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TLP

**DAILY ANSWER WRITING FOR
UPSC MAINS - 2025**

GS 4

WEEKLY COMPILATION - (DAY 1- DAY 6)

Topics Covered

- Ethics and Human Interface
- Human values and Attitude
- Aptitude and Fundamental Values
- Emotional Intelligence and Philosophers



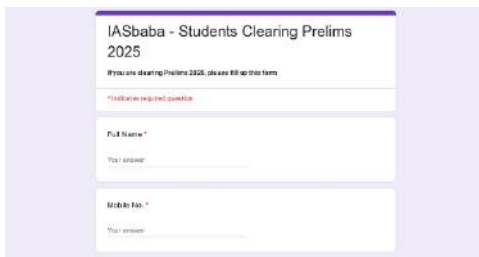
"Hi Everyone,

Hope you're all doing well and staying on track. If you're writing Mains this year, please fill in the form linked below.

Like in previous years, we'll be providing solid support throughout this Mains phase — 1:1 Mentorship, Theme-Based Classes, Quick & Detailed Answer Evaluation, Ethics and Essay guidance and high-quality Value Addition materials (QnA-style notes, data banks, keyword docs, etc.)

A separate Telegram group would be formed for this purpose.

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Q.1) "The ethical conduct of an individual is shaped by both intrinsic and extrinsic factors." Discuss the key determinants of ethics in human behavior. (150 words, 10 marks)

Introduction

Ethical behavior arises from both inner virtues and external influences. While values anchor us internally, society, law, and upbringing continuously shape how we act in morally relevant situations.

Body

Intrinsic Determinants – The Inner Compass

"What lies behind us and what lies before us are tiny matters compared to what lies within us." – Ralph Waldo Emerson

1. **Conscience** : It acts as an inner moral compass guiding decisions privately.
Example: Gandhi followed his inner voice in difficult choices.
2. **Personal Values and virtues** : Core values like honesty shape ethical consistency.
Example: U. Sagayam IAS upheld honesty despite political pressures.
3. **Moral Reasoning** : It helps balance conflicting values in grey zones.
Example: Socrates encouraged critical reflection for moral decisions.
4. **Emotional Intelligence** : Empathy and self-awareness aid fair decisions.
Example: Empathy-driven leadership during disasters helps public welfare.

Extrinsic Factors - The Outer Influences

"Man is not born moral; he becomes moral only in a society." – Emile Durkheim

1. **Family** : Early moral training sets a lifelong foundation.
Example: A.P.J. Abdul Kalam's integrity stemmed from his disciplined upbringing.
2. **Education System** : Moral education fosters civic ethics.
Example: School initiatives like Sankalp Patra promote honesty.
3. **Laws and Social Norms** : They shape behavior through deterrence and approval.
Example: RTI Act 2005 boosted transparency in governance.
4. **Professional Codes and Peer Influence** : Institutional rules and peer conduct reinforce ethics.
Example: Civil service conduct rules promote neutrality.

Interplay of Intrinsic & Extrinsic Factors

Ethical choices often emerge from a conflict or balance between inner values and external pressures. Examples are as follows:

- Manjunath (IOC officer) stood by internal integrity despite a corrupt external environment.
- A traffic policeman letting off a violator due to political pressure shows external override of weak intrinsic values.

Conclusion

Ethical conduct is not accidental; it is cultivated through the alignment of personal conscience and societal influences. A balanced ethical character emerges when both determinants reinforce each other consistently.

Q.2) "Ethical actions may sometimes lead to short-term losses but ensure long-term gains for society. Analyze this statement with respect to the consequences of adhering to ethical values in public administration. (150 words, 10 marks)

Introduction

Ethical decisions in public administration may sometimes cause short-term difficulties like delays or opposition. However, these decisions are essential for building trust, fairness, and strong institutions that benefit society in the long run.

Body

Consequences: Short-term challenges and long-term benefits of ethical actions.

"In the long run, the most uncomfortable truth is better than the most comforting lie." — Thomas Friedman

1. **Upholding Integrity** : Ethical resistance can invite backlash but boosts long term faith.
Example: Sanjiv Chaturvedi faced harassment but exposed corruption.
2. **Honest Auditing and Accountability** : Initial friction can lead to systemic improvement.
Example: Vinod Rai's audits triggered financial reforms.
3. **Rejecting Populism** : Ethical stand may lose votes but secures policy integrity.
Example: EC's strict Code of Conduct preserved electoral fairness.
4. **Transparent Welfare Delivery** : Initial delays can prevent future leakages.
Example: Aadhaar-enabled DBT reduced corruption in welfare.
5. **Fair Law Enforcement** : Resistance is short-lived; justice has lasting effect.
Example: Julio Ribeiro's policing reduced insurgency in Punjab.
6. **Protecting Public Resources** : Sacrificing comfort can save national assets.
Example: Durga Shakti Nagpal acted against illegal mining.
7. **Resisting Nepotism** : Merit hurts vested interests but builds institutional credibility.
Example: UPSC ensures fairness in recruitment.
8. **Ethical Leadership** : Long-term culture of accountability grows from ethical examples.
Example: T.S.R. Subramanian reformed civil service ethos.

Conclusion

Short-term losses caused by ethical action often become the foundation for long-term public trust—cornerstone of a just administrative system. As **Martin Luther King Jr. famously said, "The time is always right to do what is right."**

Q.3) "The intersection of public service and private interests often creates ethical dilemmas." Examine the challenges in maintaining ethical governance when public officials engage with private entities. (150 words, 10 marks)

Introduction

Ethical governance demands that public officials act solely in the interest of the people. However, when private affiliations influence official decisions, **conflict of interest** arises—leading to **ethical dilemmas** where personal gains may outweigh public duty.

Body**Intersection and Ethical Dilemmas:**

- Public officials' ties with private entities can create conflicts of interest, compromising fairness by prioritizing personal gains over public welfare.
- Example: A civil servant showing leniency to a company where they hope to get a job after retirement illustrates this ethical conflict.

Challenges in maintaining ethical governance

1. **Regulatory Capture** : Corporate influence distorts policy for profit.
Example: Vedanta's lobbying clashed with tribal rights in Niyamgiri.
2. **Nepotism and Cronyism** : Personal ties override merit.
Example: PSU appointments raised concerns during Air India disinvestment.
3. **Post-Retirement Benefits** : Future jobs compromise present decisions.
Example: Viral Acharya warned of bureaucrats joining private firms they regulated.
4. **Biased Decision-Making** : Resources may be diverted for personal gain.
Example: Adarsh Scam diverted flats meant for war widows.
5. **Insider Information Misuse** : Leaks help private profiteering.
Example: 2015 petroleum document leak helped energy firms.
6. **Procurement Corruption** : Kickbacks in tenders waste public funds.
Example: CWG scam involved inflated contracts.
7. **Unregulated Lobbying** : Opaque influence undermines democracy.
Example: KG Basin pricing controversy reflected policy capture.
8. **Erosion of Trust** : Repeated misconduct destroys citizen faith.
Example: The 2G scam deeply hurt institutional credibility.

Conclusion

To safeguard ethics in governance, officials must uphold **objectivity, probity, and public interest**. Institutional safeguards, transparent procedures, and strict codes of conduct are essential.

Q.4) "In the age of procedural governance and institutional detachment, human values remain the silent architects of ethical public action. Discuss the ethical indispensability of human values in shaping administrative decision-making. (150 words, 10 marks)

Introduction

Ethical governance goes beyond mere **procedures and institutions**. The **Second Administrative Reforms Commission (2007)** highlights that human values such as **empathy, compassion, integrity** are essential for effective public administration.

Body**Proceduralism and Institutional Detachment:**

- Procedural governance ensures uniformity but can create ethical distance when officers enforce rules without moral discretion.
- Example: Denying welfare to undocumented slum dwellers despite their genuine need shows a gap between legal procedure and ethical responsibility.

Role of Human Values in Ethical Administrative Decision-Making

1. **Integrity and Impartiality** : Honest decisions protect public interest.
Example: E. Sreedharan delivered Delhi Metro without corruption.
2. **Empathy and Inclusivity** : Understanding others ensures fair policies.
Example: Awanish Sharan's land initiative empowered landless farmers.
3. **Accountability and Transparency** : Being answerable enhances citizen trust.
Example: Sanjiv Chaturvedi exposed corruption at AIIMS.
4. **Justice and Fairness** : Equal treatment reduces social conflict.
Example: Rema Rajeshwari curbed caste violence through community policing.
5. **Courage and Conviction** : Ethical firmness protects institutions.
Example: Durga Shakti Nagpal took on sand mafia despite risk.
6. **Service Orientation** : Prioritizing public good ensures meaningful governance.
Example: Smita Sabharwal's "Fund Your City" improved civic infrastructure.
7. **Ethical Leadership** : Leading morally inspires collective integrity.
Example: Armstrong Pame built a road through crowdfunding.
8. **Adaptability and Innovation** : Contextual thinking solves real problems.
Example: Sujata Chaturvedi digitized welfare during COVID-19.

Conclusion

Therefore, Human values are the foundation of ethical governance. As **Gandhi said, "The best way to find yourself is to lose yourself in the service of others."** Embedding these values makes governance truly ethical and people-centered.

Q.5) "My life is my message." – Mahatma Gandhi. In the context of ethical leadership, what lessons can be drawn from the life of Gandhi in aligning personal conduct with public duty? (150 words / 10 marks)

Introduction

Mahatma Gandhi's statement reflects the core of ethical leadership—where personal conduct perfectly aligns with public duty. Gandhi's life is a timeless example of how integrity, non-violence, and self-sacrifice can inspire a nation.

Body**Lessons from Gandhi's Life on Ethical Leadership**

1. **Integrity and Consistency** : Personal truth guided public life.
Example: Gandhi wore Khadi to promote self-reliance.
2. **Non-violence and Compassion** : Peaceful resistance became a moral tool.
Example: Salt March showed ethical protest despite repression.
3. **Self-Discipline and Sacrifice** : Personal restraint modeled ethical leadership.
Example: Gandhi's fasts awakened public conscience.
4. **Humility and Servant Leadership** : Power was exercised through service.
Example: Gandhi lived simply and shared duties with followers.
5. **Courage to Uphold Truth** : Moral stance remained firm under pressure.
Example: Gandhi endured jail but never abandoned non-violence.
6. **Inclusiveness and Equality** : He fought discrimination with action.
Example: Gandhi embraced Dalits as "Harijans."

- 7. Leading by Example** : Personal actions inspired mass movements.
Example: Spinning yarn encouraged economic resistance.
- 8. Accountability and Transparency** : He welcomed dissent and debate.
Example: Open discussions in INC built collective ethics.

Conclusion

Gandhi's life teaches that ethical leadership demands that personal conduct fully embody public service. As he famously said, ***"Be the change that you wish to see in the world."*** Gandhiji remains a beacon for leaders striving to align ethics with governance.

Q.6) "There is no school equal to a decent home and no teacher equal to a virtuous parent." In light of this statement, examine the role of family in shaping values and attitudes in an individual. How can parenting in the modern era balance tradition and change to inculcate ethical behaviour in children? (150 words, 10 marks)

Introduction

The family is a child's first school, where values take root and character forms. In a changing world, parents play a crucial role in balancing timeless virtues with modern realities to nurture ethically grounded and emotionally resilient individuals.

Body

Role of Family in Shaping Values and Attitudes

"Our success as a society, depends not on what happens in the White House but what happens inside your house." - Barbara Bush

- 1. First ethical environment** : Children absorb values like honesty and empathy through everyday family life.
Example: A.P.J. Abdul Kalam credited his disciplined home for shaping his humility and service.
- 2. Emotional bonding** : Emotionally secure family ties help children internalize ethics.
Example: Mandela's sense of justice was inspired by family stories of dignity.
- 3. Cultural and moral transmission** : Rituals and stories pass on identity and values.
Example: Tagore's humanism grew from his culturally rich household.
- 4. Parenting style** : A firm yet loving approach builds accountability.
Example: Studies show such parenting enhances civic and ethical behaviour.
- 5. Moral dialogue and reasoning** : Open discussions foster ethical thinking.
Example: Montessori homes guide children to reason through moral choices.

Balancing Tradition and Change in Modern Parenting

- 1. Adapting timeless values** : Values must evolve with digital risks of modern times.
Example: Finland blends compassion with media literacy for digital ethics.
- 2. Encouraging reflection, not blind conformity**: Children should question while staying rooted.
Example: Scandinavian schools promote moral autonomy with tradition.

3. Preparing for ethical challenges : Kids need tools to face online and social issues. Example: UNICEF teaches online ethics through digital citizenship programs.

4. Role modelling ethical adaptability: Parents must live values while embracing progress. Example: Jacinda Ardern models value-based, empathetic leadership.

5. Open, inclusive dialogue in family settings: Families must balance shared values with respect for differences.

Example: CBSE's "Values Kit" supports pluralistic ethics at home.

Conclusion

A nurturing home remains the most enduring space for early **ethical socialization**. Today's parents must harmonize tradition with context, cultivating children who live with **integrity, empathy, and moral courage**.

Q.7) "The mind is not a vessel to be filled, but a fire to be kindled." In this context, discuss how educational institutions today can go beyond rote learning to shape values, critical thinking, and ethical attitudes among students. Support your answer with recent examples. (150 words, 10 marks)

Introduction

The quote by **Plutarch** underlines that Education must not merely prepare students to answer questions but to question answers. In an evolving society, the purpose of schooling should extend beyond grades to the building of good character.

Body

Rote Learning and its Ethical Limitations

- Limits ethical reflection by discouraging questioning and critical thinking.
- Reduces empathy as moral context and lived experiences are sidelined.
- Encourages conformity over integrity and independent judgment.

How Education Can Kindle Ethical Thinking and Values

1. Value-based and ethical content: Courses on ethics and civic duties build moral awareness. Example: CBSE and NCERT include value education to sensitise students.

2. Interactive teaching methods: Debates and dilemmas sharpen moral reasoning. Example: Azim Premji University uses ethical case studies to build judgment.

3. Teachers as moral exemplars: Teachers' conduct strongly shapes student character. Example: Dr. Kalam credited teacher Solomon for his moral foundation.

4. Fostering inclusive environments: Respectful spaces nurture empathy and cooperation. Example: Delhi's "Happiness Curriculum" includes kindness and mindfulness.

5. Community service : Ground engagement builds empathy and responsibility. Example: NSS and NCC promote service, teamwork, and discipline.

6. Assessment reforms : Moving beyond rote learning deepens understanding. Example: NEP 2020 supports critical thinking and application-based learning.

7. Digital literacy and cyber ethics : Students must learn safe and ethical online use. Example: Schools teach cyber etiquette, privacy, and misinformation handling.

8. Student-led initiatives for moral learning: Peer forums develop shared ethical responsibility.

Example: Ethics clubs and school parliaments enable student-led moral actions.

Conclusion

As Mahatma Gandhi said, *"By education, I mean an all-round drawing out of the best in the child and man—body, mind and spirit."* A truly enlightened educational system must spark not just knowledge, but our conscience.

Q.8) A positive attitude is an essential characteristic of a civil servant who is often required to function under extreme stress. What contributes to a positive attitude in a person? (150 words, 10 marks)

Introduction

A civil servant's job involves constant pressure, ethical choices, and public accountability. A positive attitude ensures balance, resilience, and people-centric governance. As *William James said, "A human being can alter his life by altering his attitude."*

Body

Why a positive attitude is essential for a civil servant:

- **Resilience under pressure:** It helps civil servants stay calm and effective during crises. Example: Gaurav Goel managed Bihar flood relief with composure.
- **Ethical decision-making:** A positive outlook supports integrity in tough calls. Example: Ashok Khemka stood against corruption despite transfers.
- **Public service motivation:** It fosters empathy and citizen-friendly behaviour. Example: Durga Shakti Nagpal's rural work showed service commitment.

Factors Contributing to a Positive Attitude:

1. **Ethical foundations:** Core values like honesty and justice anchor one's mindset. Example: T.N. Seshan's reforms stemmed from moral conviction.
2. **Emotional intelligence:** Managing emotions helps stay balanced under criticism. Example: Kiran Bedi led Tihar reforms with sensitivity.
3. **Growth mindset:** Viewing failures as lessons builds optimism. Example: Kalam turned early setbacks into lifelong motivation.
4. **Supportive environment:** Mentors and peers boost morale and self-belief. Example: Young IAS officers gain from senior guidance.
5. **Wellness practices:** Mindfulness and fitness strengthen mental resilience. Example: Rajni Sibal used meditation to manage stress.

Conclusion

A positive attitude is not innate — it is cultivated through ethical grounding, emotional maturity, and continuous reflection. For civil servants, it becomes the compass that ensures service with humility, empathy, and unwavering commitment to the public good.

Q.9) In the digital age, how do social media and internet platforms shape public attitudes, and what ethical challenges arise from their influence? Suggest measures to promote positive and responsible behaviour through these platforms. (150 words, 10 marks)

Introduction

In today's digital world, social media shapes public thinking and behaviour. While it can inform and empower, it also spreads bias, misinformation, and unethical norms. As Lange said, "Technology is a useful servant but a dangerous master."

Body

Influence of social media on Public Attitudes:

- 1. Voice Amplification:** Social media platforms give visibility to marginal voices, shaping discourse and mobilising collective action. Example: The #MeToo movement empowered survivors and shifted social norms.
- 2. Echo Chambers:** Algorithms feed users content they agree with, reinforcing biases and deepening polarisation. Example: US political radicalisation has grown through isolated online communities.
- 3. Normalising Hate:** Constant exposure to trolling and abuse makes unethical behaviour seem acceptable. Example: Celebrities and activists are often targeted through coordinated hate campaigns.
- 4. Consumerist Culture:** Influencers promote aspirational lifestyles that distort youth values and self-worth. Example: Many teenagers report anxiety linked to curated lives on Instagram.

Ethical Challenges:

- 1. Fake News:** Unverified content spreads rapidly, undermining truth and public trust. Example: COVID-19 rumours worsened panic and vaccine hesitancy.
- 2. Anonymity:** Hidden identities enable abuse and misinformation without accountability. Example: Troll accounts incite communal hatred and personal attacks.
- 3. Data Misuse:** Tech companies harvest personal data to influence choices, harming privacy and autonomy. Example: The Cambridge Analytica case showed manipulation of electoral preferences.

Promoting Ethical Behaviour:

- 1. Digital Literacy:** Teaching critical thinking and empathy helps users navigate online spaces responsibly. Example: UNESCO's curriculum promotes safe and ethical digital participation.
- 2. Regulation:** Stronger laws and moderation ensure accountability and ethical tech governance. Example: India's IT Rules (2021) hold platforms responsible for content and redressal.

3. Design Nudges: Ethical platform design can prompt reflection and prevent impulsive sharing.

Example: Twitter's "read before retweet" feature encourages informed engagement.

4. Role Models: Ethical influencers can inspire responsible online conduct and civic values.

Example: IAS Armstrong Pame uses social media to engage youth and serve communities.

Conclusion

Social media is not inherently good or bad — it reflects and amplifies what we feed into it. By aligning digital practices with ethical principles, we can harness it as a force for collective empathy, awareness, and informed citizenship.

Q.10) "Attitude shapes our behaviour". In this context, examine the relationship between attitude and behaviour. What factors can lead to divergence between them? (150 words ,10 marks)

Introduction

Attitude reflects one's **internal disposition** towards **people, situations, or ideas**, while **behaviour** is the **external expression** of that disposition. The relationship between attitude and behaviour is often influenced by situational and psychological factors.

Body

Relationship between attitude and behaviour:

- 1. Guides Action:** A positive attitude promotes proactive and constructive responses to challenges.
Example: An empathetic officer ensures timely welfare delivery during disasters.
- 2. Cognitive Consistency:** People act in ways that align with their core beliefs to maintain internal harmony.
Example: Gandhi's belief in non-violence shaped his peaceful resistance movement.
- 3. Value Reflection:** Strong, deeply held attitudes often show up in consistent, habitual behaviour.
Example: A teacher valuing equality ensures inclusive classrooms without reminders.

Causes of Divergence:

- 1. Social Pressure:** People may act against beliefs to conform or avoid conflict.
Example: Ashok Khemka resisted corruption, unlike peers who stayed silent to fit in.
- 2. Fear of Consequences:** Concern for safety or career may override moral conviction.
Example: Some civil servants followed unethical orders fearing political backlash.
- 3. Weak Conviction:** Superficial attitudes collapse under pressure or convenience.
Example: Youth who support sustainability may still choose fast fashion for ease.
- 4. Dissonance:** People justify actions that contradict their beliefs to reduce inner conflict.
Example: Dominic Cummings broke lockdown rules but justified it as necessary.
- 5. Practical Limits:** Situational barriers may prevent action aligned with one's values.
Example: Some whistleblowers stayed silent fearing job loss or retaliation.
- 6.**

Conclusion

The attitude-behaviour link is central to understanding **moral agency**. To bridge divergence, one must cultivate **moral courage**, deepen self-awareness, and build **ethical resilience**. As Aristotle said, "We are

Q.11) "In contemporary politics, identity often overrides ideology as the primary driver of political attitudes." Discuss. (150 words, 10 marks)

Introduction

Identity is one's sense of belonging based on traits like religion, caste, or ethnicity. Ideology is a set of political beliefs and values. Today, identity often shapes political attitudes more strongly than ideology.

Body

Political attitudes shaped more by identity

"As Amartya Sen noted, 'Identity can be a source of pride but also a prison'.

1. **Identity drives loyalty** : Caste, religion, or region often define political alignment.
Example: Caste voting patterns in Bihar elections.
2. **Emotion beats reason** : Identity-linked emotions like pride or fear distort rational choice.
Example: Nationalism dominating economic debates in 2019 elections.
3. **Leaders exploit divisions**: Politicians mobilise identity narratives to deflect accountability.
Example: Communal overtones during Delhi riots controversy.
4. **Media reinforces echo chambers** : Algorithms fuel identity-based content bubbles.
Example: Social media polarisation during CAA protests.
5. **Socialisation embeds identity early** : Children inherit identity-based affiliations before political awareness.
Example: Family-based party loyalty in rural India.

Enduring relevance of ideology

1. **Ideology appeals to urban voters** : Educated youth favour issue-based politics.
Example: Bengaluru's youth backing climate-focused candidates.
2. **Ideologies mobilise reform** : Movements need ideological vision to sustain.
Example: Leftist ideology in Kerala's land reforms.
3. **Civic education promotes ideology** : Awareness helps citizens shift focus from identity.
Example: Kerala's civic literacy aiding issue-based politics.

Conclusion

Though identity often dominates, but ideology remains vital where civic awareness is strong. A healthy democracy must move beyond identity traps. A balanced democracy demands a conscious shift from emotive identity politics to informed ideological participation.

Q.12) In the era of digital technologies, persuasion has evolved into a highly sophisticated and pervasive tool. Critically analyse how social influence operates in the digital age, especially its role in shaping public opinion, political behaviour, and social norms. (150 words, 10 marks)

Introduction

Persuasion is the act of influencing others' attitudes, beliefs, or behaviours. In the digital age, it has become more complex and far-reaching, with social media and algorithms amplifying social influence and shaping public opinion, politics, and norms.

Marshall McLuhan once remarked, "The medium is the message."

Body

Positive aspects of Social Influence

- 1. Access for all:** Social media platforms democratise opinion-making by amplifying voices across class and geography. Example: #MeToo began with individual stories and grew into a global movement.
- 2. Movement mobilisation:** Hashtags and viral content catalyse mass mobilisation and protest participation. Example: Farmers' protests drew strength from online solidarity and coordination.
- 3. Global idea exchange:** Online platforms globalise reformist ideas, inspiring youth activism across borders. Example: Greta Thunberg's climate protests influenced school movements in India.
- 4. Participatory governance:** Governments use digital tools for direct citizen engagement in policy feedback. Example: Delhi's Mohalla Sabhas integrated online consultation methods.
- 5. Behavioural nudging:** Digital campaigns subtly shift user behaviour towards socially desirable outcomes. Example: Swachh Bharat used online ads and reminders to promote sanitation habits.

Negative Aspects of Digital Social Influence

- 1. Echo chambers:** Algorithms feed users content that confirms bias, deepening ideological divides. Example: Election periods often see users trapped in one-sided information loops.
- 2. Data-driven propaganda:** Microtargeting via user data enables manipulative political advertising. Example: Cambridge Analytica shaped US voter behaviour through psychometric targeting.
- 3. Fake news virality:** False information spreads faster than corrections, harming public understanding. Example: Fake COVID-19 remedies went viral before being debunked.
- 4. Hidden interests:** Influencers may unknowingly promote agendas that mislead audiences. Example: Scam investment apps gained trust through popular endorsements.
- 5. Peer conformity:** Likes and shares pressure users to conform to dominant online narratives. Example: Online outrage and cancel culture silence dissenting opinions.

Conclusion

Digital persuasion is a double-edged sword—while it empowers and connects, it can just as easily polarise and manipulate. The way forward lies in digital literacy, stronger content accountability grounded in transparency and public welfare.

Q.13) Differentiate between aptitude and moral competence. In the context of public service, Critically evaluate which one plays a more decisive role in ensuring ethical and effective governance. (150 words, 10 marks)

Introduction

Aptitude is the ability to perform tasks efficiently, while moral competence is the capacity to act ethically. In public service, both are vital, but their impact on ethical and effective governance differs significantly.

Body

Differentiation between Aptitude and Moral Competence

- 1. Capability vs. Conscience:** Aptitude is cognitive ability; moral competence guides ethical decisions with empathy and integrity.
Example: Dr. Bindeshwar Pathak showed aptitude in innovation and moral strength in uplifting sanitation workers.
- 2. How to act vs. Whether to act:** Aptitude finds efficient methods; moral competence filters them through ethical judgment.
Example: A Telangana officer stopped a highway project harming tribal land despite pressure.
- 3. Can be taught vs. Must be nurtured:** Aptitude is trainable; moral competence stems from personal values and upbringing.
Example: Schools teach aptitude, but moral clarity grows from family and internal ethics.
- 4. Performance vs. Principles:** Aptitude boosts outcomes; moral competence ensures outcomes serve public good.
Example: Aruna Roy used both bureaucratic skill and ethical vision to strengthen RTI.

Moral competence plays the more decisive role

- 1. Protects democracy:** It ensures governance is just, fair, and rooted in public interest.
Example: E. Sreedharan maintained transparency while leading the Delhi Metro project.
- 2. Restrains power misuse:** Moral compass prevents corruption and authoritarian tendencies.
Example: Kiran Bedi upheld ethical policing even under political strain.
- 3. Provides clarity in grey zones:** Ethics fill gaps where law and rules fall short.
Example: An Odisha collector resisted forced displacement of tribal communities.
- 4. Inspires servant leadership:** Moral competence places people before power and ego.
Example: Dr. Verghese Kurien built institutions serving farmers, not profit.
- 5. Builds long-term trust:** Ethical governance earns public confidence and legitimacy.
Example: Raghuram Rajan prioritized reform over populism at the RBI.
- 6. Balances empathy with efficiency:** It ensures human impact is factored into decisions.
Example: A Kerala IAS officer paused evictions during floods to protect the poor.

Conclusion

As Theodore Roosevelt said, "To educate a person in the mind but not in morals is to educate a menace to society." **Moral competence is ultimately more decisive, as it upholds justice, trust, and the soul of ethical governance.**

Q.14) Identify eight essential values that are needed to be an effective public servant. Describe the ways and means to prevent non-ethical behavior in the public servants. (150 words, 10 marks)

Introduction

The 2nd ARC rightly observed that while rules dictate actions, values inspire integrity; they are the moral compass of effective public service and democratic governance.

Body

Eight Essential Values for Public Servants

- 1. Integrity:** Remaining honest and incorruptible preserves public trust in institutions. Example: Raju Narayanaswamy (IAS) exposed corruption despite facing repeated transfers.
- 2. Empathy:** Understanding citizens' struggles leads to inclusive and humane policies. Example: Sreedhanya Suresh (IAS), from a tribal background, champions social equity.
- 3. Accountability:** Owning decisions enhances transparency and institutional reliability. Example: P. Narahari (IAS) resolved grievances directly via social media.
- 4. Impartiality:** Acting without prejudice upholds fairness and institutional neutrality. Example: Prakash Singh (IPS) advocated police reforms free from political bias.
- 5. Selflessness:** Serving people selflessly ensures equitable development. Example: S. R. Sankaran (IAS) worked tirelessly for Dalits and tribal welfare.
- 6. Transparency:** Visible procedures reduce scope for arbitrary or corrupt practices. Example: Tukaram Mundhe (IAS) made civic finances open to public scrutiny.
- 7. Compassion:** Administering with humanity reinforces the dignity of all stakeholders. Example: Harsh Mander left IAS to serve the homeless and marginalised.
- 8. Moral Courage:** Taking ethical stands despite pressure safeguards public interest. Example: Rajni Sekhri Sibal (IAS) exposed the Haryana recruitment scam.

Ways to Prevent Non-Ethical Behaviour

- 1. Ethical codes and training:** Formal guidelines and case-based modules shape moral reasoning. Example: LBSNAA uses real-life dilemmas to train officers in ethics.
- 2. Whistleblower protection:** Legal safeguards encourage reporting without fear of reprisal. Example: Satyendra Dube (IES) exposed NHAI corruption despite threats to life.
- 3. Transparent HR processes:** Merit-based recruitment and promotion block nepotism and bias. Example: UPSC's anonymised evaluation upholds fairness in civil service selection.
- 4. Media and public scrutiny:** External vigilance ensures greater accountability and discipline. Example: Parveen Kaswan (IFS) uses social media for public engagement.
- 5. Institutional oversight:** Lokpal and Lokayuktas bring legal checks on public functionaries. Example: Karnataka Lokayukta exposed major mining scams and corruption.

6. Citizen charters and standards: Setting benchmarks boosts service delivery and trust. Example: e-Mitra under Sevottam in Rajasthan improved efficiency and feedback.

Conclusion

A values-driven bureaucracy, bound by ethics and accountability, transforms governance into justice. Public trust thrives when moral conviction backs public action—making civil service a guardian of democratic ideals.

Q.15) "Nearly all men can stand adversity, but if you want to test a man's character, give him power." Discuss the role of integrity in governance in light of this statement. (150 words, 10 marks)

Introduction

Power reveals a person's true nature more than adversity does. While many can endure hardships, how one uses power reflects their character. In governance, this makes integrity a crucial quality for ethical leadership.

Body

The True Test of Character Lies in Power

- Power exposes true values, as individuals are free to act without external pressure.
- Unlike adversity, power offers control—revealing whether one chooses self-interest or public good.
- Integrity in power ensures just, accountable, and ethical governance.
Example: An IAS officer in Maharashtra returned a bribe sent home and reported it instead of ignoring it.

Role of Integrity in Governance

1. **Ensures fair decisions:** Integrity allows neutrality and guards against bias or pressure.
Example: Pranjal Patil (IAS) upheld impartial decisions despite adversity and disability.
2. **Builds public trust:** Ethical conduct assures citizens of transparency and institutional honesty.
Example: RTI implementation raised accountability across multiple states.
3. **Prevents corruption:** Integrity shields officers from bribes, coercion, and shortcuts.
Example: A Kerala vigilance officer exposed rigged PWD tenders despite threats.
4. **Sets cultural tone:** Honest leaders inspire ethical behaviour across the system.
Example: Ethical conduct by State ECs improved transparency in local elections.
5. **Guides tough choices:** In complex dilemmas, integrity anchors decisions in justice.
Example: Justice H.R. Khanna's dissent during Emergency defended constitutional rights.

Conclusion

Power unveils who we are—in public service, integrity ensures power serves, not corrupts.

"In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if they don't have the first, the other two will kill you." - Warren Buffet.

Q.16) "A civil servant's commitment to constitutional morality must outweigh political loyalty." Critically examine this statement in the context of rising politicization of bureaucracy. (150 words, 10 marks)

Introduction

Constitutional morality means upholding the values and principles of the Constitution. Political loyalty refers to allegiance to a political party or leader. A civil servant must prioritize constitutional morality over political loyalty to ensure impartial governance.

Body

Role of Constitutional Morality in Civil Service

1. **Rule of Law:** Safeguards the supremacy of the law over political expediency. Example: Justice H.R. Khanna's dissent in ADM Jabalpur upheld liberty during the Emergency.
2. **Neutrality:** Ensures policies are implemented fairly across political regimes. Example: Election Commissioner Ashok Lavasa resisted political pressure in 2019.
3. **Integrity:** Blocks misuse of administrative power for partisan interests. Example: Durga Shakti Nagpal took action against illegal mining despite political pushback.
4. **Democratic accountability:** Reminds bureaucrats they serve citizens, not governments. Example: Sanjeev Chaturvedi exposed corruption even under ministerial duress.
5. **Public trust:** Rests on visible loyalty to constitutional values over political ones. Example: Vinod Rai's audits promoted fiscal responsibility beyond party lines.

"Constitutional morality is not a natural sentiment. It has to be cultivated. We must realize that our people have yet to learn it."-Dr.B.R.Ambedkar.

Challenges Due to Politicization

1. **Political transfers:** Reduce bureaucratic autonomy and demoralize honest officers. Example: Ashok Khemka faced over 50 transfers for resisting political interference.
2. **Fear of reprisal:** Discourages ethical action and emboldens wrongdoers. Example: Officers often avoid tough decisions fearing suspension or vendetta.
3. **Policy bias:** Promotes regime interests at the cost of constitutional fairness. Example: Vote-bank driven welfare policies dilute the principle of universalism.
4. **Crony appointments:** In key roles damage merit-based governance. Example: Politically pliant officers made Chief Secretaries affect institutional integrity.

Conclusion

Political loyalty may offer short-term comfort but damages long-term democratic governance. Upholding constitutional morality is the civil servant's highest duty in preserving the republic.

Q.17) As governments increasingly adopt AI-based tools in decision-making processes, objectivity is both amplified and challenged. Analyse the impact of AI on objectivity in ensuring ethical governance. (150 words, 10 marks)

Introduction

Objectivity means making decisions based on facts and without bias. The NITI Aayog's "Responsible AI for All" report (2021) emphasizes that AI must ensure transparency, fairness, and inclusiveness to support ethical and unbiased governance.

Body

Impact of AI on objectivity : Amplification

- 1. Algorithmic precision:** AI delivers consistent, data-based decisions, curbing arbitrariness. Example: PM-KISAN's AI filtered out fake beneficiaries.
- 2. Efficiency in public service:** AI automates verification and delivery. Example: Aadhaar-based DBT systems improved subsidy targeting.
- 3. Transparency:** Dashboards powered by AI enable real-time governance. Example: Andhra Pradesh's RTGS portal shares live data with citizens.
- 4. Predictive accuracy:** AI anticipates trends and enables timely responses. Example: Telangana's dropout prediction tool reduced absenteeism.
- 5. Scalability of fairness:** Uniform standards can be implemented widely. Example: AI in crop insurance ensures impartial claim assessments.

Impact of AI on objectivity : Challenges

- 1. Data biases:** AI may reflect systemic discrimination, unfairly targeting certain groups. Example: Delhi Police's AI misidentified minorities, raising concerns over bias.
- 2. Opacity of algorithms:** Black-box models hinder public trust and accountability. Example: COVID vaccine scoring lacked transparency, causing confusion.
- 3. Lack of human oversight:** Over-reliance on AI can produce unfair outcomes. Example: UK's A-level algorithm faced public rejection due to perceived bias.
- 4. Exclusion errors:** Automated tools risk marginalizing the poor and vulnerable. Example: Jharkhand's AI-linked ration cuts excluded many deserving people.
- 5. Weak accountability:** Ambiguity in AI errors causes governance lapses and confusion. Example: Aadhaar-linked failures sparked debate on responsibility and oversight.

Conclusion

AI must not replace human ethics but reinforce them. Objectivity in governance must be human-led, algorithm-assisted, and constitutionally grounded.

Q.18) "Empathy is the bridge between policy and its human impact." How can civil servants balance administrative efficiency with compassion for marginalized groups? (150 words, 10 marks)

Introduction

Empathy is the ability to understand and share others' feelings. It helps civil servants design and implement policies that truly address marginalized groups' needs. As Gandhi said, "The true measure of any society can be found in how it treats its most vulnerable."

Body**Why Empathy Matters in Governance**

- Empathy helps create policies that truly address community challenges.
- It ensures services are delivered with care, building public trust.
- Empathy enables flexible policies that respond to people's needs.

Example: IAS officer Armstrong Pame built a 100 km road in Nagaland through community support, sensing their isolation.

Balancing Efficiency with Empathy in Public Service

1. **Understanding Context** : Design policies aligned with local socio-cultural needs.
Example: Awanish Sharan promoted education for tribal girls in Chhattisgarh.
2. **Timely Intervention**: Respond swiftly in humanitarian crises.
Example: Kerala's relief for migrant workers during floods was prompt and sensitive.
3. **Dignified Service Delivery** : Ensure respect and privacy in welfare schemes.
Example: Indore's non-stigmatized relief kit distribution during COVID.
4. **Participatory Governance** : Involve marginalized communities in decision-making.
Example: "Jan Manch" in Himachal Pradesh enabled direct public grievance airing.
5. **Sensitization Training** : Train officials to internalize empathy in their roles.
Example: Delhi Police's gender-sensitivity workshops improved outreach and trust.
6. **Flexibility in Rules** : Adapt rules to meet vulnerable needs without diluting intent.
Example: Tamil Nadu allowed flexible schooling for working children.
7. **Community Partnerships** : Leverage NGOs to extend state capacity and reach.
Example: Maharashtra collaborated with NGOs to aid the homeless during COVID.
8. **Monitoring & Feedback Mechanisms** : Regular evaluation keeps implementation on track.

Example: Odisha's field visits improved tribal welfare delivery.

Conclusion

Empathy doesn't weaken administration—it strengthens it. Compassionate governance ensures policies don't just exist, but reach, empower, and dignify the last citizen.

Q.19) Dedication to public service goes beyond duty; it demands personal sacrifice and initiative. Evaluate this statement by citing examples of civil servants who have demonstrated exceptional commitment to public service. (150 words, 10 marks)

Introduction

Dedication to public service means selfless commitment to the welfare of citizens. It goes beyond routine duty, often requiring personal sacrifice, initiative, and courage—traits seen in civil servants who inspire through exceptional service.

Body**Dedication to Public Service Goes Beyond Duty**

"Public service must be more than doing a job efficiently and honestly. It must be a complete dedication to the people and to the nation." — Margaret Chase Smith

- True dedication involves working beyond office hours to address urgent public needs.
- It requires taking bold initiatives to solve local problems without waiting for orders.

- Personal sacrifice, including safety and comfort, is often necessary to serve people effectively.
Example: IAS Sandeep Nanduri led anti-manual scavenging efforts in Thoothukudi through active ground-level monitoring.

Exceptional Traits Demonstrating Dedication in Public Service

1. **Personal Sacrifice:** Officers put the welfare of the people above personal comfort and risk.
Example: Iqbal Singh Chahal's tireless COVID-19 response in Mumbai under immense personal and professional pressure.
2. **Field Engagement:** Direct involvement with communities bridges gaps between policy and ground realities.
Example: IAS Shubham Gupta mentored UPSC aspirants from underprivileged backgrounds by engaging with them directly.
3. **Innovative Solutions:** Officers devise creative approaches to solve persistent public service challenges.
Example: Rohini Bhajibhakare initiated a behavioural approach to drive sanitation change in her district.
4. **Crisis Leadership:** Leadership during emergencies highlights extraordinary dedication and resilience.
Example: Smita Sabharwal spearheaded maternal health initiatives in Medak, reducing mortality rates.
5. **Ethical Stand:** Standing firm against corruption and external pressures demonstrates moral courage.
Example: Kiran Bedi reformed the Tihar prison system by introducing transparency and accountability.
6. **Voluntary Service:** Going beyond job descriptions reflects genuine commitment to the public good.
Example: Durga Shakti Nagpal led a bold crackdown on illegal sand mining despite political backlash.
7. **Empathy-Driven Actions:** Addressing public hardship with sensitivity improves governance outcomes.
Example: Renu Raj ensured food and essentials reached flood victims during Kerala's disaster.
8. **Inspiring Others:** Leading by example motivates peers and the public to act with integrity.
Example: IPS Ankit Goyal's community policing initiatives boosted local participation and trust.

Conclusion

Dedication in public service is not just about fulfilling responsibilities but about creating lasting impact. Officers who show initiative, sacrifice, and empathy uphold the noblest ideals of governance.

Q.20) In light of recent efforts by public institutions to include transgender persons in welfare schemes and administrative roles, examine how tolerance and compassion can transform governance outcomes for marginalized communities. (150 words, 10 marks)

Introduction

Transgender persons, often marginalized in society, face systemic exclusion from welfare and governance. Tolerance and compassion help create inclusive policies, ensuring dignity, access, and empowerment for all, thereby transforming governance into a truly equitable system.

"Trans rights are human rights. There is no room for debate." — Sarah McBride.

Body

Recent Efforts in India

- 1. Housing Inclusion:** Transgender persons have been added as a separate beneficiary category under PMAY, ensuring housing access.
- 2. Employment Opportunities:** Jharkhand appointed India's first transgender constable through a transparent and inclusive recruitment process.
- 3. Healthcare Access:** Kerala launched a state-funded initiative offering free gender-affirming surgeries in public hospitals.
- 4. Welfare Support:** Tamil Nadu introduced a dedicated helpline to address issues specific to transgender welfare and rights.

How Tolerance and Compassion Transform Governance Outcomes

- 1. Legal Frameworks:** Laws reflecting equality ensure institutional backing for transgender rights.
Example: The Transgender Persons (Protection of Rights) Act, 2019 mandates non-discrimination and equal opportunity in public life.
- 2. Inclusive Welfare:** Schemes tailored to address transgender vulnerabilities help reduce socio-economic gaps.
Example: Karnataka's Mythri pension scheme supports elderly transgender persons with financial assistance.
- 3. Representation:** Visibility in public roles challenges stigma and strengthens community confidence.
Example: K Prithika Yashini became India's first transgender police officer, inspiring many others.
- 4. Community Involvement:** Participatory models ensure that policies reflect real needs on the ground.
Example: Kudumbashree in Kerala integrates transgender SHGs, fostering economic and social empowerment.
- 5. Sensitization Programs:** Awareness initiatives help government institutions respond appropriately.
Example: Delhi Police's training modules improved service delivery for the transgender population.
- 6. Crisis Support:** Compassionate outreach ensures marginalized groups are not abandoned in emergencies.
Example: Telangana's dedicated COVID-19 relief package provided timely aid to transgender individuals.

7. **Identity Recognition:** Official acknowledgment affirms dignity and protects legal rights.
Example: Odisha issued third-gender ID cards post the Supreme Court's NALSA judgment in 2014.
8. **Leadership Commitment:** Proactive administrators drive change by backing inclusive initiatives.
Example: IAS officer Awanish Sharan oversaw housing projects tailored for transgender communities in Chhattisgarh.

Conclusion

As Mahatma Gandhi said, *"The true measure of any society can be found in how it treats its most vulnerable members."* Governance rooted in tolerance and compassion can create systems that do not merely include the transgender community but actively uplift them.

Q.21) What are the components of emotional intelligence? How can it help civil servants in maintaining probity in governance? (150 words, 10 Marks)

Introduction

Emotional Intelligence (EQ) is the ability to understand and manage one's own emotions and those of others. Probity means integrity, honesty, and adherence to ethical principles in public service. EQ supports probity by helping civil servants stay self-aware, empathetic, and morally grounded.

Body

Components of Emotional Intelligence

1. **Self-Awareness:** Recognising one's emotional triggers and blind spots.
Example: Serena Williams openly acknowledged emotional stress to manage on-court focus.
2. **Self-Regulation:** Managing impulses in high-pressure scenarios.
Example: Nelson Mandela maintained composure after decades of unjust imprisonment.
3. **Motivation:** Inner passion to strive for meaningful goals.
Example: Elon Musk's persistence despite repeated failures with SpaceX.
4. **Empathy:** Understanding others' experiences and perspectives.
Example: Fred Rogers (Mr. Rogers) connected deeply with children through empathetic storytelling.
5. **Social Skills:** Building cooperative and respectful relationships.
Example: Oprah Winfrey fostered trust through emotionally intelligent interviews.

How EI Promotes Probity in Governance

1. **Reduces Bias:** Self-awareness helps avoid personal prejudices.
Example: IAS officer Smitha Sabharwal focused on merit-based administration in Telangana.
2. **Ensures Integrity:** Self-regulation resists corrupt temptations.
Example: U. Sagayam rejected bribes and stayed transparent during high-profile cases.

3. **Enhances Fairness:** Empathy promotes inclusive decision-making.
Example: Armstrong Pame crowd-funded and constructed a 100-km road for villagers.
4. **Improves Coordination:** Social skills ensure clean team culture.
Example: VK Pandian's people-first leadership improved Odisha's administrative responsiveness.
5. **Aids Crisis Ethics:** EI helps balance firmness and compassion.
Example: Iqbal Singh Chahal handled Mumbai's COVID-19 crisis with care and control.
6. **Strengthens Moral Courage:** EI anchors action in conscience.
Example: Harsh Mander left bureaucracy to pursue grassroots justice work.

Conclusion

For civil servants, emotional intelligence is not just personal wisdom, it is a professional necessity. It strengthens probity by aligning power with purpose, and authority with empathy.

Q.22) "Emotional Intelligence is increasingly considered more crucial than IQ for long-term success in public service, though both are important." Discuss this statement with suitable examples. (150 words, 10 Marks)

Introduction

Intelligence Quotient (IQ) is the ability to solve problems and understand complex ideas. Emotional Intelligence (EQ), as defined by Daniel Goleman, is the ability to recognize, understand, and manage emotions in oneself and others.

A Harvard Business Review article (2015) noted that EQ accounts for nearly 90% of what sets high performers apart from peers with similar technical skills.

Body

Why emotional intelligence matters more for success

1. **Stress Management:** EQ helps remain calm under pressure.
Example: ISRO scientists maintained composure during Chandrayaan-3's final descent.
2. **Empathy:** Understanding others builds deep trust.
Example: Jacinda Ardern's empathetic response after the Christchurch attack united a nation.
3. **Teamwork:** EQ fosters collaboration and shared success.
Example: Lionel Messi's quiet leadership style strengthened Argentina's team spirit in the 2022 World Cup.
4. **Composure:** EQ helps maintain clarity during crises.
Example: Neeraj Chopra showed calm confidence during his Olympic gold-winning javelin throw.
5. **Communication:** EQ boosts effective, persuasive expression.
Example: Michelle Obama's speeches resonated deeply due to emotional depth and sincerity.
6. **Resilience:** EQ aids recovery after setbacks.
Example: Mary Kom returned to boxing after motherhood with renewed strength.
7. **Trust Building:** Emotional maturity fosters credibility.
Example: Narayana Murthy's transparent leadership built Infosys's reputation globally.

Why IQ also plays a crucial role

1. **Analytical Skills:** IQ supports deep problem-solving.
Example: Sundar Pichai's tech acumen drove innovation at Google.
2. **Academic Achievement:** IQ opens doors to elite fields.
Example: Kalpana Chawla's strong academic background enabled her space mission.
3. **Logical Decision-Making:** IQ aids data-driven governance.
Example: Dr. Manmohan Singh's economic reforms were rooted in sharp analytical thinking.

Conclusion

IQ gets a foot in the door, but EQ decides how far one can go and how meaningfully one leads. As Daniel Goleman rightly noted, "Emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head—it is the unique intersection of both."

Q.23) Training in emotional intelligence is often overlooked in bureaucratic institutions focused solely on rule compliance and efficiency. Examine this view. Should emotional intelligence be formally integrated into civil service training? Justify your stance. (150 words, 10 Marks)

Introduction

Emotional Intelligence (EI) is the ability to recognize and manage emotions effectively. Civil service training, however, often emphasizes rules and procedures, neglecting this vital skill that is essential for handling complex human interactions in governance.

Body**Emotional Intelligence Often Overlooked in Bureaucratic Setups**

1. **Procedure-Centric Training:** Focus is on rules rather than interpersonal skills.
Example: LBSNAA foundation course offers limited EI modules.
2. **Output-Oriented Evaluation:** Performance assessments prioritize technical results.
Example: Officer appraisals rarely measure emotional or social skills.
3. **Hierarchical Culture:** Strict chain of command leaves little room for empathy.
Example: Field officers often enforce orders without emotional engagement.

Why Emotional Intelligence Should Be Taught in Civil Service

1. **Enhances Public Trust:** EI fosters empathetic citizen engagement.
Example: IAS officer Armstrong Pame's success in community building.
2. **Improves Conflict Management:** Helps resolve protests and disputes peacefully.
Example: Collector Aarti Dogra's effective dialogue with protesters.
3. **Builds Resilience:** Officers manage stress better under pressure.
Example: Health officials handling COVID-19 crisis showed emotional adaptability.
4. **Promotes Ethical Decision-Making:** Emotional self-awareness guards against corruption.
Example: Emotional maturity supports transparency in difficult choices.
5. **Strengthens Teamwork:** EI boosts collaboration across departments.
Example: Coordinated flood relief efforts in Kerala driven by empathetic leadership.

Suggestions for Integrating EI in Civil Services

1. **Dedicated EI Modules:** Integrate EI training in initial and in-service programs.
Example: Singapore Civil Service includes emotional competency training.
2. **Experiential Learning:** Use roleplays and real-life scenarios for practice.
Example: Scenario-based exercises to develop empathy.
3. **Continuous Assessment:** Implement 360° feedback for behavioral evaluation.
Example: Regular feedback to monitor and improve EI skills.

Conclusion

The Second Administrative Reforms Commission (10th Report) underscores that effective administration depends on *both technical skills and emotional maturity*. To deliver truly citizen-centric governance, EI must be formally integrated into civil service training.

Q.24) "Recent incidents like the Manipur conflict highlight how Emotional Intelligence (EI)—or the lack of it—can shape the outcome of crisis resolution in governance." Analyse the role of EI in managing such crises, with suitable examples. (150 words, 10 Marks)

Introduction

Crises like the Manipur conflict show that how leaders respond emotionally can greatly affect outcomes. Emotional Intelligence (EI) is crucial in handling such sensitive situations. It helps leaders stay calm, communicate better, and build trust with affected communities.

Body

Lessons from the Manipur Conflict

1. **Delayed Emotional Engagement:** Initial communication could have been quicker and more empathetic to assure affected communities.
Example: Many survivors felt emotionally disconnected from early government outreach.
2. **Tone of Public Messaging:** Some statements were perceived as emotionally neutral or lacking warmth, affecting public morale.
Example: The absence of emotionally reassuring leadership moments created gaps in perception.
3. **Strained Dialogue Mechanisms:** Emotional disconnection from grassroots voices made consensus-building harder.
Example: Local civil society groups felt their concerns were not fully internalized.

Impact of Emotional Intelligence on Crisis Resolution

1. **Promotes Trust-Building:** Leaders who empathize with pain and grievances often rebuild fractured trust.
Example: Gandhi's personal outreach in riot-torn regions encouraged peace.
2. **Facilitates Composure Under Pressure:** Emotional clarity helps avoid hasty or reactive governance.
Example: Jacinda Ardern showed calm, compassionate leadership post-Christchurch.
3. **Prevents Alienation:** Emotionally intelligent responses ensure communities feel heard and valued.

Example: In Manipur, stronger emotional outreach might have reassured divided communities.

- 4. Improves Communication:** Clear and emotionally aware communication builds confidence.

Example: Kerala's CM during the floods used transparent, compassionate messaging.

Role of EI in Governance During Crises

- 1. Conflict De-escalation:** Emotionally regulated officials manage tensions without provoking escalation.
Example: Delhi Police's balanced handling during farmer protests minimized flashpoints.
- 2. Healing Collective Trauma:** Recognizing emotional scars aids long-term reconciliation.
Example: Post-cyclone Odisha's mental health outreach acknowledged mass trauma.
- 3. Enhancing Leadership Legitimacy:** Emotionally grounded leaders gain moral authority.
Example: Leaders who engage empathetically often garner deeper public support.
- 4. Better Inter-agency Coordination:** EI fosters trust and teamwork among institutions.
Example: Kerala's coordinated COVID-19 efforts succeeded partly due to emotionally aware leadership.

Conclusion

During crises, people look not just for action but also understanding. Emotional Intelligence helps leaders connect, calm, and heal. In a country as complex as India, that human touch in governance can make all the difference.

Q.25) "You will not be punished for your anger, you will be punished by your anger." — Buddha. Discuss how Emotional Intelligence transforms destructive emotions like anger into constructive outcomes, with examples from contemporary society. (150 words, 10 Marks)

Introduction

Emotional Intelligence (EI) helps individuals understand and regulate their feelings. When destructive emotions like anger arise, EI provides tools to channel them productively instead of letting them lead to harm or regret.

Body

The Cost of Unchecked Anger

- 1. Damages Relationships:** Uncontrolled anger often leads to broken personal and professional ties.
Example: Public spats among political leaders frequently damage their credibility and alliances.
- 2. Impairs Decision-Making:** Anger clouds judgment, often leading to poor decisions under stress.
Example: Aggressive road rage incidents have caused legal troubles and fatal accidents.
- 3. Self-Destructive Impact:** Bottled or explosive anger leads to mental health issues or burnout.
Example: Increasing cases of workplace stress and depression are often rooted in unmanaged emotional outbursts.

How Emotional Intelligence Transforms Anger into Constructive Outcomes

1. **Emotional Regulation Prevents Escalation:** EI allows pausing before reacting, preventing harm.
Example: During heated parliamentary debates, emotionally intelligent leaders maintain decorum and redirect discussions constructively.
2. **Anger as Motivation for Justice:** EI helps channel anger into social action.
Example: Malala Yousafzai turned trauma and outrage into global advocacy for girls' education.
3. **Improved Conflict Resolution:** EI promotes empathy and listening, enabling peaceful resolutions.
Example: Workplace HR policies now prioritize emotional awareness in resolving internal disputes.
4. **Constructive Feedback over Blame:** Emotionally intelligent people use assertive communication instead of venting.
Example: Leaders like Satya Nadella emphasize feedback culture rooted in understanding, not anger.
5. **Stress Management and Resilience:** EI transforms internal turmoil into calm action.
Example: Healthcare workers during COVID-19 managed burnout by emotionally supporting each other under pressure.

Conclusion

Emotional Intelligence doesn't suppress emotions—it channels them. When anger is tempered by understanding, it becomes a force for justice, growth, and leadership.

"Speak when you are angry, and you will make the best speech you will ever regret." – Ambrose Bierce.

Q.26) What do you understand by this quote? Bring out its significance in the present context of ethical governance. (150 words, 10 Marks)

"In law a man is guilty when he violates the rights of others. In ethics he is guilty if he only thinks of doing so." – Immanuel Kant

Introduction

Kant's quote shows that laws punish only actions, but ethics cares about what people think too. This idea is important for making sure leaders do what is right, not just what is legal.

Body

Immanuel Kant's Insight on Law and Ethics

1. **Legal Accountability:** Guilt arises only after rights are violated.
Example: An official is legally guilty only when proven to have embezzled funds.
2. **Ethical Responsibility:** Thinking of wrongdoing itself is morally wrong.
Example: A leader contemplating biased decisions is ethically culpable even before acting.
3. **Inner Morality:** Ethics governs intentions, shaping conscience and behavior.
Example: A civil servant avoids favoritism because they recognize its ethical implications.

Significance in Ethical Governance

1. **Integrity in Governance:** Ethical awareness prevents harmful intentions.
Example: Whistleblowers expose plans of misconduct, stopping corruption early.
2. **Corruption Prevention:** Mindful ethics discourages unethical schemes.
Example: Transparency initiatives make corrupt intentions less likely to develop.
3. **Public Trust:** Ethical intent builds confidence in leaders.
Example: Honest politicians gain voter trust through genuine motives.
4. **Proactive Ethics:** Emphasizing thoughtfulness helps prevent wrongdoing.
Example: Ethics training helps officials align their mindset with public duty.
5. **Accountability Expansion:** Responsibility includes both thoughts and actions.
Example: Codes of conduct highlight the importance of ethical thinking alongside laws.

Conclusion

Kant's insight reminds us that ethical governance requires attention to both intentions and actions. True justice involves cleansing the mind as well as the deed, fostering trustworthy administration.

Q.27) What do you understand by this quote? Bring out its significance in the present context of social justice and governance. (150 words, 10 Marks)

"I measure the progress of a community by the degree of progress which women have achieved." – B.R. Ambedkar

Introduction

B.R. Ambedkar's quote highlights that the true progress of any society is reflected in how much women have advanced. This idea is crucial for social justice and fair governance today.

Body

Ambedkar's View on Measuring Progress

1. **Women's Empowerment:** Society's growth is tied to women's status.
Example: Higher female literacy rates indicate social development.
2. **Equality Indicator:** Women's progress shows reduction in discrimination.
Example: Increased women's participation in politics reflects social inclusion.
3. **Holistic Development:** Women's welfare benefits families and communities.
Example: Better maternal health improves overall public health outcomes.

Significance in Social Justice and Governance

"Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development, and building good governance."
— Kofi Annan

1. **Inclusive Policies:** Women's advancement ensures policies address all citizens.
Example: Reservation for women in local governance increases their voice.
2. **Economic Growth:** Empowering women boosts the economy.
Example: Microfinance programs for women entrepreneurs reduce poverty.
3. **Social Equity:** Women's progress reduces gender-based violence and bias.
Example: Laws against domestic violence protect women's rights.
4. **Education and Awareness:** Focus on girls' education promotes equality.
Example: Campaigns like 'Beti Bachao, Beti Padhao' improve girl child survival.

- 5. Strengthening Democracy:** Equal participation leads to balanced decision-making.
Example: Women leaders advocate for social welfare and justice reforms.

Conclusion

Ambedkar's quote teaches that true progress depends on women's advancement. Social justice and good governance must prioritize women's rights for a just and thriving society.

Q.28) Discuss the major teachings of Swami Vivekananda and analyze how these teachings can address the social, cultural, and ethical challenges of the contemporary world. (150 words, 10 Marks)

Introduction

Swami Vivekananda's teachings centered around strength, service, and spiritual unity. In today's fragmented world, his ideas provide timeless solutions to ethical, social, and cultural challenges.

Body

Major Teachings of Swami Vivekananda

- 1. Selfless Service:** Serving humanity is the path to divinity.
Example: He founded the Ramakrishna Mission to institutionalize service to the poor.
- 2. Faith in Oneself:** Inner strength is the foundation of transformation.
Example: He inspired youth by declaring "You are the creator of your own destiny."
- 3. Character-Building Education:** Education must shape the heart and mind.
Example: He promoted "man-making" education during his travels and speeches.
- 4. Religious Tolerance:** All religions are valid paths to the same goal.
Example: His 1893 Chicago Speech emphasized universal acceptance and respect.
- 5. Women's Empowerment:** Women must be uplifted for national progress.
Example: He praised the strength of women in ancient India and supported their education.

Addressing Contemporary Challenges

- 1. Fighting Social Division:** His vision of oneness bridges caste and communal rifts.
Example: His call for universal brotherhood inspires harmony initiatives today.
- 2. Cultural Preservation:** He revived pride in India's spiritual identity.
Example: Cultural exchanges and yoga diplomacy carry forward his legacy.
- 3. Youth Engagement:** He energised the youth to be fearless and duty-bound.
Example: National Youth Day motivates programs aimed at youth empowerment.
- 4. Moral Public Life:** He emphasized integrity and fearlessness in leadership.
Example: Ethics training in civil services mirrors his stress on righteous action.
- 5. Global Humanism:** He viewed humanity as one large family.
Example: India's global humanitarian efforts echo his call for service beyond borders.
- 6.**

Conclusion

Swami Vivekananda's message is a compass for modern society. *"They alone live who live for others."*

Q.29) Public servants often face situations involving 'Conflict of Interest'. What is meant by 'Conflict of Interest' and in what ways can it influence their decision-making process? How should a public servant handle such situations to maintain integrity? Illustrate your answer with relevant examples. (150 words, 10 Marks)

Introduction

Conflict of Interest (COI) arises when personal interest could improperly influence a public servant's professional duties. In governance, handling such situations ethically is crucial to protect public trust and institutional integrity.

Body

Common Situations of Conflict of Interest

- Awarding contracts to known parties:** A civil servant involved in bidding may favor firms owned by friends or family.
Example: Allegations in BMC contract allocations involved officials related to bidders.
- Regulatory roles vs. previous affiliations:** A retired bureaucrat appointed to regulate a sector they once worked in.
Example: Concerns raised over ex-officials joining private consultancies related to their past departments.
- Dual roles or assets:** Holding stakes in companies while making related policy decisions.
Example: SEBI's crackdown on insider trading involves such cases in regulatory circles.

Influence on Decision-Making

- Biased Judgement:** Personal stakes may distort objectivity in decisions.
Example: Political patronage in bureaucratic transfers, seen in several state administrations.
- Policy Misuse:** Framing rules that benefit connected individuals or entities.
Example: Real estate policy changes allegedly benefiting builders with bureaucratic links.
- Public Distrust:** Even perceived COI weakens citizens' trust in institutions.
Example: Judicial recusals in high-profile cases to avoid perception of bias.
- Delayed or Skewed Implementation:** Fear of exposure may lead to inaction or biased execution.
Example: Delay in action during the NEET paper leak scandal raised COI suspicions.

Handling Conflict of Interest

- Mandatory Disclosure:** Declare personal and financial interests proactively.
Example: IAS officers' asset declarations made public on government portals.
- Recusal from Decision-Making:** Step back from decisions where bias is possible.
Example: RBI officials recusing from decisions on banks they were previously associated with.

3. **Institutional Safeguards:** Enforce clear ethics codes and independent oversight.
Example: Lokpal and Lokayuktas help investigate cases involving ethical lapses.
4. **Ethical Training and Vigilance:** Regular sensitisation helps identify and manage COI.
Example: Civil service foundation courses include ethics modules post-Second ARC recommendations.

Conclusion

Addressing conflict of interest is not just about legality but ethical responsibility. Upholding transparency, fairness, and neutrality ensures public servants serve the people, not personal agendas—safeguarding the foundation of just governance.

Q.30) Corruption is indicative of the erosion of fundamental values within society.” In your opinion, what measures can be implemented to reinforce and promote these core values effectively? (150 words, 10 Marks)

Introduction

According to Transparency International, corruption is the abuse of entrusted power for private gain. India ranks 93rd in the 2023 Corruption Perceptions Index, showing how deeply corruption reflects a collapse of ethical and societal values.

Body

Corruption as erosion of core values

1. **Moral compromise:** People justify unethical choices for personal benefit.
Example: Officials demanding money for welfare disbursement show moral lapse.
2. **Weak institutional conscience:** Systems enable wrongdoing by failing in oversight.
Example: The PDS scam in Assam revealed deep-rooted procedural lapses.
3. **Loss of public trust:** Citizens lose faith when fairness is consistently undermined.
Example: NEET paper leak cases fuel public anger and cynicism.
4. **Normalization of dishonesty:** Bribes and favours are seen as a normal way to get work done.
Example: Bribery in municipal clearance processes is considered routine.

“Sanskritization of corruption occurs when corruption is not only tolerated but becomes a status symbol—people strive towards it to gain respect.” - Kaushik Basu

Measures to reinforce core values

1. **Ethical education from an early age:** Cultivates a strong moral compass in youth.
Example: New NCERT textbooks focus on empathy, integrity, and duty.
2. **Use of technology in governance:** Minimizes discretion and improves transparency.
Example: BHIM-UPI has reduced leakages in public transfers and citizen services.
3. **Strengthening whistleblower protection:** Safeguards those who speak out against corruption.
Example: Vigilance officers in Indian Railways have exposed procurement irregularities.
4. **Promoting role-model conduct:** Leaders must model ethical behavior for the system to follow.
Example: Former IFS officer Ruchira Kamboj has been praised for transparent diplomatic work.

5. Legal reforms for accountability: Stronger laws deter wrongdoing and enforce consequences.

Example: The 2018 amendment to the Prevention of Corruption Act focuses on bribe givers too.

6. Institutional reforms: Independent bodies and internal audits must be empowered.

Example: CAG audits and Lokpal inquiries strengthen internal checks.

Conclusion

Mission Karmayogi envisions civil servants as selfless, ethical, and duty-driven leaders. Reviving these core values is not just idealistic—it is the foundation for eliminating corruption and fostering a morally upright governance system.