

IAS BABA



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Phase 2 - Compilation

Part 2

GS 4



1. When awareness is brought to an emotion, power is brought to your life. What do you understand by this statement? Explain with the help of an example.

Approach

Candidate can start the answer with defining what is emotional awareness and then simply highlight the benefits of being emotionally aware person provide some basic examples from different sector about how it provide power to influence persuade negotiate or as a change catalyst.

Introduction

Emotional 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.
- 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 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.
- People strong in Emotional 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, 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.
- The purpose of developing emotional 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.
- Negotiators high in Emotional awareness, 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.

- 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.

Other benefits of having awareness of emotions:

- Influence: Wielding effective persuasion tactics.
- Communication: Sending clear messages.
- Leadership: Inspiring and guiding groups and people.
- Change catalyst: Initiating or managing change.
- Conflict management: Understanding, negotiating and resolving disagreements.
- Building bonds: Nurturing instrumental relationships.
- Collaboration and cooperation: Working with others toward shared goals.
- Team capabilities: Creating group synergy in pursuing collective goals.

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 awareness and enhance human living experience for the larger good of all.

2. It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head — it is the unique intersection of both. Elucidate.

Approach

Question can be approached by defining EI in first part. In the second part, connection of EI and EQ can be established to showcase the complementary nature of these two qualities. Answer can be made effective while citing some examples.

Introduction

Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words it is the assimilation of the head (cognitive abilities) and heart (emotion).

Body

Since in normal parlance, intelligence is equated with mathematical and analytical activities which are bereft of emotions, hence emotional intelligence is often considered as anti-thesis of it. People equate emotional intelligence with taking decisions based on emotional factors where heart dominates the head i.e. the rational thinking.

What is EI?

- Self-awareness – Recognizing one's own emotions and how they affect our thoughts and behavior, knowing our strengths and weaknesses, and having self-confidence.
- Self-management – Being able to control impulsive feelings and behaviors, manage our emotions in healthy ways, taking initiative, following through on commitments, and adapt to changing circumstances. Life-work balance is important
- Social awareness – One can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.
- Relationship management – Knowing how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

Connection of Intelligence and Emotional intelligence

- Emotion is what helps us to reflect on our place in this whole scheme of things. Most people don't even know that they have all these emotions and mind have a reciprocal exchange and how it impact life.
- There is no separation of mood mind and emotions. It's is rather integration of all what we have learned how much we have internalized and how much we have thought on it and it creates our opinion.
- While the question of which is more important, IQ or EQ, is often asked, the answer is quite complex and not particularly helpful. It is like asking which is more important, the heart or the lungs.
- They are both important, and the more relevant question might be, how they are important and, to what degree are they connected to each other.
- Intellectual Quotient, or IQ, determines our level of reasoning and problem solving abilities. Emotional Quotient, or EQ, determines our ability to recognize, differentiate, and manage our emotions and the emotions of others.
- IQ determines the grades we get in school and which determine what colleges we can get into, which generally greatly affects our first job.
- It is our EQ that determines how quickly we advance and are promoted. The argument is that after technical skills are accounted for, it's our ability to

work with and connect with others that determines how successful we are at work.

- Emotional Quotient is broader than just gauging one's intellect based on knowledge and aptitude in solving complex problems and includes qualities of being self aware, managing emotions, having self-motivation, recognizing emotions of others and handling relationships.
- Our IQ is largely set by the time we get to our late adolescence. Our EQ, on the other hand, is highly malleable, and we can increase it at any point in our lives if we are determined to do so.
- The race car as a symbol of us making our way through life. The engine and components are our IQ. It is what we have been given to operate with. The driver is our EQ.
- If we are fortunate to be given a powerful engine and great components we could be set for success. The driver (EQ) has control over how effectively these components are used, and their ability to work together.
- We all know stories of very smart people who have crashed and burned because of their inability to operate themselves effectively.
- We also know people who would not score that high on an IQ test and have not done well in school, who are doing remarkably well in life.
- The combination of a powerful engine and well designed components in the hands of a highly skilled driver gives us a tremendous advantage.

Conclusion

Our success in life is to a great degree determined by how effectively we are able to use both our IQ and EQ in harmony with each other. They are not independent of each other but they are complementing factors for the development of a person. Balance between both these two is a crucial factor for the success.

3 The greatest ability in a civil servant is to get along with others and influence their actions , Do you agree ? substantiate .

Approach

A simple straightforward question where candidates need to write about how civil servants behaviour in public have great impact and influence on people , in second part of answer write about how this ability persuade people in their actions . candidates should give their opinions about it.

Introduction

Relationships are truly heart of governance. A civil servant needs to face different kind of people during his daily work schedule. People are of various kinds-some adamant, some flexible, some cynics and so on. When put in such a situation if not knowing how to deal with people of these nature, one lands in trouble. It is an art making settlements with people which leads the beacon of governance. Getting

along with them and controlling one's emotions, expressing them in the right way at right time is greatest ability of civil servant .

Body

As beautifully said by Daniel Goleman "Interpersonal intelligence which is emotional intelligence is essential to understand others, to respond depending on situation & to face distress and keep going without affecting your ability to think."

- Governance is a leadership quality which requires understanding of needs of ever stakeholder. The only thing which makes someone to understand others is good relationship. It is really essential to make ever stakeholder to make realize that they are working for a common goal. The common goal in governance is to address needs of the people.
- Relationship is all about trust and mutual respect of people consisting in a group or institution. Any family , society or institution will not stand without the trust and mutual respect among people of these groups..so is the case with governance, in which Friendly and cardinal Relationship among Administrative machinery ,institutions,people ,media,political parties is essential. thus Relationships are DNA of governance.
- For smooth functioning of governance, Relationships among the ministers of the same ministry or relationship between ministries and various department are very important. that is why relationships in governance is considered as social capital.
- To maintain good relationship between govt and people emotional intelligence is sin qua non for a civil servant. emotional intelligence is a ability of the person to control his own emotions and emotion of the people to whom he is engaged, in order to harness fruitful results at any situation.
- In civil service administrators are engaging with various kinds and behavioral persons in their day to day administration. People of different mentality and ideology are request or demand or protest and even quarrel to get service from the govt. In that situation it is the emotional intelligence that helps the civil servant to perceive their emotions and act accordingly so as to garner best benefits.unless the people would go to protest and even it leads to fall the government.
- Governance reflects relation between people and administrator and any relationship can be successful only if partnered between people who understand each other.A civil servant whose main work is to deal with various people in various kinds of situation needs a high emotional intelligence to be a good partner.
- A civil servant has to satisfy the expectation of the seniors, respect the advice of the juniors and take the decision which is in the interest of the society at large. EI helps in striking a balance between all the stake holders.

Example:-

- A man is distress in flooded area approaches authority as his family member is hurt .We may not expect him follow all regulations as dictated or talk calmly..in

such situation authority EI would help in Listening, calming the person, quick action to provide help to the person and taking action for other effected people

- A female employee who recently delivered baby is stressed because of not being able to balance work and personal life. She approaches her seniors. Here by give option of work from home, flexible timing, seniors would not only retain the employee and her loyalty but also increase productivity of other employee. Employees feel more connected with organisation.
- As these example explains, Emotional intelligence helps a administrator to be better at his work and increase efficiency and productivity. This helps a civil servant in understanding his seniors and subordinate in better way. Policy formulation becomes more need oriented. Implementation and governance is more people friendly.
- The civil servants shall understand the people. They have to work with people and not for them. When Indian society is divided along religion, class, caste, gender and so many other things, it becomes essential for civil servants what is feasible and what is not. They shall know what can hurt the sentiments of people. Further, building human face of government will make the local people to collaborate with the government much more.

Conclusion

The civil servants shall understand the people, their ability to getting along with people influence the people who work with him. Civil servants are able to listening to oneself and listening to others. It has great chance of better understanding of situation through communication. They should also know how to communicate effectively. The civil servants are expected to be a part of society and are tasked to work for its betterment. To achieve this goal, civil servants should have these inclusive qualities.

4. Emotional intelligence helps you make emotions work for you, instead of against you. Explain the meaning of this in the context of civil services. You may take a couple of examples to demonstrate your point.

Approach

Candidate can start with basic information on emotional intelligence by defining it. And then explain how understanding of emotion having good emotional intelligence will be favourable to one person or civil servants explain and give context of person in service how they handle stress pressure or work load to maintain work life balance etc.

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.

Body

- 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 .

Emotional intelligence helping emotions in ones favour:

- 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.
- 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.

- 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.

5. Just like an individual, a government needs to be emotionally intelligent in order to first understand, manage and direct itself effectively, to then be able to understand, manage and direct its people. Comment.

Approach

Candidate can address the question by highlighting the importance of emotional intelligence in the governance. with the help of examples, points can be made to showcase the governance model based on EI and its effects in the society.

Introduction

An emotionally intelligent governance model 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. the kind of complexity involved in the service delivery due to exclusion and inclusion or the advent of technology, the government is mandated to approach every situation with proper assessment and due diligence, therefore being emotionally intelligent is one of the important traits for governance.

Body

Importance of Emotional Intelligence in governance

- Understanding the need of the public: For instance, the government came up with PM-KISAN just when the growth of agriculture sector was low and there existed rural distress. There is understanding of genuine demands and requirements of people with emotional connect.

- **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.
- **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:** 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.

Importance of EI for civil servant

- **For 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 motivating subordinates:** EI helps a person in comprehending emotions of others, thus an emotionally intelligent civil servant can motivate his/her subordinates towards a particular goal.
- **For Decision making:** EI helps in recognizing such emotions that are unrelated to any specific problem and not allowing them to be influential to the final result.
- **Better Communication:** An Emotionally Intelligent civil servant will be able to communicate policies better. Also, the person will be able to foster a healthy relationship with subordinates.
- **Understanding and handling 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 governance which needs to 'develop and maintain a practice which is self aware and critically reflective.

Conclusion

The present world at the post pandemic stage has necessitated the importance of government becoming “Emotionally Smart” by paying attention to the needs of people by recognising their pain and promptly addressing those concerns. An

emotionally empathetic government does a lot for welfare than the one with lot of resources. A well directed policy intervention can come only when there is emotional intelligence in the system.

6. "If people scrutinise their own faults as they do the faults of others, mankind will be freed of all evil." What do you understand by this quote of Thiruvalluvar? Explain.

Approach

Question can be approached by addressing the Thiruvalluvar philosophy and then reflect upon his perspective by this quote. With understanding the message of quote elaborate on central idea and then align it with any personal or professional example, mainly highlight how recognising the self-flaws instead of others will make world better place.

Introduction

This quote of saint Thiruvalluvar tries to emphasis the awareness of self-more than others and to learn from a mistake after admitting you've made it. As soon as you start blaming other people or tries to highlights others fault, you distance yourself from any possible lesson to be learnt in your life.

Body

BUT ITS EASY TO JUDGE THE MISTAKES/FAULTS OF OTHERS, DIFFICULT IS TO RECOGNIZE OUR OWN FAULTS:

- Before you complain or gossip against anyone, you need to check yourself first. Could you say that you are better than that person. If you think so, then how sure are you that you have done lesser mistakes than him/her.
- They say that whenever you point a finger towards someone, your four other fingers are actually pointing to you. This means that you have no right to judge another person for whatever flaw s/he has because you might actually have more flaws than him/her.
- For example, In an office environment or a friends circle, you will have one or more people you dislike. You consider your dislike towards another person logical, but the complaints against you stupid. In both cases, you pin the blame on the other person.
- On the surface, it may seem like you do not find faults of other people. But we are quick to spot the errors without realizing we did so.
- Here are some examples like Partners in a relationship often quarrel over why the other could not understand their perspective. If I ask you to find 5 flaws in your partner, you can do so within a few minutes. But, if I ask you to point out 5 of your faults, you cannot spot them that quickly.

- Closed-mindedness can stop you from seeing your faults because it makes you think that all you believe in are right and anything outside your principles is wrong. The problem is this could lead you to be in conflict with others since not everyone shares the same perspectives with you. Here, your mistake could be insisting that you are the only one right, and others are wrong.
- Most of the times, the reason why it is hard for people to own up to their mistakes is that they do not want to be seen negatively. Committing errors is usually associated with stupidity, irresponsibility, or sometimes, being a 'bad' person. They are afraid that they will not be trusted anymore.
- However, the truth is that it takes a strong person with integrity to admit a mistake. Those who are quick to realize, admit, and apologize for their slips are more likely to gain the respect of others.
- You need to be open to others' opinions and beliefs as well. You do not have to accept them, but at least you can show respect and be willing to listen to their side. You need to acknowledge that others could be right too.
- For anyone who never discovers a deeper self-identity, based not on lack of mistakes but on courage, compassionate intelligence, commitment and creativity, life is a scary place made safe only by never getting into trouble, never breaking rules and never taking the risks that their hearts tell them they need to take.

Conclusion

It takes effort, patience, and humility to look at our own flaws. Knowing your weak spots is the first step in correcting them. Unfortunately, there is no other way of solving them without realizing and accepting them first by this self-exercise world and mankind realize best of it.

7. "Even if you are a minority of one, the truth is the truth." What does this statement mean to you in the present context? Discuss.

Approach

Question is philosophical in nature and can be dealt in various angles. In the body part, importance of truth can be underlined while giving various examples. In the next part, philosophical angle of truth can be explored to link it to the present situation.

Introduction

The above statement by Mahatma Gandhi, underlines the importance of truth. Truth is the only weapon which can make a person win a battle. It is a pen that can write anything without anyone's fear; it is a game in which the one who follows its one golden rule can never lose it; it is a tree that never loses its leaves; it is a river that cannot get polluted and dry in any season.

Body**Importance of truth**

- Truth builds the moral character of a person. It gives a man firmness and stability. A truthful person meets his commitments and promises; he does not mislead others, thus earns trust and respect among people both in private and public sphere.
- Lying leads to a constant fear of being found out and that results in the loss of a peaceful life. A truthful man, on the other hand, has a clear conscience and does not fear anybody.
- So, his mind is free from the anxiety that constantly troubles a liar. Truth is a prerequisite both for building a stable, lawful society and engaging in meaningful interaction with others. The social existence of human beings depends on truth telling. Truth is the very basis of trust, faith and loyalty among human relations.
- All relations of men with each other, the whole of life of the community, institution of marriage, business, commerce, everything finds its basis on the intrinsic value of truth.
- While truth makes social bonds, lying and hypocrisy break them. In the absence of truth telling, the interpersonal relations as well as ordinary transactions of common life will be ridden with doubt, suspicion and anxiety.
- Truth is the foundation for a fair and just society. In court, we require witnesses to swear to tell 'the truth, the whole truth and nothing but the truth'. If witnesses habitually start lying, judicial proceedings will end in mockery of justice.
- The importance of truth lies in vanity about lying. It is often said that one may gain success by lying for a short time, but in the long run he is bound to suffer. For instance, if a shopkeeper sells his articles by giving false information, people will not deal with him the next time

Philosophical angle of truth

- The general rule is, that truth should never be violated, however, philosophers and moral scholars are divided on the question that – 'Are there any circumstances/ exceptions which justify departure from the duty to tell the truth?'
- For philosophers like Kant and St. Augustine truth is an absolute virtue. Immanuel Kant regarded truth telling as a categorical imperative which admits no exception. For a stringent moralist like St. Augustine 'no matter whatever its motive or purpose, falsehood is inherently wrong'.
- As per Socrates lies can be told to guard against enemies and to prevent harm to others. For instance, lying in order to protect an innocent absconder from killers is considered justified.
- As per some thinkers there are some circumstances in which lying may be acceptable or necessary. For instance, sometimes we also need to remain

silent if someone has confided in us and asked us not to share the information further.

- Under these circumstances, it is therefore appropriate not to tell all the truth. Moreover, in some situations it is imperative to avoid telling the truth. For example, Governments may not disclose/dissimulate about matters deemed vital to national security and interest. Similarly a government agent may need to lie to cover up his identity for the sake of the greater good.
- The pursuit of truth, whether in private or public life, is difficult. Though truth is considered as the very essence/substance of morality and all religions and philosophical teachings promote the practice of truthfulness, however, people have to adopt truth as a practical virtue in their actual life. The quest for the truth shall not be abandoned just because of fear of bad consequences.
- Mahatma Gandhi identified truth as the highest virtue. For him the means we employ to achieve what we desire have to be pure and truthful, hence the path of truth shall be followed in all circumstances.

Conclusion

Most religions place a high value on the principle of truthfulness and regard it as the duty of every person to practice truthfulness. Truth is considered an obligation, something as absolute and sublime. A truthful person does not only tell the truth, but he also carries truthfulness in his actions, words, nature, etc. Ancient Indians were noted for their truthfulness. King Harishchandra sacrificed everything for the sake of truth. In present context, in the age of misinformation and lies, it is important to hold on to truth and stand against the injustice to make the triumph of righteousness.

8 What do you understand by financial probity ? Explain . also share your views on the wide prevalence of freebie culture in Indian politics .

Approach

A simple straightforward question where candidates need to write about their understanding on financial probity , in second part of answer write about freebie culture in Indian politics and its impact . candidates should write their views about it.

Introduction

Probity is the act of strict adherence to highest principles and ideals (integrity, good character, honesty, decency) rather than avoiding corrupt or dishonest conduct. It balances service to the community against the self-interest of individuals. financial probity is essential and need of our as political parties propagating freebie culture

for their personal gains rather than creating assets which will be helpful for community .

Body

Recent news on the collapse of the Sri Lankan economy has engendered a fresh debate on the state's role. The government of Sri Lanka cut taxes across the board and provided several free goods and services. Consequently, the economy collapsed and the heavily-indebted country was left with no choice but to default on its commitments.

- As a corollary, the issue of freebies given out by Indian states has come under the lens here. Over the years the freebies have become an integral part of the politics in India, be it for making promises in the electoral battles or providing free facilities to remain in power.

Financial probity -

- Financial probity means, strict obedience to a code of ethics based on absolute honesty, especially in commercial or monetary matters and beyond legal requirements.

What are Freebies?

- Political parties promise to offer free electricity/water supply, monthly allowance to unemployed, daily wage workers and women as well as gadgets like laptops, smartphones etc. in order to secure the vote of the people.
- The states have become habituated to giving freebies, be it in the form of loan waivers or free electricity, cycles, laptops, TV sets and so on.
- Certain kinds of expenditure that are done under populist pressures or with elections in mind may be questionable.
- But given that in the last 30 years there has been rising inequality, some kind of relief to the population in the form of subsidies may not be unjustified but actually necessary for the economy to continue on its growth path.

What are the Arguments in Favour of Freebies?

- Facilitates Growth: There are some examples which show that some expenditure outlays do have overall benefits such as the Public Distribution System, employment guarantee schemes, support to education and enhanced outlays for health, particularly during the pandemic.
- These go a long way in increasing the productive capacity of the population and help build a healthier and a stronger workforce, which is a necessary part of any growth strategy.
- The same goes for a State spending on education or health.
- Boosts Industries: States like Tamil Nadu and Bihar are known for giving women sewing machines, saris and cycles, but they buy these from budget revenues, contributing to the sales of these industries.

- It can be considered a boost for the supplier industry and not a wasteful expenditure, given the corresponding production.
- Essential for Fulfilling Expectations: In a country like India where the states have (or don't have) a certain level of development, upon the emergence of the elections, there are expectations from the part of people which are met by such promises of freebies.
- Moreover, there are also comparative expectations when the people of the adjoining/other states (with different ruling parties) get freebies.
- Helps Lesser Developed States: With the states that have comparatively lower level of development with a larger share of the population suffering from poverty, such kind of freebies become need/demand-based and it becomes essential to offer the people such subsidies for their own upliftment.

What are the Downsides of the Freebies?

- Macroeconomically Unstable: Freebies undercut the basic framework of macroeconomic stability, the politics of freebies distorts expenditure priorities and outlays remain concentrated on subsidies of one kind or the other.
- Impact on States' Fiscal Situation: Offering freebies, ultimately, has an impact on the public exchequer and most of the states of India do not have a robust financial health and often have very limited resources in terms of revenue.
- If states keep spending money for supposed political gains, their finances will go awry and fiscal profligacy would prevail.
- As per the Fiscal Responsibility and Budget Management (FRBM) rules the states can't borrow beyond their limits and any deviation has to be approved by the Centre and central bank.
- Therefore, while states have flexibility on how they choose to spend their money, they cannot in ordinary conditions exceed their deficit ceilings.
- Against Free and Fair Election: The promise of irrational freebies from public funds before elections unduly influences the voters, disturbs the level playing field and vitiates the purity of the poll process.
- It amounts to an unethical practice that is similar to giving bribes to the electorate.
- A Step Away from the Environment: When the freebies are about giving free power, or a certain quantum of free power, water and other kinds of consumption goods, it distracts outlays from environmental and sustainable growth, renewable energy and more efficient public transport systems.
- Moreover, it is a general human tendency to use things in excess (thus leading to wastage of resources) when it is provided for 'free'.
- Debilitating Effect on Future Manufacturing: Freebies lower the quality and competitiveness of the manufacturing sector by detracting from efficient and competitive infrastructure that enable high-factor efficiencies in the manufacturing sector.
- Destroys Credit Culture: Giving away loan waivers in the form of freebies may have undesired consequences such as destroying the whole credit culture and it

blurs the very basic question as to why is it that a large majority of the farming community is getting into a debt trap repeatedly.

What can be the Way Forward?

- Realising Economic Impacts of Freebies: It is not about how cheap the freebies are but how expensive they are for the economy, life quality and social cohesion in the long run.
- We must strive instead for a race to efficiency through laboratories of democracy and sanguine federalism where states use their authority to harness innovative ideas and solutions to common problems which other states can emulate.
- Judicious Demand-Based Freebies: India is a large country and there is still a huge set of people who are below the poverty line. It is also important to have all the people accommodated in the development plan of the country.
- The judicious and sensible offering of freebies or subsidies that can be easily accommodated in the states' budget do not do much harm and can be leveraged.
- Ideally, a proportion of state expenditure should be earmarked to ensure better overall utilisation of resources.
- Differentiating Subsidies and Freebies: There is a need to understand the impacts of freebies from the economic sense and connect it with the taxpayers money.

Conclusion

Financial probity in governance is an essential and vital requirement for an efficient and effective system of governance and for socio-economic development. Although every political party has a right to create subsidy ecosystems to give targeted needy people the benefits, there should not be a long-term burden on the economic health of the state or the central government.

9. Examine the need of introducing performance-based incentives for government organisations.

Approach

Candidates are expected to write about performance-based incentives government departments or organisation. Examine how it helps to fill the potential gaps in delivery system and also highlight some disadvantages of it.

Introduction

Performance-based incentive programs are based on the very belief that individuals or organisations will expand efforts to achieve performance objectives which they

suppose will lead to valued outcomes. Using performance-based incentives enhance their schemes effectively to elicit the desired behaviour from their people.

Body

A performance-based incentive is an extra compensation granted to an entity as a reward for reaching pre-established goals and benchmarks.

Need of such incentive-based schemes for government organisation:

- Management experts agree that a performance incentive system is key to improving the performance of any organisation, including government departments.
- The Seventh Pay Commission endorsed this methodology for measuring the performance of government departments. Indeed, this methodology is transcendental in its application. Different departments will have different sets of objectives and corresponding success indicators.
- Yet, at the end of the year, every department will be able to compute its composite score for that year. This composite score will reflect the degree to which the department was able to achieve the promised results.
- Holding governments accountable for delivering on promises and incentivising government employees appropriately is a fundamental requirement of good governance. This requirement can be met through a performance-related pay system.
- It is found that incentives for good work and achievement can, over time, transform the bureaucratic culture of the civil service into one that is focussed on meeting citizens' and the government's expectations of speedy and efficient delivery of services.
- This evidence is corroborated by the experience of many countries and summarised succinctly in the reports of the Sixth and Seventh Pay Commissions.
- They can experience professional growth, satisfaction from contributing toward the overall success of their company, and are more likely to bring positive energy and a good attitude to the company culture.
- There are many benefits of performance-based pay, recognizing those delivering the highest results of government. Employees feel appreciated when their work is valued, but sometimes words of affirmation and encouragement only go so far. Instead, offering monetary recognition can result in higher rewards for your high-performing employees and the organization as a whole.

There are many benefits to performance-based compensation models once you identify potential areas for improvement. However, there are also potential disadvantages to consider:

A Blurred Line:

- Unfortunately, it's incredibly challenging to accurately and proportionally pay organisation using this system. There is often a blurred line between expectations and levels of compensation. If you do not outline compensation and performance metrics precisely, there could be confusion and miscommunication about departments expectations to reach compensation goals.
- This confusion can lead to disgruntled and discouraged departments who are not receiving the pay they expected. Additionally, a blanket policy that encompasses your organization's working departments is likely an inadequate one since work significantly differs company-wide.

Misalignment of Goals:

- For those departments who are top performers and receive additional compensation for their work, there is the possibility they could eventually reach a cap on their possible earnings.
- When employees are motivated solely by the incentive to receive a higher wage, this could become their only focus - forgetting about your organization's goals.
- In this situation, company missions, goals, and culture might be negatively affected by those whose contributions truly impact results.

Way forward:

- That's why it's essential to develop a performance-based compensation system that aligns with your organizations' goals. This alignment ensures that everyone is working towards the same objectives and rewarded for meeting benchmarks.
- It's crucial to ensure a balance between the amount of work expected and the additional compensation. If the performance-based incentive is too small, it won't motivate your staff to work harder. If it's too large, the departments goals could take a hit.

Conclusion

The current government has an ambitious agenda. It has launched many aspirational and inspirational schemes and projects. Yet, it is widely believed that this robust vision has not been matched by an effective delivery and accountability system. The performance-related incentive scheme proposed by the Seventh Pay Commission seems to be exactly what the doctor ordered to reduce the potential gap between rhetoric and reality.

10. As long as lack of morality persists, no law or measure can address corruption. Do you agree? Substantiate your views.

Approach

Question can be approached while exploring the relationship between lack of morality and corruption. In the second part, ways to address the problem can be given along with the conclusion.

Introduction

An individual engage in corrupt acts due to lack of good moral values. If individuals uphold good moral values, they will be aware of the consequences of their actions and refrain from indulging in such acts. Corruption can be prevented from within if an individual imbibes strong moral values of integrity, honesty, leadership, accountability, transparency, fairness, equity and trust.

Body

Lack of morality and corruption

- It starts with the nature and purpose of human beings. We are born with an animal nature and the potential for much more, a potential that is realized through education, an education with material, intellectual and ethical/moral/spiritual dimensions.
- Without the right education, our ego and selfish desires dominate, and our life is driven by self-interest and physical passions. It is perfectly natural to be selfish and aggressive, and for many, “you can’t change human nature”.
- Corruption is an expression of this, as are war, crime, dictatorships and the many other ways that self-interest is expressed in today’s world. Every civilization in which these forces of disintegration become dominant has eventually collapsed.
- Corruption is a constant in society and occurs in all civilizations; however, it has only been in the past 20 years that this phenomenon has begun being seriously explored. It has many different shapes as well as many various effects, both on the economy and the society at large.
- Personal greed that leads to an unfettered desire for money or power, with no regard whatsoever to moral boundaries. The underlying anthropological cause is the innate human impulse to own external goods when it is not subject to personal integrity.
- Decline of personal ethical sensitivity, either due to lack of education or negative learning experiences, developed by downplaying perverse conduct in the past.
- No sense of service when working in public or private institutions. This is seen, for instance, in those who use politics for their selfish interests, instead of serving the common good through politics.

- Corruption is prevalent when there are no criteria for proven integrity and responsibility in the promotion. Such criteria are ignored when someone is promoted simply because of their loyalty to whoever is in charge or those in control of the party. Or if it is only their strategic or organizational skills that are evaluated
- Low awareness or lack of courage to denounce corrupt behavior and situations conducive to corruption. That is the case of someone who is aware of corruption and stays quiet.

What can be done to address the corruption?

- There is a need for ethics in every profession, voluntary organization and civil society structure as these entities are now vitally involved in the process of governance. There should be ethics in citizen behavior because such behavior impinges directly on ethics in government and administration.
- Code of Ethics: It is, therefore, necessary that in addition to the Code of Conduct, there should be a Code of Ethics to provide guidance on how Ministers should uphold the highest standards of constitutional and ethical conduct in the performance of their duties.
- Value and character: The implicit assumption is that until values are restored, nothing much can be done to improve the conduct of human beings.
- Both values and institutions matter. Values are needed to serve as guiding stars, and they exist in abundance in our society. A sense of right and wrong is intrinsic to our culture and civilization. But values need to be sustained by institutions to be durable and to serve as an example to others.
- Rule of law: In the ultimate analysis, the state and a system of laws exist in order to enforce compliance and promote desirable behavior. Therefore, enforcement of the rule of law and deterrent punishment against corruption are critical to build an ethically sound society.
- Moral principles that govern a person's behaviour or the conducting of an activity play a major role in administration as they have to face many conflicts of interests during policy making, decision making and policy implementation.
- Thus, it must be ensured that governance is based on morality, ethics and a sound emotional intelligence for promoting an efficient growth of society as a whole.

Conclusion

Elimination of corruption is not only a moral imperative but an economic necessity for a nation aspiring to catch up with the rest of the world. Improved governance in the form of non-expropriation, contract enforcement, and a decrease in bureaucratic delays and corruption can raise the GDP growth rate significantly.

11. You are serving as the secretary in the Information and Broadcasting Ministry of the Government. Your office has been receiving many complaints against the online streaming platforms for showing abusive, violent and sexual content. The parents are concerned that the shows being streamed are having a bad influence on the impressionable minds of their children. While there are safeguards available in the form of parental control of the content that kids can watch, they aren't effective. Kids do find a way to watch the content of their liking by using proxies or even stealing the login credentials. Pressure is mounting on you to regulate the content and put a ban on shows streaming adult content. However, the proponents of the rights of the entertainment industry are quite vociferous about the creative freedom of directors/ producers of online shows. They are in complete opposition to any regulation of the content being streamed. They give examples of many western countries where censorship of content is hardly done.

As a senior servant and policymaker, what decision would you take and why? Substantiate your views.

Approach

As the situation given in the question is too complicated, candidate needs to adopt the approach of 'divide and rule'. A serving secretary in the information and broadcasting ministry has the apex powers of implementing the decisions of that Ministry. In these kinds of questions, it is necessary to adopt the stakeholders' approach. As it will help to look at the issue from different dimensions, consider their positives and negatives and then take the decision accordingly.

Introduction

As children become more active online at a younger age, the possibility and probability that they'll see something inappropriate is high and depends on what they're doing online. This content regulation and censoring comes under the Information and Broadcasting Ministry of the Government. Here in this way, it becomes necessary by office bearer of department to look at the basics of human values and their integration and implication with that of public and professional life and modern civilizations laws and regulations.

Body

Stakeholders involved:

- Me as a secretary
- Parents
- Children
- Proponents of rights of entertainment industry
- Employed people in the industry

It can be difficult to monitor what your child is viewing as they can access this material through any internet enabled device, including mobile ones such as a phone or tablet.

Duty as a civil servant vs. Personal values:

- Though as a secretary I sit at the apex table of decision making, my personal values as a parent or values imbibed by my parents influence my decision making.
- Decision and prospective implications are contradictory. For instance, decision of regulation may be a positive sign for parents and the children. However, it's a negative sign for the people who are working in the Entertainment Industry.
- Right to creative freedom vs. Right to live: For instance, People in the entertainment industry may argue under Article 19. However, Parents and children may argue over the encroachment on their Right to life under Article 21.
- Right to life due to its wide interpretations hampers both sides' stakeholders. For instance, regulation and ban will jeopardize life of those people who are employed in the entertainment industry. However, Easy availability of abusive, violent and sexual content may jeopardize life of children who might get misdirected.
- Conflict of whether adhere to traditional cultural value in which I grew up or change as per the society changes and then take decision accordingly. In this kind of situation, a person's objectivity matters in decision making. Though the decision has subjective implications, it is necessary to find a right balance while taking decision.

Options available:

1. Ignore the complaints, maintain status

As, it's a top most post and I am accountable to very few people in the hierarchy to whom I can manage easily. Hence, it will be better to maintain the status quo, ignore the complaints and don't take any action.

Pros:

- Very less work load and no problem at all for me and my staff.
- People working in the entertainment industry may get happy.
- It might also help me to have a quid pro quo.

Cons:

- Hampers the overall development of a child.

- It not only hampers the personality, thoughts, and actions of child but it also hampers growth and development of the nation as children are the future of society.
- It hampers the thinking in the society and structure of society. For instance, continuously getting influenced by abusive, violent and sexual content may develop a child's psyche in such a way that she will think abuse, violence is fine in society.
- Some of the real-life examples can be cited as a controversy emerged over web series of Mirzapur, Mentality of 2012 Nirbhaya Gang rape criminals.

2. Go through the complaints and regulate the content by putting a blanket ban As a secretary (civilservant) I am liable to public. It is my job and duty to undergo their complaints and take necessary decisions in order to ensure social harmony and peace in the society.

Pros:

- Parents will be happy as the government is working in its best possible way to develop the society.
- Children's future is safe and secure. It will ensure good future for India.
- Also, it will reduce the crime rate in the country.
- It will also cultivate and nurture our traditional and cultural value of respecting everybody. For instance, telecast of Ramayana and Mahabharata left an unprecedented impact on the thinking of people in India.

Cons:

- A blanket ban will hamper the livelihood of the people in the entertainment industry. It will hamper their constitutional right to life under Article 21.
- It will not only hamper their livelihood but it will also jeopardize their family member's life. As Income source vanishes.
- It might hamper my career as many of the people's livelihood and employment lost because of my decision.

3. Go through the complaint and take a balanced decision of regulation while airing the necessary guidelines of regulation and parental control. At the same time putting a ban on highly abusive, violent and sexual content or giving them an option to air such content at late night when children fall asleep etc.

Also try convincing the entertainment industry regarding long scale impact of such programs. Also, I need to show them some of the worst examples in western countries where rate of crime and violent activities went upwards. For instance, controversy emerged in USA regarding licensing of guns and rifles.

As a secretary (civilservant) I am liable to public. It is my job and duty to undergo their complaints and take necessary decisions in order to ensure social harmony and peace in the society. At the same time, it is necessary that the decision is taken after considering comprehensive factors and not in one sided view.

Pros:

- Parents will be happy as the government is working in its best possible way to develop the society. Children's future is safe and secure. It will ensure good future for India.
- Also, it will reduce the crime rate in the country. It will also cultivate and nurture our traditional and cultural value of respecting everybody.
- It will not jeopardize the livelihood of people working in the entertainment industry and lives of their family members as they are convinced regarding future implications of such decisions.
- It will also ensure that constitutional ideals of Right to freedom of expression and Right to life are cherished.
- It will also ensure a good track record of me and my staff to take a balanced decision.

Cons:

- Due to ban on highly abusive, violent, sexual content few might lose jobs. Their livelihood may hamper.
- Some parents still might not be happy as they are ardent supporter of complete ban on such content.

May in still wrong values in children if guidelines not implemented in true letter and spirit In this scenario, I will take the 3rd decision i.e. going through the complaint and take a balanced decision of regulation while airing the necessary guidelines of regulation and parental control.

- At the same time putting a ban on highly abusive, violent and sexual content or giving them an option to air such content at late night when children fall asleep etc.
- As Buddha advises that Samyak Marg is the best way out of a dilemma, moreover the principle of golden mean also says that wisdom lies in choosing between two.
- Since taking the extreme decision of blanket ban is detrimental for the people working in the entertainment industry and not taking any action is detrimental to the life of children and society, it is necessary to find a right balance. This decision in best possible way addresses major concerns while some of the concerns remain less addressed.

Conclusion

Regulation is a dynamic process and one which is likely to change as society changes and evolves. For now, the government should appoint committee like of the Shyam Benegal Committee. A comprehensive policy in this regard is the need of the hour.

12. During the marriage of your sister, your businessman friend had assisted you financially. You can never forget the timely help of your friend who didn't shy away from going beyond his capabilities to ensure that you get the money at a time of need and financial distress. You have committed to yourself that you would also help your friend when the right time comes.

As luck would have it, you got the opportunity really soon. Your friend calls you for your intervention in a case of illegal transportation of goods. His consignment has been intercepted by the local police for carrying contraband goods. As you are posted as the Superintendent of Police in the district, your friend is requesting you to help release the goods. He also reminds you the help that he had extended during the marriage of your sister.

Do you see an ethical dilemma in this situation? What are the alternatives available with you? What course of action would you take and why? Discuss.

Approach

Candidate can briefly describe the role of friend in leading a good life in the introduction. In the body, stakeholders involved can be stated along with the options available and pros-cons of the same. Options can be evaluated and course of action can be given.

Introduction

There is a famous proverb, "A friend in need is a friend indeed". It means that though we may have several friends at the time of prosperity, many desert us at the time of adversity. We can examine the sincerity of a friend during our hard times. Only a sincere and faithful friend remains with us in times of trouble. All others abandon us. Friendship is established over the sacrifice, love, faith, and concern of each other.

Body

Stakeholders involved

- Me as a superintendent of police
- My friend
- Police system
- Society as whole

It will be difficult for me, to ignore the illegal activities under my supervision in my district. As well as it is difficult for me to assist my friend in carrying out illegal activities.

Personal gain vs duty

National security vs illegal activities.

Duty as a superintendent of police vs helping a friend.

As a superintendent of police, it is my constitutional duty to protect my district and area under my supervision at any cost. Illegal activities in my district happening under my radar are against my oath and constitutional duty to protect my area under any circumstances.

A friend who has helped me in my difficult time cannot get a free pass to do illegal activities under my supervision. The help my friend offered me at the time of my need is invaluable. But that cannot be the excuse for carrying out illegal and antinational activity.

Options available

1. Order the local police area to release intercepted goods.

As I am the superintendent of police of my district, everything is under my radar. I can release the intercepted goods without anyone knowing. I can order my subordinates not to utter a word outside.

Pros

- My friendship is saved and my friend is indebted for my help
- I am relieved as I have paid back the assistance he offered me

Cons

- Promoting illegal activities in my district
- Ethical dilemma, as I have worked against my constitutional duty to protect my district.

Option 2

Order the local police area to seize the goods and arrest persons involved.

As I am a duty bound police officer, it is my constitutional and moral duty to protect my country at any cost. It is my mission to put the country before self. I cannot compromise with the national security even if it means punishing my close friend for the illegal activity. The help my friend offered me cannot be paid back by allowing illegal activities which can pose a threat to law and order.

Pros

- Security of my district is intact as I am not allowing any illegal activity.
- Mental satisfaction as I have performed my duty as law enforcement officer when it needed the most.

Cons

- My friendship is compromised as I have not helped my friend when he needed the most.
- I may feel guilty for not helping out a friend. Moral crisis.

I will go with the second option as my foremost duty is to protect my nation. As duty-bound officer it is my moral and constitutional responsibility to act against any illegal and security compromising activities. If System is helpful to those who are tweaking the law, it will be difficult to find who is the culprit. I cannot tolerate as an ethical person, any unethical activity under my radar. My constitutional morality guides me to take stern action against the antinational and illegal elements.

13. You are posted as the secretary of the health department in a state. While the entire country is grappling with a highly contagious pandemic, elections are due in the state next month. To gain electoral leverage, the incumbent political party of the state has made a declaration that the people belonging to a particular community would be given the vaccines on priority and free of cost. There is a statewide protest against this declaration. The opposition parties are blaming the government for politicising a serious health issue for electoral gains. Nevertheless, the health minister instructs you to put in place the framework for the implementation of the announcement.

What would be your course of action in this situation and why? Substantiate.

Approach

Candidates can start with reference to vaccine distribution scenario with favouritism and it expects students to give vaccine distribution with credible health-based policy and highlight on prioritizing the administration of vaccine amongst the various groups.

Introduction

The case presented shows the ethical dilemma of an officer who must work under the existing circumstances despite knowing the crude realities. Administrative efficiency and moral righteousness need to be managed by allocating right resources to right people at right time after taking stock of different health issues and prioritising the work accordingly.

Body

Ethical values involved:

- Human dignity.
- Accountability.
- Fraternity.
- Fairness.
- Honesty and integrity.

Stake holders:

- Vaccine company
- Myself
- Ministry
- Opposition
- Different population group

Ethical dimensions:

- Lack of compassion and respect for human lives: The urge for political benefits and vote motives become so huge that a person can put lives of people at risk by indulging in petty motives.
- Carrying out vaccine distribution with favouritism.
- Discharging duty according to rule of law.
- Assuaging fear of the general public amicably.
- Protecting the medical personnels distributing vaccine.

While framing policy for vaccination we must respect public confidence and trust in establishment of fair distribution with using proper apps website technology priority must be set with respect to most required persons for example senior citizens.

Priority of vaccine distribution:

1. Medical staff: All healthcare workers in government and private sectors will be first priority to get vaccination in the initial phase. Once a safe and effective vaccine is available for health care worker it will ensure safe environment for working in hospital and will get immunity as they are the main frontline warriors in pandemic. Protecting these workers protects the availability of the most critical of essential services to the pandemic response.
2. Security personnel including police: High-risk occupational groups including those working in public facing roles, such as those in security and transport should also be included. For example, particularly Mumbai police had most death during COVID19. Therefore, security personnel will be 2nd priority group in vaccination drive. This will maintain reciprocity value in return of their essential service.
3. Cleaners and sweepers: Non healthcare personnel are essential to the during COVID-19 response and are at high risk for exposure. Essential (non- health care) workers conducting operations vital to critical infrastructure should be included third in the list of vaccination.
4. Old age people: Age above 60 this also includes groups at risk of severe infection, including those with non-communicable diseases (eg, diabetes, hypertension,

obesity, and cardiovascular disease) they should also be prioritised based on objectivity as they come under most vulnerable section and have highest death rate.

5. School kids: Children should get higher priority to the extent that there is a higher vulnerability and to be the best balance of benefit and risk with timely vaccination among children.

6. Government employees: Government employees crucial for daily administration are important for public services should be vaccinated early.

Safe and effective vaccines are needed to protect individuals from becoming ill, especially healthcare professionals and vulnerable populations, such as older people or those with chronic diseases. Due to the urgency posed by the pandemic, efforts to develop vaccines and distribute vaccine as per health-based policy will help curb the pandemic.

Conclusion

Implementation of this type of policy will work to maintain and keep opposition parties away from agitation protest. Unfavourable and partial vaccination with use of effective technology will give electoral leverage to the government and uphold the constitutional values in the extreme situation of pandemic.

14. The state government has decided to withdraw financial support from institutions imparting religious education or regularise them into state sponsored schools for providing education in science and humanities. While the majority of the population has welcomed this decision, some religious groups are highly dissatisfied with this move. They are demanding that the decision be revoked and status quo be restored. Few political parties are blaming the government for hurting the religious sentiments of the people.

As a responsible and informed citizen of the state, you are eager to share your views on this issue. You get an opportunity to write an op-ed in a leading newspaper of the state. What would you write? Reproduce your article in not more than 250 words.

Approach

In this case you need to express your opinion on whether the state is right on the decision made. Also give reasons to support your answer.

Body

- State government has decided to withdraw financial support from institutions imparting religious education or regularize them into state sponsored schools for providing education in science and humanities. This decision of state has brought up mixed opinions in the society as majority of

the population has welcomed this decision, some religious groups are highly dissatisfied with this move.

- The dissatisfied group has demanded that the decision be revoked and status quo be restored. Article 28 of the constitution of India is for Freedom as to attendance at religious instruction or religious worship in certain educational institutions.
- This article permits educational institutions that are maintained by religious groups to disseminate religious instruction. It is also settled by the hon'ble supreme court that Whether it is an institution run by the majority or the minority, all conditions that have relevance to the proper utilisation of the grant-in-aid by an educational institution can be imposed.
- All that Article 30(2) states is that on the ground that an institution is under the management of a minority, whether based on religion or language, grant of aid to that educational institution cannot be discriminated against, if other educational institutions are entitled to receive aid.
- But the supreme court has also clarified that if the government made a policy call to withdraw aid, an institution cannot question the decision as a "matter of right".
- A grant of government aid comes with accompanying conditions. An institution is free to choose to accept the grant with the conditions or go its own way, it said.
- "If an institution does not want to accept and comply with the conditions accompanying such aid, it is well open to it to decline the grant and move in its own way. On the contrary, an institution can never be allowed to say that the grant of aid should be on its own terms,".

This is based on the rationale that:

- Firstly, government aid is a policy decision. It depends on various factors including the interests of the institution itself and the ability of the government to understand the exercise.
- Financial constraints and deficiencies are the factors which are considered relevant in taking any decision qua aid, including both the decision to grant aid and the manner of disbursement of an aid.
- Once we hold that right to get an aid is not a fundamental right, the challenge to a decision made in implementing it, shall only be on restricted grounds. Therefore, even in a case where a policy decision is made to withdraw the aid, an institution cannot question it as a matter of right. Maybe, such a challenge would still be available to an institution, when a grant is given to one institution as against the other institution which is similarly placed. Therefore, in the present case the stand of the state in right and the institution need to adhere with the state's guidelines.

15. While processing an important file of your department, you realise that something is fishy about the proposals made by your subordinate. A decision based purely on merit would mean the rejection of proposal and hence saving crores of rupees to the exchequer. However, you realise that your seniors have been pressing too hard for the proposal to be accepted by the concerned Minister. In fact, your immediate boss has given you indirect signals that there is tremendous pressure from higher political echelons to pass the proposal without delving too much into its merits. In a nutshell, the incumbent political class is 'interested' in the proposal as it would benefit their friends and family.

You firmly believe that the proposal sans merit and if passed, it would be illegal and incorrect. You decide not to buckle under pressure and write your views on the file independent of any bias or pressure. When the file reaches your boss, he gets furious and calls for you. When you meet him, he scolds you badly, tears the note from the file and asks you to either cooperate or face consequences. When you tell him that you can't go beyond the legal boundaries and that any future inquiry might jeopardise your career, your boss directs you to go on a medical leave. By doing so, not only you will be saved; in your absence a willing and compliant officer would be deputed in your place to get things done.

Now you are in a big dilemma. If you don't go on leave and stand by your views, you can be transferred far away from your family in the remotest of locations possible. That would mean misery for you and your family. But if you go on leave and in your absence, the proposal gets through, it would amount to turning a blind eye to the wrongdoings you are well aware of.

Now consider the following alternatives:

- (i) You would take leave and go out for a long holiday with your family.
- (ii) You won't agree to the idea of taking leave and insist that the file be sent with facts and views based on actual merit and unbiased assessment.
- (iii) You would become a whistleblower and bring it to the notice of the Prime Minister's Office (PMO) ?

Which option will you choose? Why? Substantiate.

Approach

Candidate can highlight the underlying situation and analyse the pros and cons of each of these alternatives and also give reasons for the one that you would choose.

Introduction

This is classic case of corruption in public department and collusion between public servant and politician.

Body

Values involved:

- Integrity
- Honesty
- Responsibility
- Courage
- Transparency

Stakeholders

- Me and my family
- Politician
- Senior, subordinate at office
- Society general public at large
- PM office.

Issues Involved:

- Personal v/s professional relations: It would be difficult to take transfer and make family go through hardships in remotest village due to professional relations.
- Political pressure v/s carrying out one's duty to take action against corrupt.

1st By following advice of taking leave:

Merit

- I will definitely save my relations with my boss and also will come in the good book of politician. It is the safest option without facing any future consequences.

Demerit

- But this option will go against my self-esteem.
- As a honest officer its my duty to not let happen corruption and also not let waste the money of taxpayers.
- This option will lead to escape from duty.

2nd By taking leave and making sure that facts and details will be shared and assessed

Merit

- Not only I will doing my duty but will not let my conscience die.
- It enables my dynamism and preservation of prestige of the organization if file be passed on merit system.
- Politics corporate Nexus may get reduce

Demerits:

- I may get transferred to an isolated location.
- After transfer no one to highlight the wrongdoing.

3rd By following third option. Being a whistle-blower:

Merits:

- PMO may take the whole responsibility of going depth into the matter.
- This may lead to breaking of ongoing nexus.
- Law at the ground to protect the whistle-blower would protect both my job and possible false departmental proceeding against me

Demerits:

- Highlighting the wrongdoing in my company.
- Possible threat to my life and Job etc.

“I will not let anyone walk through my mind with their dirty feet”

- Running away from a problem is never a solution. Clearly, it's a case of professional Vs personal ethical dilemma and I would prefer to put earlier at top.
- I wouldn't choose to go on leave as it would cause to continue the wrong happening in my company and I may lose the job if my company gets caught later in an Audit.
- First, I would insist on going through merit-based route and take suggestions from senior officials not involved in it.
- If nothing works, I would opt for whistle blowing to PMO in order to save my organization and the interest of Nation at large. I would gather the in a suitable of the happening from past as well to strengthen my case.
- I would use RTI provisions for the same to gather information. I would also ensure enough protection fa suitable as it is involving political power.

Conclusion

As member of department, organization, one must be answerable and accountable to ensure transparency in future works. Probity and integrity should guide the

decision in such case. It's a situation demanding ethical neutrality of Max Weber so that professional duty is carried out and civil service values are adhered.

16. As an agent of the secret service of the armed forces, you have the responsibility of spying over the enemies and pass on vital strategic information to the government of your country. You have been trained and nurtured in a manner that you won't even hesitate to kill an innocent person if he/ she becomes an obstacle in your duty even unknowingly. For you, your country comes first and you regard your duty as the foremost service one can render to one's motherland.

One one occasion, you intercept a message that the enemy country is planning to bomb the pilgrimage base camps stationed at various locations in the bordering state. In fact, troops have been mobilised to give effect to the plan and it is a matter of hours that heavy bombings would start. It is not even possible to launch a counter offensive at such a short notice as major battalions of the army have already been sent to provide relief in the flood hit areas of the country. Waiting for the army to take command would mean severe loss of lives in the base camps.

When your commanding officer comes to know about the scenario, he chalks out a plan and deputes you to give shape to it. However, you are shocked to know his plans. In order to avoid the bombings, he wants you to immediately bomb a school in the enemy territory which lies in close proximity to the border. By doing this, the attention of the enemy would get diverted to the school and they might divert their troops to the school for immediate relief. This would buy some time for the armed forces of your country and they would be able to evacuate the base camps and also take positions to retaliate in case of eventual bombings.

What options do you have in this situation. Which one would you choose and why? Examine the pros and cons of each of the alternatives.

Approach

Candidate can briefly summarize the case in a few lines Write the stakeholders concerned and ethical dilemma followed by the options you have in the case. Write steps that can be taken with pros and cons.

Introduction

The given case pertains to a secret service agent who is in the middle of an ethical dilemma concerning his professionalism, duty, order of seniority, respect for international law, inner conscience and Humanity.

Body

Ethical dilemma involved

- Nation versus humanity: He has to choose between his country and the lives of innocent people across the border in the school.
- Duty vs inner conscience: While profession demands the completion of the committed duty i.e. protecting the citizens of one's own country, the inner conscience always says the right thing to do, which might be to avoid bombing in school.
- Professional value vs personal value: his Profession demands objectivity, responsibility and dutifulness, however it's his personal value to act as humanly as possible.
- Following rule of law as per fourth Geneva convention vs Saving of Nation: fourth Geneva Convention is first to deal with humanitarian protections for civilians in a war zone. However bombing the school goes against the ethics of humanity first.

Options available

1. Follow order of commanding officer and bomb a school

Pros

- It would give valuable time for the army to protect pilgrims.
- Duty to protect the country first is ensured.
- Acting according to the order of the commanding officer.

Cons

- Loss of lives of children.
- Portrayal of a negative image of the country in the world. This reduces the soft power of India as a peace loving nation.
- Violation of Geneva convention on protection of citizens.
- Neglecting his inner sense leads to Crisis of conscience .

Option 2-Disobey commanding officer with regard to bombing school and take no action

Pros

- Putting humanity first by saving Innocent children.
- Hearing of inner conscience.

Cons

- Failure to perform one's duty towards the nation- not protecting the people of his country.
- It will pose questions over the agent's work professionalism.

Option 3- Refuse to bomb a school but take action with available force. Alert local police forces about the threat and take pilgrims to safer places.

Pros

- Innocent children saved and thus no self-guilt.
- Sense of performing one's duty.

Cons

- Uncertainty over results that is likely to happen. Not just pilgrims but it also puts involved personnel at risk.
- Refusing to obey orders of the commanding officer
- Likely to pose questions over professionalism and loyalty to the superior.

Option 4- Refuse to bomb school but try convincing commanding officer on modifying plan to attack on strategic location or other areas causing lesser casualty and thus achieving objective of diverting enemy troops.

Pros

- Saves children at the same time gives time to the army to protect pilgrims.
- One's duty is performed.

Cons

- Uncertainty on whether enemy troops will divert their action.
- Officer may not agree on modifying the plan.
- Other strategic locations to bomb might not be available.

Way ahead

Best option in this scenario would be option 4. Though option 3, like option 4, helps me overcome the duty vs moral value dilemma, it risks lives of both pilgrims and local forces involved. And there is also uncertainty that bombing school will divert actions of enemy troops. They might still proceed with their plan. So when our plan of action is based on probable outcome, it would be better to carry out bombing on strategic location or other infrastructure rather than on schools.

This might give time for armed forces to save pilgrims. Civilians in areas of armed conflict and occupied territories are protected by the 159 articles of the Fourth Geneva Convention. Fourth Geneva Convention is the first to deal with humanitarian protections for civilians in a war zone. Therefore by following the fourth option we will be following the rule of internal law.