

**1. Empathy is about finding echoes of another person in yourself. Elucidate.****Approach:**

Question is straight forward in its approach students are expected to explain the above quote in a detailed manner, also use of examples is important which helps in explaining points properly.

**Introduction:**

Empathy is the ability to emotionally understand what other people feel, see things from their point of view, and imagine yourself in their place. Essentially, it is putting yourself in someone else's position and feeling what they must be feeling. While people are generally pretty well-attuned to their own feelings and emotions, getting into someone else's head can be a bit more difficult. The ability to feel empathy allows people to "walk a mile in another's shoes".

**Body:**

The above quote explains empathy as If we are able to understand each other by stepping in the other person's bubble, by diving into their beliefs, values, by being more welcoming and trying to find echoes of the other person in ourselves, we will be able to create a better understanding between each other which will help us make a better world. This helps in understanding each other's problems and issues according to their own way of life.

- It 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. Not only people are more likely to engage in helpful behaviours when they feel empathy for other people, but other people are also more likely to help you when they experience empathy.
- 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.
- 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.
- Mahatma Gandhi lived a simple life because he was empathetic and sensitive. He renounced a luxurious life because he could listen the unheard voices in India which were suffering under the exploitative British rule. On empathy, his advice to anyone who was in doubt if an action was good or not, was to put oneself in the situation of the poorest of the poor in the country and see how a particular policy and programme will impact him or her.

- Empathizing with others helps us learn to regulate our own emotions. Emotional regulation is important in that it allows us to manage what we are feeling, even in times of great stress, without becoming overwhelmed. e.g., Children playing with Animals.
- Empathy ensures helping behaviours that come from within, rather than being forced, so that people behave in a more compassionate manner. e.g., the way animals are treated by the family strongly influences whether or not children learn to treat other living beings with kindness and respect.
- Empathetic people care about others and show interest in and concern for them. e.g., Many people understand the situation when an animal goes through pain of labour.
- Daily wagers, footpath vendors, migrant labourers have all had their only source of income snuffed out by the lockdown. To help them stay afloat, the city's army of volunteers has stepped in, doing their bit in multiple ways. e.g., Many of organisations have come together and are helping the people by distributing food packets and other essentials.
- The COVID-19 pandemic has brought the world to test its empathetic attributes by posing a question of survival in front of humanity. Amidst this crisis many people around the world have come together to help people besides practising attributes of empathy.

**Conclusion:**

Empathy, a term often used for a kind of concern for others is one of the most important virtues and must be developed in all of us. It has greater implications because when empathetic people see someone in pain, they feel it with them instead of feeling it for them. The matter of empathy becomes important in developing countries like India where civil servants are particularly not that empathetic towards the common people and have the sense of superiority which alienates them and severely destroys the bond of belongingness. 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.

**2. The purpose of human life is to serve, and to show compassion and the will to help others. Do you agree? Comment.**

**Approach**

The candidate needs to comment on the aspect of purpose of human life and show his/her views regarding the purpose being to serve, to show compassion and the will to help others. You can illustrate this with the help of multiple examples. You can also put points contrary to the above argument but with proper substantiation.

**Introduction**

Ever since humans have evolved, the fundamental question that has troubled them has been the quest to understand purpose of human life where many philosophers across various cultures have given different interpretations of their understanding, where the common aspect seems to be the inner urge to help others, which comes across as an important part of the question to what is the purpose of human life.

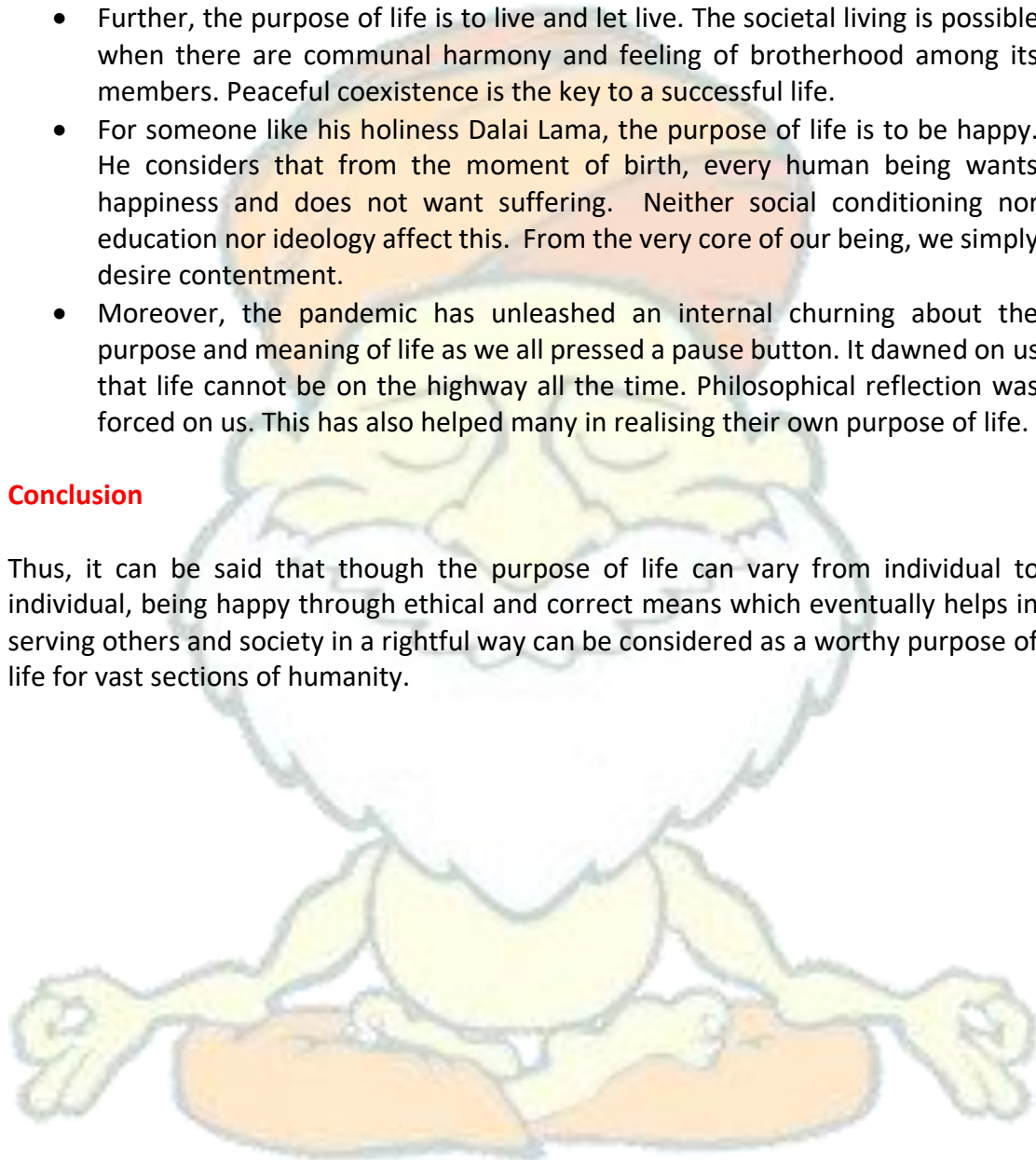
**Body**

- Since human beings have developed the ability to think rationally and analyse the surroundings, we have been curious about why things are the way that they are. This holds true on both a relative level, such as when we want to know how organisms have evolved, and an absolute level, such as about purpose of life, god, and the nature of the universe.
- What is to be achieved through living differs from individual to individual. Personal responses to situations and the thought processes involved in handling issues and problem-solving capabilities differ from person to person.
- For many people, serving others helps in attaining their purpose of life which is exemplified through the multiple religious teaching which promote serving others. E.g. - People in India have been following the principle of “Paropkar param dharma” – selfless service is the greatest religion – for thousands of years.
- However, while helping others, one should not expect something in return; one’s intention should be to lessen other people’s misery. “Service to others should be sincere and done from the heart; only then it is fruitful.”
- Generally, one’s constant inner intent should be towards helping others. If you are unable to do so for any reason, you can also make sure that you do not hurt anyone. This is an indirect way to help those around you.
- Life can be made beautiful or can be simply led. The success ratio and personal response to challenging situations are deciding factors. Here, the purpose of life for many can be serving others compassionately, clearly displayed by Mother Theresa, who has often been referred to as an embodiment of compassion. Her selfless work for the poor and destitute till date is inspiring and spoken of.

- Ethics and moral values imbibed into life by the individual act as indicators. One's the judgmental capacity of good from bad, right from wrong, legal from illegal, ethical and unethical all act as guidelines to one's life and help him/her in leading a good purposeful or bad life depending on the choices he makes. These help in generating the will to help others. E.g. – Gautama Buddha had the will to help others attain enlightenment after gaining the knowledge himself through struggles.
- Further, the purpose of life is to live and let live. The societal living is possible when there are communal harmony and feeling of brotherhood among its members. Peaceful coexistence is the key to a successful life.
- For someone like his holiness Dalai Lama, the purpose of life is to be happy. He considers that from the moment of birth, every human being wants happiness and does not want suffering. Neither social conditioning nor education nor ideology affect this. From the very core of our being, we simply desire contentment.
- Moreover, the pandemic has unleashed an internal churning about the purpose and meaning of life as we all pressed a pause button. It dawned on us that life cannot be on the highway all the time. Philosophical reflection was forced on us. This has also helped many in realising their own purpose of life.

### **Conclusion**

Thus, it can be said that though the purpose of life can vary from individual to individual, being happy through ethical and correct means which eventually helps in serving others and society in a rightful way can be considered as a worthy purpose of life for vast sections of humanity.





**3. The highest result of education is tolerance. Do you agree? Substantiate your views.****Approach**

Candidates are expected to write about correlation between education and tolerance in introduction and then write about how education results into tolerance with proper substantiation.

**Introduction**

Tolerance is respect, acceptance and appreciation of the rich diversity of our cultures, our forms of expression and ways of being human. It is fostered by education system where knowledge, openness, communication, and freedom of thought, conscience and belief are generated.

**Body**

Education results into the tolerance:

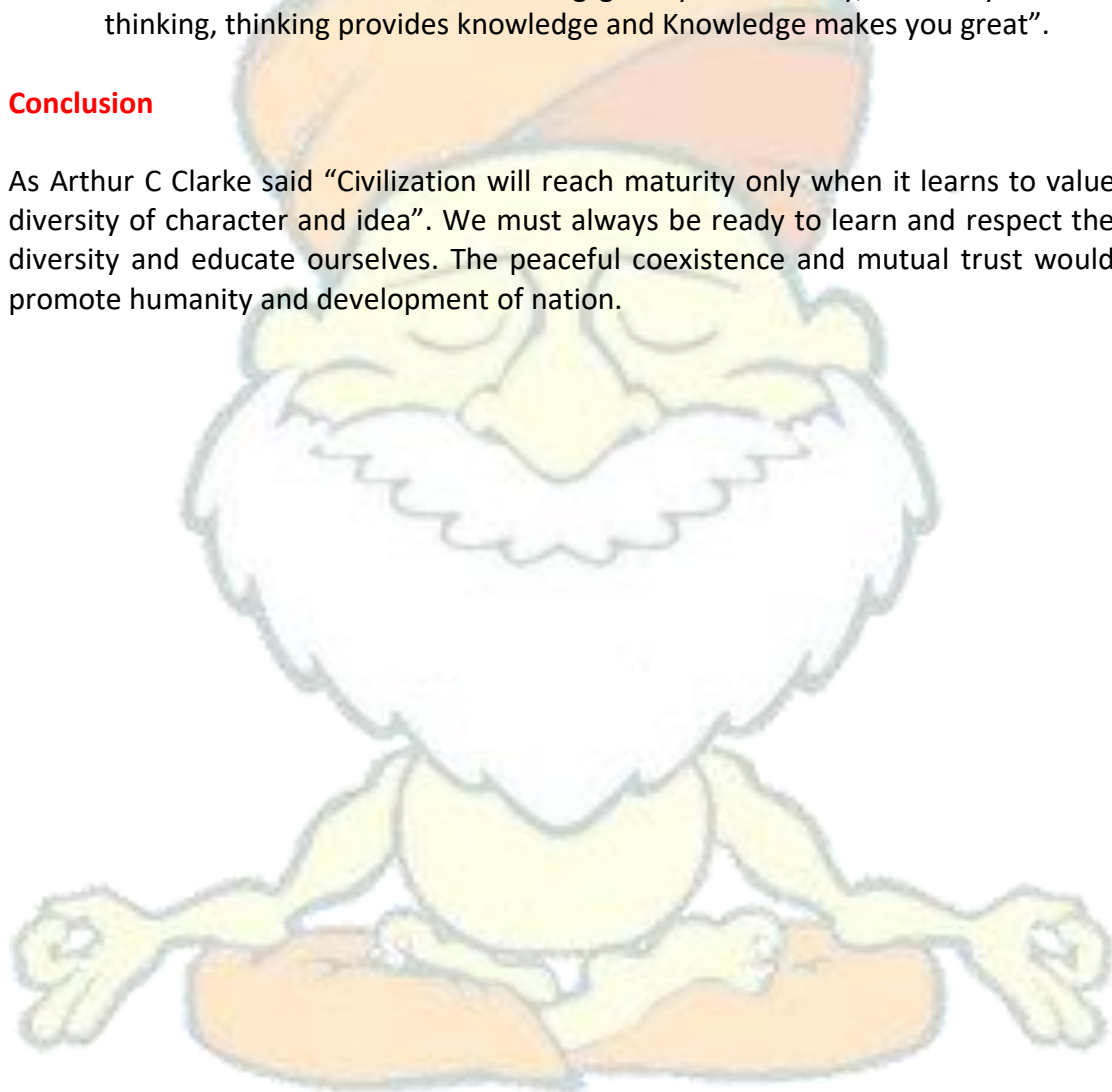
- Swami Vivekananda believed education to be the manifestation of perfection residing in the hearts of human beings and that this perfection intrinsically held tolerance.
- Education is said to make people more tolerant by enhancing their knowledge and reasoning skills. This helps people to see through prejudiced claims and dismiss irrational fears about those who are culturally different.
- It's often said that a person's tolerance rises with their education level. So on this basis, the higher a person's educational attainment is, the more likely they are to accept racial or ethnic minorities.
- Schools and universities also enhance tolerance by emphasising it as a virtue. The longer individuals stay in the education system, the more they are exposed to tolerance as a "core value" – and the more likely they are to internalise it.
- The education that a person receives in his lifetime is not just from school, but also from his family, friends, society etc. The one who really takes pages of his experience and learning will develop knowledge. We learn to respect elders, opposite gender from our parents, our friends teach us how trust is build, and our society teaches us how to stay in harmony among diversity.
- Studies often show that young people are also more welcoming in their attitudes to outsiders. This is thought to be largely because they have higher levels of education than older age groups.
- Education has only one role for any society, and that is to keep the generations moving in the ascending order of knowledge and information. If education by default can enable the character of tolerance, then education transposes to the highest level of seeking the truth.
- Uneducated are generally intolerant of others because they live "self-centered" lives. They simply do not possess to give them perspective of the

actual facts. This can be seen in recent cases of mob lynching, honour killing etc.

- However, the holistic education system always gives equal importance and exposure to sports, culture and arts of which tolerance is a part. But simultaneously, social media and technological outreach have blurred the lines between information, knowledge and wisdom vis-à-vis fact, fiction and perception.
- An educated mind always accepts diversity prevalent and entertains the thought/view of others with/without accepting it. Tolerance is not built within a day, but is gradual of all the learning and education that we receive.
- As A.P.J Abdul Kalam said “Learning gives you creativity, creativity leads to thinking, thinking provides knowledge and Knowledge makes you great”.

### **Conclusion**

As Arthur C Clarke said “Civilization will reach maturity only when it learns to value diversity of character and idea”. We must always be ready to learn and respect the diversity and educate ourselves. The peaceful coexistence and mutual trust would promote humanity and development of nation.



**4. “Every man must decide whether he will walk in the light of creative altruism or in the darkness of destructive selfishness”. What do you understand by this quote by Martin Luther King?**

**Approach-** Candidate can deconstruct the above quote and bring out the relevance in current situation. With the help of examples answer can be concluded with an anecdote.

**Introduction**

Martin Luther king was a champion of basic human rights and we all know his long legacy in fight for justice. He was inspired by Mahatma Gandhi and pursued a life inspired by values. In the above quote he calls out for character building.

**Body**

- In this, King calls us to actively seek ways to elevate the needs of others within our society. He embodied these ideals in a life devoted to justice, and his actions as a leader reflected this creative altruism.
- According to Adam Grant, a management analyst, "there's reason to believe that in the long run, the greatest success -- and the richest meaning -- will come to those who, instead of cutting other people down, pursue their personal ambitions in ways that lift others up."
- Creative altruism comes in many different forms. But it stems from a mindset of helping others whenever you can even when there is no direct benefit to you.
- MLK shares his epiphanies on the bliss and magnanimity of selfless creativity against the toxicity of selfish actions. He feels the onus lies on us to choose between a life of altruism that cultivates an ambience of positivity or to lead a gloomy lifestyle painted by self-interest at the cost of fraternity.
- Human endeavours are limitless, provided they are charted for the welfare of others. A person driven by selfishness is bound to undermine the selfishness of other individual. Thus, there cannot be peace, prosperity and stability in the world.
- Every nation driven by its self interest, somehow erode the self interest of some other country. e.g., Germany strides in second world war.
- Talking about creative altruism, Gandhiji idea of Sarvodaya through antyodaya is prominent. Such venture ensure welfare for all with focus on most underprivileged and marginalized sections of the society. Thus, collectivism and cooperation get precedent over individualism and competition.

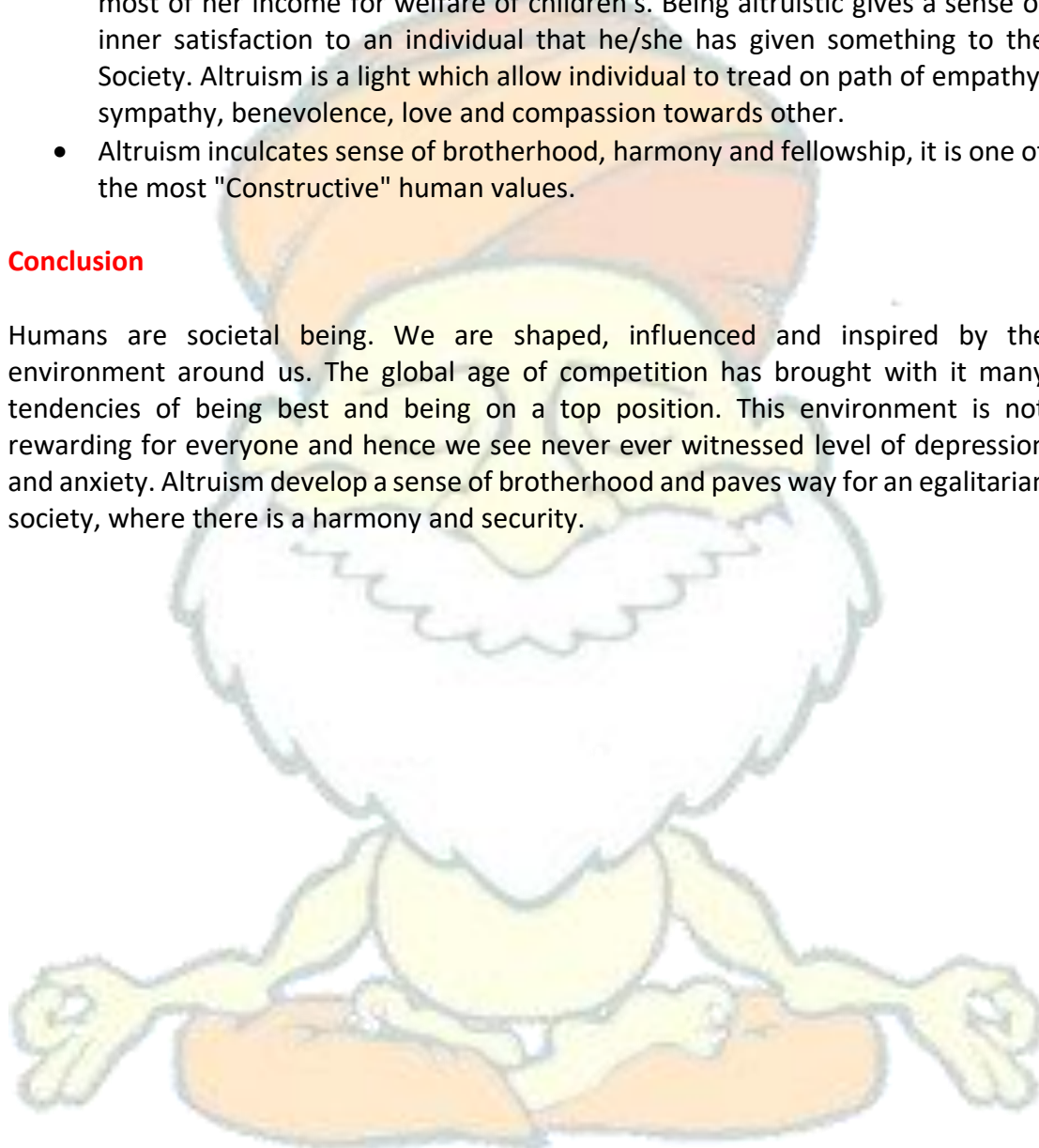
How altruism helps us?

- Altruism helps us in taking ethical judgements. eg: Officer not supporting nepotism.
- Selflessness will help us in developing sensitivity towards other eg: Pain of Vulnerable section, bring tolerance & peace in society

- Helps in charity and donations.
- Selfless actions can build strong International relations on path of peace, mutual cooperation & sustainability.
- Creative altruism makes one happy internally, not having to much materialistic tendencies, and seek happiness in service, involve themselves in service of others.
- J.K Rolling a great writer just lost her billionaire status because she donated most of her income for welfare of children's. Being altruistic gives a sense of inner satisfaction to an individual that he/she has given something to the Society. Altruism is a light which allow individual to tread on path of empathy, sympathy, benevolence, love and compassion towards other.
- Altruism inculcates sense of brotherhood, harmony and fellowship, it is one of the most "Constructive" human values.

### **Conclusion**

Humans are societal being. We are shaped, influenced and inspired by the environment around us. The global age of competition has brought with it many tendencies of being best and being on a top position. This environment is not rewarding for everyone and hence we see never ever witnessed level of depression and anxiety. Altruism develop a sense of brotherhood and paves way for an egalitarian society, where there is a harmony and security.





**5. No act of kindness, no matter how small, is ever wasted. Comment.****Approach:**

Directive is comment which demand expressing an opinion or reaction. It is important to pick out the main points/core and give one's opinion based on the information or the arguments originated from the reading. One should take a neutral ground and write facts and viewpoints.

**Introduction:**

“No act of kindness, no matter how small, is ever wasted”, the classic quote is so true. It doesn't matter if you do a small act of kindness or a big act of kindness – the important thing is that you do an act of kindness and it is never a waste of time. Being kind to someone else can change their life. Many people believe that nobody cares about them and that their life is not important. Just something as simple as a friendly smile or a kind word can literally 'make their day'.

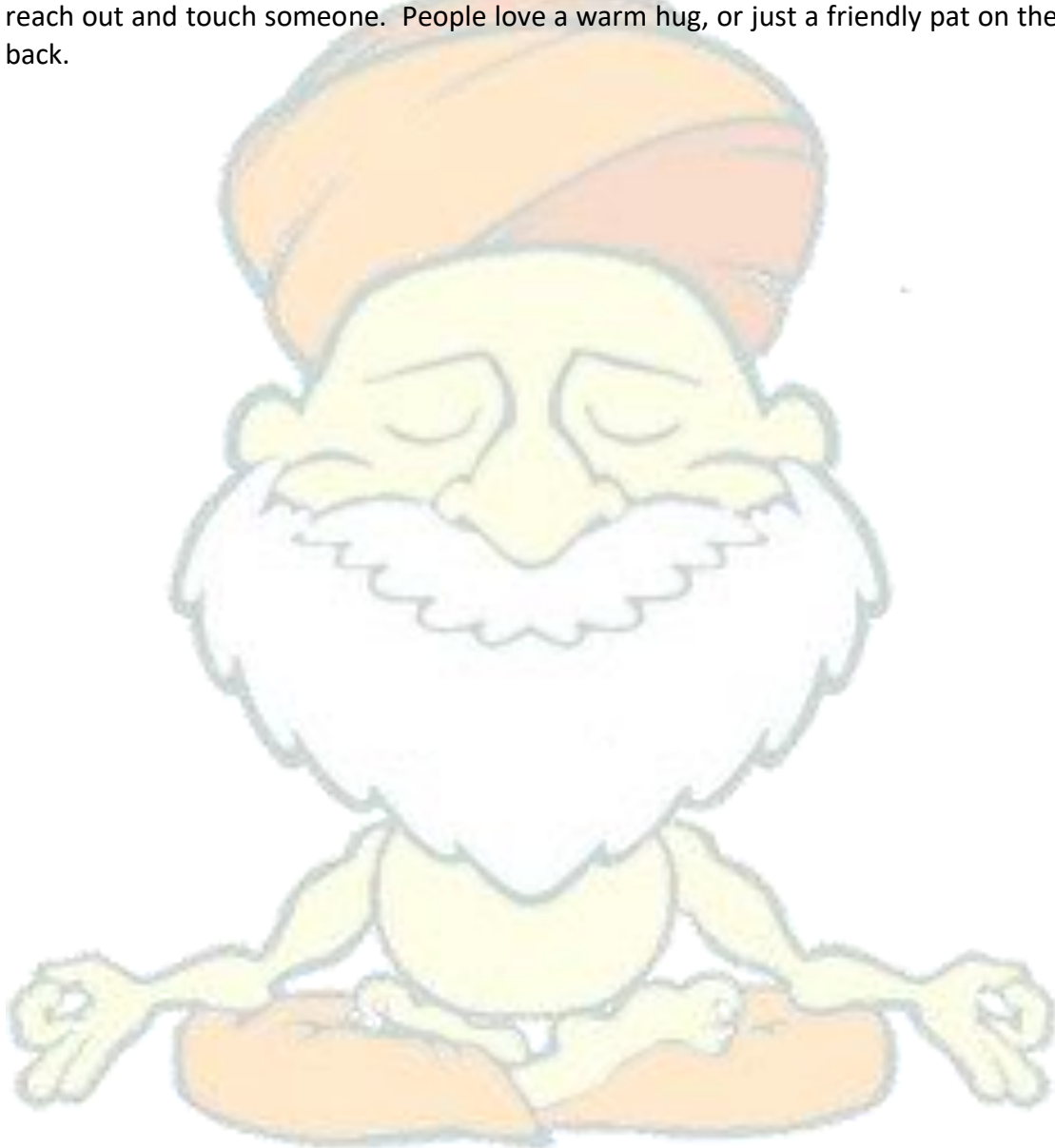
**Body:**

- “No act of kindness, no matter how small, is ever wasted” quote is from the famous story, the lion and the mouse wherein a small Mouse, caught by the Lion, is released rather than eaten, as a kindness.
- Later, the Mouse comes across the Lion, trapped in a net. The Mouse remembers the kindness done for him by the Lion, and chews through the ropes, freeing the Lion, and returning the kindness.
- The moral of the story is held that there is no one so lowly that they cannot be of some use, and that none should be scorned for their lowly position or life.
- That, in my opinion, still is true today. While most societies still have some forms of stratification, most people understand that kindness costs themselves little, and can be of great benefit to them when returned.
- Kindness can be contagious! Try smiling at someone who looks unhappy or upset and see what happens. It is simple and yet incredibly potent. A word in the right place. A smile at the right time. A simple selfless act can instantly change the dynamic of a situation and make someone else's day a better one.
- When you do something nice for someone who you could not ever imagine having the ability to help you, the feeling is quite liberating. You aren't thinking about how much to help, or what to do, weighing it against what they could do in return. You simply do what you can, and walk away.
- Whether it's putting enough change in the toll booth for the next few cars, or telling your server at the restaurant that you want to pay for someone else's bill, it's simply being kind. Those examples centred around money, but there are plenty of other ways to be kind to others.
- Imagine a world where a chain reaction of kindness was ongoing. Will it be better or worse than where we are today? Can you think of a single good

reason not to help someone, some way, today? Even if it's just a smile or a nod, acknowledging another person is a kindness too often lacking today.

**Conclusion:**

As Leo Buscaglia said “Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around.” Hence Every day everyone should reach out and touch someone. People love a warm hug, or just a friendly pat on the back.



**6. What sort of challenges will a civil servant face if he/she lacks emotional intelligence? Illustrate.**

**Approach:**

Question is asking you to illustrate, such an answer should generally involve the use of many examples, such as tables, figures, graphs, or concrete research statistics and evidence.

**Introduction:**

"Anybody can become angry, that is easy; but to be angry with the right person, and to the right degree, and at the right time, and for the right purpose, and in the right way, that is not within everybody's power, that is not easy." —Aristotle. Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence. It is valuable in a multicultural society and has five main elements that are Self-awareness, Self-regulation, Motivation, Empathy and Social skills.

**Body:**

**CHALLENGES WILL A CIVIL SERVANT FACE IF HE/SHE LACKS EMOTIONAL INTELLIGENCE**

The most effective civil servants tend to exhibit a high degree of emotional intelligence as it is the single best predictor of performance in the workplace and the strongest driver of leadership and personal excellence. With the lack of emotional intelligence, the civil servants will face the following issues:

- A civil servant with weak EI will not be having a stable mind due to which he won't have a balanced family and work life and hence won't be able to contribute much to the system.
- A civil servant with weak emotional intelligence cannot reconcile the differences among co-workers or different factions of people and hence can't resolve problems in an effective manner.
- A civil servant with weak emotional intelligence will not try new things nor will he be able to take risks and will face new challenges with fear. Hence, he won't be able to find an innovative solution to different problems.
- A civil servant with weak emotional intelligence will negatively influence the working attitude of each employee and hence bring negative energy to the system.

- A civil servant with weak emotional intelligence will not be able to communicate policies in the best possible manner and hence he won't be flexible, empathetic and clear in expression.
- A civil servant with weak emotional intelligence will be unfair and partial during conflict of interests as he won't be aware of anyone's wants and hence his decision-making power will be affected as well.
- A civil servant with weak emotional intelligence will lack the focus to listen attentively to the problems of people and can't empathize properly with their situation and hence he won't be that trustworthy in the eyes of citizens.

**Conclusion:**

Civil servants with emotional intelligence have understanding about their duty, responsibility and commitment. Present day dynamic civil services require officers to have soft skills including leadership, empathy and innovation. Effective governance can be made possible only by 'pro-people, pro-active bureaucracy'. Even those civil servants with weak emotional intelligence can develop it through experiential learning, training, support and learning transfer. As Daniel Goleman rightly said "what really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills – your EI— not just purely cognitive abilities that are measured by conventional EI tests."





**7. Does emotional intelligence play a role in the design and delivery of various welfare schemes? Examine.**

**Approach:**

The students have to simply write how emotional intelligence is critical for an administrator to maintain honesty while implementing various welfare schemes. The student is expected to write the role of emotional intelligence in administration and how it effectively maneuvers the administrator to stay upright and conscious of his duties.

**Introduction:**

Emotional Intelligence is the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions towards personal growth. An emotionally intelligent administrator would understand the demand of the public, take stock of the people in distress or need and act effectively to resolve some of their issues while having a level-headed attitude throughout. With the kind of complexity involved in the service delivery due to exclusion and inclusion or the advent of technology, the civil servant is mandated to approach every situation with proper assessment and due diligence, therefore being emotionally intelligent is one of the important traits for him to have to advance and grow for the service of the nation.

**Body:**

The standards underpinning the new social work degree include requirements for practitioners to 'to develop and maintain effective working relationships; reflect on your own background experiences and practice that may have an impact on the relationship. Goleman's definition of Emotional Intelligence is the widest ranging, and most performance orientated, encompassing abilities beyond the specific processing of emotions including:

- self-awareness
- emotional resilience
- motivation/drivers
- empathy/sensitivity
- influence/rapport
- intuitive decisions
- conscientiousness.

In delivering the service to the general public, the ability of being emotionally intelligence attains prominent position for:

- Understanding the need of the public- From policy-making to target delivery the role of the administrator is paramount to look at the larger picture with utmost unbiasedness and no prejudices. Even then, he has to frame a policy with utmost care to make it inclusive as well as effective for the general public. For instance,

the government came up with PM-KISAN just when the growth of agriculture sector was low and there existed rural distress.

- **Effective Decision Making-** While delivering or implementing the welfare schemes there is resistance among a group of people or even political pressures, but how he effectively manages to curb all that stress to finally overcome and deliver success needs emotional intelligence.
- **Selection on the basis of Eligibility:** Targeting the right people is the utmost priority for a civil servant. Therefore being emotionally headstrong is fundamental to this idea as emotionally weak may succumb to pressure and therefore compromise his position.
- **Managing his team:** An emotionally intelligent administrator would be very effective in managing his team, understanding their demand, listening to their issues and comforting them in terms of need while remaining objective for overall performance in the service delivery. For instance, Abhishek Pallava IPS Officer in Naxal hit area has a very strong team with him which has achieved tremendous success in the respective region. Even the officials of his department reach out to him when in need to effectively come out of their problems. This overall, improves their functioning in service delivery in the area.
- **Strong Motivation-** With good emotional intelligence, the administrator can bring changes in the behaviour, persuade public to adhere to certain rules and regulations for smooth delivery of the any service in the area. For instance, with good emotional intelligence, the administrator can motivate people to use toilets more-often within their homes rather than defecating in the open, this would improve the health and cleanliness of the whole region.
- **Positive affect** is associated with a range of mental capacities that have a direct impact on judgement and decision making. These include: expanded and creative thinking; ability to link between different sources and types of information or ideas; better elaboration about information; greater flexibility in negotiation situations; improved diagnostic/assessment ability.

### **Conclusion:**

Understanding and handling one's own and others' emotions is a critical aspect at every stage of the service delivery task: engagement, assessment, observation, decision making, planning and intervention. It is also an essential skill for administrator who need to 'develop and maintain a practice which is self aware and critically reflective. Emotional intelligence or competence is also pivotal to gaining the co-operation of other colleagues and services on which civil servants depend to achieve their outcomes, and to surviving and thriving in a very tough occupation. It seems ironical in a profession so steeped in relationship-based theories that such arguments need to be re-stated. But the place of relationships and emotion in civil service is in danger of becoming increasingly marginalized. If it takes the concept of Emotionally Intelligent, despite its limitations, to refresh and re-engage with emotion as a central concern in the service delivery field, then this can only be beneficial.

**8. What do you understand by emotional self-awareness? Why is it important? Explain.**

**Approach**

A straightforward question where in the candidate needs to showcase his/her understanding of emotional self-awareness in the first part and also explain its importance in the second part of the answer.

**Introduction**

Emotional Self-Awareness is the capacity to tune into our own feelings, sense inner signals, and recognize how our feelings affect us and our performance. It is an important skill for leadership at any level, as well as many aspects of life.

**Body**

- Emotional Intelligence (EI) are the emotional capabilities, studied and described by Daniel Goleman as the capacity we all have to lead our relationships and ourselves. EI consists of four essential capabilities: self-awareness, self-management, social awareness and social skills.
- Self-awareness is the art of going deep inside of yourself to get to know your own desires and motivations. It is composed of emotional self-awareness, accurate self-assessment and self-confidence.
- The purpose of developing Emotional Self-Awareness is that it allows us to understand how our bodily sensations and our emotions impact ourselves, others, and our environment. Without Emotional Self-Awareness, it is difficult to become proficient in and consistently use the other Emotional and Social Intelligence Competencies.

Emotional Self-Awareness, which is the least visible of the Emotional Intelligence competencies, has a surprising role as the foundation for the others, research has revealed. In this regard, its importance can be gauged from the following points –

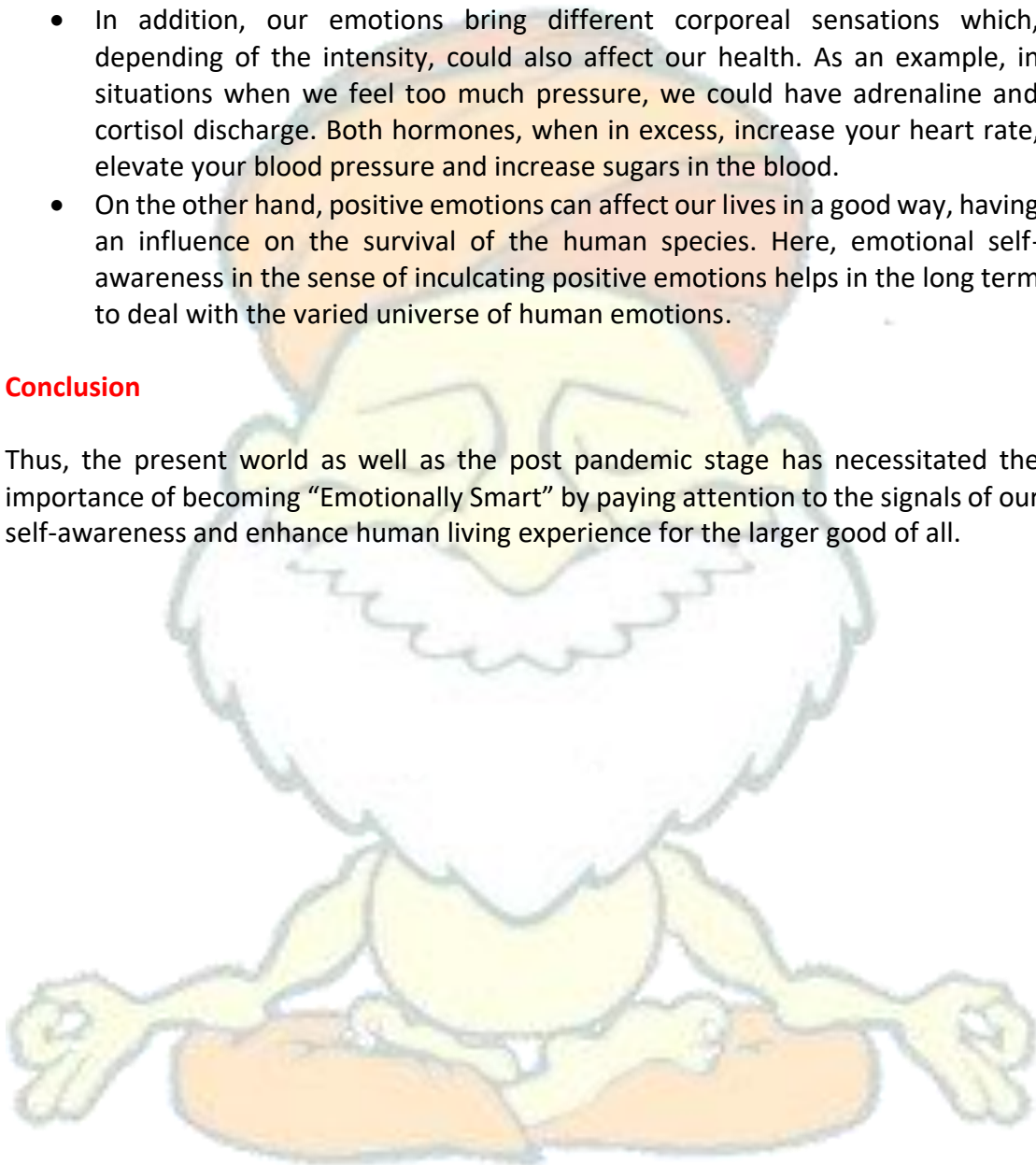
- People strong in Emotional Self-Awareness typically demonstrate 10 or more of the 12 competencies. This, in turn, lets them make frequent use of positive leadership styles, which results in the best working climates for their teams.
- On the other hand, those low in Emotional Self-Awareness tend to show strengths in only one or so of the competencies—and their leadership and team climate suffer accordingly.
- Emotional Self-Awareness isn't something that you achieve once and then you're done with it. Rather, every moment is an opportunity to either be self-aware or not. It is a continual endeavour, a conscious choice to be self-aware.
- It is common knowledge that no one is self-sufficient, we all rely on others from the day we are born until the end. In this sense, living in society, the way

we behave and react influence not only our lives, but also the people around us and our environment.

- The purpose of developing emotional self-awareness is that it allows us to understand how we could regulate or control our emotions, preventing impulsivity, which could damage our image and relationships. Impulsive behaviour is the process of acting without reflecting upon the consequences and being emotionally driven.
- In addition, our emotions bring different corporeal sensations which, depending of the intensity, could also affect our health. As an example, in situations when we feel too much pressure, we could have adrenaline and cortisol discharge. Both hormones, when in excess, increase your heart rate, elevate your blood pressure and increase sugars in the blood.
- On the other hand, positive emotions can affect our lives in a good way, having an influence on the survival of the human species. Here, emotional self-awareness in the sense of inculcating positive emotions helps in the long term to deal with the varied universe of human emotions.

### Conclusion

Thus, the present world as well as the post pandemic stage has necessitated the importance of becoming “Emotionally Smart” by paying attention to the signals of our self-awareness and enhance human living experience for the larger good of all.





**9. How does emotional intelligence help in negotiations? Explain with the help of suitable examples.**

**Approach**

Candidates are expected first define emotional intelligence and then explain how emotional intelligence helps in negotiations with suitable examples.

**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 .

**Body**

Emotional intelligence useful for negotiation:

- Negotiators high in Emotional Intelligence, have many abilities that assist them in creating joint value for all parties involved in the deal. For example former IAS officer O P Chaudhary in establishing an Education City in Dantewada district, Chattisgarh was made possible only by winning the confidence of the tribals with ability if negotiations.
- Competitive bargaining in a negotiation, where one side gains at the cost of the other, is only half of the story. Effective negotiating also depends on the ability to ensure that other parties’ interests are also met.
- Leaders should be able to adapting to changing circumstances in their workplaces. For example 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.
- People high in EI are fully aware of their natural response to ‘tension.’ Thereby, they are more open to cope with and even adapt to such situations. This allows them to think objectively about how to achieve their goals in the negotiation. For examples Bureaucrats need to know emotions, moods and drives of persons with whom they are negotiating targeted for better acquaintance with the nature of problems in society and their possible solutions.
- By creating a positive negotiating atmosphere, a negotiator high in EI is likely to get better results. In addition, by understanding subtle cues and observing counterpart’s reaction, they would be able to determine the optimal offer necessary to satisfy the counterpart. For example 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.

- Person lacks EI often is misunderstood 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 and hamper negotiation process with people and team. For example recent farmer protest and rallies highlights the inadequate negotiation with farmer this affects the trust towards system and working of bureaucracy.
- Maintaining composure and a positive problem-solving attitude benefits the creation of joint objective value. Another component of EI, that is, regulating ones' emotions, also facilitates the negotiation process. For example NSA chief Ajit doval is known for negotiation for insurgency handling in northeast area. Therefore, EI helps a civil servant to deal effectively with unreasonable people.

### **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 negotiation skills, the list goes on.



**10. What are your views on the idea of domicile-based reservation in private jobs? Substantiate your views.**

**Approach-** Candidate is required to give context of the question and then provide the constitutional argument and supreme court judgements on the same. Citing some global examples answer can be concluded with the future of workforce in globalised world.

**Introduction**

The Haryana State Employment of Local Candidates Act, 2021 provides for reservation for a local candidate, which has been defined under the law as someone “domiciled in State of Haryana”. Under the law, every employer is required to employ 75% local candidates for posts where the gross monthly salary is not more than ₹50,000.

**Body**

What constitution says?

- Article 16(2) states that “no citizen shall, on grounds only of religion, race, caste, sex, descent, place of birth, residence or any of them, be ineligible for, or discriminated against in respect or, any employment or office under the State”.
- However, Article 16(3) of the Constitution provides an exception by saying that Parliament may make a law “prescribing” a requirement of residence for jobs in a particular state. This power vests solely in the Parliament, not state legislatures.

Is domicile based reservation justified?

- When the Constitution came into force, India turned itself into one nation from a geographical unit of individual principalities and the idea of the universality of Indian citizenship took root.
- India has common citizenship, which gives citizens the liberty to move around freely in any part of the country, the requirement of a place of birth or residence cannot be qualifications for granting employment in any state.
- Equality enshrined in the Constitution is not mathematical equality and does not mean all citizens will be treated alike without any distinction. To this effect, the Constitution underlines two distinct aspects which together form the essence of equality law non-discrimination among equals, and affirmative action to equalise the un equals.
- While issue of domicile based reservation in public employment is widely discussed, and as a state instrument can be used for public welfare. But the private sector is highly competitive and in a global emerging market this step stands regressive.
- India in past protested against the same law, which makes it mandatory for firms to employ locals in Kuwait. This led to massive job loss for Indians. If we

apply the same logic, state has to make sure that meritocracy be basis of any private job, and not the privilege of being born in particular state.

- We live in highly integrated world. Free flow of goods, services and labour forms basis of future. With this step we might be closing our gates to new talent and innovative ideas.

What is the view of supreme court?

- The Supreme Court has ruled against reservation based on place of birth or residence. In 1984, ruling in *Dr Pradeep Jain v Union of India*, the issue of legislation for “sons of the soil” was discussed. The court expressed an opinion that such policies would be unconstitutional but did not expressly rule on it as the case was on different aspects of the right to equality.
- In a subsequent ruling in *Sunanda Reddy v State of Andhra Pradesh* (1995), the Supreme Court affirmed the observation in *Pradeep Jain* to strike down a state government policy that gave 5% extra weightage to candidates who had studied with Telugu as the medium of instruction.
- Some of the States are adopting ‘sons of the soil’ policies prescribing reservation or preference based on domicile or residence requirement for employment or appointment...Prima facie this would seem to be constitutionally impermissible, said the court.
- Though the argument presented is in relation to public employment, the same logic can be applied to private sector. Private sector is strength of our emerging economy, these reservations will ultimately limit the options and is against the fundamental rights.

### **Conclusion**

India has one of the largest working population in the world. The demographic dividend India enjoys, if not utilised well will turn into disaster. In the chronic unemployment scenario we have to create an environment of competent, skilled and secure employment opportunities. India as integrated market will emerge only when we address this inward looking attitude. Indian Citizen from any corner of country enjoys fundamental right of equality and shall not be deprived of opportunities at any level.



**11. Discuss the contribution of Sufi and Bhakti movements in the philosophical awakening of the masses.**

**Approach-** Question is straight forward. Student can give account of bhakti and sufi movements from medieval times and their impact on masses in the spiritual awakening.

**Introduction**

In medieval period, we see intense devotion or love of God of various kinds of bhakti and Sufi movements that have evolved since the eighth century. The idea of bhakti became so popular that even Buddhists and Jain adopted these beliefs.

**Body**

**Bhakti movement**

- Bhakti was accepted as a means to attain moksha along with jnana and karma. The development of this cult took place in South India when the Nayanars and Alvars moved against the austerities propagated by the Buddhist and Jain schools and professed that ultimate devotion to god was the means to salvation.
- People were no longer satisfied with a religion which emphasized only ceremonies. The cult is the combined result of the teachings of various saints, through the then times.
- Each of them had their own views, but the ultimate basis of the cult was a general awakening against useless religious practices and unnecessary strictness. The cult also emerged as a strong platform against casteism.

**Some of the important leaders of bhakti movement**

- Namadeva and Ramananda (Maharashtra and Allahabad) – Both of them taught the concept of bhakti to all the four varnas and disregarded the ban on people of different castes cooking together and sharing meals.
- Sankara and Ramanuja – The propounders of Advaita (non-duality) and vishishta adwaitha (qualified non-duality)
- Vallabhacharya – propounder of shuddha adwaitha or pure non-duality.
- Chaitanya (Bengal) – relied on the use of music, dance and bhajans to get in touch with God.
- Kabir – was a disciple of Ramananda, and was raised by a Muslim weaver. He stood for doing away with all the unnecessary customs and rituals in both religions and bringing union between these religions.
- Nimbakacharya – founder of the Radha-Krishna cult. He expressed this relation to substantiate the importance of marriage.
- In South India 7th to 9th centuries saw the emergence of new religious movements, led by the Nayanars (saints devoted to Shiva) and Alvars (saints devoted to Vishnu) who came from all castes including those considered “untouchable” like the Pulaiyar and the Panars.

### Sufi movement

- In the early centuries of Islam a group of religious minded people called sufis turned to asceticism and mysticism in protest against the growing materialism of the Caliphate as a religious and political institution. They were critical of the dogmatic definitions and scholastic methods of interpreting the Qur'an and sunna (traditions of the Prophet) adopted by theologians.
- Instead, they laid emphasis on seeking salvation through intense devotion and love for God by following His commands.
- By the eleventh century Sufism evolved into a well developed movement with a body of literature on Quranic studies and sufi practices.
- Of the groups of sufis who migrated to India in the late twelfth century, the Chishtis were the most influential. This was because they adapted successfully to the local environment and adopted several features of Indian devotional traditions.
- Shaikh Muinuddin Sijzi, Khwaja Qutbuddin Bakhtiyar Kaki, Shaikh Nizamuddin Auliya are some of the prominent sufi saints.
- Pilgrimage, called ziyarat, to tombs of sufi saints is prevalent all over the Muslim world. This practice is an occasion for seeking the sufi's spiritual grace (barakat).

### Spiritual awakening

- Shankaraharya, from Kerala in the 8th century, was an advocate of Advaita or the doctrine of the oneness of the individual soul and the Supreme God which is the Ultimate Reality.
- Basavanna's virshaivism movement began in Karnataka in the 12th century which argued for the equality of all human beings and against Brahmanical ideas about caste and the treatment of women.
- From Maharashtra Janeshwar, Namdev, Eknath and Tukaram as well as women like Sakkubai and the family of Chokhamela, who belonged to the "untouchable" Mahar caste. This regional tradition of bhakti focused on the Vitthala (a form of Vishnu) temple in Pandharpur, as well as on the notion of a personal god residing in the hearts of all people.
- For baba guru nanak the message is spelt out in his hymns and teachings. These suggest that he advocated a form of nirguna bhakti. He firmly repudiated the external practices of the religions he saw around him. He rejected sacrifices, ritual baths, image worship, austerities and the scriptures of both Hindus and Muslims.
- From the tradition and hierarchy ridden society this message of unity in diversity gave new impetus to the lower castes and a new form of awakening took place against the redundant traditions.

### Conclusion

Bhakti and sufi movements gave rise to new Indian consciousness. Indian society became spiritually awakened with the new philosophical ideas instilling new sense of identity among lower castes seeking spiritual salvation and philosophical awakening.

**13. Why is Rumi, the 13th century poet so famous? Can you discuss some of ideas and philosophies about life and love?**

**Approach:**

Question is asking you to discuss, it requires you to write a debate where one has to use your skill at reasoning, backed up by deliberately selected evidence to make a case for and against an argument.

**Introduction:**

Rumi was 37, a traditional Muslim preacher and scholar, as his father and grandfather had been, He was this compelling figure in all cultures whose tomb draws reverent followers and heads of state each year for a whirling dervish ceremony on 17 December, the anniversary of his death.

**Body:**

**RUMI'S IDEAS AND PHILOSOPHIES ABOUT LIFE AND LOVE**

- Rumi believed passionately in the use of music, poetry and dance as a path to reach God. It was from these ideas that the practice of whirling dervishes developed into a ritual form.
- Rumi believed that all lives were sacred: Taa'shif nifaak b'astz sang (Even a seemingly lifeless stone has a degree of consciousness; respect it).
- He believed that all religions are only one religion. because all praises are directed towards God's Light.
- He believed in THE SILENCE OF LOVE and that Love is the astrolabe of God's mysteries. A lover may hanker after this love or that love, but at the last he is drawn to the KING of Love. However, much we describe and explain Love, when we fall in love, we are ashamed of our words. Explanation by the tongue makes most things clear, But Love unexplained is better.
- Rumi was a jurist and religion teacher until the age of 37, when he met a wandering dervish named Shams Tabrizi. He soon became Rumi's spiritual mentor and intimate friend and eventually changed the course of his life.
- Rumi's poetry is a series of mystical experiences – a reflection on nature's beauty, a song, a dance, an idea, a feeling... anything that makes us human, everything we're able to see with our eyes open or shut. Below you will find a lot of Rumi love quotes that prove how spiritual and intense his poems are.
- Rumi's work continues to resonate and today, his tomb draws dervish followers and heads of state each year for a ceremony that marks the anniversary of his death.
- He is among the poets that show us the importance of every experience, be it good or bad.

**Conclusion:**

Rumi is a very mysterious and provocative poet and figure for our time, as we grapple with understanding the Sufi tradition and understanding the nature of ecstasy and devotion and the power of poetry. As new translations come into print, and his work continues to resonate, Rumi's influence will continue. His inspiring words remind us how poetry can be a sustaining part of everyday life.





**14. “Education is the ability to listen to almost anything without losing your temper or your self-confidence.” Comment on this quote of Robert Frost.**

**Approach:**

Question is straight forward in its approach, students are expected to explain the meaning of the quote in introduction then explain the quote using relevant examples.

**Introduction:**

The given statement emphasizes on the essence of education that it cultivates spirit of tolerance and boost self confidence. Education provides ability to take criticisms in a constructive manner. A well educated person develops a temperament of critical thinking and knows how to deal with success and failure properly. As such, an educated person, when confronted with conflicting views, will not lose temper. He/she will rather try to analyse others' views, try to learn from others; and thereafter come up with an appropriate response/strategy. Also, an educated person doesn't lose self-confidence easily, for he/she is aware of own limits and is confident of own abilities. 'Voltaire' says that i don't agree with you but I respect your right to disagree with me . To make this statement his education could be inclusive, diverse, tolerant.

**Body:**

- Education is manifestation of perfection already in men so a Person it helps person to make his mind strong, educated mind listen to all without any reaction. In the diverse country like India, Civil servants must possess ability to deal with diverse interests, political pressures and criticisms. Such ability can be cultivated through proper education. Issue of corruption among government officials is also a manifestation of lack of self confidence and character building ability of present status of education system.
- For example, Pame Armstrong, IAS wanted to build a road in Tamenglong, Manipur out of empathy for the local people. He tried to get it done through State projects but he faced hindrances. Later, he took to crowd-financing and built it, by mobilizing the public for the cause, without Government financing. His confidence, empathy and patience emanate from his education.
- Peace and Harmony can be brought only if we have tolerance in the society. Different culture and different ideas lead towards higher development goals. For example- American society is an amalgamation of different views, religions, culture and rights of individual freedom and thereby it has achieved a position of being a global destination. Whereas an intolerance to others may lead to downfall as happened with Myanmar at international forum.
- Mahatma Gandhi showed tolerance towards the agitated public when he withdrew non cooperation movement because he had true education of Freedom and how to achieve it. He had differences of opinion with Ambedkar, Subhas chandra Bose but have never show or spoken anything intolerant.

- Education in form of awareness , information related to health and hygiene helped in behavioural change among the society towards building toilets in houses who were earlier resisting to such changes citing religious reasons.
- As it is said "mind once enlightened can not go dark again". Such enlightenment can only be achieved through proper value education and concept based learning. Dr APJ Abdul Kalam also emphasized the importance of value education in his quote "Real education enhances the dignity of a human being and increases his or her self-respect. If only the real sense of education could be realized by each individual and carried forward in every field of human activity, the world will be so much a better place to live in." meaning importance of education in overall development of human beings which includes respect, tolerance and dignity of individual.
- A well educated person develops a temperament of critical thinking and knows how to deal with success and failure properly. eg. Mahatma Gandhi was imprisoned several times and also accused by many communities as being anti - Hindu, still he continued to work for independence and upliftment of all sections of society.
- In present times, where there is intolerance over religious ,castes, racial issues etc education holds key importance to make the society more tolerant and more inclusive

**Conclusion:**

As Arthur C Clarke said "Civilization will reach maturity only when it learns to value diversity of character and idea". We must always be ready to learn and respect the diversity and educate ourselves. The peaceful coexistence and mutual trust would promote humanity and development of nation. An educated mind always accepts diversity prevalent and entertains the thought/view of others with/without accepting it. Tolerance is not built within a day, but is gradual of all the learning and education that we receive.

**15. Truth can be stated in a thousand different ways, yet each one can be true. Elucidate.**

### **Approach**

The candidate needs to dwell upon the given statement and bring out its meaning through the help of different examples, which makes the understanding of 'Truth' more substantial.

### **Introduction**

The above quote by Swami Vivekananda clearly demonstrates the nature of 'Truth' and the ideal way of understanding it in human society where in the present polarised times, truth can be seen from different perspectives which would help in healing the society.

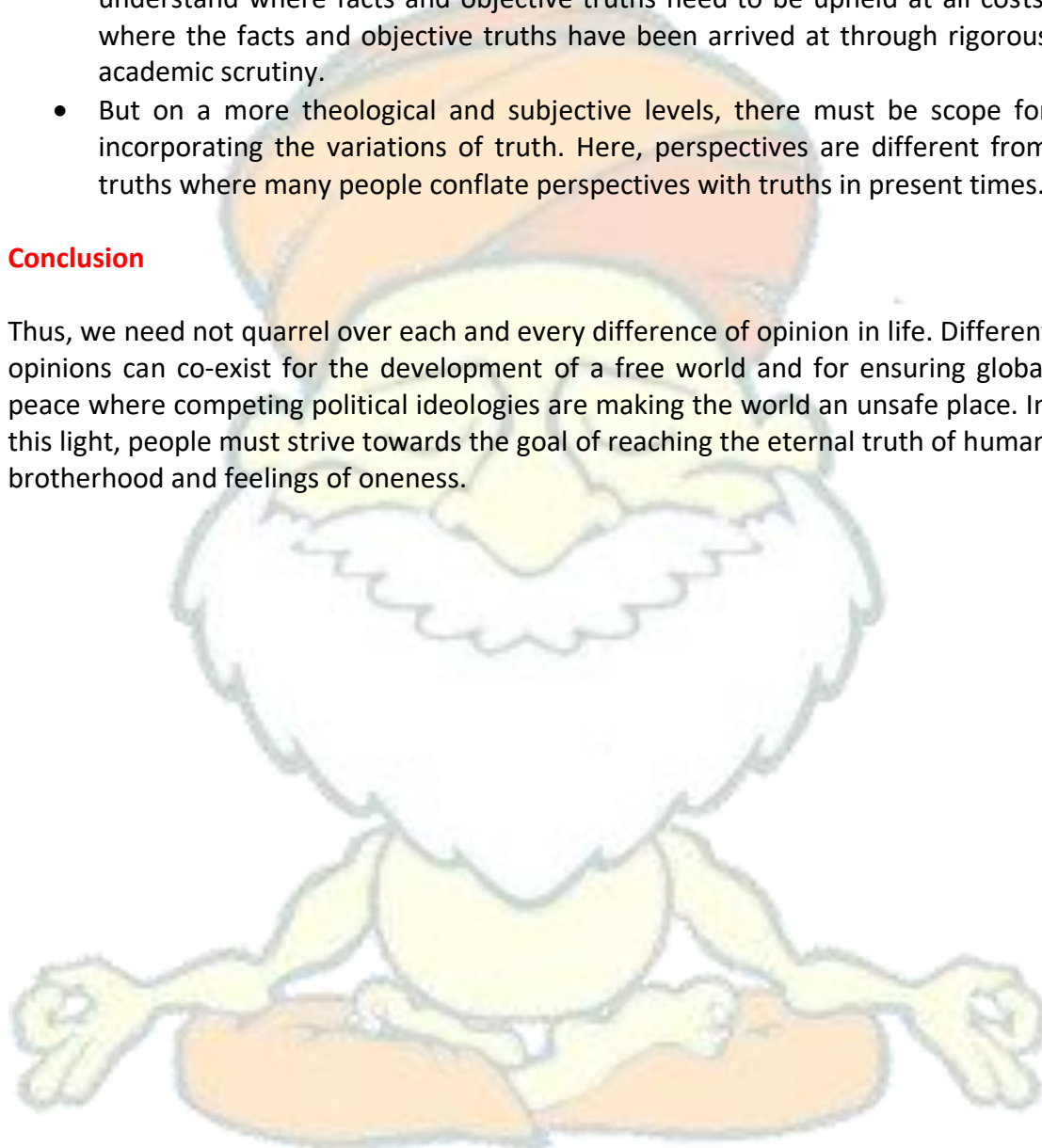
### **Body**

- Truth is multi-faceted. Truth remains true from the point of view of an observer but may be seemingly false from other's point of view. There has been a perpetual fight of perspectives and will always be as long as truth is concerned. There is no black or white but shades of grey.
- Proclaiming something as one absolute truth would be a recipe for disaster in matters where the outcomes can be subjective or unknown to humans. Here, Swami Vivekananda emphasized that truth can have different perspectives.
- In this light, the Rig Veda states, 'E-kam sad viprah bahudha vadanti' i.e. the truth is one but is called by many names. Thus, it brings home the point that we need not quarrel over each and every difference of opinion in life. Different opinions must co-exist for the sake of a free world.
- Further, this is the basis for development of Indian way of thinking where all religions are considered as true and rightful approach to reach the almighty. Thus, theological discussions can go a long way in present times, if everyone considers the above approach.
- Also, each religion teaches its followers to be truthful and non-violent. However, the ways of saying the same is different for different religions.
- Leaders can't lead without followers and unfortunately, some of the most passionate ideas die an early death because the leader is ineffective. To be able to take people along, inspire them with your vision, you need to know that there are a thousand sides to the same story.
- This is even true for leaders in corporate sector, where if you can't respect the diversity in your teams, you cannot establish a culture of tolerance and respect which could hamper improved performance by the team.
- What other person is saying may seem us to be false but when seen from his/her perspective can be true. Understanding this would help us solve issues in amicable ways. It helps us not be prejudiced against others' opinions.

- Understanding the other side of the story and other faces of a situation/practice/thought is required before reaching to any conclusion.
- At the same time, it is important to understand that objective truths have no place for variations under the present discussions where the scientific truths are an example. The Earth is round and not flat is an objective truth, such facts can't be under scrutiny through the argument of different perspectives.
- In the present age of fake news, such a differentiation becomes important to understand where facts and objective truths need to be upheld at all costs, where the facts and objective truths have been arrived at through rigorous academic scrutiny.
- But on a more theological and subjective levels, there must be scope for incorporating the variations of truth. Here, perspectives are different from truths where many people conflate perspectives with truths in present times.

### **Conclusion**

Thus, we need not quarrel over each and every difference of opinion in life. Different opinions can co-exist for the development of a free world and for ensuring global peace where competing political ideologies are making the world an unsafe place. In this light, people must strive towards the goal of reaching the eternal truth of human brotherhood and feelings of oneness.





**16. What is your view on the following quote by Venkataraman Ramakrishnan: We are all human beings, and our nationality is simply an accident of birth.**

**Approach:**

Candidates are expected to provide the context of the quote and explain the quote by Venkataraman Ramakrishna. And then express the personal view on the quote.

**Introduction**

Just when Nobel laureate Venkataraman Ramakrishnan flooded with goodwill emails from India on winning Nobel prize and many were taking pride of him being a Indian origin. He said "We are all human beings, and our nationality is simply an accident of birth," it doesn't matter much as per Venkataraman on belonging to particular country.

**Body**

Nationality is not simply with accident of birth:

- Birth is not just a random momentary thing. It involves your parents. And they already had a nationality too.
- Nationality is a shared group identity in the significance of a geographical and sometimes demographic region seeking independence for its culture and/or ethnicity that holds that group together. This can be expressed as a belief or political ideology that involves an individual identifying with or becoming attached to one's nation.
- With identity of nationality the feelings of the high and low and casteism are banished from the minds of the people, and social unity is achieved. The nationalist leaders make the people understand with full force that our nation can progress and can have a prestigious place in the world only, when all disparities are removed.
- Nationality transforms into the nationalism. Nationalism as a ideology built on feeling of togetherness and belongingness of community but try to exclude those who are different from them. It has characteristics of heterogeneity whereas humanity is based on homogenous characteristics and try to be more inclusive rather than exclusive.

Nationality brings people together with the same mindset. Whereas humanism bring everyone to live together with or without the same mindset:

- Economically, nationality may give everyone equal rights to trade, practice profession or work, etc. Humanism is about fulfilling basic needs of an individual.
- India, as the birthplace of the Vasudhaiva Kutumbakam ideal and long-honored for its multiplicity of wisdom traditions and paths, is primed to become a model to lead a way out of this crisis. It is thus imperative that moral, spiritual and civil leaders work together to articulate universal ethical

principles and values that can form the basis for social cohesion, shared agreements and lasting peace.

- Environmentally, nationalism and nationality cares about the environment related issues in their nation. They don't care about the environmental issues of other countries. Humanism cares about the environment at global level. They know that humans can exist only at those places where environment is proper to live and carry out other activities. For example Brazilian President Jair Bolsonaro was criticised by all conservationist cross the world.
- Adherence to human values and humanity such as love and compassion is required in today's world which is affected by many nationality based conflicts such as civil wars, refugee crises and terrorism.
- It is with humanity and human values that one becomes truly able to put into practice his/her ethical values, such as justice, integrity, refusal of violence and ban to kill even in a crisis situation.
- Humanity convey a positive and affective surge, which reinforces the rationale of moral values. Humanity is value that permit us to live together in harmony and personally contribute to peace. Human values are a tool to manage human relations and a tool for peace when the tension is high.
- National citizenship is an accident of birth; global citizenship is different. It is a voluntary association with a concept that signifies "ways of thinking and living within multiple cross-cutting communities cities, regions, states, nations, and international collectives.
- It generates Cultural of empathy helps people see questions from multiple perspectives and move deftly among cultures sometimes navigating their own multiple cultural identities, sometimes moving out to experience unfamiliar cultures.
- When forces of Nationality and Patriotism try to take the front seat, there is a kind of hostility, protectionist feelings generated among the people of different countries. Therefore, Humanity should be always at a higher pedestal than other such values.

### **Conclusion**

Since ancient times, the spirit of Vasudhaiva Kutumbakam, the world is one family, has stood as an ideal of Indian civilization. This inclusive and compassionate spirituality recognizes that "the truth is one, sages call it variously"; this has allowed for groundbreaking advances in philosophical inquiry and civilizational advances throughout world history.

**17. Why is it important to have a value driven bureaucracy? Explain.****Approach**

Candidates are expected to write about what is bureaucracy and value driven bureaucracy. Then mainly explain the importance of the value driven bureaucracy.

**Introduction**

Max Weber, defines bureaucracy as a highly structured, formalised, and also an impersonal organisation. He also instituted the belief that an organisation must have a defined hierarchical structure and clear rules, regulations, and lines of authority which govern it.

**Body**

Value driven bureaucracy –

- Values-driven bureaucracy lead from a deep sense of purpose and a demonstrated commitment to life-affirming values, such as honesty, integrity, excellence, courage, humility, trust, care for people and social and environmental responsibility.
- This can be observed in the civil service conduct rules 1965 in India. For promoting political neutrality, promoting the principles of merit, fairness and impartiality in the discharge of duties, accountability and transparency.

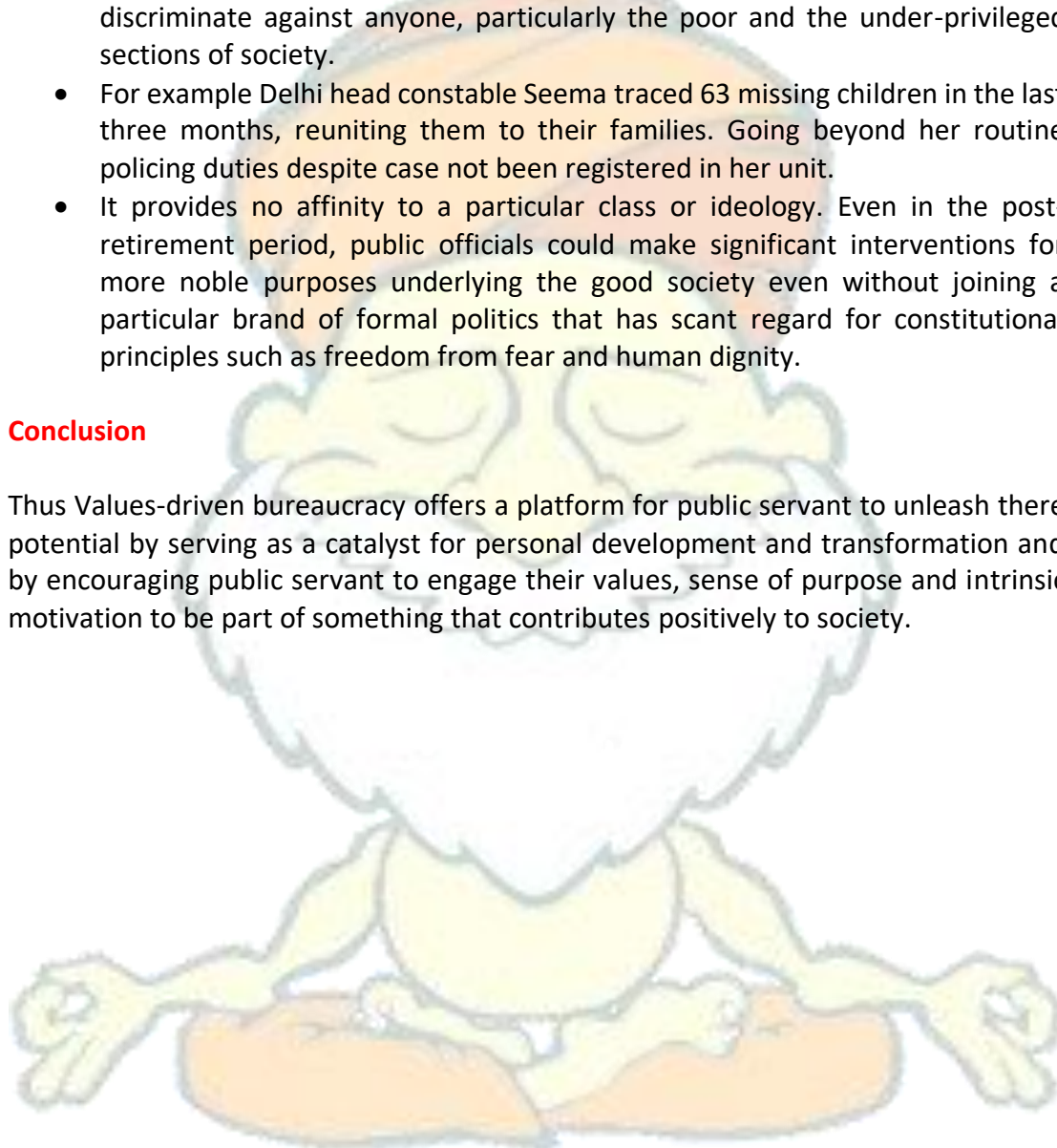
Importance of the value driven bureaucracy –

- Value driven officers of civil services maintains confidentiality of information in relation to one's duties as required by existing laws and rules. It presents cognitive list of "do's and don'ts" include being responsive to the public particularly to the weaker sections being courteous and maintain good behaviour with the public.
- It stresses on "minimum government and maximum governance", besides making the administration more people friendly and more transparent. It creates clean and deft administration, besides efficient delivery of state services through a toned bureaucracy.
- Such bureaucracy commit themselves to and uphold the supremacy of the Constitution and democratic values, defend and uphold the sovereignty and integrity of India, the security of state, public order, decency and morality.
- Value driven Bureaucrats maintain integrity in public service take decisions solely in public interest and use or cause to use public resources efficiently, effectively and economically declare any private interests relating to his public duties and take steps to resolve any conflicts in a way that protects the public interest.

- It mandate officials not to place themselves under any financial or other obligations to any individual or organisation which may influence him in the performance of his official duties not misuse his position as civil servant and not take decisions in order to derive financial or material benefits for himself, his family or his friends. It refrain them from doing anything which is or may be contrary to any law, rules, regulations and established practices.
- Value driven officials make choices, take decisions and make recommendations on merit alone act with fairness and impartiality and not discriminate against anyone, particularly the poor and the under-privileged sections of society.
- For example Delhi head constable Seema traced 63 missing children in the last three months, reuniting them to their families. Going beyond her routine policing duties despite case not been registered in her unit.
- It provides no 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 that has scant regard for constitutional principles such as freedom from fear and human dignity.

### **Conclusion**

Thus Values-driven bureaucracy offers a platform for public servant to unleash there potential by serving as a catalyst for personal development and transformation and by encouraging public servant to engage their values, sense of purpose and intrinsic motivation to be part of something that contributes positively to society.





**18. In a law driven administration, what role does ethics play? Illustrate.****Approach**

Question is straight forward in nature. Candidate can illustrate relationship between law and ethics and with the help of suitable examples role of ethics in administration can be stated.

**Introduction**

Laws and ethics both serve similar purposes of guiding human conduct so as to make it conducive to civilized social existence. They enforce a sense of right and wrong. Laws refer to the set of codified norms which are enforced by the state. They act as external obligations. On the other hand, ethics refer to the set of norms which guide our internal compass and judgements.

**Body**

Relationship between law and ethics –

- Laws and ethics both serve similar purposes of guiding human conduct so as to make it conducive to civilized social existence. They enforce a sense of right and wrong.
- Laws refer to the set of codified norms which are enforced by the state. They act as external obligations. On the other hand, ethics refer to the set of norms which guide our internal compass and judgements.
- Both are derived from certain common sources like religion, community values, cultural context, sense of justice, etc. However, ethics can also be a result of one's own evolution, personal experiences, personal choices, etc.
- While laws apply uniformly to all, ethics can vary from person to person and they change more frequently than laws. In case of a breach of law, the state is within its right to punish. Hence, they work as a medium of retributive justice. On the other hand, ethics are not enforceable.
- Many laws are representative of ethics of the time and have been shaped by what is considered ethical. The idea that everyone is equal before law is derived from the value that human are born equal.
- At the same time, laws have shaped ethics. They have been used to counter regressive doctrines. Eg. When Sati was abolished, it was not an unethical practice and derived its legitimacy from religion. But appropriate laws eventually forced to stop the unethical practices.

Significance of ethics in administration –

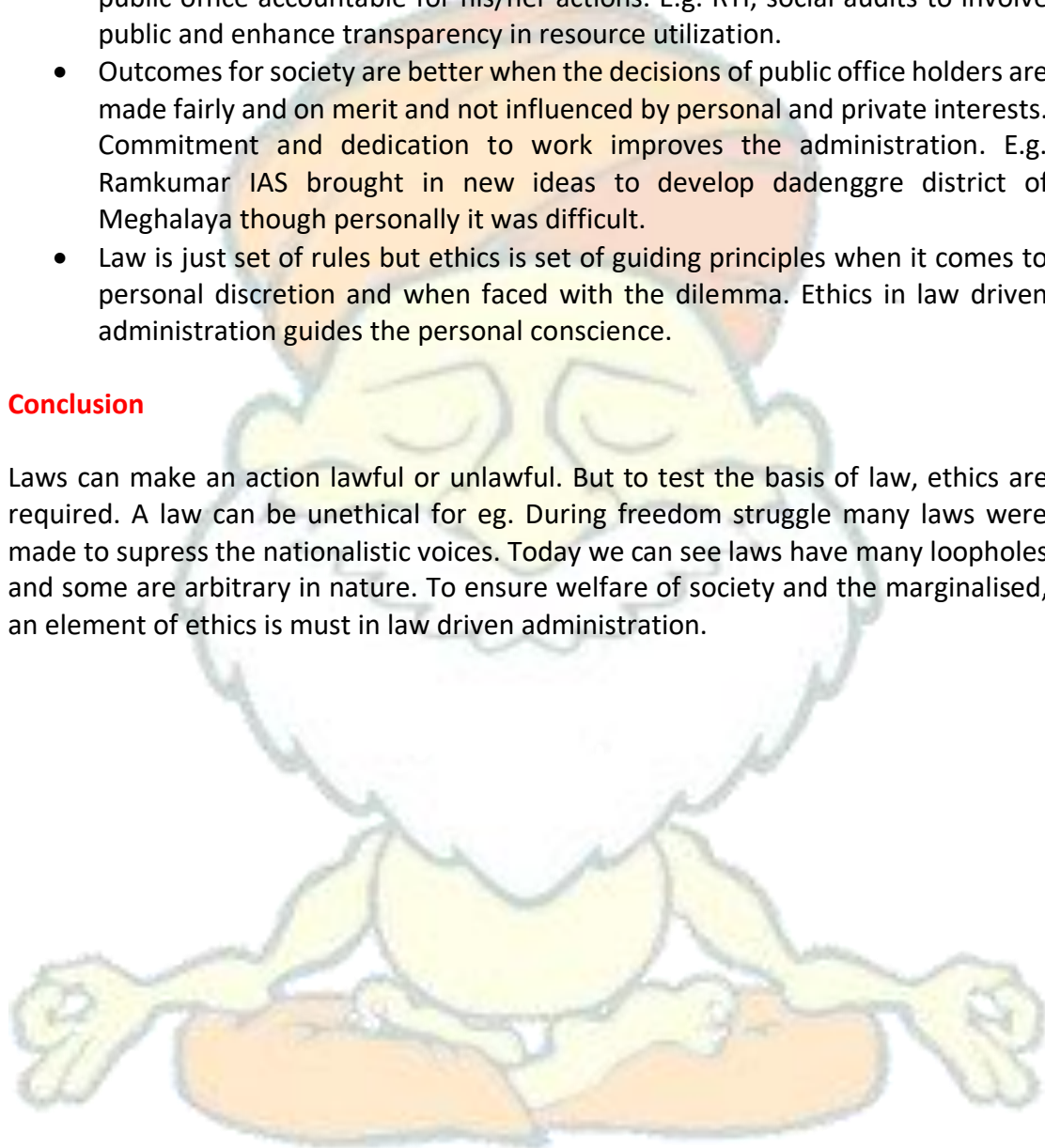
- Laws alone are not enough to promote ethical behaviour. Laws can never be so exhaustive to cover each and every scenario possible. Hence, there will

always be scope for discretion. In such scenarios, ethical behaviour should come from within.

- The ethical standards of Impartiality and objectivity bring merit into organization. thereby, increasing predictability, which improves economic efficiency. E.g. e-filing of tax returns, online tenders etc.
- Public resource utilization: ethical use of resources ensures the efficient and effective development of society without corruption. It makes the one holding public office accountable for his/her actions. E.g. RTI, social audits to involve public and enhance transparency in resource utilization.
- Outcomes for society are better when the decisions of public office holders are made fairly and on merit and not influenced by personal and private interests. Commitment and dedication to work improves the administration. E.g. Ramkumar IAS brought in new ideas to develop dadenggre district of Meghalaya though personally it was difficult.
- Law is just set of rules but ethics is set of guiding principles when it comes to personal discretion and when faced with the dilemma. Ethics in law driven administration guides the personal conscience.

### **Conclusion**

Laws can make an action lawful or unlawful. But to test the basis of law, ethics are required. A law can be unethical for eg. During freedom struggle many laws were made to suppress the nationalistic voices. Today we can see laws have many loopholes and some are arbitrary in nature. To ensure welfare of society and the marginalised, an element of ethics is must in law driven administration.



**19. Examine the factors that create avenues for corruption in the civil service? Can regulations alone tackle the challenge of corruption? Critically examine.**

### **Approach**

Since the question has asked you to critically examine you should throw light on the negatives and positives where an aspirant needs to examine both sides of an issue and come to a balanced conclusion.

### **Introduction**

The history of the civil services in this country is replete with outstanding tales of courage, toil, sweat and blood. Great civil servants played a pivotal role in building a modern infrastructure from scratch, maintaining law and order and preserving the unity and integrity of the country. It is indeed a tragic fall for the services from such heights. Recently, in a rare journalistic scoop, a list of civil servants who were under investigation for corrupt practices by the anti-corruption bureau was made public by the media.

### **Body**

#### **Factors that create avenues for corruption in the civil service –**

- Lack of Effective Leadership and economic stability in India
- Unemployment, Poverty And Hunger
- Very Less Educational Institute and Medical Infrastructure.
- Vast Size of Population in India Is Biggest Cause of Corruption In India.
- Another Big Cause of Corruption in India Is nexus between political parties and Industrialist.
- Emergence of political elite who believe in interest-oriented rather than nation-oriented programmes and policies is Another Big reason of Corruption in India.
- Low Pay Scales And Wages
- Lack of Fundamental Rights Awareness in People of India
- Lack of Transparency in Deals and Affairs
- Lack of Independent detective agency and accountability
- Lack of enough powers to the judicial system in India

#### **Can regulations alone tackle the challenge of corruption?**

Public servants in India can be penalized for corruption under the Indian Penal Code, 1860 and The Prevention of Corruption Act, 1988. The Benami Transactions (Prohibition) Act, 1988 Prohibits benami transactions. The Prevention of Money Laundering Act, 2002 penalizes public Servants for the offence of money laundering. India is also a signatory (not ratified) to the UN Convention against Corruption since

2005. The Convention covers a wide range of acts of Corruption and also proposes certain preventive policies.

**But these regulations are alone not enough. Other steps needed to deal with corruption includes –**

- Give Good salary to Government Employees
- Bring transparency In Indian Economic System
- Try To make Indian Society Cashless
- More Number of Online transactions and provide bill For Every transactions
- Bring Political parties Under RTI
- Set Eligibility For Indian Politician
- Increase in Digital And E Governance
- Transparent tax structure by clean and clear enforcement
- Bring More Transparency In Govt Job Recruitment
- Keep Inflation low
- Speed up the judgement and increase the courts
- Citizenship cancellation could be a highest level of punishment if their crime score reaches a certain extent.

### **Conclusion**

The Civil Servants thought of themselves as Guardians, in the Platonic sense : “ All who are in any place of command in so far as they are indeed rulers, neither consider nor enjoin their own interest but that of the subjects on behalf of whom they exercise their craft....”The pressing need of the hour is to make the bureaucracy truly accountable and separate the crime investigation process from political control. Only then will the citizen regain a level of confidence in the governance process. Until then, no matter how many times people reject a government or party, no matter how often they give vent to their anger and frustration through public protests, demonstrations, and at times violence, the real character of governance does not seem to change; the local public servant behaves in the same manner as always ¾ corrupt, greedy, arrogant and arbitrary.



**20. In your opinion what should be the key values for a bureaucracy? Substantiate your views.**

### **Approach**

Question is straight forward in its approach students are expected to explain the key values for bureaucracy, also it is important to substantiate views by making use of examples.

### **Introduction**

Values are essential components of organisational culture and are instrumental in determining, guiding and informing behaviour. For bureaucracies, adherence to high-level public service values can generate substantial public trust and confidence. The ethics and values for the civil services have to be of higher standards, unique and properly structured from those for the citizens or other sectors of the society because civil servants have special obligations to the community.

### **Body**

#### **Values for bureaucracy –**

- **Integrity-** Integrity is the fundamental moral concept in civil services. It is an important basis of ethical behaviour and ethical competency. It is associated with the value of being honest and maintain strong moral principles. Integrity includes financial integrity, professional integrity and intellectual integrity. Ethics and integrity are closely related. An ethical person having strong moral values is bound to be a man of integrity.
- **Impartiality-** Impartiality is a norm of justice holding that decisions should be based on objective standards, instead of on the basis of bias, prejudice, or preferring the advantage to one person over another for unsuitable reasons. Impartiality is acting solely according to the merits of the case and serving equally well governments of different political persuasions. Impartiality means that civil bureaucrats in carrying out their official work, including functions like procurement, recruitment, delivery of services etc., should take decisions based on merit alone. Impartiality implies that the behaviour of, and treatment by a bureaucrat to any individual or entity has to be exclusively on the basis of merit. An administrator has to take numerous major decisions such as recruitment, procurement and allotment. To make such decisions effective and efficient, there has to be absolute impartiality.
- **Non-Partisanship-** Non-partisanship is not being precisely owned or allied with any group, party or cause. Non-partisanship can be called political neutrality. Non-partisanship infers that the officer is to do his task without any fear of, or favour to any political party. The values of the administrator will flow from the constitution not from the philosophy of any political party. Non-partisanship is

the process of not involving any political party even if the person has strong faith in any political thought.

- **Objectivity-** Objectivity is founding advice and decisions on rigorous analysis of the evidence. It entails that a truth remains true universally, independently of human thought or approaches. It is established that objective decisions are not impacted by personal feelings or opinions in considering and representing facts. Taking an objective approach to an issue means having due regard for the known valid evidence (relevant facts, logical implications and viewpoints and human purposes) pertaining to that issue. If significant valid evidence is denied or counterfeit, an objective approach is incredible.
- **Dedication-** Dedication is the eminence of people to be devoted or loyal to a duty or purpose, thought or action. Dedication is vital personality trait of an individual. In organizational framework, faithful employees work towards achieving the organizational goals. Dedication will carry person through a lack of motivation. It is his ability to continue acting when motivation is lacking. Dedication will drive to certain task rapidly.
- **Empathy-** Empathy is described as understanding what others are feeling. Empathy is the capability to understand or feel what another person is experiencing from within the other person's frame of reference. In general term, empathy is about being able to accurately hear out and understand the opinions, feelings and concern of other people in society.
- **Tolerance-** Tolerance is a great feature of civil servants. Tolerance comprises of allowing people to exercise their rights, religious or constitutional. Tolerance teaches us to exercise restraint in sensitive matters. Tolerance is defined as a fair and objective outlook towards those whose lifestyle differs from person. It refers to the skills person need to live together peaceably.
- **Compassion-** Compassion is a feeling of empathy towards another person. It is the emotion that people feel in response to the suffering of others which in turn motivates a desire to help. Compassion is a process of connecting by identifying another process. This identification with others through compassion can lead to increased enthusiasm to do something in an effort to relieve the distress of other.
- Recently launched mission Karmayogi aims to impart modern values and envisages to prepare bureaucracy for the future by making them more creative, constructive, imaginative, innovative, proactive, professional, progressive, energetic, enabling, transparent and technology-enabled.

### **Conclusion**

It can be recognized that above core values support good government and guarantee the accomplishment of the highest possible standards in all that the Civil Service does. This in turn helps the Civil Service to gain and maintain the respect of ministers, Parliament, the public and its clientele. The civil servants have to abide by a common set of values which can cater to larger interests of society at large and to achieve social, political and economic justice.

**21. Has there been a decline in the overall integrity and values of bureaucracy in India? Critically comment.****Approach**

The candidate needs to comment upon whether there has been a decline in the overall integrity and values of bureaucracy in India and also give some counter arguments to the same for showcasing a balanced perspective.

**Introduction**

Bureaucrats need to maintain neutrality and impartiality in their working to ensure the triumph of democracy where upholding the values of bureaucracy becomes important to face the number of serious challenges from diminishing human capital in Indian bureaucracy.

**Body**

- Public administration has become a key agency for development in most of the developing countries where Bureaucracy contributes immensely to development by serving as adviser, inventor, and decision-maker.
- But over a period of time, Indian bureaucracy seems to be in decline in terms of overall integrity and values, which can be detrimental to the democratic institutions as well as constitutional ethos of the administration in India.
- Over the years, whatever virtues the civil servants possessed – integrity, political neutrality, courage and high morale – are showing signs of decay. Some civil servants are deeply involved in partisan politics. For example, Supreme Court even called CBI as caged parrot which speaks for its masters.
- Further, there has been a deviation from bureaucrat's professional ethics due to multiple factors like personal ambitions, security of tenure, lack of accountability, political interference, greed, etc. For example, recent incident involving API Sachin Waze in terror case.
- Here, political interference can be considered one of the major factors for the decline where transfers have been used as instruments of reward and punishment by politicians, as tools for controlling and taming the bureaucracy.
- Specialisation is an important facet of bureaucracy in the Weberian scheme, but in the Indian context the 'generalist' IAS officers are the ultimate mavens in all administration branches, which contributes to professional inadequacies leading to decline in values for compromise.
- Also, unprecedented security of tenure for Indian bureaucrats has led to a work culture where productivity and accountability are side-lined and lethargic work culture is imbibed which eventually is leading to decline in values.

At the same time, it is important to note that the above discussion is not an overall trend but refers to a section of civil servants, whereas the major section of



bureaucratic structure sees mostly honest and upright officers with proper values and integrity.

- These civil servants are the “doers”. For example, the Swachh Bharat Abhiyan led by the redoubtable Parameswaran Iyer is creating an impact. Fortunately, it is becoming visible as well.
- Further, the thrust on efficiency and integrity in the Indian Railways by its chairman Ashwani Lohani, is also yielding results. One can witness the impact of the changes he has brought about in the functioning of the Railways.
- The team of Indu Bhushan and Dinesh Arora, engaged in implementing the Pradhan Mantri Jan Arogya Yojana Abhiyan as part of Ayushman Bharat, provides another example of honest and efficient working.
- COVID-19 Pandemic also saw the recognition of bureaucrats work and their sacrifices as the frontline workers. For example, in Odisha, V. K. Pandian, private secretary to Chief Minister Naveen Patnaik, led Odisha to become the first state to go for a 40 per cent lockdown following an analysis of the geographical spread of people who came from abroad in March.
- These are honest and efficient bureaucrats committed to the cause for which they are paid for from the public exchequer. They are performing their tasks as professionals. Their crusading spirit is directed towards the tasks assigned to them.
- However, unfortunately, there are an equal numbers of bureaucrats who stop at just being honest, which also becomes an issue as professionalism is replaced with virtue signalling instead of completing the task at hand.

#### **Way Forward –**

- Implementing and popularising the All India Service (Conduct) Rules, 1968 for All-India Service officers of IAS, IPS and Indian Forest Service in its true sense.
- Coming up with more measures like Mission Karmayogi, in accordance with 2<sup>nd</sup> ARC’s recommendations for improving the value system as well as work culture of bureaucrats.
- A government servant’s promotion, career advancement and continuance in service should be linked to his actual performance on the job and the dead wood should be weeded out where the promotions should be merit based.
- Officers need to be motivated and empowered by giving them more responsibility and decision-making authority.

#### **Conclusion**

Bureaucrats should consider their role as public servants and maintain high standards of ethics as well as professionalism to serve the people in the true sense for striving towards achieving the ideals of ‘New India’.