions of people. Dr. Abdul Kalam, former President of India, was one of the best speakers we have in the country because he used to speak from the heart. The words that he utters touch the heart of every Indian because he was able to connect with the public on an emotional level.
- A speech comprises two parts – the content of the speech and the attitude of the speaker. The content reaches the listener’s brain whereas the attitude reaches his heart.
- Powerful speakers are able to capture the minds and hearts of the audience because they not only utter the right words but speak with the right attitude.

Conclusion

Civil servant has a position of authority and responsibility. He is representative of the government and hence trust in the public office. Many a time’s civil servant is

required to persuade people about some issue. This requires communication. For effective communication, a civil servant will need right attitude, conviction, and compassion otherwise people may not believe in what Civil servant has to say. Civil servant reflecting same attitude through his action and his words will be able to maintain good work culture.



15. Belief in democratic processes and institutions is an important political attitude for a civil servant. Elucidate.

Approach - It is straightforward question, where it expects students - to write about why Belief in democratic processes and institutions is very important political attitude for civil servant and give examples to support your view.

Introduction

Political Attitude is the way of thinking in terms of political gains and losses. It is belief and action system that decides an action fruitfulness based on electoral gains. Political attitude on positive side can lead to showing zero tolerance toward corruption, pro-poor, welfare for weaker sections, listening to public grievances, but on negative side political attitude can take shape of regionalism, communalising public to polarise them during election.

Body

Belief in democratic process and institutions:

- India is a democratic country where the power lies with the people. The power is exercised through the elected representatives who have the command to manage them for a specific period.
- Civil servants are the face of any government. Their attitude towards the citizenry becomes a reflection of the state. The civil servants are the backbone of our country and are expected to be partners who work and carry out the policies of the government.
- Civil servant should have political attitude like Liberal, democratic, plural, secular, humble, peace loving which will determine the strength of democratic process. It determines his belief in vibrancy in democracy.
- He constitutes the most vital pillar of good governance. His political attitude like faith in democratic process of our country is very crucial.
- The importance of civil servant's political attitude in our country develops from the factors like civil servant's service to society, Advice to political leadership, Effective policymaking and Co-ordination between different institutions of governance.
- Civil servant's belief in various democratic institutions are key to good governance.
- Democratic institutions like Gram Sabha plays pivotal role. For example, Gram Sabha in Orissa decline permission to mine in Malkangiri area.
- Recently, Election commission removed Former Chief Minister Kamal Nath star campaigner status but he appeal to Supreme court against it, and SC stays ECI order revoking 'star campaigner' status.
- Civil servant often comes under political pressure, transfer, threat but belief on institutions like judiciary will give way for independent functioning.
- Eg: Parakash Singh case - SC order states to setup Independent investigation authority in states for police complaints.

- Openness, transparency is important democratic process which are ensured by institutions like central information commission, hence civil servant should give complete access to information under RTI.

Conclusion

The above attitude of civil servant benefits the society in long run and increase the trust of people/society on bureaucracy and civil servant.



16. What are the different facets of moral attitude? How does moral attitude shape the behaviour of an individual? Illustrate.

Approach - It expects students to write about - in first part write about different facets of moral attitude - in second part write about how moral attitude shape behaviour of individual.

Introduction

Moral attitudes are grounded in moral beliefs of “Right” and “wrong” action. Moral attitudes are stronger than moral principles. It has been well documented that ethical values are the highest among all types of natural values. Moral values include Goodness, purity, truthfulness, humility of man rank higher than genius, brilliancy, exuberant vitality and the beauty of nature or of art, than the stability and power of a state.

Body

Different facets of moral attitude:

- Goodness: Anything which is inherently bad even though may bring some positive effects can never be justified, as it is bad. Similarly, if a good thing brings about suffering, it should be tolerated just because the thing is inherently good. Goodness of means and ends makes the deed really a good one
- Reverence: One must hold reverence to all forms of life. Respect should not be limited to family members, peers, superiors but moral attitude should be such that one must be able to respect all forms of life and all kinds of good deeds
- Faithfulness: The greatest thing that one can earn is trust of others. So being trustworthy and investing trust on others requires a positive disposition towards faith to be able to perform our roles in all spheres of life.
- Tolerance: One must be able to accommodate diverging views, be able to behave morally with others whose views are diametrically opposite to that of ours. Lack of such attitude leads to fanatic behaviour leading to disputes, riots etc.

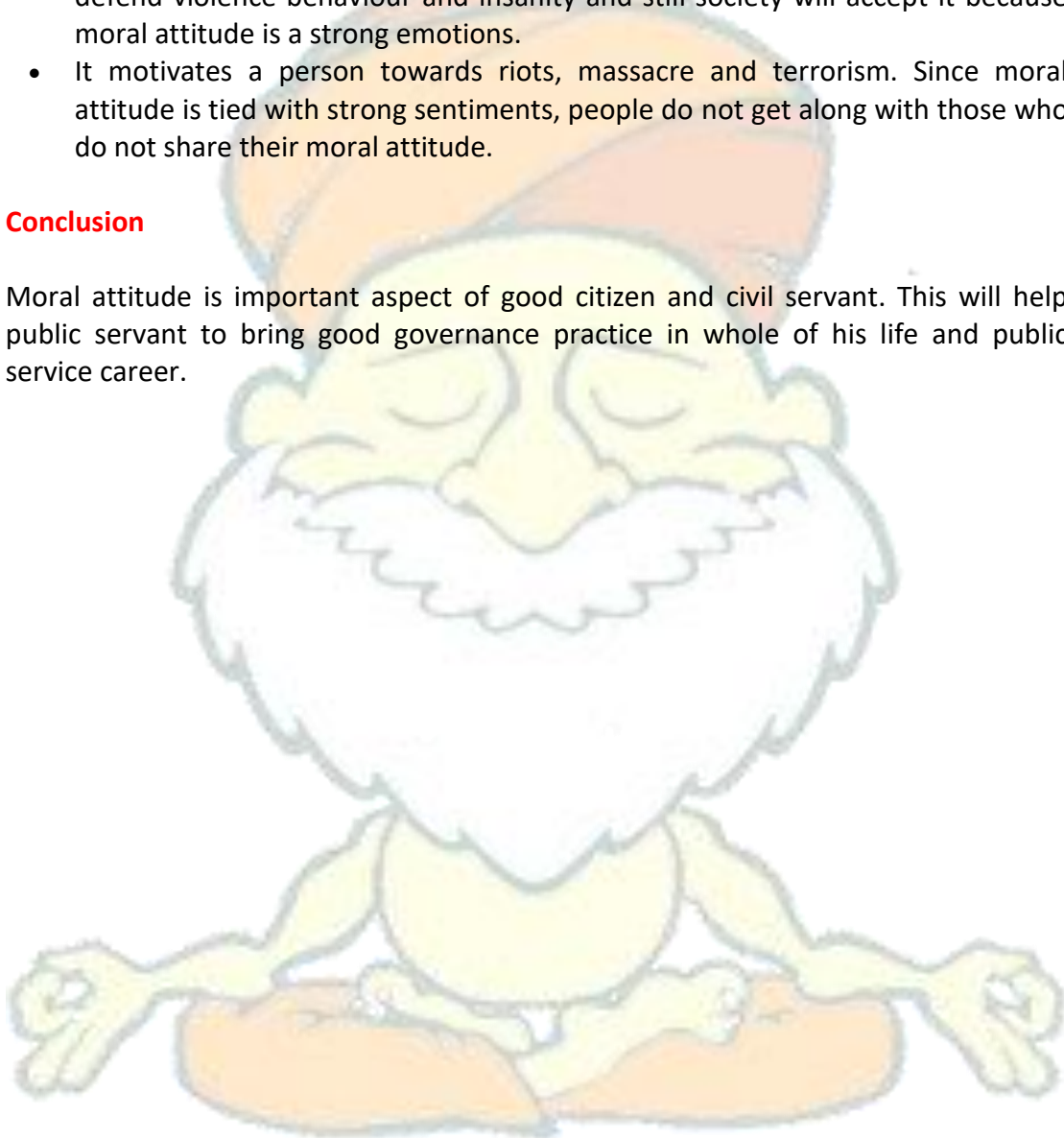
Moral attitude shape behaviour of individual as follows:

- Moral attitudes encourage a person towards Altruism, volunteerism, social service.
- It encourages people to help others in which they find happiness. Eg: Mother Teresa
- Impact of moral attitude also depend upon nature of socialisation and stages of moral development in society.
- Therefore, some positive moral attitude is:
 - Empathy, it leads to action. We not only sympathies with an individual but also understand his/her pain and which led to action.
 - Peace: - It help us in resolving critical situation with ease without any violence.

- Honesty: - If an individual is honest with them-self then it will led to commitment and honestly at work place.
- e.g. Suppose Mr/Ms. X is DM of tribal area and government is planning to build a road through jungle and that's the only option available. Since s/he have above moral attitude then s/he will understand tribal people sentiment but at the same time knows roads signficance hence will honesty try to pursue tribal to best of his ability in a peaceful manner.
- Negative impact of moral attitude are that person can use such attitude to defend violence behaviour and insanity and still society will accept it because moral attitude is a strong emotions.
- It motivates a person towards riots, massacre and terrorism. Since moral attitude is tied with strong sentiments, people do not get along with those who do not share their moral attitude.

Conclusion

Moral attitude is important aspect of good citizen and civil servant. This will help public servant to bring good governance practice in whole of his life and public service career.



17. Effective persuasive skills are a must for a successful career in the civil services. Substantiate.

Approach - It expects students to write about persuasive skills and how effective persuasive skills are useful for successful career in the civil services with suitable examples.

Introduction

Persuasion is the process of convincing someone else to carry out an action or agree with an idea. Civil servant uses persuasion by written or oral communication to convince others to change their point of view, agree to a commitment and facilitate group decision-making.

Body

Effective persuasion skills are:

- Emotional intelligence.
- Effective communication.
- Active listening.
- Logic and reasoning.
- Interpersonal skills.
- Negotiation.
- Agitate.
- Establish trust and develop credibility.
- Use rhetoric and repetition.
- Nudging.
- Develop obedience, conformity and compliance.

How effective persuasive skills are helpful in a successful career in the civil services:

- With Emotional intelligence: Controlling his emotions and channelise them in a positive way to ensure Krishnan Kumar district collector of Ganjam Odisha persuaded many people to leave their house during Phailin cyclone.
- With nudging behaviour: Interventions can help individuals or communities to change behaviour. This tool was used by Parameswaran Iyer IAS in SBM to persuade people practising open defecation in India. Nudged into changing their behaviour to using the toilets provided under the programme.
- With developing conformity: Creating value of Obedience, to follow orders for maintaining law and order and harmonious environment. IPS officer Shivdeep lande took strong action against eve teasers and has arrested many criminals, worked towards women safety and took on the pharmaceutical mafia, under his tenure, the crime rate of Patna dropped drastically.
- Persuasion through negotiation skills: Need to influence others as part of role or negotiate with different stakeholder. For example, Diplomacy by foreign secretary, an Negotiation skills builds rapport and helps in achieving the goal. For instance, S. Jaishankar is known for his diplomacy skills, a reflection of his good communication skills.

- Use of rhetoric and repetition: Social Media is playing a major role today in persuading people with use of hashtags for good deeds. For Examples Gaurang rathi Varanasi IAS created campaign of "Wall of Gratitude" #MyDeCoronaChamps on social media to thank Corona warriors and help them against problems such as residential issue of health worker.
- With Effective communication: "Chuppi Todd" ('Break Silence') Initiative by Arif Shaikh SSP, Raipur in a bid to cope up with serious problem during the Covid-19 lockdown period. Use of telephonic communication to immediately address such as Domestic violence.

Conclusion

Persuasion consistently produces better results with bringing change in people's internal beliefs and feelings. Effective Persuasion is skill which made many civil servants successful in career with assessing people's needs, building rapport, focusing on the benefits, countering objections, and finding common ground.



18. What do you understand by the concept of 'nudging' in public affairs? Explain with the help of suitable examples.

Approach - It expects students to write about the concept of Nudging and give suitable examples of nudging tool used in India's public affairs.

Introduction

Nudging is very innovative tool to bring behavioral changes in masses. A relatively subtle policy shift encourages people to make decisions that are in their broad self-interest. It is not about penalizing people financially if they do not act in certain way. It is about making it easier for them to make a certain decision whilst allowing them to have 'free will'.

Body

Concept of Nudging:

- Humans, being not so rational, often need encouragement or intervention called a nudge to get going and do what is best for the country or society. The 'Nudge Theory' recognizes this behavioral trait.
- It says that people, rather than being forced, can be encouraged and influenced to pursue or desist from certain actions through nudges.
- Nudges are not mandates. Therefore, while there is encouragement, there is no compulsion to comply and people have the freedom to choose other options. E.g., Putting fruit at eye level counts as nudge. Banning junk food does not.
- While it is finding increasing applications, the 'Nudge Theory' has gotten its share of criticisms too. Among other things, critics accuse it of being used to manipulate behaviors. There is also the risk of the authorities using nudges to promote what is in their own best interest rather than the Nation.

Nudging can be used to drive favorable behavior and avoid unfavorable ones, without resorting to drastic interventions such as penal action or outright bans.

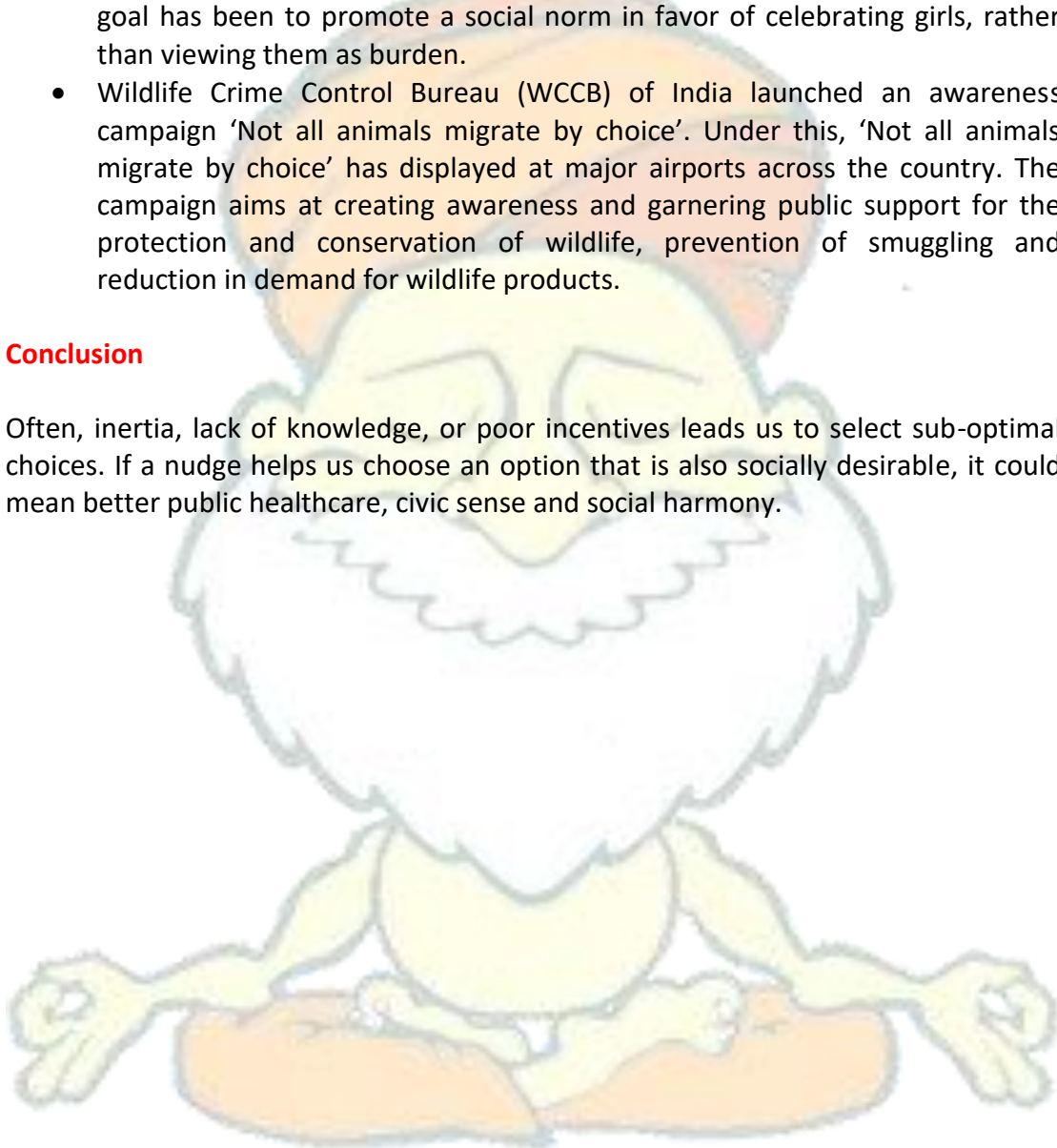
Examples of nudging in public affairs:

- Tax breaks under Section 80C are a nudge to encourage people to invest in financial instruments such as the Public Provident Fund and equity-linked savings schemes, in place of gold or property. Insurers use the 'nudge' of lower premiums on life covers to encourage customers to keep away from smoking. Stretching this a bit, mutual fund SIPs, by making regular investing the default option, are also a nudge to investors to avoid panicking during market falls.
- The not-so-effective SC ban on sale of firecrackers in Diwali season in Delhi could have been avoided had people been 'nudged' well in advance into realizing the adverse effect on air quality and public health due to widespread firecracker usage.

- Swachh Bharat Mission (SBM) has emphasized behavior change in addition to the construction of toilets. It has succeeded in part because it has provided information, made the use of toilets more attractive, appealed to people's emotions, emphasized new social norms, publicly celebrated Swachhata champions, and prominently connected the reform project to some of Gandhi's teachings about cleanliness.
- Beti Bachao, Beti Padhao initiative, designed to address the decline in the child sex ratio and promote the empowerment of girls and women. A central goal has been to promote a social norm in favor of celebrating girls, rather than viewing them as burden.
- Wildlife Crime Control Bureau (WCCB) of India launched an awareness campaign 'Not all animals migrate by choice'. Under this, 'Not all animals migrate by choice' has displayed at major airports across the country. The campaign aims at creating awareness and garnering public support for the protection and conservation of wildlife, prevention of smuggling and reduction in demand for wildlife products.

Conclusion

Often, inertia, lack of knowledge, or poor incentives leads us to select sub-optimal choices. If a nudge helps us choose an option that is also socially desirable, it could mean better public healthcare, civic sense and social harmony.



19. Examine the significance of political impartiality for a civil servant in a democracy.

Approach - As the directive here is examine, it is necessary to cover various angles of the topic/issue to assess its implication. In the introduction you can explain the meaning political impartiality. In the main body part it is expected to show the significance of political impartiality for a civil servant in a democracy. In the conclusion you can conclude by stating the implication of practising political impartiality in brief.

Introduction

Political Impartiality implies principle of working without reservation and with devotion to the success of every government and its policies. It basically means you are not partial to any particular party or government.

Body

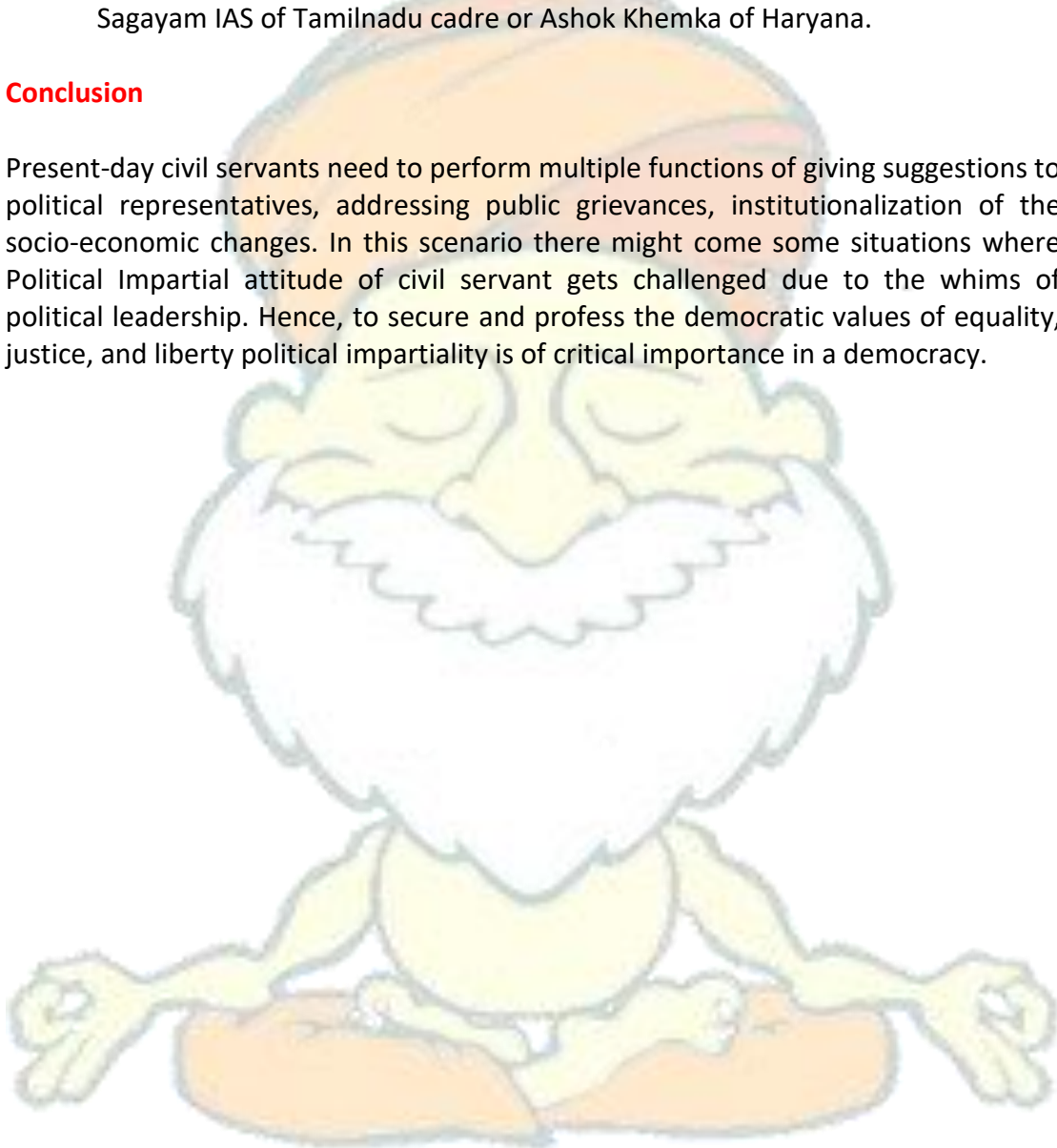
Significance of Political Impartiality for a civil servant in a democracy:

- Upholds constitutional values: Political impartiality helps a civil servant to uphold constitutional values and prevent unwanted interference of authoritarian government.
- It helps in upholding rule of law and makes the civil servant accountable to law and law alone. Thereby it helps a civil servant to act in impartial way by keeping aside her views and inclinations.
- Political impartiality helps the civil servant to be in accordance with the constitutional provisions including Article 14, 15. For instance, any political pressure to favour or not to favour a particular group of society would be handled impartially only if the civil servant is politically impartial all along.
- Political Impartiality brings in objectivity and often when funds are to be allocated, a politically impartial civil servant would not favour a particular political party's demand to grant fund to their respective constituency even when it does not need developmental fund.
- Political Impartiality keeps up the morale of the civil servant and with the sense of righteousness, the works get done efficiently. A positive environment is created in the office and a conducive work culture is created.
- Majoritarianism prevention: In a diverse country like India, minority voices can be suppressed if the civil servant becomes partial towards the political party which represents majorities' interests.
- Effective implementation of schemes: An impartial civil servant will not hesitate to implement the schemes or government programmes in their letter and spirit even if a particular political party opposes to its implementation. For instance, a civil servant needs to devise a strategy for auctioning coal blocks. That civil servant needs to check the modus operandi which has to be followed by her peers while allocating coal blocks.

- However, if a political interference comes in to picture to modify this modus operandi then at that time a politically impartial civil servant would take impartial decision without professing partisanship.
- It also helps a civil servant to give correct and objective advice to the political representative, which in turn it will assure the more effective and efficient decision making by political representatives.
- Controls corruption: Political Impartiality keeps the civil servant free from nepotism, political-corporate nexus and corruption. The examples are is Sagayam IAS of Tamilnadu cadre or Ashok Khemka of Haryana.

Conclusion

Present-day civil servants need to perform multiple functions of giving suggestions to political representatives, addressing public grievances, institutionalization of the socio-economic changes. In this scenario there might come some situations where Political Impartial attitude of civil servant gets challenged due to the whims of political leadership. Hence, to secure and profess the democratic values of equality, justice, and liberty political impartiality is of critical importance in a democracy.



20. Integrity requires self-discipline and will power to resist the temptation. Illustrate.

Approach - It expects students to write about - define integrity in your own words - then write why integrity requires self-discipline and will power to resist the temptation - give suitable examples to support your argument.

Introduction

Integrity is the practice of being honest and showing a consistent and uncompromising adherence to strong moral and ethical principles and values. In ethics, integrity is regarded as the honesty and truthfulness or accuracy of one's actions.

Body

Integrity require self-discipline:

- Self-discipline and having control on mind helps from prevention of lust. Eg: soldiers can protect themselves from Honey trapping.
- To be self-discipline it is important to practice properly and regularly code of conduct. E.g. - civil servant need to be disciplined towards their approach of working.
- It has greater importance as it encourages person and co-workers which leads to boost performance and right directions towards goal.
- It is important to hold positive attitude and right aptitude for efficient working as it will enable to control emotional situation, better understanding, ability to cope up with stress and conflict.

Integrity require will power to resist temptation:

- Willpower to act calmly in all conditions prevent anger to taken over and helps in taking good decision in all condition.
- In a conflict of interest situation, one should not use his position to benefit one's family, relatives, friends etc.
- One should resist temptation of promotion or transfer. Eg: Durga Shakti Nagpal
- To not fall prey to pleasure. E.g.: students getting diverted from correct goal.
- Giving respect to one's own decision. E.g.: continuous struggle for perfection and not giving up.

Conclusion

Thus, integrity requires both self-discipline and will power. It can be inculcated at a tender age by parents, teachers etc. so that person is shaped into an adult with integrity.

21. Why is non-partisanship a foundational value for the civil service? Substantiate.

Approach - It is straightforward question where it expects students to write about importance of non-partisanship as a fundamental value for civil services. Give relevant examples to support your argument.

Introduction

Although Non-partisanship synonymous with impartiality in general parlance, it has special connotation that it indicates apolitical behaviour by civil servant and non-prejudicial behaviour. Civil servant shouldn't indulge in politics although they should understand politics.

Body

- Main role of bureaucracy is to transform into action, in this regard they have to serve all sort of citizens like rich, poor, educated, illiterate, different cast, religion.
- In parliamentary democracy, there are multiparty system which is elected every 5yr. Therefore, CS should remain impartial otherwise, pre-judice will increase in country, policies will not have made on basis of merit and state may not remain neutral. There can't be sense of justice, inclusive development and good governance.
- If country faces chaos, tension, conflict largely due to pre-judicial administration.
- There are many recent examples:
 - Panchkula incident: administration was soft; prison authorities are soft on high-profile image.
 - Jat protest in Haryana and soft response of by administration.
 - Vigilantism in country and lack of administrative response.
- Keeps away from controversy: The major advantage of this value is that it removes all scope of controversy that a public servant may encounter during his time of service. Neutral nature of work will keep issues away from public fanfare.
- Ex: If a public servant gives permission for holding rally to a particular political party and denies the same for another, it will create controversy. By maintaining neutrality this can be avoided.
- Keeps balance between sections of society: In multi religious and multicultural society such as India there are many issues that arise between two groups, which may result in tension. The public official must exercise his duty by maintaining distance from both the parties in order to maintain peace.
- Ex: Religious procession is one of the many events where different groups show their strength. During this time the public official must be ready to take rational decisions without favouring one party over the other.
- Upholds dignity of position: Government is ruling body that needs to maintain distance from getting involved too closely with public. If that barrier is broken, the value and dignity of the position will be compromised.

- Ex: Members of UPSC should keep distance from candidates who they know personally. If any links are established, then reputation of the body will be under threat.

Conclusion

Non-partisanship is very fundamental for imbuing sense of justice and feeling of dignity among people. Its responsibility of administration to ensure a sense of justice prevail in society. That's possible when administration remain impartial.



22. What sort of emotional aptitude is needed for a successful career in the civil services? Examine.

Approach - As the directive here is examine, it is necessary to cover various angles related to the issue or topic in detail. In the introduction you need to tell what is emotional aptitude and its importance for a civil servant in brief. In the main body part it is necessary to tell what kind of emotional aptitude needed for a successful career in the civil services. In the conclusion you can tell its necessity and how it will yield more benefits if implemented in other fields.

Introduction

Emotional aptitude refers to inherent intellectual ability of a person to deal with sensitive issues or to handle a delicate situation. Emotional aptitude helps to perceive emotions in oneself and others accurately thereby enabling use of emotions to facilitate thinking and take decisions accordingly. Hence, emotional aptitude becomes the essential quality for a civil servant to lead a successful career.

Body

Following are the types of emotional aptitude needed for a successful career in the civil services:

- Emotional aptitude for analytics: This sort of emotional aptitude helps to bring together various data sets and derive a conclusion out of it. For instance, IPS officer need to understand the way in which a crime is perpetrated. Once she understands it then it becomes easy to take decision accordingly.
- Emotional aptitude for Human Relations: A civil servant daily meets hundreds of people. She must have an innate potential to deal with the issues they face. If she carries the emotional burden of her Home's problems and the anger bursts out on other people then it is of no use.
- Having an emotional aptitude to deal with these many people will help her to distinguish between genuine demands and not genuine demands. For instance, if two persons comes to an officer in demand of getting a home under Pradhan Mantri Awas Yojna. One of them is in dire need of home whereas the other one is looking to get benefit out of it and then rent the house to other person to earn more money. Here this emotional aptitude comes in to picture.
- Emotional Aptitude for Articulations: Meeting the news media representatives, public representatives is a part of daily curriculum of civil servant. A civil servant needs to understand what to speak, what not to speak, how to speak, when to speak and when not to speak.
- For instance, articulation to a knowledgeable professional is done in different way as compared to articulation to a rural person. For instance, if a civil servant speaks about technicalities of GDP calculation to an agriculture professional then she will understand what a civil servant is saying, but if that

same civil servant goes and talk about technicalities of GDP calculation to a villager/rural person then it might possible that the villager/rural person will not understand what a civil servant is saying.

- Emotional Aptitude for Technology Assimilation: A civil servant needs to understand the technology assimilation and its effect on people's lives. For instance, Himmat is a safety app launched by Delhi Police for the safety of women. It creates a sense of security at back of the mind of women that, yes there is somebody from government side who will come to help me if something goes wrong. When a civil servant understands this emotion or feeling then she/he will definitely strive to have this kind of app or facility in his/her jurisdictional area. But if somebody doesn't understands it then that civil servant will not assimilate technology well.
- Emotional aptitude also helps to imbibe the foundational values of civil servants. For instance, integrity, impartially, objectivity, dedication, compassion, empathy.
- Foundational values are the choices to be made by the civil servant to strongly hold the superstructure called civil service.
- One of the fine example of having an emotional aptitude can be cited in the career of IAS Amit Gupta who started the campaign of 'Daliya Jalao', to liberate the manual scavengers and moving towards total sanitation.
- Through this campaign he burnt the baskets and brooms allotted to manual scavengers, he facilitated a rehabilitation package for them which led to social inclusion of manual scavengers and technological assimilation by converting the latrines in to flush latrines. As a result 2750 manual scavengers were liberated from the menial job of manual scavenging.

Conclusion

The horizon of responsibilities of civil servant is wide and far reaching. At ground level the job of civil servant becomes more difficult as one problem has different dimensions. In this light the emotional aptitude becomes necessary to handle the situation carefully and decide accordingly. Examples of plenty of civil servants can be cited who have this kind of ability or developed it over the period of time and led a successful career. Hence, it can be said that, different kinds of emotional aptitude are necessary for a civil servant to lead a successful career.

23. While attitude is associated with character or virtues; aptitude is associated with competence. Elucidate.

Approach – You need to elucidate upon the attitude and aptitude aspects where attitude's association with character or virtues is shown as well as aptitude's association with competence is highlighted.

Introduction

Attitudes are generally positive or negative views of a person towards a person (including oneself) place, thing, or event (the attitude object) while Aptitude is the suitability, natural ability or capacity to learn especially potential rather than existing capacity to perform some function, whether physical, mental or a combination of the two, given the necessary education or training.

Body

- Aptitude is the 'ability to learn' and attitude is the 'desire to learn', i.e., aptitude basically tells about the potential ability to learn or acquire a skill while, attitude tells about a person's desire to perform or learn.
- Suppose you see a group of people protesting against a road accident on a nearby highway. The mental construct that you create for/against the protesting crowd is an attitude you just generated.
- While attitude is associated with character or virtues; it is a reflection of one's personality, aptitude is associated with competence; it determines if the person can develop desired skills to do a task.
- For e.g. an aptitude for mathematics and reasoning is essential for success in engineering field. Similarly, civil service requires a certain specific aptitude for success.
- Attitude is a psychological phenomenon which can be positive, negative or neutral. On the other hand, aptitude can be mental (general mental ability) or physical. Both attitude and aptitude can be nurtured.
- Attitude is significant in many ways. First of them is because of the functions it serves which will be dealt in detail later. Attitude is also significant because it helps us understand the basic framework of society around us e.g. Low sex ratio in Haryana can be attributed the negative attitude of society towards girls.
- Further attitude is significant for it creates avenues of comparison between oneself and their peer group e.g. Social acceptance to a new boy in a group is given only after their attitudes towards similar situations is on same lines.
- On the other hand, Aptitude is component of competency to do certain task at a certain level. Having an aptitude for a particular job increases the probability for success as it leads to fast learning of skills required for the job with less effort. In short, it is aptness to succeed in a special field of activity.
- While attitude underpins the character, virtues and moral values; aptitude determines if the person would develop desired skills to do a task.

- Right attitude means knowing what you are capable of accomplishing. A study by Leadership IQ revealed that 46% of hired people are likely to fail in the first 12-18 months on the job. The high failure rate is not because they lack skills or knowledge, but because they do not possess the right attitude.
- Attitude alone is not sufficient, one must be certain that he has learned the required skills. Aptitude is important as it provides the requisite flexibility, passion and leadership skills that can make or break a candidate's fulfilment of their job description.
- In a constantly changing work environment, aptitude is crucial if one wants to succeed. If you have the potential to learn new skills and develop them over a time, success will not be far.
- But attitude often takes precedence because the right attitude helps influence other aspects like emotional intelligence, leadership, team spirit, fraternity, empathy, compassion, which are very vital for a civil servant.
- For example, the ability to fit in with the culture and values of the company or organisation is crucial which demands a positive attitude to adapt. Many opportunities are lost, withheld, and forfeited because of attitude than from any other cause.

Conclusion

Both the right skills (aptitude) and the disposition (attitude) are equally important to excel in a particular field. In a diverse country like India, it is the right blend of the two inherited and acquired qualities respectively that go hand in hand in determining the gains and losses in a person's life and help shaping the progress of one's life.

24. Perfect objectivity is an unrealistic goal; fairness, however, is not. Critically Comment.

Approach – You need to critically comment on the aspect of perfect objectivity as an unrealistic goal whereas being fair has no such impediment. You need to substantiate this argument with proper examples.

Introduction

Objectivity is considered one of the most fundamental values because it helps the people to make correct decisions on the merit of evidence. It compliments other values like Integrity, impartiality, non-partisanship, empathy, tolerance and compassion but pursuit of perfectness in objectivity can be counterproductive, which leaves the space for fairness.

Body

- Objectivity in one's daily life helps in taking right decisions in case of ethical moral dilemmas and further helps in enhancing professionalism. It also helps to overcome biases, favouritism and helps in management of conflict of interest.
- Whereas absolute objectivity limit's the flexibility in decision making. In real life it is almost impossible to maintain hundred percent rationality. Flexibility in decision making is essential in actual life.
- Sometimes such situations and circumstances arise where in the spirit of taking justiciable decisions the objectivity needs to be compromised.
- Due to complexities in the nature of laws in India, it is sometimes impossible to attain hundred percent adherence to a law without breaching a few other laws.
- In such a situation absolute objectivity in decision making is not suggested, a pragmatic approach becomes very necessary when such ethical dilemmas occur.
- Maintaining basic flexibility in objectivity requires allowing exceptions in extraordinary situations. For example, adopting violent methods is against the constitutional spirit of Justice but in extraordinary situations like terrorist attack and riots, sometimes it becomes necessary to issue orders of shoot at sight.
- Indian society being pluralistic, it is necessary to give scope for implementation of laws according to diverse sociocultural and economic needs. Absolute objectivity in governance would eliminate such administrative space for adjustment.
- Further, following absolute objectivity in governance could cause delays, inaction and inability to take policy decisions by the government or its various departments and agencies which run the country and the economy.

On the other hand, the concept of fairness is closely related to a number of other moral concepts, such as equality, impartiality, and justice. It centres on how people are treated by others, especially the requirement that they be treated alike, in the absence of significant differences between them.

- The distinctive focus of fairness is decision-making processes or institutions that apply rules. For instance, in regard to the application of rules, a fair procedure is one that applies them similarly to all cases, unless there are strong reasons for making exceptions in particular cases.
- Presence of fairness and justice in civil services increases the confidence of the citizens in administration. It ensures the people that decisions are being made in an objective manner. Fairness also leads to equitable distribution of resources in the society.
- Fairness is concerned with actions, processes, and consequences that are morally right honourable, and equitable. In essence, the virtue of fairness establishes moral standards for decisions that affect others. Fair decisions are made in an appropriate manner based on appropriate criteria.
- In this COVID-19 crisis when big insurance companies were offering COVID-19 insurance, which in turn gave a tough competition to small insurance companies. Here, IRDAI intervened & mandated all general and health insurers to offer to have a COVID-19 specific product, addressing basic health insurance needs of insuring public related to the pandemic and have a standard product with common policy wordings across the industry. It ensured fairness.
- Failure to tackle discrimination and to provide equal opportunities hurts individuals and families, negatively impacts our society, and costs the economy. Crucially, a society that is fair and equal also helps improve all other public value outcomes.

At the same time, perfect objectivity is a reality in places where pure facts are available in fields like science (Physics, Chemistry, etc.). Here fairness can't be the target as it would be professional dishonesty.

Conclusion

Perfect objectivity may not be ethical solution in all cases like same fine cannot be imposed on both rich and poor, which may be objective but not fair. In public life objectivity as a value must strives for in all interaction but at many times being objective become difficult. Fairness as a value closest to objectivity can be practiced which progressively leads to objectivity.

25. Tolerance is giving to every other human being every right that you claim for yourself. Elucidate.

Approach - Student are expected to write about the meaning of the term tolerance and also discuss in detail as to why it is an essential value considered in the society.

Introduction

According to UNESCO, "Tolerance is respect, acceptance and appreciation of the rich diversity of our world's cultures, our forms of expression and ways of being human "Tolerance involves acceptance of differencing of the opinions with a fair, objective, and positive attitude. Tolerance, the virtue that makes peace possible, contributes to the replacement of the culture of war by a culture of peace.

Body

Tolerance is restraining from reacting to unfavourable happenings and respect for contradictory views. Tolerance is learning of giving respect to others as well as their opinions and should not impose our opinions on them because everyone has the same and equal rights. As famous saying, "treat others the way you want to be treated". At personal level it helps individual to widen his perspective and thinking with multiple angles for the same issues.

Example- A Specific food may be religiously banned for a person, but it should not become issue for him if the other consuming it. Same applies for vegetarian – Non-vegetarian group.

Tolerance is the responsibility that upholds human rights, pluralism (including cultural pluralism), democracy and the rule of law. It is vital because it promotes acknowledging new ideas which ultimately helps to break social norms. Tolerance is needed in complex society like India where people with varied belief stays together. Every person has right to choose His/her life partner and as it is individual's choice of choosing, there should not be a problem on the basis of religion.

Example- Recently in Tanishq advertisement, they implicitly indicated interreligious marriage. Still the whole outrage and withdrawal of advertisement shows lowered tolerance level of society

Being a Democracy, we as a nation also expect tolerance from elected govt as there is always scope for criticism on govt. Easy permissions to peaceful rallies builds legitimacy of the govt and, build the confidence among the different group. In order to enjoy the rights, people should be free from ruling parties' moral burden.

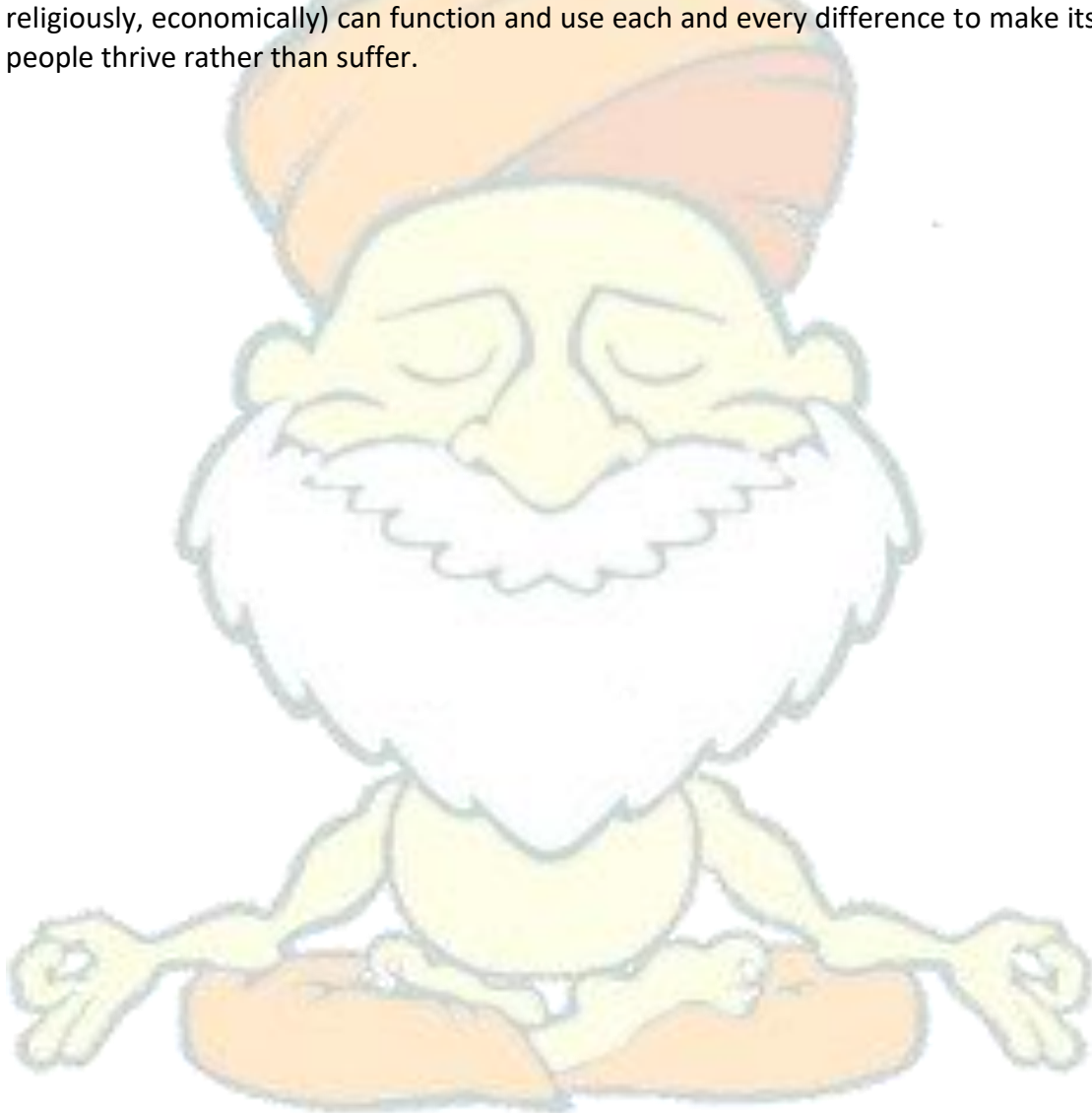
Example- As recently Former PM Manmohan Sing quote to Voltaire in the "I disapprove of what you say, but I will defend to the death your right to say it"

Tolerance as virtue is important to pursue high ideal of secularism enshrined in constitution. Intolerance would breed injustice and violence which are antidotes to a balanced development of a diverse nation.

Example: A civil servant posted in a state other than his own if not tolerant may face problem in adapting and dedicating himself to the service of people.

Conclusion

Historically tolerance has been the central virtue of some of the greatest empires. Be it Asoka's Dhamma or Akbar's Sul-i-kul, tolerance was a key principle. Being tolerant of each other and caring for each other is what makes us human. This is why we have believed tolerance is important and an essential aspect of a healthy, liveable society. In fact, it is the only way in which a country as diverse as India (Politically, religiously, economically) can function and use each and every difference to make its people thrive rather than suffer.



26. Empathy is about finding echoes of another person in yourself. Illustrate.

Approach - It expects students to write about – ability to emotionally understand what other people feel, see things from their point of view, and imagine yourself in their place leads to empathy.

Introduction

Empathy is, at its simplest, awareness of the feelings and emotions of other people. It is a key element of Emotional Intelligence, the link between self and others, because it is how we as individuals understand what others are experiencing as if we were feeling it ourselves.

Body

- Empathy involves essentially putting yourself in someone else's position and feeling what they must be feeling. When you see another person suffering, you might be able to instantly envision yourself in the other person's place and feel sympathy for what they are going through.
- Empathetic people care about others and show interest in and concern for them. It is the ability to non-judgmentally put into words your understanding of the other person's perspective on the world, even if you do not agree with it, or even if you find that perspective ridiculous.
- Empathy facilitates prosocial or helping behaviours that come from within, rather than being forced, so that people behave in a more compassionate manner.
- Empathy stands in contrast to sympathy which is the ability to cognitively understand a person's point of view or experience, without the emotional overlay. It should also be distinguished from compassion, even though the terms are often used interchangeably. Compassion is an empathic understanding of a person's feelings plus a desire to act on that person's behalf.
- There are individual differences in empathy between individuals, and there are certain conditions in which empathy is blunted or altogether absent. Psychopaths are capable of empathic accuracy, or correctly inferring thoughts and feelings, but they have no experiential referent: a true psychopath does not feel empathy.

There are a number of benefits of being able to experience empathy. Some of these include:

- Empathy allows people to build social connections with others. By understanding what people are thinking and feeling, people are able to respond appropriately in social situations.
- Empathizing with others helps you learn to regulate your own emotions. Emotional regulation is important in that it allows you to manage what you are feeling, even in times of great stress, without becoming overwhelmed.

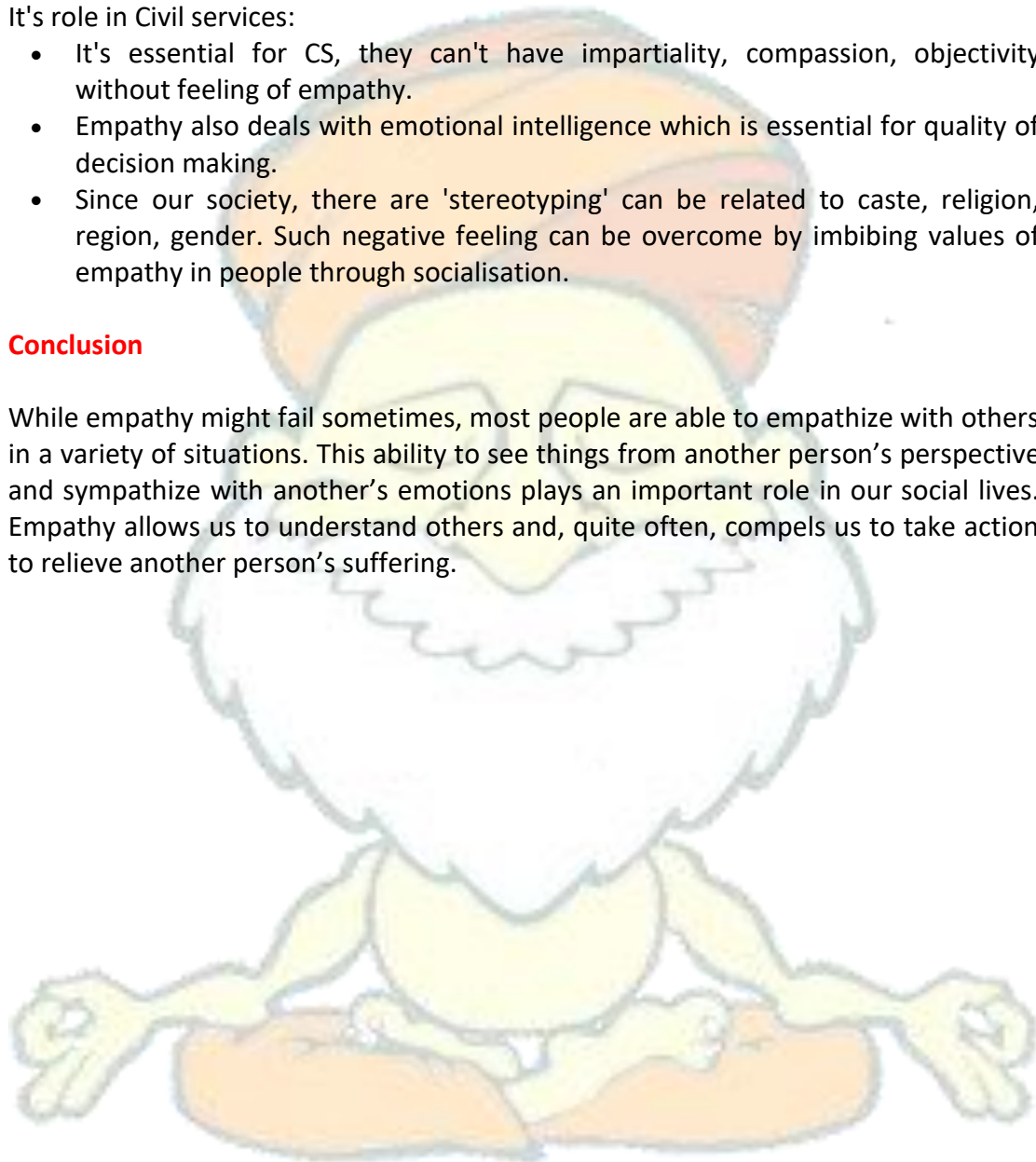
- Empathy promotes helping behaviours. Not only are you more likely to engage in helpful behaviours when you feel empathy for other people; other people are also more likely to help you when they experience empathy.
- Despite claims that empathy comes naturally, it takes arduous mental effort to get into another person's mind and then to respond with compassion rather than indifference.

It's role in Civil services:

- It's essential for CS, they can't have impartiality, compassion, objectivity without feeling of empathy.
- Empathy also deals with emotional intelligence which is essential for quality of decision making.
- Since our society, there are 'stereotyping' can be related to caste, religion, region, gender. Such negative feeling can be overcome by imbibing values of empathy in people through socialisation.

Conclusion

While empathy might fail sometimes, most people are able to empathize with others in a variety of situations. This ability to see things from another person's perspective and sympathize with another's emotions plays an important role in our social lives. Empathy allows us to understand others and, quite often, compels us to take action to relieve another person's suffering.



27. There is no higher calling in terms of a career than public service, which is a chance to make a difference in people's lives and improve the world. Comment.

Approach - It expects students to write about –in first part write how someone can make difference through public service in someone's life – while in second part write about how public service is not only career to transform someone's life.

Introduction

Public service is a service intended to serve all members of a community. It is usually provided by the government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services. The term is associated with a social consensus (usually expressed through democratic elections) that certain services should be available to all, regardless of income, physical ability or mental acuity.

Body

Making difference through career in public service:

- A primary reason many people undertake public interest work is to further the public good.
- Helping underserved people, groups, and causes can provide a feeling of personal satisfaction and achievement that you might not gain defending large corporations in private practice.
- Public interest work can allow you to achieve greater goals beyond earning a pay check, such as working to effect societal change, supporting an important public cause, or providing equal access to justice for needy individuals and organizations. In fact, the lowest-paid public servant report the highest levels of happiness.
- Working in the public sector offers many benefits: a sense of purpose, the opportunity to learn and grow, and a means of making a difference in the world.
- Selflessness: Holders of public office act solely in terms of public interest. They not do so in order to gain financial or other benefits for themselves, their family or their friends.
- For e.g. Tukaram Omble of Maharashtra police tackled Kasab one of the terrorists of Mumbai attack so that he couldn't attack his fellow servicemen. Thus showing exemplary courage and the highest degree of selflessness by giving away his life for the cause of his nation.

However, public service is not only career to transform someone's life:

- Innovator and entrepreneur regularly attempted to make a difference and ease the life of people.
- Professionals like Doctor, lawyers etc. help people in various ways by providing their service free of cost.

- Many NGO's, Social activist, pressure groups do make difference in people's life as they bring and act towards issues concerning the vulnerabilities of ignored people.
- Anand Kumar, founder of Siuper30 has been doing an impactful service by providing free classes to IIT aspirants and securing their admissions in good colleges.

Conclusion

Hence public service is not restricted to any specific profession but depends upon one's mind-set. "The best way to find yourself is to lose yourself in the service of others" - Mahatma Gandhi.



28. True compassion means not only feeling another's pain but also being moved to help relieve it. Examine the significance of this statement for a public servant.

Approach - In the introduction candidate needs to explain the meaning of given statement in short and in sub intro it is expected to explain the meaning by considering various angles. In the next part of answer, candidate is expected to give significance of the 'statement' for a public servant.

Introduction

The simple meaning of the given statement that can be deciphered is, compassion is empathy followed by action. Hence, it is said that the real compassion is about taking action to relieve the pain of other after feeling other person's pain, suffering.

Body

Practise of true compassion is about feeling another's pain and being moved to relive it:

- Practise of true Compassion offers the possibility of responding to suffering with understanding, patience, and kindness rather than, say, fear and repulsion. It is a readiness to help or to want to do something ourselves about another person's situation.
- For instance, IAS Amit Gupta felt the pain and suffering of manual scavengers while serving in Uttar Pradesh. He started the movement 'Daliya Jalao' which led to improvement eradication of manual scavenging besides providing rehabilitation package and another livelihood opportunity for the 2750 liberated manual scavengers.

Significance of the statement for a public servant:

- Implementation of govt schemes requires the co-op and trust of the public and the public will respond well to a civil servant who practises compassion.
- For instance, Popularly known as 'Collector Bro', a civil servant from Kozhikode started the 'Compassionate Kozhikode' and 'Compassionate Keralam', winning the trust and volunteer help from the locals to successfully clean ponds, feed the hungry, help and improving lives after the recent floods and involving youth in the betterment of the society.
- Practise of true Compassion allows the public servant to have a feeling of self-satisfaction and self-contentment of helping others whether an animal, human or even a plant.
- For instance, moved by the plight of vulnerable sections of society, IAS S.R. Shankaran (Andhra Pradesh cadre) took steps for empowerment of vulnerable sections of society. He started anti-poverty programme through land reforms, distributing land to S.C. and S.T., irrigation techniques were applied to cultivable lands which provided livelihood opportunity. With this he got the feeling of fulfilling his duty and up-liftment of vulnerable sections of people took place.

- The paraphernalia around a civil servant already elevates him & sets him apart and creates a distance b/w the people and the Govt (which is represented by the civil servant). Empathy and subsequent action i.e. Compassion could help reduce this distance and make the Govt appear more accessible to the people.
- For instance, IAS Omprakash Chouhary in Dantewara region took up educational initiative for children residing in the region affected by Naxalims. This initiative provided not only improved literacy rate in the region but also provided 98% employment to the educated people. There by it reduced the distance between government and people.
- Self-actualization and societal growth: When such a society evolves having compassion for others and helps others in need, each individual is taken care of by the society and in turn he also helps the society.
- Strong social capital: Strongly integrated social capital grows with a co-operative and co-existing ecosystem, resulting in reduced toxic or criminal outbreaks and instances.
- For instance, IPS J.K. Tripathi broadened the normal police role by instituting "community policing". It reduced crime rate and localised police system was established.

Conclusion

Practise of true compassion ensures a Civil servant to act sensitively and act in the public interest. This is far more important in a country like India where people are not aware of their rights and obligation due to their socio-economic conditions. With the practise of true compassion administration becomes more accountable, transparent and efficient towards solving people's problems. Hence, a public servant needs to empathise with the pain of another and take subsequent action to relieve the pain i.e. a public servant needs to practise true compassion to ensure that she abides to the obligation of duty.

29. What do you understand by self-awareness? Why is it important? Discuss.

Approach - In the introduction you can start by explaining what self-awareness is. In the first half of main body part it is expected here to explain in detail about self-awareness. In the next half of main body part it is expected to give significance of self-awareness. Student can explain the significance from two perspectives i.e. from individual perspective and a civil servants perspective. To enrich your answer it is necessary to give examples.

Introduction

In philosophy of self, self-awareness is the experience of one's own personality or individuality. Self-awareness is how an individual consciously knows and understands their own character, feelings, motives, and desires. It is the prime element of emotional intelligence.

Body

Self-Awareness:

- It is the skill of being aware of and understanding one's emotions as they occur and as they evolve. For instance, if a person gets angry easily and realises it that she is angry, then she can try to get control on it. Here, self-awareness helped her to control the anger.
- A person with self-awareness possess high emotional intelligence which is a prerequisite for success. For instance, as David Goleman defines self-awareness as "knowing one's internal states, preference, resources, and intuitions". Which helps a person to make right choices and take wise decisions.

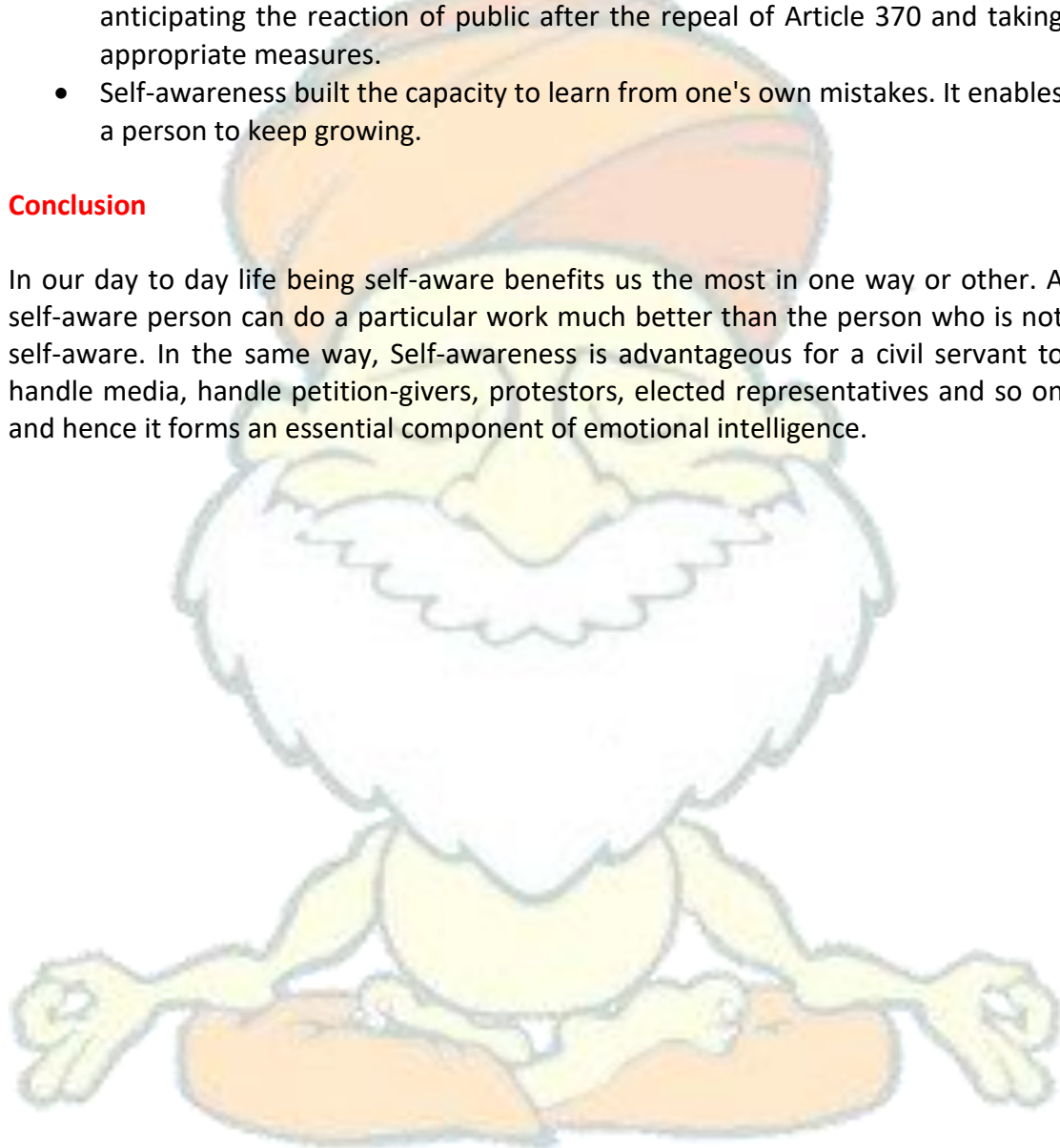
Importance of Self Awareness:

- Controls actions of oneself: Self-awareness helps in taking effective decisions with awareness about good and bad for oneself. For instance, though watching movies is relaxing, marathon watching is harmful. A self-aware person knows when to stop.
- Regulating own emotions: Self-aware people tend to act consciously. When one is aware of the emotions which make him/her weak, he/she can control the same and act consciously. For instance, a civil servant/ a celebrity not losing temper on provoking questions by media.
- Helps in SWOT analysis: Self-awareness helps an individual in picking up the tasks analysing one's capacity to deliver. For instance, a child picking up his talent such as Sachin Tendulkar knew cricket was his strength rather than studies.
- Anticipation of situations and influence: A higher level of self-awareness enables us to better predict how certain future situations will influence our state of mind. For instance, if one is aware that flattery excites him/her, actions out of excitement can be controlled beforehand.

- Better deal with the external factors which can't be controlled: Self-awareness helps one to embrace the reality and helps in maintaining optimism and keep away negative influences. For instance, a person struck in heavy traffic on which he/she can do nothing about it be at least stay calm instead of being agitated or frustrated which might ruin his/her day.
- Better understanding the emotions of people around: It helps us in grasping the emotions of the persons we know. This also have positive influence on people around us. Thus, the situations are better handled. For instance, anticipating the reaction of public after the repeal of Article 370 and taking appropriate measures.
- Self-awareness built the capacity to learn from one's own mistakes. It enables a person to keep growing.

Conclusion

In our day to day life being self-aware benefits us the most in one way or other. A self-aware person can do a particular work much better than the person who is not self-aware. In the same way, Self-awareness is advantageous for a civil servant to handle media, handle petition-givers, protestors, elected representatives and so on and hence it forms an essential component of emotional intelligence.



30. The ability to manage emotions help attain specific goals. Do you agree? Substantiate.

Approach - It expects students to write about emotions and how it help in attaining specific goal with different examples.

Introduction

The ability to realise, readily accept, as well as successfully control feelings in oneself and sometimes others is known as the emotion management skill. Very simply, emotion management skills refer to the ability to master your own emotions. It is not always virtuous and can be used as a tool for positive and negative goals.

Body

Ability in managing emotions helps in attaining specific goals as can be seen from the points given below:

- Conflict resolution: Emotional Management skill help people to influence and mentor others and help in resolving conflict effectively. Thus it helps in attaining goal.
- Motivation: Emotionally managed person work consistently toward their goals, and establish extremely high standards for the quality of their work. This drive and motivate other teammates to achieve these standards and goals. For example, when an employee's cannot do his well in his work, the leader cannot angry with the employees; in contrast the leader should motivate or encourage his worker to make their work more efficiency.
- Targeting Policies better: Bureaucrats need to know emotions, moods and drives of persons at whom public policy is targeted for better acquaintance with the nature of problems in society and their possible solutions. For example Work of former IAS officer Shri O P Chaudhary in establishing an Education City in Dantewada district, Chhattisgarh was made possible only by winning the confidence of the tribals.
- Decision making: Emotional management skill helps in recognising such emotions that are unrelated to any specific problem and not allowing them to be influential to the final result.
- Managing family and work life: A civil servant with balanced family and work life can contribute more to the system due to a relaxed state of mind owing to Emotional management can help achieve specific goals in administration.
- Repose trust in the system: Listening attentively to the problems of people, empathising with their situation and bringing positive change in the work attitude of bureaucracy, it can help in making the system more trustworthy in the eyes of citizens and achieve citizen centric goals. For example giving priority to women, senior citizens, differently-abled in any welfare scheme thereby ensuring administrative justice and good governance.
- Peer relationships: Good networking skills are a staple of job effectiveness for the average worker. Networking has too often been associated with "using"

other people, but well managed emotional skill help drive specific goals. For example ISRO is known not only for its technical competence but also as an organisation which is outcome oriented, change oriented and seen as pride of the nation. It is also known for ensuring friendly work environment for female employees during pregnancy.

- **Negotiation:** Whether you're dealing with a trading partner, competitor, customer or colleague, being able to empathise and be creative in finding win-win solutions will consistently pay off in attaining goals. For example, when people are allowed to speak, and others listen, without constant interruptions, it's a good sign. It shows a mutual respect between parties and is more likely to lead to a constructive conclusion in meetings.
- **Self-confidence and control:** This relates to complete affirmation of one's worth and abilities. They are usually more confident and are able to make sound decisions despite any uncertainties or pressures.
- **Realistic Goal setting:** Self-awareness ability allow a person to not only know strengths and weaknesses, but also strength and weaknesses of his team members. This help a leader in setting realistic achievable goals and in managing team through using strengths. This also help in delegation of work based on strengths of team. Emotional management enable a person to work teammate's weaknesses while using strengths optimally toward achieving a goal.
- **Using both logic and emotion:** If you only use one or the other, your decisions may either not be very balanced, or not support your emotional needs. Instead, you need to combine your emotional response with more rational consideration to attain specific goals in life. For example IPS Ms. Kiran Bedi as Inspector General of Tihar jail worked to reform the prison into a model jail where prisoners learn new life skills and later merge with the mainstream.

Conclusion

Poor emotional management can destroy a person's personal and professional life. A person who doesn't possess a well-kept check on his or her emotions is seldom well-liked or respected. We cannot respect those who cannot control themselves emotionally in life or in profession. If we have poor emotional management skills our egos and pride trump our intelligence and knowledge every time. How we manage ourselves emotionally is of even greater importance in the professional world than our skill or talent.

31. How does lack of emotional intelligence affect one's ability to perform his/her duties? Illustrate.

Approach - It expects students to write about emotions intelligence and how emotional intelligence affect one's ability to perform duties with different examples.

Introduction

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

Body

Lack of emotional intelligence affecting one's ability to perform duties:

- **Low motivation:** The ability to self-motivate, with a focus on achieving internal or self-gratification as opposed to external praise or reward. Individuals who are able to motivate themselves in this way have a tendency to be more committed to perform duties and goal focused.
- **Lack of Self-regulation:** The ability to manage one's negative or disruptive emotions, and to adapt to changes in circumstance affect performance. Those who are skilled in self-regulation excel in managing conflict, adapt well to change and are more likely to take responsibility.
- **Lack of peer relationship:** People with lack of emotional intelligence often make the mistake of only recognising and exercising their own emotional strengths. As a result, they fail to truly connect with their environment and the people around them and it always backfires in performing duties.
- **Making assumptions quickly and defend them vehemently:** People who lack EQ form an opinion quickly and then succumb to confirmation bias, meaning they gather evidence that supports their opinion and ignore any evidence to the contrary. For example this is especially dangerous for leaders, as their under thought out ideas become the entire team's strategy.
- **Lack of Empathy:** The ability to recognise and understand how others are feeling and consider those feelings before responding in social situations. Empathy also allows an individual to understand the dynamics that influence relationships, both personal and in the workplace. With lack of empathy it spoils the work culture and affect performing duties. For example nurse's love for babies, soldier's love for country are essential in proper functioning of their duties.
- **High stress:** To stay focused, stress should be managed and it involves own reactions to stress or the reactions of others to the stress. For example High stress level affect our lifestyle, our working pattern and mental health problems. A civil servant with balanced family and work life can contribute more to the system due to a relaxed state of mind owing to EI.

- Lack of Social skills: Lack of social skill affect the ability to manage the emotions of others through emotional understanding and using this to build rapport and connect with people through skills such as active listening, verbal and nonverbal communication. Thus to perform duties emotional intelligence is required for social skill. For example Gandhi inspired people, rallied them up for freedom struggle, because he knew what people think, how they react, how to handle diversity, what is the endurance level of people in any civic-movement.
- Often feel misunderstood: When you lack emotional intelligence, it's hard to understand how you come across to others. You feel misunderstood because you don't deliver your message in a way that people can understand this snap relationship with people and teamwork which is essential for performing duties.
- Lack of Better Communication: An Emotionally Intelligent civil servant will be able to communicate and target policies better. Also, the person will be able to foster a healthy relationship with subordinates with lack of better communication he/she cannot build team to attain the goals and perform duties.
- Inaccurate self-assessment: Self-assessment involves being aware of one's strengths and weaknesses. One is open to feedbacks, new viewpoints low and lack of self-assessment can affect achieving goals in life and narrow down our ability to perform.

Migrant labour crisis due to pandemic exposed the inadequate emotional intelligence of the Indian bureaucracy towards performing the duties and welfare of the migrant labourers.

Recent farmer protest and rallies obstructed by government on state borders highlights the inadequate communication and emotions with farmer this affects the trust towards system and working of bureaucracy.

Conclusion

The value and benefits of emotional intelligence are vast in terms of personal and professional success. It is a core competency in many vocations, can support the advancement towards academic and professional success, improve relationships, and boost communication skills, the list goes on.

32. Leadership is all about emotional intelligence. Management is taught, while leadership is experienced. Comment.

Approach - It is straightforward question where it expects students to write about - in first part write about importance of emotional intelligence in leadership - while in second part write how management is taught, while leadership is experienced.

Introduction

Emotional Intelligence is the ability to “Recognize, understand and manage our own emotions Recognize, understand and influence the emotions of others in practical terms, this means being aware that emotions can drive our behaviour and impact people (positively and negatively), and learning how to manage those emotions — both our own and others — especially when we are under pressure.”

Body

Leadership is all about emotional intelligence:

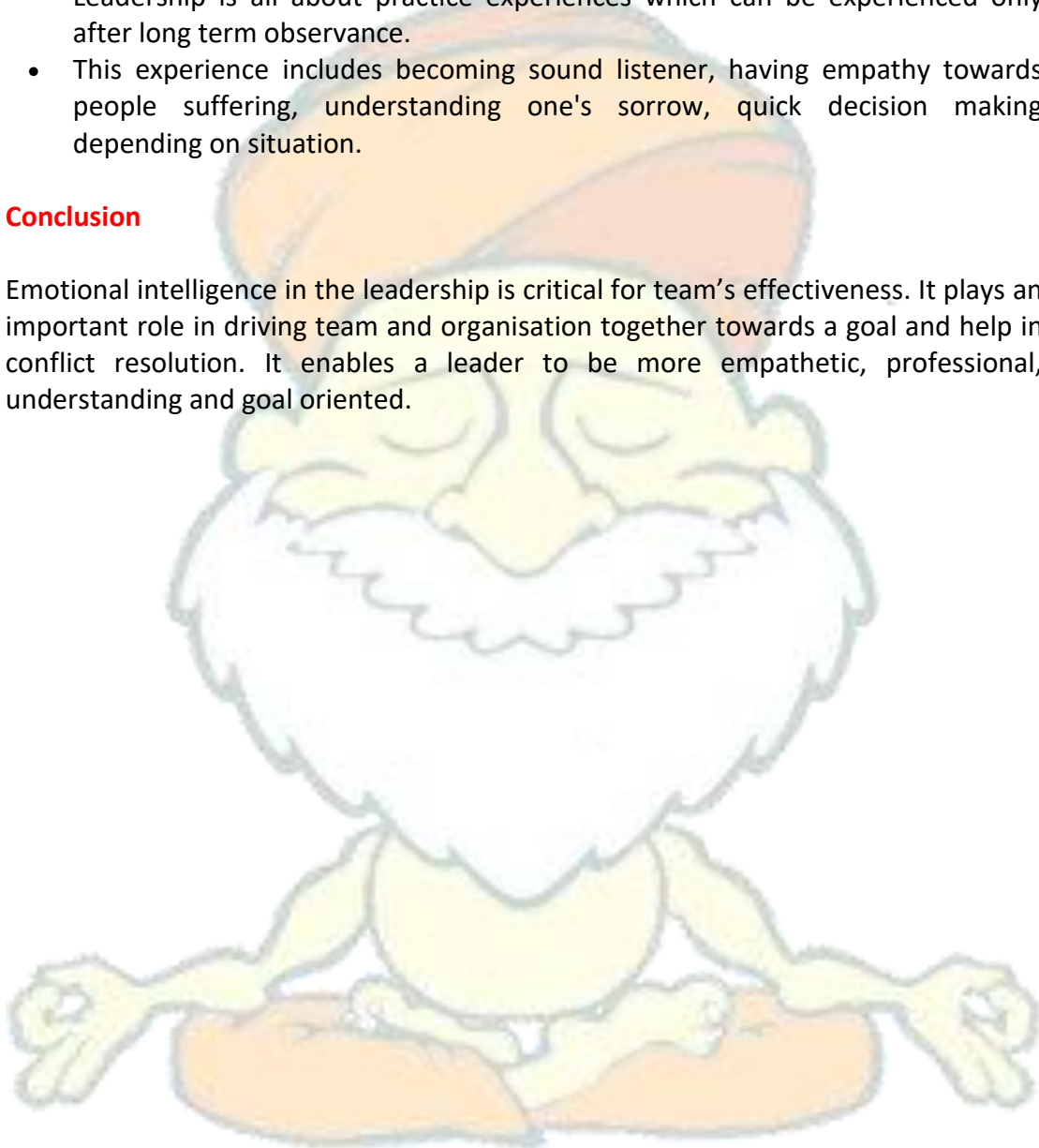
- Emotional Intelligence help leaders to influence and mentor others and help in resolving conflict effectively.
- Emotionally Intelligent leaders work consistently toward their goals, and establish extremely high standards for the quality of their work. This drive and motivate other teammates to achieve these standards and goals.
- Emotionally intelligent leaders are great communicators. They know what to say and when to say. An effective communication in a team help them to develop better strategies and increase their efficiency by synchronising their efforts.
- Leaders should be able to adapt to changing circumstances in their workplaces. E.g. if a teammate leaves, an emotionally intelligent leader will try to find a suitable replacement and know how to keep his team motivated. Ability to understand and manage their emotions and of those around them help emotionally intelligent leaders to navigate through difficult circumstances.
- Emotionally Intelligent leader focus on collaboration between team members, which creates synergy and a better experience for employees. They support others and always celebrate the successes of their employees and encourage them to learn more and develop their skills. This lead to confidence building and better team performance.
- Emotionally Intelligent leaders make objective decisions based on accumulated wisdom and understanding with time. A leader who manages his or her emotions will take quick and strong decisions without emotions being involved after proper cost-benefit analysis.
- Emotional Intelligence help leaders to bounce back quickly after a setback. It helps them to manage their and their teammates’ emotions motivating them to the next goal.

Management is taught, while leadership is experienced:

- Management is more of bookish knowledge, it can be taught in school, colleges, and academy. - e.g.: In training in NPA Hyderabad they can taught management but not leadership.
- Management only teaches how to effectively manage people as head, but apart from managing a leader needs trust of its employees and play to them with their strengths, which can be learn only from experience.
- Leadership needs management of emotions which is a long term achievement. Leadership is all about practice experiences which can be experienced only after long term observance.
- This experience includes becoming sound listener, having empathy towards people suffering, understanding one's sorrow, quick decision making depending on situation.

Conclusion

Emotional intelligence in the leadership is critical for team's effectiveness. It plays an important role in driving team and organisation together towards a goal and help in conflict resolution. It enables a leader to be more empathetic, professional, understanding and goal oriented.



33. What are the main components of emotional intelligence? Explain with the help of suitable examples.

Approach - It is straightforward question where it expects students to write about different components of emotional intelligence and substantiate them with examples.

Introduction

Emotional intelligence (EI) is the capability of individuals to recognize their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behaviour, and manage and/or adjust emotions to adapt to environments or achieve one's goal

Body

Components of emotional intelligence:

Self-Awareness:

- This is the ability to recognize and understand one's moods, motivations, and abilities. Also understanding the effects, they have on others. Goleman says to achieve a state of complete self-awareness, an individual must be able to monitor their emotional state and identify their emotions. Traits that prove an individual as emotionally mature include: confidence, the ability to laugh at one's self and their mistakes, and the awareness of how you are perceived by others.
- Example: By reading the reaction of someone else, you know how you are perceived by them.

Self-Regulation:

- This is the ability to control one's impulses, the ability to think before you speak/react, and the ability to express yourself appropriately. Goleman defines emotional maturity in this component as being able to take responsibility for your actions, being able to adapt to change, and the ability to respond appropriately to other people's irrational emotions or behaviour.
- Example: If someone is screaming at you, you know that they are not always angry at you. You have the ability to understand they may be angry at a particular situation and feel they need to take it out on someone. You do not take this personally or react angry back.

Motivation:

- This is having an interest in learning and self-improvement. It is having the strength to keep going when there are obstacles in life. It is setting goals and following through with them. Goleman would define an emotional mature individual in this category to have traits such as having initiative and the commitment to complete a task, and having perseverance in the face of adversity.
- Example: One who chooses internal motivation driven goals instead of exterior motivation driven goals. Internal motivation driven goals are things such as earning a college degree or becoming a healthier person; things that show self-

improvement. Exterior motivation driven goals are things that flaunt wealth or status. This is setting goals such as having the next newest and nicest car.

- Example: If a student fails a class, they see this as an opportunity to learn and retake the class without self-doubt. They do not let failure get in the way of their goal.

Empathy:

- This is the ability to understand other people's emotions and reactions. Empathy can only be achieved if self-awareness is achieved. Goleman believes that one must be able to understand themselves before they can understand others. Emotional maturity in this category includes people having traits such as perception of others, being interested in other people's worries and concerns, the ability to anticipate someone's emotional response to a problem or situation, and the understanding of societies norms and why people act the way they do.
- Example: Being able to understand cope with someone else's hardships or sadness. When you fully understand yourself and why you feel the things you feel, you can understand other people even if they are different than you.

Social Skills:

- This is the ability to pick up on jokes, sarcasm, and customer service, maintaining friendships and relationships, and finding common ground with others. Goleman states that emotional maturity in this component defines someone who has good communication skills, good time management, the ability to be a leader or manage a group of people, and the ability to resolve difficult situations or conflicts using negotiation or persuasion.
- Example: Someone in a "boss" position usually has a good grasp on handling all different types of personalities. If two of their employees are having a conflict, they can find common ground and resolve the issue in a civilized and fair manner.

Conclusion

When it comes to happiness and success in life and work, emotional intelligence matters just as much as intellectual ability. Emotional intelligence helps people build stronger relationships, succeed at work, and achieve their career and personal goals, which makes it different from other aspects.

34. The future depends on what we do in the present. Examine the relevance of this quote by Mahatma Gandhi in public life.

Approach - It expects students to explain quote given by Mahatma Gandhi by giving some examples. Show how it is relevant in today's public life.

Introduction

Public life is the aspects of social life which are happening in public, in the open, as opposed to more private social interaction within families, private clubs etc.

Body

- The above quote by Mahatma Gandhi is very relevant in today's situation in public life. Because decisions that we take today will have long-term effect on future generations.
- Saint Kabir has rightly said, " Kal Kare so aaj kar, aaj kare so ab, pal me parlay hoyegi, bahuri karega kab" (we don't know what the future holds for us, hence we must do the things now only). This couplet shows the importance of present and thus it is rightly said that what we do in present determines our future.
- Presently, people waste water and do not understand importance of saving water. Today, they do not undertake any activity like rooftop harvesting, drip irrigation etc. at a large scale, because of these actions in present time, the future of India as well as world seems bleak and that is scarcity.
- Unplanned and haphazard construction, encroachment of wetland etc. in present times will ultimately bring havocs in major cities around world. Picture of floods in Uttarakhand in June 2013, Mumbai Flood are still fresh in everybody's minds.
- King Ashoka also propagated dhamma so that people can do good work in present, so that their future will be good and sustainable.
- Renewable energy subsidies, formation of International Solar Agency, electrical vehicles, afforestation funds etc. successful implementation at present times will ensure India achieve its nationally determined target and SDG's, Paris Agreement in future.

Conclusion

One can never change its past but he can change future by working in present. So one should work hard for the global community wellbeing.

35. How does work culture impact organizational efficiency in governments? Illustrate.

Approach - As the directive here is illustrate it is necessary to support the arguments with examples. In the introduction in simple terms explain work culture. In the main body part explain the relation between work culture and organisational efficiency in governments. Support your arguments either with real life or hypothetical examples. Candidate can conclude by showing importance of work culture to improve organisational efficiency in brief.

Introduction

While doing work, every organisation believes in specific ways of interaction, behaviour and functioning which is called as work culture of an organisation. For instance, in government organisations it is mandatory to address everyone in the higher levels of hierarchy as Sir whereas in software firms it is encouraged to call other persons by their name.

Body

Work cultures impact on organisational efficiency:

- Work cultures impact on organisational efficiency is directly proportional. As good work culture contributes to better organisational efficiency, whereas bad work culture contributes to weak performance of organisational efficiency.
- Healthy work culture promotes transparency, innovation and discipline in an organisation. For instance, the kind of work culture followed through SAARTHI programme in Pune which facilitates better e-governance. It has increased the organisational efficiency of government.
- Debate, dissent and discussion are the important constituents of a healthy democracy. A good work culture promotes effective communication and helps in reducing conflicts among individuals/team during work. It thereby increases the efficiency of organisation. For instance, Team meetings are a way of promoting ideas and finding solutions. Hence, a district collector chairing a meeting with Tehsildars and promoting the culture of debate, dissent and discussion is bound to get good results.
- Self-organisation is the key to improve organisational efficiency of any organisation. For instance, Transparency, responsibility, unbiased are underpinnings of good work culture. These will enable individuals and teams to become self-organized which in turn improves quality and productivity.
- Good work culture promotes peer respect, recognition of hard work, and freedom to bring new ideas (innovation) it thereby increases the efficiency of organisation. For instance, Netflix doesn't makes it mandatory for their employees to maintain basic etiquettes of dressing. They not even made it mandatory to come in office at time. Still Netflix has expanded its viewership in multi-fold ways.

- To improve organisational efficiency a good vertical as well as horizontal communication is necessary. Improved communication reduces errors and increases the quality of the outcome. Thereby it increases organisational efficiency.
- Suppose work culture is bad, which shows partiality, favoritism, nepotism etc. as it was in earlier days for tender allocations at times, partiality in writing of ACRs sometimes it demotivates talented and hard-working people. Thereby it reduces organisational efficiency. For instance, recent Vyapam scam.
- A gender bias, caste bias, religion bias in an organisation is also a sign of bad work culture. These kind of biases not only hamper the organisational efficiency but also promote the social divide. For instance, recent incidences in government schools where women belonging to backward sections of society were not allowed to cook food for students.
- After realizing the importance of work culture, Government of India came up with innovative initiatives to promote good work culture.
- For instance, 'Perform or Perish' is the new Mantra of the government, which aims to eliminate the insensitive work culture promoted by 'Babu's' of India.
- External tools such as Right to Information Act, Postal Life insurance, change in conduct rules are initiated by the government.
- Constitution of Sevottam Awards for best practicing civil servants is one such an affirmative step.

Conclusion

It is general perception that government organisation have a bad work culture and healthy work culture is associated with private organisations. However, efforts like RTI, e-governance, strict laws etc. are improving the situation. Having a healthy work culture can change the perception in the eyes of public thereby improving the efficiency of government organisation.

36. How do digital technologies aid in the efficient utilisation of public funds? Examine.

Approach - It expects students to briefly explain how efficient utilization of public funds is important in introduction and how digital technologies aid in efficient utilization of public funds.

Introduction

Efficient utilisation of public funds is necessary for judicious use of financial resources to satisfy the needs of the present society in such a way that it doesn't compromise the capability of societies of future generations to meet their own needs. Digitalization is starting to reshape this informational core of the way tax and spending policies are designed and carried out. It offers tools not only to improve the effectiveness of existing policies but also to introduce entirely new ones.

Body

Four principles for efficient utilisation of the public fund:

- Transparency – accurate records that show where money is raised and spent.
- Assurance – figures and processes are checked by independent experts.
- Accountability – decision makers are clearly identified and subject to strict rules and review of performance and outcomes.
- Objectivity – policies are based on accurate information and rigorous analysis.

Digital technologies aids in the efficient utilisation of public funds -

1. Biometrics: Technology that monitors and records biometric characteristics, such as fingerprints and iris scans, allows more accurate and cheaper authentication of an individual's identity, ensuring that benefits reach only the intended recipients helping in efficient utilisation of public funds.
2. JAM Trinity for Direct Benefit Transfer (DBT): The combination of 32.94 crore Jandhan bank Accounts, 121 Crore mobile phones and digital identity through 122 crore Aadhaar is helping the poor receive the benefits directly into their bank account leading to a saving of Rs. 90,000 crore.
3. RuPay: In order to facilitate usage of newly-opened PMJDY bank accounts, customers were issued with RuPay debit cards to allow for ATM withdrawals and POS (point of sale) payments.
4. The Public Finance Management System (PFMS): PFMS was conceived as an online transaction system that not only helps the government manage its funds but at any point of time also provides a comprehensive view of the flow of funds across different wings of the government. The system enables the successful delivery of payment from government treasuries and program agencies directly into beneficiaries' accounts.
5. E-Way Bill: The e-Way Bill mechanism ensures goods are transported in accordance with GST laws and that taxes are paid for the supply of goods.

Through the e-Way Bill, taxpayers, transporters, and tax officers all rely on a unified system. The implementation of the e-Way Bill has helped boost GST revenue collections, abolished post-dated checks, and increased tax compliance.

6. Government e Marketplace (GeM): It facilitates online procurement of common use Goods & Services required by various Government Departments / Organisations / PSUs. It provides the tools of e-bidding, reverse e-auction and demand aggregation to facilitate the government users, achieve the best value for their money and manage public fund efficiently.

Challenges of digital technology -

- **Privacy and Security:** A critical obstacle is the privacy and security of an individual's personal data that he/she provides to obtain government services. With the implementation of e-government projects, some effective measures must be taken to protect the sensitive personal information of the people.
- **Authentication:** It is very important to know the right user of the services or it may be misused by private competitors. Meanwhile, the digital signature plays major role in providing authenticity.
- **Interoperability:** Interoperability is the ability of systems and organizations of different qualities to work together. The e-governance applications must have this characteristic so that the newly developed and existing applications can be implemented together.
- **Accessibility in India,** there is still gap arising between users and nonusers; it is because of language barrier, inadequate infrastructure in rural areas, etc.
- **Infrastructure:** It is essentially required for implementation of digital technology as much as possible in India. Electricity, internet and poor adaptability of technology will retard the progress of digital technology.
- **Digital Divide:** Digital divide inside any country refers to inequalities mainly among individuals and households. The digital divide can exist between those living in rural areas and those living in urban areas, between the educated and uneducated, between economic classes, and on a global scale between more and less industrially developed nations.
- **Cost:** In developing countries like India, cost is one of the most important obstacles in the path of implementation of digital technologies where major part of the population is living below poverty line. These costs must be low enough so that to guarantee a good cost/benefit ratio.

Conclusion

To reap the full dividends of the digital revolution, India must focus on solutions that address their most pressing priorities. India struggling to identify and help vulnerable populations may for instance benefit most from biometrics, information systems, electronic payment systems and mobile technology to reduce leakages and implement social programs. But all will need to take steps to avoid the pitfalls digital exclusion, cyberattacks, fraud, privacy infringement.

37. What are the different components of quality service delivery? Discuss. How do citizen charters help in this?

Approach - Students are expected to write about the different components of quality service delivery in first part, and discuss how citizen charters help in quality service delivery in second part.

Introduction

Quality service delivery ensures the service quality should match with the expectation of the stakeholder. It expects the commitment of organisations or public service providers to provide quality and high-standard services. Citizen's Charters were introduced in India in the 1990s which represents a systematic effort to focus on the commitment of the public organisation towards its Citizens in respect of Standard of Services, Information, Choice and Consultation, Accessibility and Grievance Redress.

Body

“Quality in a service or product is not what you put into it. It is what the client or customer gets out of it.” – Peter Drucker.

Standard principles of quality service delivery:

1. **Choice:** To attain better standards in service delivery, service provider must work on the no of choices available to the customer at single place. The easier the access of services to the customer the better the implementation would be. Example – The mobile seva by Indian govt in which govt provides multiple services through mobile such as Banking, Passport, and Aadhaar etc.
2. **Standards:** The rapid change in the technology landscape, we see an emerging need for the Governments to review, rationalise and enhance the existing e-Services, besides creating a new breed of services with a high speed-to-market. It helps to maintain the standard of the services.
3. **Value:** Many times, the govt might correctly perceive the need of the citizens but it can only be work better if the service provided is in line with the expectations of the customer. Then the value of the service increases. Example: the PHC system reached in the remote area of the nation but timely availability of doctors is more important than the infrastructure.
4. **Accountability:** As in an aspect of governance, it has been central to discussions related to problems in the public sector as this is the relationship between the both side's individuals. Examples – Public service guaranty act of Madhya Pradesh, which gives citizens Legal right to public services.
5. **Transparency:** Transparency is the principle of allowing those affected by administrative decisions to know about results and about the process that led to decisions. Transparent governance means that government officials act openly, with citizens' knowledge of the decisions the officials are making.
6. **Assurance:** Assurance is one of the major parts in it which guaranty to the citizens that govt won't let them down in certain unexpected situations that

may occur and would be unavoidable. Example- PMKisan scheme gives assurance of Rs. 6000/- to the farmers.

7. Responsiveness: In order to make continuous improvement in the service response of the customer through feedback is much more important. Improvisation in the quality of the service can be done through the continuous feedback mechanism.

Importance of citizen charter –

- For Information and openness: A key attribute of citizen charter is the availability of relevant and concise information to the users at the right time and at the right place.
- To Choice and consultation: The Charter provide choice of services to users wherever practicable.
- For Courtesy and helpfulness: The Charter helps embed a culture of courteous and helpful service from public servants. In addition, small initiatives such as 'name badges', 'May I help you' counters etc. can go a long way in building customer confidence.
- For Grievance redressal and complaints handling: There is a strong link between the provision of quality service and effective handling of complaints. Firstly, by facilitating and responding to complaints, the causes for complaint can be reduced. Secondly, by identifying 'trends' in complaints, the service provider can resolve systemic and recurring problems.
- To improve customer service: Making administration accountable, transparent and citizen friendly it helps in adopt a stakeholder approach and save time of both Administration and the citizen.
- For example, Sevottam model for citizen charter was proposed by the second Administrative Reforms Commission for improving the Public Service Delivery and adopted by many government offices.

Challenges pertaining to quality public service delivery:

- Lack of public participation
- Red tapism
- Inadequate political will
- Policy paralysis
- Bureaucratic attitude

Conclusion

Quality service delivery is an important component of good governance. It requires a number of reforms such as efficient utilisation of public funds, decentralisation of power, plugging legislative loopholes, strengthening the public Institutions like CVC and RTI, enhancing administrative accountability and making society more democratic. These reforms could improve public service delivery more efficiently in the long run.

38. How can institutional reforms address the challenges of corruption?

Approach - It expects students to write about - in first part write about various Institutional factors behind corruption in India - in second part write how institutional reforms can address the challenges of corruption - while in third part you can write solution or way forward.

Introduction

Corruption refers to the act of misuse and abuse of power especially by those in the government for personal gains either pecuniary or a favour. It promotes illegality, unethicity, subjectivity, inequity, injustice, waste, inefficiency and inconsistency in administrative conduct and behaviour.

Body

Institutional factors behind corruption in India:

- Cumbersome administrative process leads to delay which encourages the growth of dishonest practices such as giving speed money to dishonest officials.
- The system of governance which lacks transparency; accountability; grievance redressed mechanisms.
- Weak institutions. Example: CBI suffers from lack of autonomy and is termed as 'Caged Parrot' by Supreme Court.
- Discretionary powers available to public servants.
- Lack of proper education and training of civil servants.
- Low salaries.
- Inadequate and insufficient supervision.
- Political patronage of officials.
- Poor public opinion.
- Unwillingness of people to complain against the corrupt.

Institutional reforms can address the challenges of corruption by:

- Accountability institutions and security agencies are highly politicized. Institutional reforms can have made a huge impact which could be results in the arrest of a large number of high-profile perpetrators. Such reforms can reduce bribery and corruption to a major extent.
- Introduction of technological tools during the institutional reforms. The services providers can be modernized and professionalized in many areas of priority to better serve the public needs and eliminate inefficiencies in the system.
- Several applications and websites can be launch to implement public policies and programs. These tools can highly contribute to e-governance; they will not only be helpful in planning and decision making but also assure coordination among different agencies, public and private organizations, local

and international donors with no exception to international monitoring agencies.

- Accountability institutions and security agencies can be authorized with more power and resources to let them feel more confident in catching high profile outlaws. Local governments can be given power and resources to further transfer it down to the village level.
- These initiatives can be taken to ensure the real devolution at the grass-root levels to provide them more authority and funding. Authority patterns with shared power are necessary for mutual interests and sustainable governance. Through governance, authority and power can be incorporated to develop confidence, transparency and accountability mechanisms.

2nd ARC recommendations –

- Strengthen PCA, 1988: Sanction for prosecution automatic for those caught red-handed expedite for other cases; recognize and punish collusive bribery.
- Liability of corrupt officials: they must make good the loss caused and, in addition, be liable for damages
- Protection of Whistle-blowers: criminalize harassment, victimization of, or retaliation against whistle-blowers.
- Appointment of independent ombudsman.
- E-governance.
- Strengthen Right to Information Act.

Conclusion

There is ample evidence to show that corruption has slowed down economic progress and poverty alleviation initiatives in India. It has adversely affected the national security system, too. The most affected by corruption are the poorest and the most vulnerable groups. We need sustained efforts to address this menace by strengthening institutions, laws, improving governance.

39. You are posted as the secretary of the education department in a state. The state government has just launched a scheme for awarding scholarships to meritorious students to pursue higher education abroad. The undergraduate students having exceptional academic record would be awarded hundred percent tuition fees and living expenses at a university abroad. You are heading a committee of bureaucrats and academicians that will shortlist the candidate's after scrutinizing their academic performance. While going through the list of candidates you realise that one of the candidates applying for the scholarship happens to be the daughter of your best friend. Her academic credentials are really good and there are high chances of her getting this scholarship.

Do you see a conflict of interest here? Discuss. Is there a way to address this conflict? If yes, what are the alternatives available? Examine.

Approach - To solve these kind of case studies, it is necessary to adopt a stakeholder's approach. As an ethical dilemma is presented where qualities of objectivity, non-partisanship of an officer are tested with her interpersonal relations. After adopting this approach candidate needs to enlist available options and then choose the best available option.

Introduction

Stakeholders in the case

- Me as a secretary of education department
- Other students applying for the scholarship
- Reputation of education department
- Society at large

Dilemmas:

- Duty towards job Vs. Interpersonal relations
- Merit Vs. Interpersonal relations
- Objectivity, Non-partisanship Vs. Partisanship
- Conflict of interest

While talking about conflict of interest John F Kennedy said 'the basis of effective government is public confidence and that confidence is endangered when ethical standards falter or appear to falter'. Conflict of interest refers to conflicts between one's professional responsibilities as a public servant or as a member of an organization and one's private interests as an individual. It is one of the most obvious ethical dilemma.

Body

In this case, there is a conflict of interest between neutrality, non-partisanship, objectivity (selecting only the deserving students) and Interpersonal relations (not selecting daughter of best friend, if the case maybe).

Options available before me:

Option 1- Rescue myself from committee

Pros

- Conflict of interest will be resolved.
- Objectivity in selecting candidates will be maintained.
- Department's reputation as being objective will be upheld.
- No impact on personal relationship if friend's daughter is not selected.

Cons

- Do not know the credentials and value system of successor.
- Might impact the working of committee as well as result in delays.
- Lead to escapism, as many situations will have some conflict of interest.

This option seems to be a good move as Jessica Savitch an American television presenter said never refuse an assignment except when there is conflict of interest, a potential of danger to you and your family, or you hold a potential biased attitude about a subject under the focus.

Option 2: Continue as head of the committee

Pros

- Selection might get completed within given timeframe.
- Duty towards job will be completed

Cons

- May blot department's image of being partial.
- Impact personal image in department, might be seen as partial.
- Impact on personal relation if daughter of the friend is not selected.

Option 3: Continue heading the committee. However, make the conflict known to the members ask them to be impartial and keep the selection process transparent.

Pros

- Upholds department's image as being neutral and transparent.
- Increase personal reputation of being impartial and objective.
- Students will not feel that the board is biased.
- Not impact the personal relations as well.

Conclusion

In this way, duty can be discharged without an impact on personal relations. As Buddha advises that SamyakMarg is the best way out of a dilemma, moreover the principle of golden mean also says that wisdom lies in choosing between two extremes. As every other situation can have same kind of conflict of interest and one must choose a middle path.

40. Abhishek, an IAS officer, is heading the IT Committee constituted for improving the services being provided by the State Transportation Department by leveraging information technology solutions. In the deliberations of the committee, it was concluded that a special purpose vehicle headed by an independent CEO, preferably from the private sector having experience in IT projects would best suit the needs of upgrading the services offered by the department. However, hitherto the department was headed and manned only by civil servants. The very idea of a CEO coming from the private sector and heading the most important division of the department is meeting stiff resistance from within the department.

How can Abhishek deal with this problem? Is this a typical problem with all the government departments? Critically analyse.

Approach - In this kind of case study rather than adapting a stakeholders approach it is necessary to adopt a solution oriented approach. You can introduce by briefing about the resistance to change or attitude of public servants towards change. In the main body part give clear and straightforward solutions to the problems/issues given in question.

Introduction

While describing the benefits of change Charles Kettering, an American inventor has said that "The world hates change, yet it is the only thing that has brought progress". Resistance to change is a natural reaction, especially in government sector. Change is uncomfortable and proposes new ways of thinking and doing in system. However, People don't fear change, though, they fear the unknown.

Body

The present case showcases the transportation department employee's resistance to change and accept the much needed alternative of involving private sector participation which has been suggested by IT committee headed by IAS officer Abhishek.

Approach to solve the problem:

- Stephen king an American Author said that 'Resistance to change is proportional to how much the future might be altered by any given act'. In this context telling the staff about the benefits of having a specialist as a head of team and convincing the staff of no major changes in the work culture of the department and ensuring that their job security is maintained even after the new CEO's arrival.
- Informing the employees about the reasons and process for intended changes. It will tend to reduce fear and increase duty towards job, positivity among employees. Here, the new person's role as an expert can be highlighted which will bring enthusiasm and energy within department.
- Facilitating effective communication, besides getting actively involved in the change efforts, can result in reducing stiffness in the department. In fact,

employee participation is the greatest factor in reducing tensions due to new recommendations.

- Ensuring transparency: Maintaining the transparency by circulating the committee recommendations within the department and conveying the urgent need to implement the said recommendations for overall improvement of the department as the department needs to be flexible with the demand of time.
- Generalist Vs. Expert: It is necessary to highlight the lack of available expertise in the domain of existing officer cadre and the need to bring in private participation for the same as India has a developed IT industry which would provide much needed expertise for the government department's functioning.
- Altering the rigid attitude: Convincing the employees that the technological assimilation and modern work culture in the department would be difficult to achieve if the same attitude and practices are continued without due appraisal and study on their effectiveness.
- Achieving the objective: Implementing the committee's recommendation after the above due deliberations would help in achieving the goal of attaining a public services department serving the public effectively.

Whether problem is typical with all the government departments:

- Such a phenomenon is usually adjoined as a typical problem to all government departments as such an entry undermines the career progression avenues of existing civil servants and also hampers the employment opportunities of young aspirants looking to enter the famed civil services for a fulfilling career thus leading to resistance against it.
- The exposure and sensitivity to the country's complex socio-political milieu and to the needs of the common man, which widespread field experience provides to government servants, may not be available in the private sector since the private sector does not have the same width and depth of exposure to this type of field experience.
- Existing government servants also fear the issue of conflict of interest when it comes to entrants from the private sector which could jeopardise the functioning of the government.
- At the same time, the experience of domain level experts in Planning Commission and NITI Aayog as well as former Governors of RBI (Bimal Jalan and Raguram Rajan), Sam Pitroda (Head of many technology missions), etc. shows that many government departments can be receptive to this change.
- Further, there is growing realisation that the administrative problems at the implementation level (district, tehsil, panchayat) require intervention of specialists with domain expertise and not generalist who head the department in the capacity of Secretary. For instance, Chaavi Rajawat who earlier worked in the private sector chose to contest elections in her village and became a Sarpanch. She became an actor of change in her village as she implemented rainwater harvesting schemes, led people centric governance etc.

- The private sector can help catalyse the career civil servants to specialise in their chosen field. This will infuse much needed competition at the senior levels of management in the bureaucracy which is non-existent at present.
- Many other aspects of the issue also need to be considered too where the reservation aspect becomes important as neglect on this aspect may raise multiple questions which are of legal, political and social nature. Which will also question the appointments on the ground of 'quid pro quo', nepotism or favouritism.

Conclusion

Private entry into government services is not a new idea but it has not been followed as an institutionalized practice earlier. It is expected that private entry in government will catalyze the rule bound bureaucracy to become the agents of change; a role which the founding fathers, like Sardar Patel and Jawaharlal Nehru, had envisaged for the civil services. This should be the ideal for Abhishek as an IAS while dealing with the present scenario i.e. to fulfil the ideals of founding fathers.



41. A flagship government project being headed by you has encountered a tricky problem. The project requires a cloud based server that would cost at least ten crores. The tendering process would take at least three months and the final procurement won't finalise before 6 months. The project is being monitored by the PMO and you are under a lot of pressure to deliver the project in a time bound manner. The only way to adhere to the timeline is to do away with the tendering process. But to do that, you will be required to create some fake documents to prove that the procurement is too urgent to wait for the tendering process and that doing away with the tendering process is necessary. Your colleagues and seniors tell you that such things are common and you should not hesitate in taking the alternate route.

What would you do in this case? Would you go ahead and create the fake documents? Substantiate your response.

Approach - It expects students to write about the given case and the ethical dilemma faced, mention the options available with their merits and demerits and mention a course of action with explanation.

Introduction

The given case tests the ability of a person to stick to the right means even in difficult administrative circumstances. This poses a challenge between maintaining status quo and to bring a change with transparency in procurement policy.

Body

Values involved:

- Integrity
- Honesty
- Moral righteousness
- Courage
- Objectivity
- Professionalism
- Fairness

Stakeholders involved:

- PMO
- Seniors and colleagues
- Myself
- Beneficiary of projects
- Bidders- start-up's and companies

Ethical and moral dilemma involved:

- Organisational Goals v/s Personal Ethics
- Organisational benefit v/s organisational ethics

- Following Standard Operating Procedures (SOP)v/s unfair means
- Means v/s End

Options available:

1. Start work as per seniors and colleagues advice to create fake documents:

Merits:

- Completing the task in time bound period which will help maintain the organisation image.
- Following advice of seniors will also help in losing the pressure and stress related to task.
- This option allows me to fulfil my duty and following the seniors and administrative orders try to be in good books.

Demerits:

- But it violates the virtue of objective in professional duty.
- Setting wrong precedent for the future become habitual of others also and can transform into larger scams.
- Risk of further information leakage it can jeopardise such ICT projects in digital India programmes.
- It will go against principle and agenda of good governance with lack of transparency in governance and important government's projects.
- Bypassing professional ethics and an established procedure raises doubts on integrity.
- These may include vested interests of different colleague as the project covers 10 crore budget and can lead to corruption.

2. Going against advice of alternate route and making efforts for efficient SOP.

Merits:

- Upholding my personal moral conscience will make me more productive at work.
- In the long run ethical conduct always helps in achieving life's larger goals, such as mental peace, clear conscience, strength of character and brings harmony and balance in life.
- Using pressure in more objective direction and setting resilient accountability and setting example for all colleagues without fake documents task can be done in time bound period.
- It may imbibe confidence in work culture that we can finish task without unfair means.

Demerits:

- Can take more time with SOP and taking confidence of colleagues to do it in fair manner.
- Can hamper relation with the colleagues and senior in office and can strain the working environment.

Course of action with following steps:

1. E-Procurement system calling various budding start-up and encouraging them to complete it in time bound manner. It will turn paper based administration to web based administration will help bring procurement cost low by which we can provide incentives for finishing the task in time. It will provide across India bidding chance by which we pick most efficient company for task.
2. Using confidence building measures and trust with help of senior authorities at PMO with explaining the whole scenario and asking more time in the project so that new SOP can be created for e-Procurement in such scenarios.
3. Attitudinal change and moral suasion of colleagues to help in completing the task in time and bring change in department with opting the ICT technology and electronic tendering towards such situations which will also avert corruption and will help in efficient governance.

Conclusion

The main objective purpose behind introduction of electronic tendering/procurement was to improve the transparency of the tendering process, and to bring the benefits of Internet connectivity anytime anywhere access for those connected, and improved efficiency of transparency. The project also intended to cut down on the public sector's biggest tender processing costs of advertising, preparing, printing and disseminating tender documents, and then processing bids both in terms of money and time.

42. You are working in a big media house. The channels owned by the house have wide reach across the country. The new CEO of the media house is showing signs of allegiance towards the ruling party of a particular state. You are able to gauge his inclinations by the fact that there is hardly any news item being shown which criticise the action or inaction of the government. You are perturbed by this as you feel that free, independent and unbiased media is the lifeline of a vibrant democracy. Yet you are silent on this issue as your bread and butter is dependent on this job. You can't offend your boss after all. However, one day the limit is breached when the CEO calls you and directs you to stage a false sting operation against the opposition party's leader. You are also given monetary inducements to follow his directions. When you oppose, he tells you to either do the job or quit the company.

What options do you have in this situation? Which one will you follow? Why?

Approach - To solve these kind of case studies, it is necessary to adopt a stakeholder's approach. As an ethical dilemma is presented where qualities of professional ethics, integrity are tested with his/her interpersonal relations. After adopting this approach candidate needs to enlist available options and then choose the best available option.

Introduction

The above case presents a grim picture of one of the media house on one side and on the other side presents the cynical approach of those who ignore their corrupt practices in the process. This also raises concern of vulnerability, harassment, getting trapped in vicious cycle of falsehood.

Body

Stakeholders in this case:

- Media house (New CEO)
- Society at large
- Ruling party
- Opposition party
- Me as employee of firm

Dilemmas in this question:

- Professional ethics Vs. personal ethics
- Integrity Vs. partisanship
- Freedom of information Vs. corrupt nexus of political and media
- Independence of journalism Vs. partisan boss

Options available before me:

Option One: As per the direction from the CEO, will do the false sting operation against opposition party's leader and take monetary inducements as per the offer. If I follow this option these are following pros and cons are there:

Pros:

- I will get the monetary benefit and it is good for government and our company.
- I will save my job as I am completely depending on it for my bread and butter.
- I will satisfy my boss and this will help me in promoting my position as well as I will get more monetary benefits if I continue to follow my boss orders.
- I will be getting any future political favours, if needed.

Cons:

- This is completely against my personal ethics and it is against the journalism ethics as well, this will lead to dishonesty to my job, and I will be part of that media and political nexus.
- It will definitely hamper my conscience along with that I may save my job, but every day I will go through mental trauma for doing the things which are against my principles.
- These kinds of acts are like slippery slope once if we get used to it, we will lose our conscience and after some time, it feels like we are not doing wrong at all, which I am aware of, so I don't want to lose my character just for meagre material benefits.
- This is more about short term gain VS long term pain, by opting for this option, I will be doing negative ethics of my profession and this act is against the freedom of information.

Option Two: As the question clearly stated that the CEO has ordered to follow the orders or else I have to quit my job, and it is the question of bread and butter. If I opt for this option, there are following pros and cons are there:

Pros:

- I might leave my job to uphold personal ethics, and will be satisfied with the act I have done as I strongly feel that doing unethical things is the worst form of corruption.
- It will satisfy the ego of the CEO as well, and he will get his work done with other person smoothly as he understood that I am not the right person to do this job.

Cons:

- If I quit the job, that doesn't mean that the false sting operation won't happen, I have saved myself from doing wrong, however, now someone else will do that job which is against the freedom of information as it will promote the corrupt nexus between politics and media.

- This will lead to curb in the independence of journalism and also the CEO who has this biasedness, will dominate the field which is dangerous for the democratic values as well as accountability in the society.
- But the crisis will remain in the media and especially in my company, which I have first-hand experienced.
- Boss might think that he can pressurize anyone who doesn't listen to him, I will set the wrong precedence in the company itself.

Option Three: If I have experienced that biasedness, there must be other people who must have felt the same and as I am working in that media house before the CEO, I must have good knowledge about the people who will stand for the democracy and freedom of information and without any biasedness.

I will reach them and will try to escalate the issue to the board members and also will try to resolve through internal mechanism as there must be some mechanism to solve the crisis like these. I can be a whistle blower from the institute, and I can register a complaint to press clubs, board of directors regarding the CEO, etc., if I opt for this option, there will be following pros and cons:

Pros:

- This will restore the peoples' faith in the media as these days, most of the people lost their faith in the media, due to lots of scams as well as news itself shows that biasedness.
- This will not cost my job, as it will also raise the consciousness of the media, if something is going wrong in other companies, they might introspect and some people who are under pressure due to the bosses and their hierarchical heads can now come out and raise the issues going on within their companies.
- This way my integrity and also my personal ethics will be upheld, which also means personal and professional satisfaction for staying for the truth and honesty.
- By opting this option, I can curb the nexus between media corporates and politicians.
- This will help our company to remain neutral and also this will improve our company's image in the public.

Cons:

- Unnecessary rivalries in the company and also people who are supporting the CEO of that company.
- He might target me again and again for no reason, if board of directors and some of the staff have already known and they are getting some favours and monetary benefits.

In this situation my options will be:

- I will opt for the third option as it is my duty to restore the public faith in the media and also by doing this, sometimes it might cost my job.

- But that won't be a big issue, as I have already worked and I have the experience to get into another job role or other company, as these days most of the companies are looking for persons who are ethical as well as professional.
- The Public trust in media to hold government accountable is the most important function as a journalist.
- My efforts are to preserve that trust and adhere to the ethical norms of the media profession, which I might be able to do it.

Conclusion

Indira Gandhi once said, People tend to forget their duties but remember their right. Thus it is our duty to not let any wrong intentional people to influence media which is lifeline for our democracy.



43. Deepak is posted as the Deputy Commissioner of Police in a busy urban district of a Metropolitan city. The students of a reputed university are planning a massive protest rally against a bill passed by the Central Government. Although, the permission has been granted by the administration for peaceful assembly, Deepak has a strong and highly reliable Intel that some miscreants might disguise as students and cause violence in the rally. Deepak requests his superior and persuades him to put a stay on the rally. The students are enraged by this decision and launch a campaign on social media demanding the resignation of top police officials including Deepak's for having denied the permission for a democratic and peaceful protest. In a matter of hours, Deepak becomes the centre of online vitriol and thousands of memes. It hurts Deepak a lot. Even his family is highly perturbed by the series of events in Deepak's professional life.

How do you read this situation? Don't you think social media has made governance difficult? With social media having become an integral part of public life, is it even possible to get completely detached from the virtual world and do one's job? What qualities Deepak must possess to overcome this phase in his life? Should he respond to these personal attacks and mudslinging on the social media platforms or should he remain silent and just keep doing his job? Analyse.

Approach - It expects students to write about stakeholders involved and evaluate the ethical issues involved and address various issues asked in case study.

Introduction

The situation presents a very real ethical dilemma faced by many hard working and dedicated civil servants. The core issue in situation is managing freedom of expression also managing personal and professional lives which are intrinsically linked.

Body

Stakeholders involved:

- Deepak as DCP.
- Deepak's family disturbed by situation arising.
- Deepak's superior officials and top police officials.
- Central government with certain bill passed.
- Genuinely protesting students and others with public interest.
- Miscreants planning to cause violence.

Different values involved in case:

- Honesty
- Transparency
- Objectivity
- Anonymity
- Commitment to public welfare

The ethical moral issues involved in the case:

- Responsibility to act against a social menace.
- Public service values and maintaining integrity of the office prone to political influence.
- Consequences of actions and inactions which have the potential to change discourse.
- Courage of conviction.
- Freedom of Speech v/s Public Safety.

Social media making governance difficult:

- The rise of polarising and divisive content has been a defining moment in social media platforms. Which is fed by fake news propagation through social media channels.
- Social media has enabled a style of populist politics, which on the negative side allows extreme speech to thrive in digital spaces that are unregulated, particularly in regional languages. Therefore it's difficult for governance agencies mostly police force involved in such cases.
- But at same time Social media has made Indian politics and society more inclusive by allowing different people, who were traditionally excluded from politics and larger society due to geography and demography, to gain direct entry into the sociopolitical process.

Detaching from social media:

- Yes it's possible to be detached from social media. It will keep Deepak away from baseless criticism. Multiple studies have found a strong link between social media and an increased risk for depression, anxiety, self-harm, and even suicidal thoughts. Social media may promote negative experiences such as Inadequacy about your life or appearance.

Qualities to be possessed by Deepak to overcome such situations:

- Deepak must have fortitude to balance work and professional life. Respond situation with humility and grace, positivity can help in tackle the situation. He must have qualities in managing public pressure v/s carrying out one's duty.
- Taking decisions based on objectivity and ensuring freedom of expression as per constitutional values.
- Also strike a balance between the rights of the individual and the concerns of the state. With use of test of proportionality as per Supreme Court judgment in Anuradha basin case. Any restraint made on a fundamental freedom must be necessary and proportionate to the goal that it seeks to achieve.

Responding to personal attacks on social media:

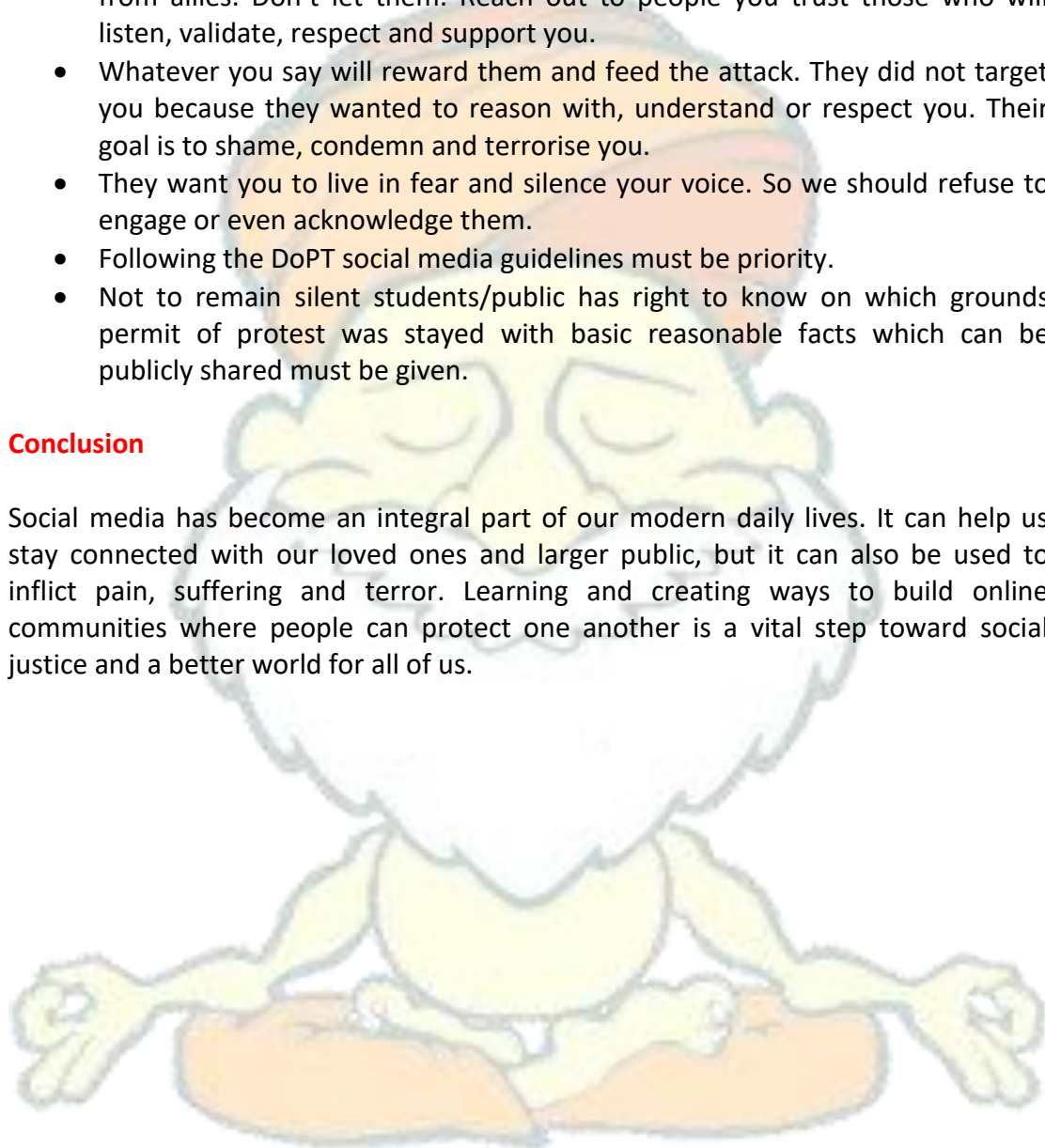
- Social media attacks can terrify and paralyze us. Aggressors aim to silence, shame, humiliate, bully, intimidate, threaten, terrorize and virtually destroy

their human target. They wield weapons like rumours, innuendo, lies, hate speech and violent imagery.

- From online forums to community groups, research and experience shows people are more willing to insult and use menacing language online than in person, especially when there's the protection of anonymity behind a computer
- Social media aggressors want to single you out, isolate you and cut you off from allies. Don't let them. Reach out to people you trust those who will listen, validate, respect and support you.
- Whatever you say will reward them and feed the attack. They did not target you because they wanted to reason with, understand or respect you. Their goal is to shame, condemn and terrorise you.
- They want you to live in fear and silence your voice. So we should refuse to engage or even acknowledge them.
- Following the DoPT social media guidelines must be priority.
- Not to remain silent students/public has right to know on which grounds permit of protest was stayed with basic reasonable facts which can be publicly shared must be given.

Conclusion

Social media has become an integral part of our modern daily lives. It can help us stay connected with our loved ones and larger public, but it can also be used to inflict pain, suffering and terror. Learning and creating ways to build online communities where people can protect one another is a vital step toward social justice and a better world for all of us.



44. You have joined as the Director of Operations in a government department. After joining the office, you start getting signals from your colleagues and subordinates that your's is a plum posting. Your predecessors have made fortunes out of this post and you are lucky to have got this position without actually even having bribed the superiors. They also start sharing ideas on how to extract quick fortunes by misusing your powers. Being an honest officer, you squarely refuse the ideas and tell them you have no such intentions. Within a week, you are called by your reporting officer who ridicules you for being naive and stupid for having refused to earn good money. He tells you that he is fine with your honesty though and that you are free to choose your saintly path. However, you must keep your mouth shut and don't interfere with the processes already defined and established by your predecessors. He also threatens that you shall be shunted to a remote location if you don't follow his directions.

How would you respond to this situation? Don't you think being honest doesn't only mean non-participation in corrupt activities but also standing firm against them? But if the entire system is against you and forcing you to follow suit, what are the options available to you? Which one would you choose and why? Substantiate.

Approach - It expects students to consider about fundamental principles or criteria that integrate and rearrange the process of dealing with ethical dilemmas in public administration such democratic accountability of administration, the rule of law and the principle of legality, professional integrity and write about stakeholders and different ethical values involved.

Introduction

This case involves a dilemma between professional obligations of a public servant in-charge as director of operations in office and his personal values. With highlighting the different stakeholders you have to write about different issues asked in question.

Body

Ethical values pertaining to case:

- Probity and integrity
- Ethical neutrality
- Transparency
- Good governance
- Honesty
- Moral righteousness
- Dedication to Public Service

Stakeholders involved in the situation:

- Myself as Director of operations.
- Colleagues and subordinate in the office.

- Predecessors in the office.
- Reporting officer.
- Public and there larger interest.

Being honest and standing firm against corruption activities:

- Being trustworthy, loyal, fair, and sincere. An honest person is free of deceit, is truthful and sincere. Moreover, an honest person does not tell lies and always speaks the truth. In a nutshell, Honesty is being truthful and open. In these type of case officers need to have value of probity.
- Probity is act of strict adherence to highest principles and ideals (integrity, honesty) and avoiding corrupt or dishonest conduct. It exhorts for prioritisation of public interest in the actions of civil servants. This ensures to participate in matter and try to avert corrupt practices.
- Ensuring the system is incorruptible is the biggest objective of probity. Hence it will avoid the potential for misconduct, fraud and corruption.

Course of action:

Following advice of colleagues and subordinate:

- It will help in meeting expectations of colleagues and subordinate. Also avoiding dereliction of duty. It will ensures predecessors standards to be in place and will not disturb the chain of command.
- But being honest and fair it will go against moral and ethical values and can create crisis of conscience.
- Following such an order is not only against individual dignity but also against code of conduct of civil services.
- Not showing accountable behaviour.
- Showing escapist tendency by avoiding the situation.

Going against advice, not following colleagues and subordinate:

- It will ensure Deontological approach of Immanuel Kant suggests that it is immoral to take the bribe and one must adhere to his duty.
- It creates positive role models in the society and ensures behavioural regulation at personal level.
- Help in discharging the duties in an impartial, unbiased non-partisan and incorruptible manner.
- It will help in avoiding moral dissonance.
- Avoiding any conflict of interest.
- Opportunity to show administrative leadership.
- Showing impartial attitude of administration.
- Following such step would disrupt the relationship with colleagues and subordinate and nexus of corruption which was set by all and my predecessors. And may harm the working environment.

Asking for written orders on issues pertaining to corruption:

- Written order is a legal proof of involvement and clearly delineates the chain of command. Asking for a written order from my reporting officer might act as a deterrent inasmuch as the senior might refuse to do so.
- However, communicating clearly the illegality of the act is important. The reporting officer might refrain from issuing such an order knowing the illegality of the act.
- Even after knowing the illegality of the act if the senior issues a written order the onus is on me. The written order would protect me in terms of culpability as far as my initiative is concerned. I can cite on being questioned that I acted under orders. This might be technically correct however it is not ethically sound and amounts to abdication of responsibility.
- In effect following this option still makes the act illegal as well as unethical. It can be questioned in a court of law and the defence that you were acting under orders might not hold a ground there. Similarly, this option does not augur well for probity in governance.

Taking counsel and advice for proactive action from senior:

- Talking to the highest authority seems to be a logical corollary of duly considered action when communicating clearly to the senior fails. I must clearly and objectively explain the situation to him while seeking his counsel.
- This might result in the highest authorities censoring the reporting officer and supporting you in following the due process in consonance with the call of your duty. However, on the other side it might earn me the ire of my reporting officer and he might hold a grudge against me.
- Another flipside of this option depends on the approach of the highest authority. If he is also in conformity with the chain of corruption and the other colleagues then this step might prove to be counterproductive and add pressure on me. If such be the case then it does not resolve the larger concerns of prevailing law and order conditions as well.

Taking matter to vigilance department:

- The Central Vigilance Commission is mandated under the CVC Act, 2003, to enquire or cause an enquiry into complaints against public servants wherein allegations of corruption are involved. The Commission can cause an enquiry through the Chief Vigilance Officer of the organisation concerned or CBI or any other anti-corruption investigating agency under the Government of India.

I will Choose Whistle Blower Provision and inform the vigilance department:

- As such plum post was given to me without any bribery there must be government's intention to act against such nexus of corruption. And bring them to the due process of law. Lodging a complaint under Public Interest Disclosure and Protection of Informers Resolution (PIDPIR) in CVC.
- CVC is mandated not only to maintain the secrecy of the complainant's identity but also provide protection to the complainant against any physical threat, harassment or victimization.

- This will help to maintain the highest value probity and integrity in administration without harming self and working towards larger public interest.

Conclusion

Corruption has a disproportionate impact on the poor and most vulnerable, increasing costs and reducing access to services, including health, education and justice. Corruption erodes trust in government and undermines the social contract. This is cause for concern across the globe, but particularly in contexts of fragility and violence, as corruption fuels and perpetuates the inequalities and discontent that lead to fragility, violent extremism, and conflict. Hence it is imperative that all forms of corruption are rooted out for a “Atmanirbhar Bharat”.

