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|-------------------|--------------------------|
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| Test No. / Name   | Date                     |

(For filling by Examiners only)

| S.No. | Max. mark | Max. Obtained | S.No. | Max. mark | Max. Obtained |
|-------|-----------|---------------|-------|-----------|---------------|
| 1.    | 10        |               | 11.   | 15        |               |
| 2.    | 10        |               | 12.   | 15        |               |
| 3.    | 10        |               | 13.   | 15        |               |
| 4.    | 10        |               | 14.   | 15        |               |
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| 6.    | 10        |               | 16.   | 15        |               |
| 7.    | 10        |               | 17.   | 15        |               |
| 8.    | 10        |               | 18.   | 15        |               |
| 9.    | 10        |               | 19.   | 15        |               |
| 10.   | 10        |               | 20.   | 15        |               |

Total Marks Obtained: .....

Mentor's Comments:

- Note:
1. This booklet is to be used for attempting assessment tests and revision tests only.
  2. This page needs to be attached as first page of every uploaded test.

Q1(a) What are the basic principles of public life? Illustrate any 3 of these with suitable examples. (10)

Public life refers to those aspects of life which involves dealing with public at large, involving exchanges with them for mutual benefit. This is distinct from private life that one lives in isolation and within boundaries of one's home.

Principles of public life are those tools which empower a civil servant to do the morally right action for society's well being.

### THREE BASIC PRINCIPLES OF PUBLIC LIFE :-

#### ① Openness

- ↳ includes transparency and fairness in conduct
- ↳ every action of a public servant must be open, freely accessible to public
- ↳ eg:- declaration of assets by MP/MLA
- ↳ eg:- U Sugayam IAS, openly declared his assets and family members' despite no requirement
- ↳ Every decision should be well communicated with reasons and opportunity to examine like judgements in open court.

↳ This not only increases accountability but also fosters public trust.

### ② Dedication to public service

↳ looking at public welfare beyond one's material gains with a value of sacrificing oneself for larger good.

↳ As per Nivekananda, devotion is holy and devotion to duty is the highest form of worship.

↳ This constantly motivates civil servant amidst times of despair. (eg) IAS Nikunj Dhal joined service back immediately after his father's last rites in COVID-19 pandemic.

### ③ Tolerance

↳ Involves allowing different beliefs, opinions to co-exist and co-develop without being swayed by personal preference.

↳ As per Hellen Keller, tolerance is the highest product of education, allowing for harmony.

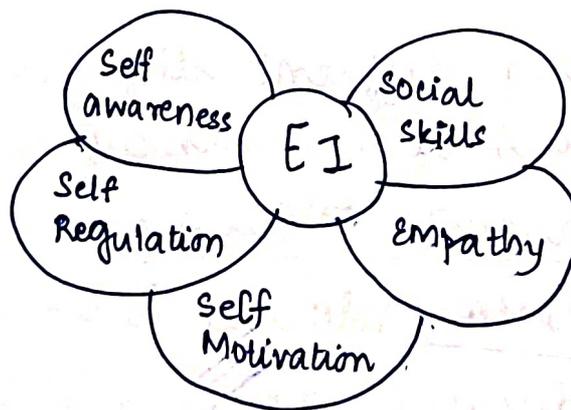
↳ IAs Ira Singhal appointed two transwomen in her office, showing respect and tolerance for all.

Thus, these values in public life make the dealings more inter-personal and provide mental shortcut amidst dilemma.

Q. (b) Emotional intelligence is the ability to make your emotions work for you rather than against you? Do you agree with this view? Discuss. (10M)

Emotional intelligence refers to the ability to assess, identify and understand own and other's emotion. As per David Goleman, if intelligence is the difference, emotional intelligence is what makes the difference.

I agree with the view that emotional intelligence involves making emotions work in favour of yourself. This can be achieved through following :-



### (1) SELF AWARENESS

- (a) Understanding one's emotions and ethical conflicts.
- (b) Being aware of personal and professional value conflict
- (c) e.g. :- understanding angst of people @ own -

against rapists in Nishchaya case by IPS Chaya Sharma

### (2) Self Regulation

- (i) to not be overwhelmed in any daunting situation ; practicing equanimity
- (ii) especially as a leader as that can affect team's morale as well.
- (iii) Example :- Even in challenging times, MS Dhoni kept his cool and was called 'Captain cool'.

### (3) Self Motivation

- (i) constantly reminding oneself of their right purpose and foundational values
- (ii) eg:- Mahatma Gandhi was self motivated to follow the path of truth and non-violence amidst British atrocities.

### (4) Social skills

- (i) perceiving, understanding & responding well to emotions of others.
- (ii) eg: Doctors keeping patients calm amidst COVID-19 pandemic, Prime Minister Modi boosting morale amidst lockdown.

### (5) Empathy

- (i) understanding pain of others as one's own
- (ii) eg: Mother Teresa's love & care for leprosy patients

Thus, Emotional management is a key to resolve conflict when stakes are high and one can remain in control of situation.

Q2(a) what teachings of Buddha are relevant today and why? (10M)

Gautam Buddha, since 6<sup>th</sup> C BC have been an epitome of wisdom, philosophy and guiding individuals to overcome 'dukkha' or pain by following the Majjhim path or middle Path.

### TEACHINGS OF BUDDHA AND CONTEMPORARY RELEVANCE

#### ① Principle of ahimsa

- value for life of all living beings and not indulging in violence for narrow gains.
- especially relevant in war laden world (eg): Russia-Ukraine, Manipur conflict.

#### ② Desire as cause of suffering

- people get too attached to worldly things that they become greedy and lose objectivity of real purpose
- (eg) :- Desire for money led to scandals like Chouksey, Modi etc

#### ③ Concept of Upekha

- this means equanimity - not getting swayed by emotion too much
- also propounded by stoicism.

- (eg) :- In today's world, people get too angry even at smaller things (eg) recent India - Canada spat.

#### ④ Achieving nirvana through Ashtangik Marg

- 8 fold path of right knowledge, action, livelihood, conduct, faith etc. helps one achieve the state of nirvana i.e. <sup>release</sup> from cycle of birth & death.

- Adhering to values of moral uprightness - can instil tolerance, non-superstition and harmony

(eg) :- Indian diversity comes under threat due to communal riots.

#### ⑤ Madhyamik Marg

- never choosing extremes but following the middle-right path.

- Similar to Aristotle's golden mean

- For example :- IPS Sanjivita Parashar was neither weak nor overconfident, yet remained courageous in dealing with insurgent

#### ⑥ Conquering oneself before others

- achieving harmony and inner peace is of utmost importance since world is a reflection of our own thoughts

- (eg) Yandhi ji said - be the change you wish to see.

- instead of showing helplessness over climate change, doing your own share

Thus, Buddha's teachings remain relevant in uncertain times of today.

Q2(b)

A positive attitude is considered to be an essential characteristic of civil servant who is often required to face up extreme stress. What contributes to a positive attitude in a person? [10]

‘If you don't like something, change it.  
If you can't change it, change your attitude’  
- Maya Angelou.

Attitude is a learned and endured pre-disposition of a person to behave in a specified manner.

A positive attitude is reflective of behaving in a manner full of hope, looking at bright side of things and cherishing good times to endure bad times.

### WHAT CONTRIBUTES TO A POSITIVE ATTITUDE IN A PERSON :-

① Internal desire for victory :-

- helps one understand that small road blocks can not fade the destination
- (eg) Despite 27 years of jail term, Nelson Mandela was positive to abolish apartheid.

② Inner motivation

- comes from right mindset and set of values.

- (eg):- Despite multiple failures, Edison's attitude of 'keeping going' led to discovery of the bulb.
- ③ Peer motivation - also helps one encourage to follow path of courage, positivity.
- (eg):- soldiers pushing each other at border
- ④ Role of school and parents - (eg) PV Sindhu attributes her positive attitude on court to her father's constant support
- ⑤ Emotional understanding and self-regulation  
- one who is able to understand & control emotions can dig deeper and look at brighter picture.
- (eg) IPS Ajit Doval in times of Pulwama attacks
- ⑥ In job training - can help refresh values and also help manage workplace stress by instilling right values and techniques.

Thus, positive attitude gives us hope to get us through the darkest of times. It also has a domino effect on people around us, thus, generating a spirit of positivity.

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Q3(a)

'Humility is the most difficult of all virtues to achieve; nothing dies harder than the desire to think well of oneself.' [10M]

Humility means the ability to not give oneself over-importance and realize one's role in larger schemes of things. It is a pertinent virtue of all leaders as it not only keeps them grounded but also instills commonness & acceptance among public.

It is a difficult virtue to achieve

because:-

(i) Innate desire of an individual to put his concerns first.

(eg) nepotism in Bollywood.

(ii) Driven by greed and hunger to achieve everything

(eg) Napoleon's desire to conquer the world or Hitler's desire to spread fascism

(iii) Lack of ethical values in society

(eg) People not willing to help accident victims because of police questions.

(iv) Inability to acknowledge one's short

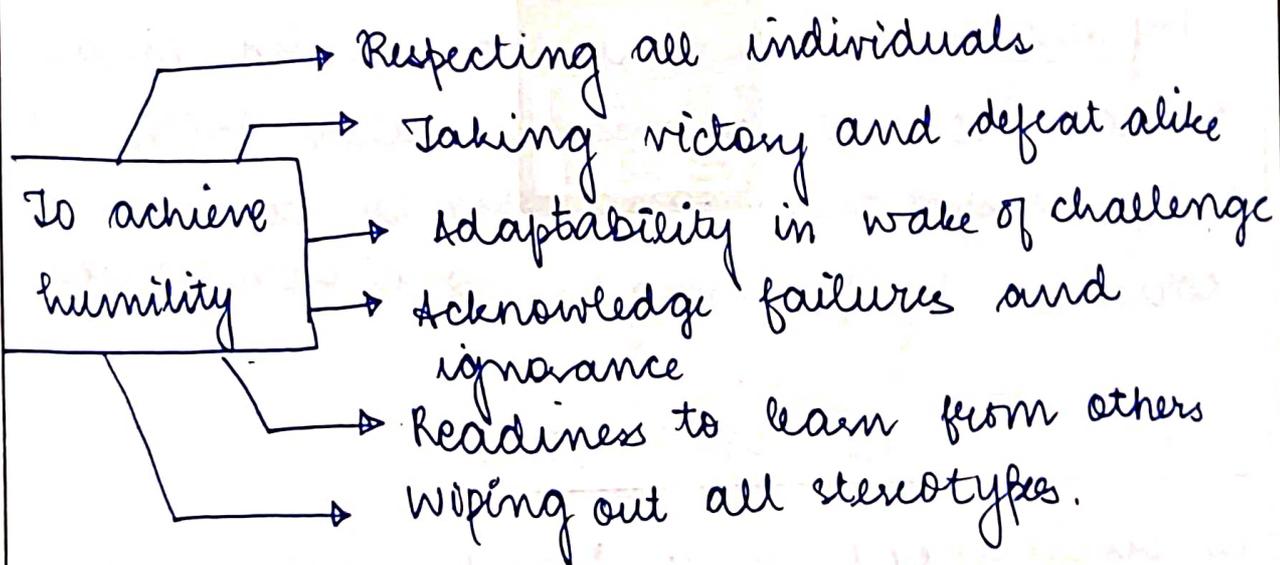
coming and taking steps to rectify them

(eg) Mohammad Bin Tughlaq's quest to conquer Indian subcontinent without listening to advisors on his follies proved fatal.

(v) Inability to forget enemies and seek vengeance

(eg):- World wars as a result of vengeance

(vi) Pride and arrogance without need for others (eg) Draupadi's pride led to the Mahabharata.



Mother Teresa embodied humility while heroically dedicating herself to people's welfare. She remained unpretentious about her astounding achievements. Thus, it can be truly said that humility is the mother of all virtues of life

Q3(b) To tolerate is purely an act of mind. That is the essence of virtue. To tolerate is a strength' [10M]

Tolerance refers to allowing different faiths, beliefs, opinions to co-exist equally. It is short of acceptance, yet fosters respect for diversity. In the words of John F Kennedy - Tolerance is not weakness, rather it shows strength of our civilization.

Tolerance is an act of mind nurtured by virtues. Good virtues drive individual to have complete openness for others' faiths, beliefs, respect them and open to course correction by pondering over one's own thoughts.

### TOLERANCE AS STRENGTH:-

- (1) Development of a peaceful heterogeneous society (eg) India's vibrant democracy for <sup>76</sup> years
- (2) Respecting claims of minorities in light of their deprivations (eg) affirmative action for scheduled caste & tribe
- (3) Combat discrimination, prejudice and systematic inequalities

(eg) IAS Ira singhal appointed two transwomen to her office.

(4) Establish mutual relations, avoid war and drive peace

(eg) India's tolerant approach with Middle East.

(5) Capacity to indure pain and hardship

(eg) Gandhiji's jail term for independence

Tolerance doesn't mean tolerating  
wrong and unfair things

(i) no tolerance for fascism by Hitler

(ii) no tolerance for ragging in schools

(iii) no tolerance for domestic violence at home

(iv) no tolerance for corruption by civil servants.

In the words of K.R. Narayanan - (former President) 'Tolerance is the strength of our civilization, secret of the successful working of our democracy and coherence of people in our country'.

Q4(a)

Persuasion performs a number of positive, pro social fns. However, people often equate persuasion with manipulation and consider it unethical. What are the ethical values a persuader must respect to ensure the ethicality of act of persuasion? Explain. [10].

Persuasion is the art of convincing the audience to act in a manner desired by the persuader. It involves nudging the recipient to move toward a beneficial path using social skills.

### EQUATING PERSUASION WITH MANIPULATION

- 1) Manipulator persuades a person only for his own benefit, often at cost of others  
~~for~~ (eg): manipulating people to invest in ponzi schemes.
- 2) While persuasion considers means to be equally important as ends, for manipulator the means are secondary.  
 (eg): using cash to influence votes
- 3) Persuasion is open to feedback and course correction, while manipulator is rigid to achieve narrow aims.  
 (eg) Muhammad Ali Jinnah's manipulation for separate Pakistan

## VALUES WHICH PERSUADER MUST RESPECT TO ENSURE ETHICALITY OF ACT OF PERSUASION



As per Carl Hovland, question to be asked - who says what to whom with what intent.

- ① Authentic and reliable source (eg) using Amitabh Bachhan for swachh Bharat Mission campaign
- ② Message to be clear, valuable and honest (eg) message of Jan Dhan Yojana to create genuine financial inclusion.
- ③ social proofing without attempt to dupe (eg) use of success model of Gujarat for infrastructure development.
- ④ Method to be relatable, without and physical or psychological basis. (eg) PM's Mann ki Baat on radio
- ⑤ message should be favourable to target, for his own benefit (eg) clear incentives to switch to green energy.
- ⑥ social responsibility and utilitarianism in approach (eg) Ujjwala Yojana.

Thus, persuasion must be ethical, for larger benefit of society & inclusive.

Q4(b) While competence without compassion can be brutal & inhumane, compassion w/o competence can be meaningless for person seeking help. Explain the above with help of a suitable illustration in context of public service. (10M)

Compassion refers to feeling the sufferings of others and taking action to ameliorate it. While competence refers to innate ability to learn, manage and lead to accomplish a task successfully. Both values are indispensable and inter-related in public service.

### COMPETENCE WITHOUT COMPASSION

- ① A situation where civil servant has right skills, analytical powers and intelligence to comprehend a situation, yet is not able to translate it into care for public suffering.
- ② Eq:- Hitler, as German ruler, was quite perceptive, ~~has~~ enhanced German military powers, yet owing to Nazi supremacy, unwielded horrors of holocaust.
- ③ Jyandhi ji also stated- 'knowledge without character is sin'

Here knowledge is representative of

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competence while character shows strength of public service and dedication for it.

④ In Tripura, DM out of anger slapped an individual when things went out of control at a wedding.

↳ Here, inability to understand prevalent emotions and deal with them rightfully, diminish impact of competence in crisis management.

### COMPASSION WITHOUT COMPETENCE

① Here, even with right intent, you could not ameliorate suffering.

② Eg:- Neville Chamberlain, UK Prime Minister was compassionate towards jews, yet he lacked political manoeuvring and decision making to stop Hitler.

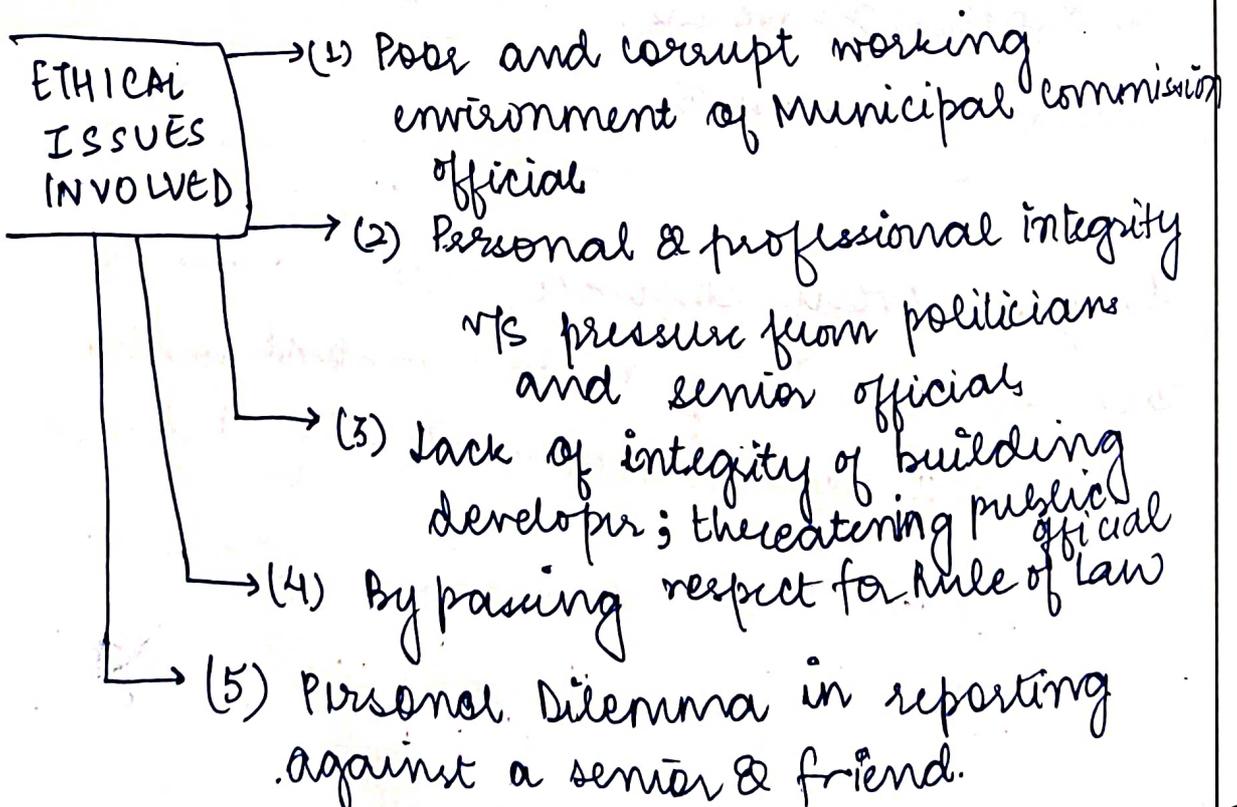
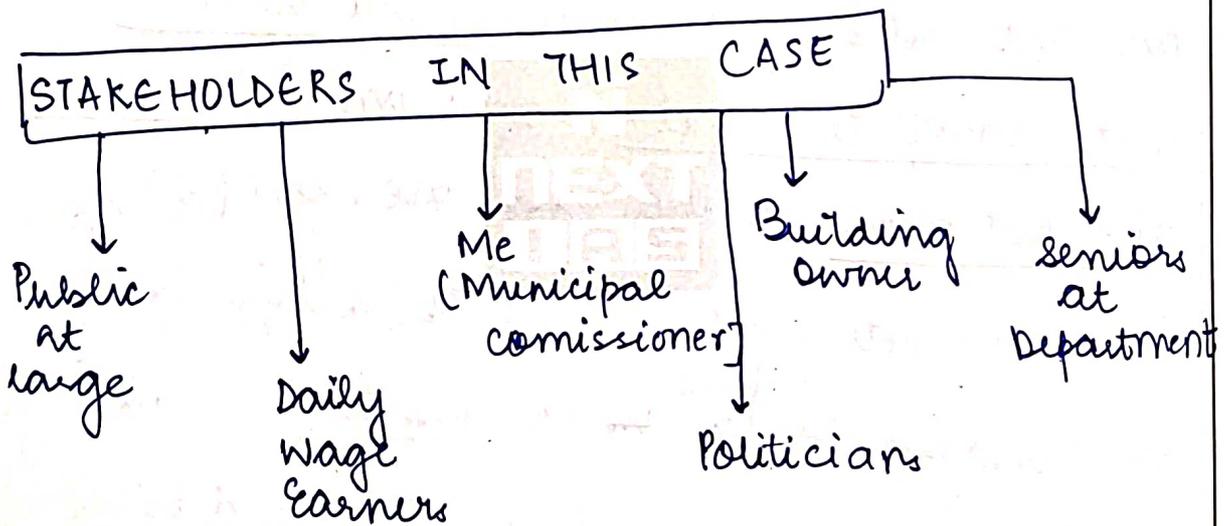
③ Similarly, judges in Supreme Court are often compassionate towards cause of minority - e.g. same sex marriage rights, yet without institutional competence, could not grant concrete relief.

A suitable mix of both as displayed by leaders like Gandhiji (visionary thinking like use of strikes + compassion for Harijans) can only fulfill the aspirations of downtrodden.

Ans: 5

India ranks 85/180 in Corruption Perception Index, 2022. The nexus between government officials, politicians and large giants like builders is a chronic disease ailing the governance structure of the country.

This case study involves such a nexus and consequent pressure on civil servants to deal with such situation.



- (6) Use of political pressure to affect objective decision making of a senior officer.
- (7) Profit making by builder vs value of lives of daily wage earners
- (8) Lack of ethics and non-responsibility for welfare of society.

OPTIONS AVAILABLE TO ME

① Delay the investigation and settle for the fortune offered

**MERITS**

- 1. Maintain interpersonal relationships with colleagues and ministers
- 2. Huge personal benefits and good posting
- 3. Less opposition to work and peaceful life.

**DEMERITS**

- 1. Crisis of conscience
- 2. No justice for loss of lives of workers
- 3. Lack of accountability and dedication to public service
- 4. Politicization of bureaucracy
- 5. Promote institutional corruption.
- 6. Overrides impartial working of Bureaucracy allowing for threats.

② Conduct an impartial investigation

**MERITS**

- 1. Uphold professional integrity

**DEMERITS**

- 1. Difficult to manage interpersonal relations with colleague.

- |                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>2. <u>Prevent politicization of bureaucracy for narrow ends.</u></p> <p>3. Justice to workers and people involved</p> <p>4. Uphold <u>social contract</u> and trust of the people</p> <p>5. Instill sense of confidence &amp; <u>public trust.</u></p> <p>6. Upholds <u>rule of law</u> and respect for human life.</p> <p>7. Possibility of involving SIT or set up by Lokpal for an impartial and fair investigation.</p> | <p>2. Possibility of facing false POCSO case - huge personal difficulty to get out of it</p> <p>3. Bad reputation with minister - might lead to difficult posting</p> <p>4. Might be a threat to life / family if builder too agitated.</p> <p>5. Loss of friendships at department</p> |
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### MY SELECTED COURSE OF ACTION

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I would conduct an impartial and fair investigation upholding rule of law and professional integrity.

This might bring personal difficulties for me, yet, it should not deter

me from choosing the right course of action as is also taught by Gandhiji

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as means are more important than ends.  
Even officers like IES Satyendra Dubey have  
set example of indomitable courage in  
face of such adversity and exposed scams  
in govt functioning, at huge personal risk.

In following the above mentioned course  
of action, I would ensure that,

(i) all available means of investigation are  
used against builders and corrupt officials  
including filing criminal case, internal  
inquiry and impartial 3<sup>rd</sup> party inquiry  
by approaching CVC & Lokpal.

(ii) if I sense danger, I could request  
for police protection for myself & my  
family from Govt.

(iii) I could also inform about threats to  
police for suitable action. If not heeded  
to, I will be willing to fight the legal  
battle against all lies - as ultimately  
truth will triumph.

Thus, it is crucial to remain calm and  
remind myself of the highest value of  
service in these trying times, without  
deviating from my moral compass.

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Answer  
6

This case study reflects classic example of Weberian Model of Bureaucracy where 'Boss' is always right and a top-down approach is followed. The autocratic style of leadership not only dissuades juniors but also creates a hostile work environment which reduces efficiency.

Pawan has also become victim to such toxic work culture with larger ramification on his personal and professional life.

(A) OPTIONS AVAILABLE TO PAWAN TO COPE WITH SITUATION :-

(1) Apply for transfer and achieve peace of mind, repair family relations without direct confrontation with Boss

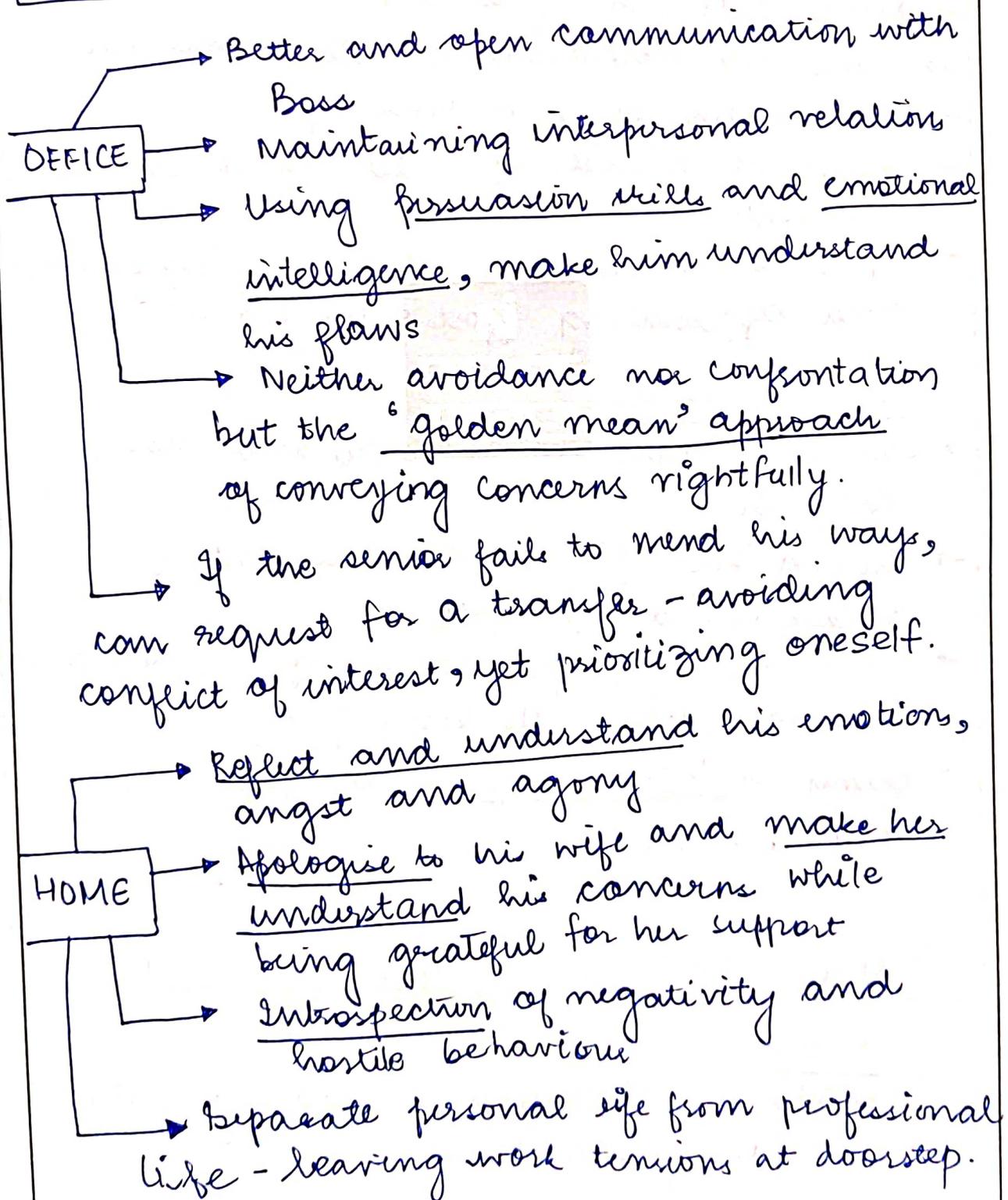
(2) Make complaint to union authorities about conduct of officer - who already has a reputation of being a difficult person.

(3) Keep himself calm and keep working without complaint as that would avoid unnecessary hassle.

(4) Talk to the senior office, lay down concerns and understand where he is coming from - while making him realise his mistake.

(B)

### APPROACH FOR PAWAN



(C) SUGGESTIONS TO BOSS AND SUBORDINATES  
TO OVERCOME SUCH SITUATION AND  
MAINTAIN PERFORMANCE AND MENTAL HYGIENE

(i) To Boss :-

- Being respectful to subordinates
- Active listening of concerns
- Clear role demarcation with responsibilities
- Democratic style of working
- Pinpoint mistakes privately with a chance to rectify.
- Open communication, encouraging employees and appreciating efforts of the team.

(ii) To subordinates

- Showing respect to authority and not defying it
- Voicing one's opinion when relevant, yet within bounds of respect
- Maintaining professional integrity, dedication to service without thinking of self.
- Being a team player and giving every one due credit.

(D)

TRAINING NEEDED IN GOVT OFFICES.

i) Induction :-

- Emotional intelligence in dealing with conflicting situations.

(ii) Respect for authority, yet not fear of speaking out - never going against one's conscience.

ii) Mid Career Training

- Democratic participation of all and receiving everyone's input
- especially for seniors, to have congenial work environment with respect for all
- Motivating a team to work hard and with team spirit.
- maintaining work life balance even in testing situation.

Thus, for excellence in governance in public offices, need to adopt values of 'Seva Paramodhanam' i.e. service as fore-most duty and democratize internal working to shape the larger societal goal.