Learning Objectives

To test the candidate’s:

- Aptitude to comprehend the bird’s eye view as well as intricate details of situation on ground vis-à-vis the welfare objective of the state
- Capacity for critical analysis in policy planning & implementation
- Knowledge of competing objectives and balancing both, given the constraints
- Ability to prioritize, keeping in view needs and resources and to identify short-term, medium-term and long-term goals/objectives
- Ability to empathize with local people and involve them in designing workable solutions

“A genuine leader is not a searcher for consensus but a molder of consensus.” ~ Martin Luther King
The district of Arogya, situated at the foothills of the Himalayas, has low human development indices. It is located far from the state capital. Though geographically large and with diverse features, such as hills covered with rich forests, small rift valleys, swift-flowing streams, and waterfalls, its population is sparse, infrastructure is primitive, and most hamlets do not have electricity. Agriculture is limited because of the terrain. There is no industrial activity either.

The district has limited facilities for education and health care. Wild cats frequent the vegetation bordering the settlements and this deters villagers from collecting even the firewood that the local villagers require. Many of the young men have migrated to the state capital for education and jobs. Some have even gone to adjoining states to work as migrant labor. Majority of those who are left behind are involved in smuggling and poaching activities. Almost every family has at least one member who is involved in timber smuggling. With increasing crime rate, the district has become a refuge to absconding criminals from all over the state. Most of the outlaws carry weapons ranging from pocket knives to automatic pistols.

You are posted as a District Collector to oversee both the developmental activities and law and order situation in the district.

**Discussion Questions:**

1. What will be the nature of your action against the outlaws in the region? Punitive or reformatory? Give reasons. [100 words]

2. What would be your response for the menace of the wild cats? Give reasons. [100 words]

3. Give any four sectors of economy which can trigger development in this region. Analyze with emphasis on interdependencies of the four sectors you have chosen. [150 words]
The candidate should pick up the salient points; relate basic geography/topography to decision-making inputs. For example, hilly terrain and fast flowing streams means potential for small hydel projects and forests/wildlife means potential for tourism, etc. Also, the candidate should factor in local conditions to make implementable policy.

The candidate must be able to identify and implement the correct policies given the constraints stated in the study. In the instant case, one of the competing objectives may be to ensure environment protection as well as rapid development.

The emphasis of this exercise is to test the candidate’s ability to visualize and chart the area’s growth path based on the situation on ground. The situation is, therefore, discussed in some detail. It is clearly established that the youth took to incorrect path because of lack of development and the absence of law and order in the area. However, the situation is dangerous given the nature of the crimes they are involved in and the fact that they have weapons. Another factor to be taken into account is the fact that criminality is a norm in the region as almost every family has a criminal. In practice, the solution to such problems is quite complex. But for the sake of this exercise, the response of the candidate must be evaluated while looking at how much the candidate can understand the situation, and feelings and motives of the people living in Arogya.

**Discussion Question 2** tests the candidate’s empathy for animals and his/her awareness of and commitment to environmental considerations.

**Discussion Question 3** is a more generic in nature. However, the response should be as close as possible to the given situation.
Attitudes and Behavior

Dictionary definition of attitude:

- A position of the body or manner of carrying oneself
- A state of mind or a feeling;
- An arrogant or hostile state of mind or disposition

An attitude is “a relatively enduring organization of beliefs, feelings, and behavioral tendencies towards socially significant objects, groups, events or symbols” (Hogg & Vaughan 2005, p. 150)

“It is a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor” (Eagly & Chaiken, 1993, p. 1)

ABC Model of Attitude

Attitudes structure can be described in terms of the following components:

- **Affective component:** This involves a person’s feelings / emotions about the attitude object. For example, “I am scared of wild cats”.
- **Behavioral (or conative) component:** The way in which our attitude influences how we act or behave. For example: “I will avoid wild cats and run away if I see one”.
- **Cognitive component:** This involves a person’s belief / knowledge about an attitude object. For example: “I believe wild cats are dangerous”.

This model is known as the **ABC model of attitudes.** The three components are usually linked.

The Function of Attitudes

Daniel Katz (1960) outlines **four functional areas:**

- **Knowledge.** Attitudes provide meaning (knowledge) for life. The knowledge function refers to our need for a world which is consistent and relatively stable. This allows us to **predict** what is likely to happen, and so gives us a sense of control. Attitudes can help us organize and structure our experience. Knowing a person’s attitude helps us predict their behavior. For example, knowing that a person is religious we can predict they will go to Church.
- **Self / Ego-expressive.** The attitudes we express (1) help communicate who we are and (2) may make us feel good because we have asserted our identity. Self-expression of attitudes can be non-verbal too: think bumper sticker, cap, or T-shirt slogan. Therefore, our attitudes are part of our identity.

- **Adaptive.** If a person holds and/or expresses socially acceptable attitudes, other people will reward them with approval and social acceptance. For example, people flatter their bosses or instructors (and believe it) or keep silent if they think an attitude is unpopular. Again, expression can be nonverbal [think politician holding poor baby]. Attitudes then, are to do with being a part of a social group and the adaptive functions helps us fit in with a social group. People seek out others who share their attitudes, and develop similar attitudes to those they like.

- **Ego-defensive.** The ego-defensive function refers to holding attitudes that protect our self-esteem or that justify actions that make us feel guilty. For example, one way children might defend themselves against the feelings of humiliation they have experienced in Physical Education lessons is to adopt a strongly negative attitude to all sport. People whose pride has suffered following a defeat in sport might similarly adopt a defensive attitude: “I’m not bothered, I’m sick of rugby anyway…” This function has psychiatric overtones. Positive attitudes towards ourselves, for example, have a protective function (i.e. an ego-defensive role) in helping us reserve our self-image.

The basic idea behind the functional approach is that attitudes help a person to mediate between their own inner needs (expression and defense) and the outside world (adaptive and knowledge).

### Measuring Attitudes

Many measurements and scales are used to examine attitudes. Attitudes can be difficult to measure because measurement is arbitrary, meaning people have to create a scale to measure attitudes, and attitudes are ultimately a hypothetical construct that cannot be observed directly.

Following the explicit-implicit dichotomy, attitudes can be examined through direct and indirect measures.

**Explicit Measurements:** Explicit measures tend to rely on self-reports or easily observed behav-

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**Source**

- [http://www.simplypsychology.org/attitudes.html](http://www.simplypsychology.org/attitudes.html)
Implicit Measurements: Implicit measures are not consciously directed and are assumed to be automatic, which may make them more valid and reliable than explicit measures (such as self-reports). For example, people can be motivated such that they find it socially desirable to appear to have certain attitudes. An example of this is that people can hold implicit prejudicial attitudes, but express explicit attitudes that report little prejudice. Implicit measures help account for these situations and look at attitudes that a person may not be aware of or want to show. Implicit measures, therefore, usually rely on an indirect measure of attitude.

Emotional Intelligence

Emotional Intelligence (EI) or Emotional Quotient (EQ) is “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. Emotional intelligence describes abilities distinct from, but complementary to, academic intelligence.”

EI is a fairly specific ability that connects a person’s knowledge processes to his or her emotional processes. As such, EI is different from emotions, emotional styles, emotional traits, and traditional measures of intelligence based on general mental or cognitive ability (i.e. IQ).

Although terminology can differ, it is generally agreed that EI involves four core competencies many of which align with the best practices of inclusion. The competencies are self-awareness, self-management, awareness of others, and relationship management.

Self-awareness is the capacity to recognize your own emotions, passions, and biases. This includes being aware of your emotions in any given moment and also understanding your emotional patterns or your tendency to respond in certain ways under certain conditions. Increase your awareness by keeping an emotion journal to record events, experiences, conditions or people within the workplace that seem to trigger strong emotions in you. Name the emotion and identify the physical sensations that accompany it. Understanding your patterns increases your ability to manage your emotions.

Self-management is the ability to make conscious choices about your response to emotions. When confronted with a difference in behavior or approach by a direct report that confounds you, before trying to correct the behavior, consider the two other options EI identifies. Change your attitude. Unless the behavior is a difference that makes a difference (i.e. in safety, legality, or productivity) work to
understand it. Change your behavior. Instead of dictating a set change in the employee’s conduct, engage them in thinking inclusively, connect with them to explore their intentions, identify the potential impacts of their behavior and develop better alternatives.

**Awareness of Others** is the ability to connect with the perspectives of others especially when these differ from your own. This core competency is grounded in our capacity for empathy or the ability to truly care on an emotional level about the needs, wants, and feelings of others. On the deepest level, empathy requires a willingness to suspend our own perspective and plans long enough to really take in where the other person is coming from. Keen observation and active listening are two of the most powerful tools a leader can employ in developing empathy. Experiment with “Management by Walking Around”. See what how much your observation can tell you about the feelings, needs, and interests of others.

**Relationship Management** is the core competency of developing caring relationships with others. A powerful tool in developing relationship-management is consequential thinking. Consequential thinking is the practice of considering the effects of emotional expression before engaging in it. What are all the ways you can respond to the emotion that you are feeling? What effect will the response you prefer have on your team?

**Why is EI so Important?**

As we know, it’s not the smartest people that are the most successful or the most fulfilled in life. You probably know people who are academically brilliant and yet are socially inept and unsuccessful at work or in their personal relationships. Intellectual intelligence or Intelligence Quotient (IQ) isn’t enough on its own to be successful in life. Yes, your IQ can help you get into college, but it’s your EQ that will help you manage the stress and emotions when facing your final exams.

Emotional intelligence affects:

- **Your Performance at Work.** Emotional intelligence can help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career. In fact, when it comes to gauging job candidates, many companies now view emotional intelligence as being as important as technical ability and require EQ testing before hiring.

- **Your Physical Health.** If you’re unable to manage your stress levels, it can lead to serious health problems. Uncontrolled stress can raise blood pressure, suppress the immune system, increase the risk of heart attack and stroke, contribute to infertility, and speed up the aging process. The first step to improving emotional intelligence is to learn how to relieve stress.

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"A genuine leader is not a searcher for consensus but a molder of consensus." — Martin Luther King
• **Your Mental Health.** Uncontrolled stress can also impact your mental health, making you vulnerable to anxiety and depression. If you are unable to understand and manage your emotions, you’ll also be open to mood swings, while an inability to form strong relationships can leave you feeling lonely and isolated.

• **Your Relationships.** By understanding your emotions and how to control them, you’re better able to express how you feel and understand how others are feeling. This allows you to communicate more effectively and forge stronger relationships, both at work and in your personal life.

### Developing EI through Five Key Skills

Emotional intelligence consists of five key skills, each building on the previous one:

- The ability to quickly reduce stress
- The ability to recognize and manage your emotions
- The ability to connect with others using nonverbal communication
- The ability to use humor and play to deal with challenges
- The ability to resolve conflicts positively and with confidence

### Source

- [http://www.eiin.in/](http://www.eiin.in/)
- [http://www.helpguide.org/mental/eq5_raising_emotional_intelligence.htm](http://www.helpguide.org/mental/eq5_raising_emotional_intelligence.htm)

### Aptitude

Aptitude is a component of a competency to do a certain kind of work at a certain level, which can also be considered “talent”. Aptitudes may be physical or mental. Aptitude is not knowledge, understanding, learned or acquired abilities (skills), or attitude. The innate nature of aptitude is in contrast to achievement, which represents knowledge or ability that is gained.

Aptitude and intelligence quotient are related, and in some ways opposite views of human mental ability. Whereas intelligence quotient sees intelligence as being a single measurable characteristic affecting
all mental ability, aptitude refers to one of many different characteristics, such as ability for military fight, knack of air traffic control, or skill of computer programming, which can be independent of each other.

Concerning a single measurable characteristic affecting all mental ability, analysis of any group of intelligence test scores will nearly always show them as correlated. The US Department of Labor’s General Learning Ability, for instance, is determined by combining Verbal, Numerical, and Spatial aptitude subtests. In a given person, some are low and others high. In the context of an aptitude test, the “high” and “low” scores are usually not far apart, because all ability test scores tend to be correlated. Aptitude is better applied intra-individually to determine what tasks a given individual is more skilled at performing. Inter-individual aptitude differences are typically not very significant due to IQ differences. Of course this assumes individuals have not already been pre-screened for aptitude through some other process, such as SAT scores, GRE scores, or finishing medical school.

Empathy

Empathy is the ability to identify and understand another’s situation, feelings, and motives. It’s our capacity to recognize the concerns other people have. Empathy means “putting yourself in the other person’s shoes” or “seeing things through someone else’s eyes.”

Importance of Empathy in Public Service

Public institutions in many countries are organized from the institution’s point of view, with the interests of the people gaining priority in determining work objectives and the citizens’ needs too often coming in at the bottom of this imaginary hierarchy. The experiences and opinions of the citizens are important assets for every public administrator who needs to know the needs and the ideas of each and every citizen. The importance of gathering citizen experience related to public services, such as schools, health care, public transportation, and other city services, that daily affect citizens’ quality of life, cannot be stressed enough. This also goes for services offered by privately held companies with public impact. Important changes in the city organization and public events should also be assessed on citizen satisfaction.
How Can a Public Servant Empathize with Public

Every public servant is an individual who is to some extent endowed with natural ability to empathize with people he is serving. However, with the information and knowledge at her disposal, a public servant has the opportunity to empathize at a greater degree. The official data can give the public servant a detailed idea of the situation the people are living in. She can conduct surveys and seek feedback from the people about the issue concerning the activities taken up by the officials. This way, the public servant is in a good position to understand the situation, feelings, and motives of the people at a higher level.

Integrity

One of the key foundational values of a civil servant is integrity.

The word integrity comes from an ancient Roman Army tradition. During inspections, each soldier would strike his armor breastplate covering his heart with his right fist. While hitting his armor the soldier would shout “integritas,” a Latin word meaning wholeness, completeness, and entirety. Upon hearing this declaration and the ring that well-kept armor gave off, the inspector moved to the next man.

Integrity is the willingness to do what is right, even when no one is looking. While this is important in all walks of life, it is especially important in public service. It takes courage to do the right thing, no matter what the consequences will be. It means putting personal interests aside and serving the greater good first. In spite of the organization, the act of serving others before oneself is a core value that strengthens our communities and our nation.

We live in a world where integrity isn’t talked about nearly enough and “the end justifies the means” has become an acceptable school of thought for far too many.

It may seem like people can gain power quickly and easily if they are willing to cut corners and act without the constraints of morality. Dishonesty may provide instant gratification in the moment but it will never last.

Importance of Integrity in Public Decision Making

Citizens expect public servants to serve the public interest with fairness and to manage public resources properly on a daily basis. Fair and reliable public services and predictable decision-making inspire public trust and create a level playing field for businesses, thus contributing to well-functioning markets and economic growth. The integrity of public administrations is a prerequisite to gaining and lies beneath public trust. It is the keystone of good governance. Corruption and maladministration in this context could be seen as not only individual acts but also the results of systemic failure and indication of “weak governance.” Publicized corruption and administrative failure cases have had a major negative impact on trust in public decision making.
CASE STUDY -2

LEARNING OBJECTIVES

To test the candidate’s:

- Propensity to balance personal and professional sides of his/her life
- Ability to take decisions in accordance with the call of his/her duty
- Attitude towards his/her profession, which is more about public welfare and nation building
- Level of one’s dedication and commitment in personal and professional life

SCENARIO

After three years of service in a district adjoining the state capital, you were posted as the district collector of Arogya.

Located far from the state capital, the district of Arogya, situated at the foothills of the Himalayas, has low human development indices. Though geographically large and with diverse features, such as hills covered with rich forests, small rift valleys, swift-flowing streams, and waterfalls, its population is sparse, infrastructure is primitive, and most hamlets do not have electricity. Agriculture is limited because of the terrain. There is no industrial activity either. Medical facilities are hardly available at such a place.

You have worked here for some time now and have earned a good reputation as a hard-working and competent officer, who has developed an understanding of the problems of the sub-division. You have also struck a personal rapport with the local people of the place and are gradually involving them in the development work of the district.

Your wife, employed as a college lecturer, managed a transfer to join you last year, and is now in the fourth month of her pregnancy. Because of limited medical facilities in Arogya, you have to take your wife to the state capital for medical check-up. However, keeping her present condition in view, it is essential that she receive prompt medical care when needed, to avoid travelling just for a medical check-up. Your friends and even some senior officers advise you to meet with and request the Chief Minister for a better posting. A couple of them even offer to put in a word for you to be posted to a district with better medical facilities.

“A genuine leader is not a searcher for consensus but a molder of consensus.” ~ Martin Luther King
Solution Cues

Because you have already worked for some time in Arogya, you now understand the problems of the place. You have planned the development and growth path of this place and are implementing these plans gradually. Your efforts are bearing result with time. Moreover, you have won the hearts of the locals and they see a ray of hope in you. They are willing to support you in the efforts for the development of their state. You know that they will be badly disappointed if you leave Arogya at this point in time and move to some other place.

Under these conditions, leaving Arogya in the lurch would not be appropriate for you being the district collector of the place. At the same time, you have a duty towards your wife as well. She is pregnant and you have to ensure that she gets the best medical facilities when required. An ideal solution could be one where you could fulfill your commitment towards your district as well as your wife. Also keep in mind that approaching the Chief Minister for personal favors goes against the dignity and nobility of your profession.

Discussion Questions:

• How will you balance your professional commitments vis-à-vis your personal duties?
• How do you view your responsibility towards the district where you are currently posted?
• What is the ideal solution to your dilemma and why?

Reference Text

Key Areas Covered: Dedication and commitment, empathy and ethics in public relationships

“Be the change you want to see in the world.” ~ Gandhi
Dedication and Commitment

Commitment may refer to:

- Promise, or personal commitment
- Contract, a legally binding exchange of promises
- Brand commitment
- Involuntary commitment, the use of legal means or forms to commit a person to a mental hospital, insane asylum or psychiatric ward
- Ontological commitment, belief in an ontology in philosophy
- Organizational commitment

WHAT IS COMMITMENT

- A great business leader once said:
  
  “...the basic philosophy, spirit, and drive of an organization have far more to do with its relative achievements than do technological or economic resources, organizational structure, innovation, and timing. All these things weigh heavily in success. But they are, I think, transcended by how strongly the people in the organization believe in its basic precepts and how faithfully they carry them out.” (from Thomas J. Watson, Jr., A Business and its Beliefs - The ideas that helped build IBM).

- As true as this is for the success of a corporation, it is even more so for the individual. The most important single factor in individual success is COMMITMENT. Commitment ignites action. To commit is to pledge yourself to a certain purpose or line of conduct. It also means practicing your beliefs consistently. There are, therefore, two fundamental conditions for commitment. The first is having a sound set of beliefs. There is an old saying that goes, “Stand for something or you’ll fall for anything.” The second is faithful adherence to those beliefs with your behavior. Possibly the best description of commitment is “persistence with a purpose.”

- Many successful business people are hailed as visionary leaders. On careful inspection, they are found to be individuals who hold firmly to a simple set of commitments, usually grounded in beliefs such as “the best product money can buy”, or the highest possible customer service.” It is the strength of these commitments, religiously followed, that led to their business success.

WHERE TO PRACTICE

- It appears that effective leaders hold dearly to a half dozen commitments. The first, and most basic, of these is a commitment to a set of values, principles or beliefs. These underlying principles define both the organization’s uniqueness and the fundamental direction in which it wants to head. This first commitment leads to a common vision and purpose within the organization.
• The second commitment is to oneself, to how one acts as a leader. An effective leader possesses a strong sense of personal integrity and self confidence. This leads to a willingness to share the credit for success. Another side to this commitment is a deliberate emphasis on continual self-improvement.

• The combination of a strong, positive commitment to self and to a set of principles serve as a foundation to effectively maintain the remaining four commitments. These commitments are to: customers, results, employees, and the organization.

• Everyone has a customer and is a customer to someone else. Customers are usually thought of as external to the organization who need your product or service. A question worth asking is, “How much are others willing to pay for my work?” The price your customers are willing to pay measures its values in their eyes.

• Besides serving customers, all organizations target specific results. Given the large number of demands placed on all of us, it is important to concentrate on achieving the most important goals and objectives. Commitment to results is largely determined by how clear priorities are, what actions get rewarded, and what risks are being taken to improve intended results.

• The next commitment is to the people. The quality of the organization’s commitment to customers and results is largely based upon the quality of its commitment to people. The simple reason for this is that it is these people who serve the customer and achieve results. How are people treated in the organization? Commitment to people is largely the product of treating people with respect, challenging them, and giving them effective feedback on how they are doing.

• The final leadership commitment is to the larger organization. Other departments, higher management, the organization’s overall strategy & mission are important. Communication is the key with this commitment. How people talk to, and about, each other greatly affects the quality of cooperation. How open are the channels of communication up, down, and across? Can management be challenged? Will people support management decisions and changes?

• Balancing all six commitments is the key to well directed leadership. When management supports its employees, they will be able and willing to achieve intended results, When these results support customer needs and expectations, customers will support the organization with their business. A strong and healthy organization can then continue to show commitment to its people. The glue that holds this process together is the values and leaders in the organization.

HOW TO PRACTICE COMMITMENT

• Effectively demonstrating commitment to others, to the organization’s basic principles, and to oneself is never easy. The truth is, demonstrating commitment is hard work. Wavering commitment is usually seen as no commitment at all. The only way to achieve a reputation for commitment is through determination and persistence. Genuine commitment stands the test of time.

• Day to day, commitment is demonstrated by a combination of two actions. The first action is called supporting. Genuine support develops a commitment in the minds and hearts of others.
This is accomplished by focusing on what is important and leading by example. It is not uncommon for people to be either confused as to what is important, or lose sight of it over time. Supporting means concentrating on what adds value, spotlighting what’s working, and rewarding others who are focusing on what is important and leading by example. A crucial aspect of true support is standing up to those who would undermine commitment, those whose words or actions show disrespect.

- The second action underlying commitment is called improving. Improving stretches our commitment to an even higher level. Commitment means a willingness to look for a better way and learn from the process. It focuses on eliminating complacency, confronting what is not working, and providing incentives for improvement. The spirit of improving is rooted in challenging current expectation and ultimately taking the risk to make changes. These changes are based more on an optimism in the future than dissatisfaction in the past. It is embodied in the reply of car maker Professor Porsche, who, when asked which was his favorite model in the long line of Porsche automobiles replied: “I haven’t built it yet!”

- It is the combination of both supporting and improving behaviors that makes up the practice of commitment. Separately neither action is capable of sustaining commitment. Promoting alone can come across as a shallow and pollyannish. Continuous improvement can be seen as “good is never good enough.” Together they provide a needed balance. Both are essential to commitment.

WHEN IT IS MOST IMPORTANT

- Commitment is most difficult and most readily proven during tough times. How someone weatheres the storms most clearly demonstrates their basic beliefs. In antiquity, Epicurus stated: “...a captain earns his reputation during the storms.” When your competition scores big against you, when the money dries up, or when the glamour of success wears off, this is when it is easiest to compromise your commitments. The real test comes when you can hold the line against the easy route of compromise.

- Fortunately, paying the price that commitment commands has payoffs worth the cost - a reputation for integrity and, even more important, the commitment of others in return. Commitment is a two-way street. You only get it if you are willing to give it.

Source

Work-Life Balance

Work–life balance is a concept including proper prioritizing between “work” (career and ambition) and “lifestyle” (health, pleasure, leisure, family and spiritual development/meditation).

Six Components of Work-Life Balance

1) Self-Management

Sufficiently managing one’s self can be challenging, particularly in getting proper sleep, exercise, and nutrition. Self-management is the recognition that effectively using the spaces in our lives is vital, and that available resources, time, and life are finite. It means becoming captain of our own ship; no one is coming to steer for us.

2) Time Management

Effective time management involves making optimal use of your day and the supporting resources that can be summoned – you keep pace when your resources match your challenges. Time management is enhanced through appropriate goals and discerning what is both important and urgent, versus important or urgent. It entails knowing what you do best and when, and assembling the appropriate tools to accomplish specific tasks.

3) Stress Management

By nature, societies tend to become more complex over time. In the face of increasing complexity, stress on the individual is inevitable. More people, distractions, and noise require each of us to become adept at maintaining tranquility and working ourselves out of pressure-filled situations. Most forms of multi-tasking ultimately increase our stress, versus focusing on one thing at a time.

4) Change Management

In our fast-paced world, change is virtually the only constant. Continually adopting new methods and re-adapting others is vital to a successful career and a happy home life. Effective change management involves making periodic and concerted efforts to ensure that the volume and rate of change at work and at home does not overwhelm or defeat you.

5) Technology Management

Effectively managing technology means ensuring that technology serves you, rather than abuses you. Technology has always been with us, since the first walking stick, flint, spear, and wheel. Now, the rate of change is accelerating, brought on by vendors seeking expanding market share. Often there is no choice but to keep up with the technological Joneses, but you must rule technology, not vice versa.
6) Leisure Management

The most overlooked of the work-life balance supporting disciplines, leisure management acknowledges the importance of rest and relaxation— that one can’t short-change leisure, and that “time off” is a vital component of the human experience. Curiously, too much of the same leisure activity, however enjoyable, can lead to monotony. Thus, effective leisure management requires varying one’s activities.

Source

- [http://work-lifebalance.com/](http://work-lifebalance.com/)
CASE STUDY -3

Learning Objectives

To test the candidate’s:

- Ability to differentiate between personal and official commitments
- Knowledge about code of conduct and professional ethics
- Ability to handle issues related to personal integrity
- Emotional quotient.

Scenario

You are posted as the Deputy Commissioner (Assessment) of Income-Tax at a Tier-II city that is fast-developing into a Tier-I city. You have been given this important and sensitive posting because of your reputation and competence.

Your family has joined you. You are worried about the school admission of your five year old daughter, who has to change school in the middle of the academic year. Fortunately, the best school in the city, which is run by a famous educational trust, is ready to offer a place to your daughter. You quickly admit her in the school. A week later, your subordinate discovered that the school is involved in huge tax evasions and has sent a show cause notice to the school. The school managing trust has lodged an appeal against this assessment and the matter is to be decided by you being the Deputy Commissioner (Assessment). The school principal calls you and requests you to consider the school’s appeal.
A genuine leader is not a searcher for consensus but a molder of consensus. — Martin Luther King

Discussion Questions:

1. What will be your response to the appeal made by the school? Support your answer with appropriate reasons.
2. What should have been your reply to the Principal when he called you?
3. Evaluate the options you have and decide which would be the most consistent with your work ethics.

Solution Cues

The student should answer this keeping in mind the probity in governance, ethics and integrity. The first question tests the candidate’s ability to handle a complex situation that also involves his/her personal issues. It also checks his personal integrity and knowledge about the professional code of conduct and government rules. The candidate should also take into account the consequences of his actions.

The second question tests the candidate’s ability to apply emotional intelligence. Similarly, the third question checks the candidate’s ability to analyze the situation and its consequences.

It also focuses on ethical concerns and dilemmas in government and private institutions; laws, rules, regulations and conscience as sources of ethical guidance.

Reference Text

Key Areas Covered: Probity, integrity, Civil service values and Ethics in Public administration
PROBITY IN GOVERNANCE

Probity in governance is an essential and vital requirement for an efficient and effective system of govern-
ance and for socio-economic development. An important requisite for ensuring probity in govern-
ance is absence of corruption. The other requirements are effective laws, rules and regulations govern-
ing every aspect of public life and, more important, an effective and fair implementation of those
laws, etc. Indeed, a proper, fair and effective enforcement of law is a facet of discipline. Unfortunately
for India, discipline is disappearing fast from public life and without discipline, as the Scandinavian
economist-sociologist, Gunnyar Myrdal, has pointed out, no real progress is possible.

Discipline implies inter alia public and private morality and a sense of honesty. While in the West a
man who rises to positions of higher authority develops greater respect for laws, the opposite is true in
our country. Here, the mark of a person holding high position is the ease with which he can ignore the
laws and regulations. We are being swamped by a culture of indiscipline and untruth; morality, both
public and private, is at a premium.

Menace of corruption in public life: Corruption is an abuse of public resources or position in public
life for private gain. The scope for corruption increases when control on the public administrators is
fragile and the division of power between political, executive and bureaucracy is ambiguous. Political
corruption which is sometimes inseparable from bureaucratic corruption tends to be more widespread
in authoritarian regimes where the public opinion and the Press are unable to denounce corruption.

The paradox of India, however, is that in spite of a vigilant press and public opinion, the level of cor-
ruption is exceptionally high. This may be attributed to the utter insensitivity, lack of shame and the
absence of any sense of public morality among the bribe-takers. Indeed, they wear their badge of cor-
rupption and shamelessness with equal élan and brazenness. The increase of opportunities in State inter-
vention in economic and social life has vastly increased the opportunity for political and bureaucratic
corruption, more particularly since politics has also become professionalized. We have professional
politicians who are politicians on a full time basis, even when out of office.

There seems to be a nexus between terrorism, drugs, smuggling, and politicians, a fact which was em-
phasized in the Vohra Committee Report.

Corruption has flourished because one does not see adequately successful examples of effectively pros-
ecuted cases of corruption. Cases, poorly founded upon, half-hearted and incomplete investigation,
followed by a tardy and delayed trial confluence a morally ill-deserved but a legally inevitable acquit-
tal. The acceptance of corruption as an inexorable reality has led to silent reconciliation and resignation
to such wrongs. There needs to be a vital stimulation in the social consciousness of our citizens – that is
neither has a place in the personal nor social.

It is true that the present process of withdrawing the State from various sectors in which it should
have never entered or in which it is not capable of performing efficiently may reduce the chances of
corruption to some extent but even if we migrate to a free market economy, there has to be regulation
of economy as distinct from restrictions upon the industrial activity. The requirements of governance
would yet call for entering into contracts, purchases and so on.

The Scandinavian economist-sociologist, Gunnyar Myrdal, had described the Indian society as a ‘soft
society’. He also clarified what the expression ‘soft society’ means. According to him, a soft society is:
(a) one which does not have the political will to enact the laws necessary for its progress and develop-
ment and/or does not possess the political will to implement the laws, even when made, and (b) where
there is no discipline. In fact, he has stressed the second aspect more than the first. According to him, if there is no discipline in the society, no real or meaningful development or progress is possible. It is the lack of discipline in the society - which expression includes the administration and structures of governance at all levels - that is contributing to corruption. Corruption and indiscipline feed upon each other. One way of instilling the discipline among the society may be to reduce the chances of corruption and to deal with it sternly and mercilessly wherever it is found. For this purpose, the inadequacies in the criminal judicial system have to be redressed.

Corruption is also anti-poor. Take, for example, the Public Distribution System (PDS) and the welfare schemes for the poor including Scheduled Castes (SCs) and Scheduled Tribes (STs). It is well-known that a substantial portion of grain, sugar and kerosene oil meant for PDS goes into black-market and that hardly 16% of the funds meant for STs and SCs reach them—all the rest is misappropriated by some of the members of the political and official class and unscrupulous dealers and businessmen.

The famous economist, Late Mehbub-Ul-Haq succinctly and poignantly set out the ill-effects of corruption in a South Asian country like ours. He said:

“Corruption happens everywhere. It has been at the center of election campaigns in Italy and the United Kingdom, led to the fall of governments in Japan and Indonesia, and resulted in legislative action in Russia and the United States. But, if corruption exists in rich, economically successful countries, why should South Asia be worried about it? The answer is simple: South Asian corruption has four key characteristics that make it far more damaging than corruption in any other parts of the world.

First, corruption in South Asia occurs up-stream, not down-stream. Corruption at the top distorts fundamental decisions about development priorities, policies, and projects. In industrial countries, these core decisions are taken through transparent competition and on merit, even though petty corruption may occur down-stream.

Second, corruption money in South Asia has wings, not wheels. Most of the corrupt gains made in the region are immediately smuggled out to safe havens abroad.

Third, corruption in South Asia often leads to promotion, not prison. The big fish—unless they belong to the opposition—rarely fry.

Fourth, corruption in South Asia occurs with 515 million people in poverty, not with per capita incomes above twenty thousand dollars.

In the case of Vineet Narain vs. Union of India (AIR 1998) the Supreme Court referred with approval the recommendations of Lord Nolan Committee on Standards in Public Life in the United Kingdom. The following principles of public life, of general application, were commended by the court:

“Principles of public life: The general principles of conduct which underpin public life need to be restated. We have done this. The seven principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership are set out (later on).

Codes of conduct: All public bodies should draw up codes of conduct incorporating these principles.

Independent scrutiny: Internal systems for maintaining standards should be supported by independent scrutiny.
Education: More needs to be done to promote and reinforce standards of conduct in public bodies, in particular through guidance and training, including induction training.”

The Seven Principles of Public Life are stated in the Report by Nolan Committee, thus -

“The Seven Principles of Public Life:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Certain measures required to be taken for ensuring probity in governance:

- Need for enforcing section 5 of the Benami Transactions (Prohibition) Act, 1988
- Necessity for a law providing for confiscation of illegally acquired assets of public Servants
- Enactment of a Public Interest Disclosure Act
- Necessity for enacting a Lok Pal Bill in addition to the Central Vigilance Commission Act
- Enactment of a Freedom of Information Act
- Strengthening of the Criminal Judicial System

Source

- http://salamuddinansari.blogspot.in/2013/06/probity-in-governance.html#!

ETHICS - MEANING AND SIGNIFICANCE:

Ethics is a system of accepted beliefs, morals and values that influence human behaviour. It has been stressed upon in individual life as well as public life through time immemorial through religious scriptures and theorists like the manusmriti, ramayana, mahabharata, etc. and Bentham and Rawls as well as Arostople, etc. respectively.
The Behaviouralist school brought a dichotomy between facts and values in decision making and made it strictly rational like a machine model which was not successful and was questioned all the time. That led to the New Public Administration school of thought that brought back values at the centre stage along with facts and rationality in decision making.

The society, educational institutions, laws and their implementation and family play a large part in inculcating good values and morals in people. The political environment is also of significance as well as the behaviour of politicians directly and majorly affects the behaviour of his/her subordinates and his/her ethics.

MAXIMS OF PUBLIC ADMINISTRATION ETHICS:

Maxim of Legality and Rationality: An administrator will follow the law and rules that are framed to govern and guide various categories of policies and decisions.

- Maxim of Responsibility and Accountability: An administrator will not hesitate to accept responsibility for his decision and actions. He would hold himself morally responsible for his actions and for the use of his discretion while making decisions. Moreover, he would be willing to be held accountable to higher authorities of governance and even to the people who are the ultimate beneficiaries of his decisions and actions.

- Maxim of Work Commitment: An administrator would be committed to his duties and perform his work with involvement, intelligence and dexterity. As Swami Vivekananda observed: “Every duty is holy and devotion to duty is the highest form of worship.” This would also entail a respect for time, punctuality and fulfillment of promises made. Work is considered not a burden but an opportunity to serve and constructively contribute to society.

- Maxim of Excellence: An administrator would ensure the highest standards of quality in administrative decisions and action and would not compromise with standards because of convenience or complacency. In a competitive international environment, an administrative system should faithfully adhere to the requisites of Total Quality Management.

- Maxim of Fusion: An administrator would rationally bring about a fusion of individual, organisational and social goals to help evolve unison of ideals and imbibe in his behaviour a commitment to such a fusion. In situations of conflicting goals, a concern for ethics should govern the choices made.

- Maxim of Responsiveness and Resilience: An administrator would respond effectively to the demands and challenges from the external as well as internal environment. He would adapt to environmental transformation and yet sustain the ethical norms of conduct. In situations of deviation from the prescribed ethical norms, the administrative system would show resilience and bounce back into the accepted ethical mould at the earliest opportunity.

- Maxim of Utilitarianism: While making and implementing policies and decisions, an administrator will ensure that these lead to the greatest good (happiness, benefits) of the greatest number.

- Maxim of Compassion: An administrator, without violating the prescribed laws and rules, would demonstrate compassion for the poor, the disabled and the weak while using his discretion in making decisions. At least, he would not grant any benefits to the stronger section of
society only because they are strong and would not deny the due consideration to the weak, despite their weakness.

- **Maxim of National Interest**: Though universalistic in orientation and liberal in outlook, a civil servant, while performing his duties, would keep in view the impact of his action on his nation’s strength and prestige. The Japanese, the Koreans, the Germans and the Chinese citizens (including civil servants), while performing their official roles, have at the back of their mind a concern and respect for their nation. This automatically raises the level of service rendered and the products delivered.

- **Maxim of Justice**: Those responsible for formulation and execution of policies and decisions of governance would ensure that respect is shown to the principles of equality, equity, fairness, impartiality and objectivity and no special favours are doled out on the criteria of status, position, power, gender, class, caste or wealth.

- **Maxim of Transparency**: An administrator will make decisions and implement them in a transparent manner so that those affected by the decisions and those who wish to evaluate their rationale, will be able to understand the reasons behind such decisions and the sources of information on which these decisions were made.

- **Maxim of Integrity**: An administrator would undertake an administrative action on the basis of honesty and not use his power, position and discretion to serve his personal interest and the illegitimate interests of other individuals or groups.

There can be many more, however, the main motive is good governance and ethical practices backed by proper values and principles of public administration.

**MEASURES SUCCESSFULLY TAKEN TOWARDS REINFORCEMENT OF ETHICS IN PUBLIC ADMINISTRATION:**

1) Establishment of Lok Ayuktas  
2) Establishment of RTI Act  
3) Citizen’s Charters.  
4) Ethics and code of conduct for public employees  
5) Establishment of Vigilance Commissions  
6) Establishment of Panchayati Raj Institutions  
7) Partnership of Govt. - Civil Society Initiatives and its growing strength  
8) Proposed Whistle blower Protection Act and Judicial Accountability And Standards Bill

**OBSTACLES TO ETHICAL ACCOUNTABILITY:**

1) Special expertise and information held by the bureaucrats by virtue of their position is sometimes misused by them to fool the stakeholders as no one can surpass them in this knowledge area. RTI is in place but the poor and needy cannot afford it due to the cost involved. Moreover, the information is sometimes never parted with, leading the aggrieved to a harrowing experience.
2) Full time status of bureaucrats make them corrupt, laid back and less accountable.
3) Massive expansion of bureaucracy has made the span of control of its heads/ ministers really cumbersome leading to arbitrary actions on the behalf of the former.
4) Lack of Coordination between established government anti-corruption agencies and institutions as well as their lack of teeth has lead to an even more chaotic situation on checking corruption.
5) Bureaucrats often misinterpret their role and obligation, which is to carry out policies for the upliftment of society and not towards the politicians for their vested interest or unimpactful policy decisions.
6) Subversion where certain government servants pass on critical secrets to enemies in exchange for pecuniary benefits or for sale of extra territorial loyalty.

ADMINISTRATIVE ETHICS ISSUE - THE WAY OUT:

Manipulation and lack of ethics lead to significant negative effects and reduce efficiency in an organisation. Therefore the enforcement and development of administrative ethics in public servants in today’s welfare state times as well as the sensitive position they occupy is of utmost priority and urgency.

The essentials to ensure the practice of ethics in administration are:

a) Faith and determination towards pursuit of excellence of service in their professional activities via methods of training and sensitisation.
b) Infusion of ethics into politics through trainings, etc so that it is passed on to their subordinates who are the civil servants.
c) Improve relations between citizens and personnel to create favourable public opinion towards public services and servants.
d) Need for character building in public servants through education, adult education and functional or job responsibility literacy.
e) Impartiality should be practiced and encouraged.
f) Political neutrality in civil servants.

Source

- http://publicadministrationtheone.blogspot.in/2012/12/ethical-concerns-in-public.html
CASE STUDY -4

Learning Objectives

To test the candidate’s:

- Propensity to balance personal and professional sides of his/her life
- Knack to handle an emotional situation with patience and prudence (emotional intelligence)
- Ability to uphold his/her integrity under challenging situations

Scenario

You are a young lady who has, by a combination of hard work and good fortune, risen very rapidly in the management hierarchy of a blue-chip company. Your association with an influential senior corporate executive, who is known for his philandering ways has worked in your favor. He is not only highly reputed in the industry, but is also related to the family that has a controlling stake in the company. You are promoted out of turn even though there were other deserving and/or more experienced candidates. Now, you have to report directly to the said executive.

You discover that your new boss’s subtle advances have become more direct to you in private, though he behaves appropriately in public. You are uncomfortable in the current situation; however you cannot complain because you continued taking favors from him in the past despite being aware of his malign intentions.

Your worst nightmare comes true when he asks you to accompany him to a conference that is organized in a different state. You clearly know that this conference is beyond the scope of your mandate in the company.

Discussion Questions:

Do you think that the lady’s professional ethics are questionable? What are the options before the lady to resolve the dilemma she is in? Choose the option which you feel is most appropriate giving reasons for your choice.
This case clearly shows that the boss is a two-faced person and he does not have any sense of rectitude. He is violating the professional code of conduct and this is a legal offence. However, keep in mind that the lady played along, unaware that the situation may get out of hand.

While seeking solutions, keep in mind that every human being endeavors to progress in life. Therefore the lady was correct in accepting the promotions, however her means to do so are certainly questionable. Also, bear in mind that nothing is more important in one’s life than the values and principles one adheres to in order to chalk out the path of his/her life. A little show of intelligent moves might turn the situation in her favour.

### Emotional Intelligence

Emotional intelligence is the ability to identify and manage your own emotions and the emotions of others. It is generally said to include three skills:

1. Emotional awareness, including the ability to identify your own emotions and those of others;
2. The ability to harness emotions and apply them to tasks like thinking and problems solving;
3. The ability to manage emotions, including the ability to regulate your own emotions, and the ability to cheer up or calm down another person.

### Source

- [http://www.psychologytoday.com/basics/emotional-intelligence](http://www.psychologytoday.com/basics/emotional-intelligence)
Personal Integrity

Integrity is the foundation of character and character development is one of the most important activities you can engage in. Working on your character means disciplining yourself to do more and more of those things that a thoroughly honest person would do, under all circumstances.

To be impeccably honest with others, you must first be impeccably honest with yourself. You must be true to yourself. You must be true to the very best that is in you, to the very best that you know. Only a person who is consistent with his or her highest values and virtues is really living a life of integrity. When you commit to living this kind of life, you will find yourself continually raising your own standards and continually refining your definition of integrity and honesty.

Source

CASE STUDY -5

Learning Objectives

To test the candidate’s:

• Ability to anticipate future implications and long-term effects of the steps taken in the present

• Ability to prioritize between personal relations and professional duties to empathize and portray a sense of integrity

• Ability to apply professional and moral principles towards work based on commonly accepted rules and your conscience.

Scenario

As a news journalist for a leading media house, you have a reputation for being tough and fair in reporting. You have established a wide network of contacts, which include several senior politicians, many of whom have developed confidence and trust in you. However, in the extremely competitive world of news reporting, you know that it is very difficult to break into the national scene and become a celebrity journalist.

You are invited to a senior politician’s house where some office-bearers of the party from a different state are also present. Since you are a regular at the politician’s house, as you walk in the drawing room, you are thought to be a friend and conversation among those present continues.

A politically explosive piece of news is being shared that is as yet not known to others. You realize that this is a scoop that is truly sensational and, if revealed as ‘breaking news’ can make you and your news group famous all over the country. You also know that it is only a matter of time before this news leaks to other people, including rival news journalists.

The party members take leave shortly thereafter and you conduct the interview that you had come for. Before you leave, the politician tells you that what you have heard in the conversation was strictly off-the-record and that, as always, he trusts you not to betray a private conversation.
Discussion Questions:

1. “What will be your reply to the politician when he tells you to keep the conversation strictly off-the-record? Give reasons.[100 words]

2. “Breaking into the national scene and become a celebrity journalist.” Will your course of action lay a foundation for you to achieve this? Give reasons.[150 words]

3. Suppose you report this piece of explosive news through your media house and there is an unprecedented surge in the TRP ratings. Your manager convenes a meeting, accredits you and assures you a promotion. Do you think your success came at the cost of your personal ethics?? Give reasons.[150 words]

Solution Cues

The candidate should envision and anticipate the implications of both the situations (to publish or not to publish) in this case. Both the short-term and long-term effects should be analyzed.

Being a journalist, it is your duty to inform the public about anything that is happening around but being well-known in the society and sharing good rapport among the politicians puts you under the pressure of maintaining good relations with them as well, which is favorable to your work profile.

You will have to decide your way forward taking both these aspects into consideration.

Discussion question 1 tests the candidate’s moral principles as well as professional ethics. It will also tell us how he uses his knowledge of regulations and conscience in decision-making.

Discussion question 2 tests the candidate’s approach towards his long-term goal.

Discussion question 3 tests the candidate’s ability to prioritize personal and professional demands.

Reference Text

Key Areas Covered: Attitude, Empathy, Integrity and Decision-making
Decision-making on the basis of empathy, professionalism and conscience

Decision making pertains to behavioural choices that not only affect oneself but also other people.

What do we mean by ethical decision making? Are there decisions that are not ethical in that there is not ethical component to a choice? In their review of ethical decision making, Tenbruensel and Smith-Crowe (2008) present a distinction between moral decision making and amoral decision making. Within each class of decisions, one can make ethical decision or unethical decisions. They further argue that social scientist should not be in the business of telling people what they should do, that is define what is ethical and what is not, but they do acknowledge the necessity to define the criteria by which decisions are placed into their typology for analytical purposes. It is very difficult to define ethical behavior. Many definitions exist, but most depend on using some standard of ethical behavior from which to judge the individual’s behavior. Any standard used is subjective and cultural in nature and subject to intensive debate.

Schulman (2002) defines moral behavior as “acts intended to produce kind and/or fair outcomes (p. 500).” This is similar to prosocial behavior or goal identification as a source of motivation in that the behavior is “labeled” moral if it is intended to produce a positive outcome for others. He argues that “moral motivation” is rooted in three moral systems: (1) Empathy, (2) Moral Affiliations, and (3) Principles. If we accept this notion that moral behavior is defined in terms of intention to help others (as opposed to egoistic motives), then we need to examine the relevant other.

In attempting to define ethical decisions, Jones writes that “An ethical decision is one that is both legally and morally acceptable to the larger community.” This definition moves away from absolute standard of judgment to a social standard, based on cultural, organizational, or community standards. It still begs the issue to which stand to use when one is operating in over-lapping reference groups. I find the other inclusion in this definition very interesting. He adds to concept of “legality” in is definition implying that “breaking the law” is by definition unethical or immoral. Personally, I can think of countless examples of individuals breaking the law and being very moral or ethical. For me, a useful conceptualization of ethics has to differentiate between legal and ethical. In fact, these are two of the many social control mechanisms used to curtail unwanted social behavior. Laws and ethical standards may coincide or reinforce each other, supplement each other, or conflict with one another.

There is an inherent problem in attempting to define ethical decision-making or moral behavior. What we are doing in trying to define these concepts is starting with the answer rather than the question. While the concept of ethics provides a nice category of inquiry, it isolates the concepts associated with what we call ethics from other models of decision-making and motivation. Why do we need special models of ethical decision-making and moral motivation when we have spent years developing models of motivation and decision-making? If our “mainstream” behavioral models are not robust enough to include ethical issues within them, then they need to be expanded. Rather than start with the answer, let’s start with defining the behavioral phenomena that the concepts of ethics and morals are attempting to explain. From an organizational or even societal perspective, we are interested in explaining and understanding cross-individual behavioral consistency (CIBC). What organizational or societal forces or mechanisms create consistency of behavior among members? How is behavioral control of organizational and societal members achieved?
Be the change you want to see in the world. ~ Gandhi

Source

- http://www.uri.edu/research/lrc/scholl/webnotes/Ethics.htm
Learning Objectives

To test the candidate’s:

- Emotional intelligence
- Aptitude for administration
- Empathy

Scenario

You are posted as a Factory Installation Supervisor in a tribal area where a new factory is being set up despite opposition from the local tribal people. They fear that it would encroach upon their agricultural land and harm the pristine environment of the area.

You become aware of the volatile situation the day you are posted in the area.

The new factory has not only appropriated their land, but has also hampered the flow of water required to irrigate the fields. Moreover, people have to walk two kilometers just to collect fresh water for consumption. On the brighter side, the factory has provided the locals with new employment opportunities by engaging them as construction workers. As part of its corporate social responsibility, the company has also opened a school in the region. However, the people are still disgruntled with the company, and hold you responsible for the overall situation.

To make matters worse, a child strays into a section of the factory where installation of heavy machinery is in progress. As usual, you are supervising the installations. Unfortunately, a machine accidentally slips and hits the child, injuring him seriously. The child is bleeding profusely. In their rage, the workers, turn to you, yelling at you and accusing you for the unfortunate turn of events.

You have enough security personnel to stop them if they attack you. In this charged situation, one of the workers advances towards you armed with a metal rod. You can feel your hands trembling due to the tension in the air. The security personnel get alert and move to barricade you, advising you to leave the premises immediately.
Discussion Questions:

- How will you respond to the situation? Give reasons.
- What measures will you take in order to avoid mishaps such as this in future?
- Comment on the response of the workers to the incident.

Solution Cues

The typical response in such a scenario would be either to heed the advice of the security personnel and leave the premises or to stay back and bring the situation under control. If you leave the premises, it is possible that the workers may clash with the security personnel. Being aware of the kind of training given to security personnel, you know how they would handle the situation if left to them. Your decision to leave may lead to casualties on both sides.

On the other hand, if you stay, you may be attacked. The situation may go out of hand if the prime target is still present at the scene. If you are injured in the incident, it may make the matters worse because the security personnel may come down at the tribals with a heavy hand, leading to more violence and disruption of work. Moreover, you have to ensure that the injured child gets immediate medical attention. Keeping these points in view, you have to reason the decision you make.

For the second question, the cues are given in the scenario itself. The problems of the locals are clearly delineated. The problems are the cause for their anger. You have to come up with solutions for the problems. Secondly, other fringe activities such as cordoning off the construction site to prevent people from straying into may be taken.

The third question is a more difficult one as it tests your emotional intelligence and empathy. You have to delve into the reasons for their anger and why they blame you for the whole problem. You may use the fact that they are isolated from the mainstream and do not understand the modern ideas of nationalism, economic development etc.

Reference Text

Meaning of Emotional Intelligence

Emotional intelligence (EI) refers to the ability to perceive, control and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.
The Four Branches of Emotional Intelligence

Salovey and Mayer proposed a model that identified four different factors of emotional intelligence: the perception of emotion, the ability reason using emotions, the ability to understand emotion and the ability to manage emotions.

• **Perceiving Emotions:** The first step in understanding emotions is to accurately perceive them. In many cases, this might involve understanding nonverbal signals such as body language and facial expressions.

• **Reasoning With Emotions:** The next step involves using emotions to promote thinking and cognitive activity. Emotions help prioritize what we pay attention and react to; we respond emotionally to things that garner our attention.

• **Understanding Emotions:** The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret the cause of their anger and what it might mean. For example, if your boss is acting angry, it might mean that he is dissatisfied with your work; or it could be because he got a speeding ticket on his way to work that morning or that he’s been fighting with his wife.

• **Managing Emotions:** The ability to manage emotions effectively is a key part of emotional intelligence. Regulating emotions, responding appropriately and responding to the emotions of others are all important aspect of emotional management.

Why is emotional intelligence (EQ) so important?

As we know, it’s not the smartest people that are the most successful or the most fulfilled in life. You probably know people who are academically brilliant and yet are socially inept and unsuccessful at work or in their personal relationships. Intellectual intelligence (IQ) isn’t enough on its own to be successful in life. Yes, your IQ can help you get into college, but it’s your EQ that will help you manage the stress and emotions when facing your final exams.

Emotional intelligence affects:

• Your performance at work. Emotional intelligence can help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career. In fact, when it comes to gauging job candidates, many companies now view emotional intelligence as being as important as technical ability and require EQ testing before hiring.

• Your physical health. If you’re unable to manage your stress levels, it can lead to serious health problems. Uncontrolled stress can raise blood pressure, suppress the immune system, increase the risk of heart attack and stroke, contribute to infertility, and speed up the aging process. The first step to improving emotional intelligence is to learn how to relieve stress.

• Your mental health. Uncontrolled stress can also impact your mental health, making you vulnerable to anxiety and depression. If you are unable to understand and manage your emotions, you’ll also be open to mood swings, while an inability to form strong relationships can leave you feeling lonely and isolated.
Your relationships. By understanding your emotions and how to control them, you’re better able to express how you feel and understand how others are feeling. This allows you to communicate more effectively and forge stronger relationships, both at work and in your personal life.

Empathy

Empathy is the ability to identify and understand another’s situation, feelings, and motives. It’s our capacity to recognize the concerns other people have. Empathy means “putting yourself in the other person’s shoes” or “seeing things through someone else’s eyes.”

Importance of Empathy in Public Service

Public institutions in many countries are organized from the institution’s point of view, with the interests of the people gaining priority in determining work objectives and the citizens’ needs too often coming in at the bottom of this imaginary hierarchy. The experiences and opinions of the citizens are important assets for every public administrator who needs to know the needs and the ideas of each and every citizen. The importance of gathering citizen experience related to public services, such as schools, health care, public transportation, and other city services, that daily affect citizens’ quality of life, cannot be stressed enough. This also goes for services offered by privately held companies with public impact. Important changes in the city organization and public events should also be assessed on citizen satisfaction.

How Can a Public Servant Empathize with Public

Every public servant is an individual who is to some extent endowed with natural ability to empathize with people he is serving. However, with the information and knowledge at her disposal, a public servant has the opportunity to empathize at a greater degree. The official data can give the public servant a detailed idea of the situation the people are living in. She can conduct surveys and seek feedback from the people about the issue concerning the activities taken up by the officials. This way, the public servant is in a good position to understand the situation, feelings, and motives of the people at a higher level.

Aptitude

Aptitude is a component of a competency to do a certain kind of work at a certain level, which can also be considered “talent”. Aptitudes may be physical or mental. Aptitude is not knowledge, understanding, learned or acquired abilities (skills), or attitude. The innate nature of aptitude is in contrast to achievement, which represents knowledge or ability that is gained.

Aptitude and intelligence quotient are related, and in some ways opposite views of human mental ability. Whereas intelligence quotient sees intelligence as being a single measurable characteristic affecting
all mental ability, aptitude refers to one of many different characteristics, such as ability for military fight, knack of air traffic control, or skill of computer programming, which can be independent of each other.

Concerning a single measurable characteristic affecting all mental ability, analysis of any group of intelligence test scores will nearly always show them as correlated. The US Department of Labor’s General Learning Ability, for instance, is determined by combining Verbal, Numerical, and Spatial aptitude subtests. In a given person, some are low and others high. In the context of an aptitude test, the “high” and “low” scores are usually not far apart, because all ability test scores tend to be correlated. Aptitude is better applied intra-individually to determine what tasks a given individual is more skilled at performing. Inter-individual aptitude differences are typically not very significant due to IQ differences. Of course this assumes individuals have not already been pre-screened for aptitude through some other process, such as SAT scores, GRE scores, or finishing medical school.