

RAO'S COACHING CENTRE
MODEL ANSWERS FOR 2021 ETHICS PAPER

KAS MAINS

Dear candidates.

I have mailed you model answers for a sample ethics Question paper set by KPSC in 2021 for your guidance. This is just for your reference. Each one of you has his or her own style of writing. Only pick up the points I have mentioned. There is no need to copy . My style of writing may vary with that of yours.

Most of the questions were direct and were not very difficult to answer except question number 1 on Dalai Lama. You can expect such questions in every exam. There were repetitive questions on integrity, dedication ,and impartiality. The case studies given were simple in my opinion.

I have more or less adhered to the word limit except in a couple of questions.

Please do feel free to contact me for any assistance

Wishing you all the best-P.R.Rao

SUBJECT CODE : 422

General Studies—4

2021

Time: 3 Hours Maximum Marks: 250

SPECIFIC INSTRUCTIONS

(i) Candidates have to attempt all questions.

(ii) Marks carried by each question are indicated at its end.

1. "My religion is very simple. My religion is kindness" says His Holiness the 14th Dalai Lama. Elaborate the values that can be inculcated from his life and teachings. (Not more than 300 words) (20 marks)

The 14th Dalai Lama is the spiritual head of the Tibetan Buddhists; he fled Tibet in 1959 and settled in India after the illegal occupation of Tibet by China. He is head of the Tibetan government in exile in Dharamsala in India. He received the Nobel Prize in 1989. The Dalai Lama has always advocated peace, kindness and compassion. The following are the values we can learn from his life and teachings

(i) Compassion- love and genuine sympathy for other people's sufferings and kindness are important for our survival

(ii) Peace and the importance of addressing conflict by peaceful means like dialogue and understanding; peace also includes inner peace through meditation and mindfulness

(iii) forgiveness- having no feelings of resentment and hostility; He himself has never expressed any hostility towards China

(iv) tolerance and understanding and accepting different religions, cultures and lifestyles and respect these differences. This is important for a peaceful and harmonious coexistence in the world

(v) contentment- people should be happy and content with their lives ; they should not strive after acquiring more wealth and material possessions

(vi) kindness and empathy towards fellow human beings and treating others with respect and consideration

(vii) self discipline both physical and mental ; Dalai Lama believes that a peaceful and calm mind is very important for meeting life's challenges

(viii) Overcoming or conquering one's own anger and hatred; We should not fall prey to negative emotions like anger, hatred, jealousy etcetera. Dalai Lama himself is a shining example of these virtues

Dalai Lama is a true Buddhist and advocates Buddha's middle path. The world will be a more peaceful place if we follow his lessons.

2. Explain the principles of Corporate Governance and discuss about any three Indian Companies in relation to their best corporate practices. (Not more than 300 words) (20 marks)

Corporate governance refers to way in which companies are run. The following are the principles of corporate governance

- (i) Transparency- providing clear and correct information to stake holders like shareholders, investors ,government and the public
- (ii) Corporate social responsibility- discharging responsibility towards society as per government norms and being mindful of impact of their operations on the wider society
- (iii) Fairness- treating all stake holders like employees, customers and shareholders fairly and equitably
- (iv) accountability for their actions and decisions; complying with all reporting and disclosure norms, Establishing formal and transparent arrangements for risk management
- (v) responsibility- The board of directors and senior management are responsible for running the company affairs and complying with various statutory regulations
- (vi) Adhering to business ethics like ensuring quality products,, honest advertising and carrying out responsibility towards environment etc

Three examples of best corporate governance practices are

1. Tata Group has always maintained the best practices in terms of independent directors, adequate disclosures, fair hiring and termination practices, Corporate social responsibility initiatives like hospitals, Quality products, priority for consumer satisfaction, succession planning, and ethical business culture.

2. Indian Oil Company Limited has set high standards of corporate governance practices like code of conduct for board members and senior managers, code for prevention of insider trading, enterprise risk management policy, Whistleblowers policy, human resources initiatives and integrity pact to enhance transparency in business

3. WIPRO is another company that practices good corporate governance norms like independent directors, Board diversity, employee engagement, adopting a comprehensive business conduct and ethics policy, putting in place a whistleblowing mechanism, acting as angel investors for novel enterprises and establishing an audit risk and compliance committee etcetera.

3. Some employees in an organisation have found that their organisation is engaged in illegal activities, which they personally disapprove. Should they blow the whistle? Or should they follow orders from the top officials? Suggest measures to resolve such Ethical Dilemmas. (Not more than 300 words)(20 marks)

The above case study is related employees dilemma whether to disclose or not the illegal activities of their organization. Examples of illegal activities indulged in by organizations are- money laundering or acting as a conduit for money laundering, using adulterated and poor quality material like in the case of a construction company, tax evasion, carrying sex determination techniques in a private hospital, forcing employees to put quality stamp on substandard products in case of a manufacturing company and not disclosing environmental damages that their activities are causing etc. Each of these have adverse effects on the society and are very unethical.

Now the question is whether employees if they come to know of the above illegal activities of the organization in which they work should whistle blow to an external agency like the media or to government agencies like Company Law Board, National Green Tribunal, SEBI and income tax department etcetera.

In my opinion, employees should report illegal activities being carried out by their employers in the interest of consumers, stakeholders,, environment and wider society. Most employees may however not report due to fear loss of jobs. However in most cases of whistle blowing the identity of the whistle blower is not revealed. For example some years back the well known automobile manufacturing company Volkswagen installed a pollution test cheating device in their cars and this was revealed by whistle blowers but their identity was not known.

Whistleblowing does pose an ethical dilemma to employees who may feel that they should not let down their own organizations. My suggestions for resolving this kind of ethical dilemma are

- (i) adopt a consequential approach ,that is, what are the effects or consequences of my action or non action
- (ii) Adopt an utilitarian approach, that is, maximum good of maximum number of people
- (iii) adopt a virtue based approach like honesty, truthfulness
- (iv) set up small groups of employees like they do in Japan for improving quality and good management practices
- (vi) appointment of Ombudsman
- (vii) Encourage feedback and suggestions from employees, if they wish to be anonymous, put up suggestion boxes
- (viii) Conduct regular social responsibility audits etc.

However there will always be companies which are black sheep in indulging in unethical and illegal practices for which the government agencies only have to intervene and take action

4. Explain the role of family, society and educational institutions in inculcating values. (Not more than 300 words.(20 marks)

Family, society, and educational institutions together shape our values. The role of each one of these is discussed below briefly

1. Family:- is the first and foremost institution where we learn basic values like honesty, truthfulness and responsibility etc. Parents are our first teachers and role models. Children inculcate values by observing them and interacting with them. Even now in India many mothers tell their children about the virtues of Lord SriRam and Satya Harishchandra. They transmit cultural values, norms, beliefs and traditions that play a big role in the long run in shaping the children's values. Through a process of reward and punishment or positive and negative feedback, parenting styles, guidance and socialization, parents and elder kin instill basic values

2. Society- Reinforces, refines and expands the values learnt at home. Role models like a Nelson Mandela, a Gandhi influence thousands if not millions into following an ethical code of conduct. Continuous interaction with peers, community members and social institutions shape a person's understanding of social values and the need to follow a basic set of morals. In almost every society regular public meetings and gatherings are held where eminent personalities convey the importance of values and the moral conduct. In addition, there is a system of formally laid down law to ensure the citizens follow certain basic values like respect for life, honesty and desisting from violence etc

3. Educational institutions formalize the process of value education. In almost all schools moral science is integrated into the curriculum. These institutions create an environment to promote and encourage ethical conduct. They teach the values

of discipline, cooperation, responsibility, respect for elders and the country ,honesty and truthfulness etc. Teachers act as role models both in and out of the classroom ; They act as our mentors. In social sciences curriculum , There are portions on values , lives and messages of eminent personalities.

5. Critically explain integrity, impartiality and its significant role with reference to public administration. (Not more than 150 words)(10 marks)

Integrity is a core value in public service. It is consistent adherence to a set of values/standards of conduct. Integrity has several dimensions as follows:

- (a) Earning & sustaining public trust by servicing public interest.
- (b) Using powers responsibly for the purpose & manner for which they were intended.
- (c) Acting with honesty & transparency.
- (d) Make reasoned decisions without bias by following fair & objective processes.
- (e) Not allowing decisions or actions to be influenced by private interest.
- (f) Full disclosure of facts.
- (g) Adherence to civil services code of conduct.
- (h) Protect and defend country's interests.

Impartiality

Involves the following

- (i) Treating all citizens and groups without discrimination and bias
- (ii) Arriving at decisions based on merit and facts
- (iii) carrying out duties free from any bias, prejudices

Examples of impartial conduct are awarding contracts on the basis of merit and competence, and selection of beneficiaries for various government programs based eligibility criteria without bowing to any external pressures.

Integrity and Impartiality promotes people's trust in the government , ensures fair and honest distribution of government services and benefits, and promotes accountability and control and good governance eventually.

6. Critically evaluate dedication for economically weaker section in the context of Women upliftment. (Not more than 150 words))(10 marks)

Dedication is a very necessary and crucial trait for administrators and government officials specially in a country like India. Dedication means total commitment to one's job and discharging one's duties without any bias or prejudices. Civil services is not just a job -it's a profession and a life time career. Dedication is important in the career of civil servants because:-(i) they act as trustees of public resources including vast funds,(ii) their decisions have an impact on people's lives especially the poor and weaker sections like SC, ST and women, (iii) they need to be professional and resist pressures etc.

A dedicated public servant in the Indian context will work towards women's upliftment in the following manner

- (i) actively involve women's self help groups in income generation activities especially in rural areas and slums or quasi slums in urban areas

- (ii) take the help of Ngos or women's groups like SEWA (Self Employed Women's association Ahmedabad) in motivating women to organize themselves
- (iii) involve women representatives and office bearers of gram panchayats in implementing women's development programs
- (iv) involving non government organizations in implementation of women's programs and policies and taking their feedback
- (v) create structured mechanisms for getting feedback from women beneficiaries about government program intended for their benefit
- (vi) create awareness especially for poorer women about their rights and entitlements
- (vi) Honest implementation of various government programs like Beti Bachao Beti Pado, nutrition programs for adolescent girls, safe motherhood programs, and one stop centers for women in distress
- (vii) Conduct training program especially for male officers on gender sensitivity
- (viii) improve the number of women employees at the cutting edge in the government
- (ix) Conduct awareness campaigns for women about the benefits extended to them by agencies like Women's Development Corporations and Directorate of Women etcetera.
- (x) ensure high enrollment of girls in schools

7. Differentiate between the value of impartiality and non-partisanship in public administration. (Not more than 250 words)(15 marks)

The two terms impartiality and non partisanship are used interchangeably but a distinction should be made between the two. While impartiality is a broader concept which includes fairness and objectivity on part of public servants, non partisanship means neutrality, that is, absence of political affiliation and prohibition

of political activity in case of civil servants. We explain the two values in detail below

Impartiality

Involves the following

- (i) Treating all citizens and groups without discrimination and bias
- (ii) Arriving at decisions based on merit and facts and reason
- (iii) carrying out duties free from any bias, prejudices

Examples of impartial conduct are awarding contracts on the basis of merit and competence, recruitment and selection without favoritism, and selection of beneficiaries for various government programs based eligibility criteria without bowing to any external pressures.

Impartiality promotes people's trust in the government and ensures fair and honest distribution of government services and benefits and efficient allocation of govt resources.

Non partisanship

Neutrality or non partisanship is an essential requirement in civil services. The narrow definition of neutrality is prohibition of membership of political parties and political activities and in a broader sense it means absence of any political affiliation on the part of administrators. Non partisanship in public administration is important for the following

- (i) it promotes professionalism
- (ii) It is in the interest of civil servants themselves; If all civil servants were to be neutral, the political executive will treat them evenly
- (iii) It contributes to better policy making as the advice is on the basis of facts and the reason
- (iv) It contributes to stability and continuity especially in a democracy as the ruling party may change from time to time after elections

(v) non partisanship also contributes to efficient and effective governance

However, maintaining impartiality and non partisanship may not be easy due to sociocultural factors, civil servants' own family background, politicization of civil services, pressure from ministers and elected representatives and vested interests and lobbies and civil servant and politician nexus etc.

8. Explain the values of tolerance, impartiality and objectivity in religious context.
(Not more than 250 words)(15 marks)

Religion is an important source of morals and values like tolerance, fairness and good conduct . All religions promote tolerance which is discussed below

Tolerance in a religious context includes

- (i) respecting all religions
- (ii) Recognizing the right of people belonging to other religions to practice their religious beliefs
- (iii) respecting differences of religious beliefs , values and practices
- (iv) peaceful coexistence

A core belief of Hinduism is Vasudhaika Kutumbam that is the world is one family; It says that let noble thoughts come from all directions. The Bible says love thy neighbor and even enemies. It also says the Christians should treat others with respect and compassion. In Buddhism also tolerance is a core value emphasizing acceptance and open mindedness of other religions.

Tolerance is very crucial in a multi religious society like India. It promotes social harmony and peace.

Impartiality in a religious context

Impartiality or fairness is a core concept in many religions. It is a reflection of God's justice and the direction for ethical behavior among the followers.. Many religious texts and scriptures contains stories that illustrate the importance of

impartiality. In Bible there are passages that talk of treating all equally and even in Islam the concept of justice is contained focusing on fairness and impartiality in dealing with persons of other religions. Impartiality in actual practice means treating everyone with respect and fairness. Treating others as you would like to be treated is what religions preach.

Objectivity in a religious context means studying religious phenomena and beliefs and practices in a detached and unbiased manner; to understand the views of other religions and promotes rational thinking. But it is difficult to achieve objectivity in religion as it is a very subjective matter. Religion and faith are deeply personal and subjective. (This is our understanding of the concept of objectivity in a religious context)

9. Critically analyse the concept of dedication and objectivity in public administration. (Not more than 250 words) (15 marks)

Dedication in Public Administration - Max Weber, a German sociologist pointed out that a feature of modern bureaucracies in that office is a full time career (it is not part time and office holders should distinguish between private and public spheres). Any profession calls for commitment dedication, but public services constitute a distinct domain. It needs very high levels of dedication due to the following.

- (i) Civil servants are providers of essential public goods & services (eg: health, food, security, water etc.)
- (ii) Citizen's quality of life and public safety are to a great extent dependent on the actions/decisions of public servants.
- (iii) A society cannot effectively function without Govt.

- (iv) Civil servants are guardians of the resources of society.
- (v) Their commitment enhances well being of citizens.
- (vi) The poor, the marginalized and weaker sections – the interests of these disadvantaged sections of society are to be guarded by civil servants.
- (vii) Civil servants are constantly under scrutiny; they are the focus of media and public attention.
- (viii) Civil servants work under a fast changing environment; they need to update their skills.
- (ix) Civil servants are the face of the Govt; their efficiency and dedication enhances people's faith in the Govt. In many parts of India (Orissa, Chhattisgarh for example) there is a governance deficit. One main reason is low levels of commitment of 'cutting edge' govt staff.

Objectivity in Public Administration:- Means the ability to take decisions, and make judgments based on facts, evidence and reason and not on the basis of personal opinions, preferences or beliefs. It means that public servants should act without any personal biases or external influences and take decisions based on merit.

Objectivity in public services is important because of the following reasons:-(i) Civil servants are custodians of public trust,(ii) Their decisions will affect the public in many ways,(iii) Objectivity ensures fairness and (iv) promotes people's trust in the government,(iv) It promotes impartial decision making,(v) it ensures

accountability,(vi) government policies and programs are effective and reach the desired target groups and (vii) Objectivity ensures and upholds the rule of law

However, maintaining strict objectivity in public services can be challenging due to political pressure, civil servants' own background in terms of religion ,class, and caste and indifference or even non cooperation from juniors and colleagues and even seniors and politicisation of civil services and civil servants desire for plum postings.

10. You are an Officer in charge of authenticating the documents of people who lost their life support in a natural disaster. An illiterate senior citizen comes to meet you one day anticipating your support in getting the benefit proclaimed by the Government. After verifying the papers produced by him, you understand that they are not the documents as expected to be a beneficiary. You are not ready to reject his request because in reality he has no support for survival other than what he has lost in the disaster. This leads to a conflicting situation of either to support him or not.

How do you resolve this situation? Explain . (Not more than 300 words)(20 marks)

In the above case study, I assume that the natural disaster is floods and I am a tehsildar given the responsibility of authenticating records and documents of the affected people eligible for receiving government relief package. The documents that the victims of the natural calamity are required to submit are- identity proof like Aadhar, Katha certificates or ownership documents, and income certificate etc. In the case above, an illiterate senior citizen who is the victim of floods meets me to claim a benefits but he does not have the requisite documents. I will deal with this case as follows

- (i) I will make a prima facie verification of details like residence and whatever documents he has in his possession
- (ii) I'll ask for any bank records like Jandan account

- (iii) I will check whether he has any cases pending in the jurisdictional police station
- (iv) I'll ask for details of his relations if any
- (v) I will visit his residence to check the extent of damage
- (vi) I'll make enquiries from neighbors about the senior citizen's general conduct and relationship with neighbours
- (vii) I will conduct a detailed interview with person to ascertain his background and personal history
- (viii) I will cross check the information he has given from the records available with the government

After collecting all the information about, I will come to a conclusion about the genuineness of his claims. If I am satisfied that his is a genuine case based on my course of action as stated above and since he has no other support to fall on as stated in the case study, I will recommend his case for assistance. If I have the sole discretion of helping him I will. Otherwise, I recommend to my seniors that he be helped in spite of absence of required documents which might have been lost in the natural calamity. I will take about 10 days to settle the case as the required documents are not there and the course of action I have detailed above will take some time to complete.

11. Explain attitude and its structure. Describe the main component models of attitude. (Not more than 150 words) (10 marks)

Attitudes form an important psychological attribute which shape one's behaviour. Attitude describes an individual's feelings, thoughts and predisposition to act towards some object in the environment.

Stated in general terms attitudes refer to the likes and dislikes of an individual. Attitudes are always described as either favourable or unfavourable. It is always for or against an object, person, situation or group. For eg: Pro BC reservation, anti reservation.

An attitude is state of readiness or predisposition to behave in a particular way towards an object or group of objects. Attitudes are not global. They are specific to certain objects and situations. A person may be orthodox in some respects and liberal in some other respects.

Structure & Components of Attitude

An attitude may be described as having the following three components;

- (a) **Cognitive or informational component** - It consists of beliefs, values and other information's an individual has about an object. (this involves a person's belief/knowledge about an attitude object For example "I believe spiders are dangerous).
- (b) **Affective or Emotional Component** - It involves the individuals feelings of likes or dislikes towards an object. (this involves a person's feelings/emotions about the attitude object. For example "I am scared of spiders."
- (c) **Behavioural Component** - The tendency of the individual to behave in a particular manner towards an object. (the way the attitude we have influences how we act or behave. For example; "I will avoid spiders and scream if I see one".

There is a Tri component model of attitudes known as the ABC model which says that attitudes are composed of affective(feelings), behavioural(actions) and cognitive(thoughts) components (A for affective B for behavioral and C for cognitive). Any particular attitude can be based on one component or more than one.

12. Explain political attitudes and factors influencing political attitudes. (Not more than 150 words)(10 marks)

Political attitudes means and include an individual's values beliefs and views regarding political issues events and personalities like voting, political parties and ideology etc. The following factors influence political attitudes

- (i) family background- Parental values, the kind of upbringing and politicization of parents and siblings
- (ii) education- The level of education and the kind of education and the impact of teachers and colleagues. Education in law, arts and humanities generally influence one's political attitudes more than technical education. Student politics also is another factor
- (iii) an individual's class and ethnic background. For example the poor may support radical left parties
- (iv) exposure to media- visual media, electronic media and social media and print media
- (v) occupation and workplace- for example it is generally seen that lawyers and teachers are more politically active compared to doctors and engineers
- (vi) other factors are personal experiences, rural or urban background, minority status etc

Political attitudes are very relevant specially in democracies for civil servants and those who are politically active in areas like decision making, extent of political participation, awareness, advocating various issues in the public domain and the desire for solving people's problems etc

13. What is persuasion? How can attitudes be changed using messages? (Not more than 150 words)

Persuasion is influencing people's beliefs attitudes through communication making use of channels like audio visual media, print media with the aim to convince people to adopt a particular course of action or certain attitudes, for example towards accepting birth of girls children,, importance of education for girls, avoiding child marriages etc

The success of messages in changing the attitudes of the target group depends on the following

(i) for persuasion to succeed, the source should be likeable and credible or should be an expert (a medical specialist conveying the advantage of oral hygiene). For example Tendulkar urging people to avoid open defecation/enroll their children into schools or sending other social messages(eg: universal immunization) may go well with the target audience .

(ii)Messages may succeed in persuasion – (a) if language is simple and direct (b) arguments for and against are presented (c) visuals are used (d) if a local flavour is added (e) sometimes fear factor is also brought in, for example scary ads in anti tobacco ads.

(iii)The channel - Newspapers, television, the internet, radio, movies, ,social media,, word of mouth, magazines and billboard advertisements are just a few of the different media through which Govts communicate a persuasive message. The medium can influence the persuasiveness of the message. Govt campaigns in rural areas in India use processions, folk dance & songs to persuade/spread messages

related to literacy & hygiene etc. The internet & newspapers may be useful with the literate and in urban areas.

(iv) Other effective techniques of persuading people through messages are -

Repetitions of the message

-Endorsement by a member of the target group himself/herself; for example, a rural woman confidently expressing her positive experience with a self-help group scheme.

-Association of the message with a pleasant feeling.

-Coercive Persuasion may work in authoritarian/one-party countries (China, North Korea).

14. Explain Social influence by demand. (Not more than 250 words)(15 marks)

Social influence by demand means how people adjust or alter their thoughts, feelings and behaviors to meet demands of their social environment so as to promote obedience and conformity. It is a process by which people adjust their behavior in line with the expectations of others or a social group or the government.

Social influence is promoted by pressure put on us by others, exposure to social media, Government directions, laws, rewards and punishments by those in authority, peer groups and colleagues and through interaction with others. Most of us have a desire to conform to the expectations of our society in which we live.

Social influence can act in many ways such as follows

- (i) conformity or adopting our behavior and beliefs with those of the group to which we belong
- (ii) obedience to authority and following orders
- (iii) Internalization which means accepting the values and beliefs and agreeing with them
- (iv) Compliance that is following or agreeing to a request or a demand
- (v) Imitation or identification with a role model so that we shape our behavior according to the influential person

Examples of social influence on demand are- being a good student, being a good employee and being a good citizen who pays his taxes and follow basic societal norms etc.

But it must be mentioned social influence may not always succeed. In every society there are people who are deviants and non conformists out of their own personal conviction or personal experiences. Some others may adjust their behaviour to social influence more out of fear of punishment or being isolated

15. What are the administrative problems faced by the people? How do you overcome these problems by effective administration? (Not more than 300 words)(20 marks)

People in India face many administrative problems such as follows

- (i) non availability or inaccessibility of officials
- (ii) Indifference and discourteous treatment from cutting edge government officials
- (iii) Demand for bribes for providing services that are the legitimate entitlements of citizens
- (iv) prolonged delays in responding to citizens requests

- (v) Poor quality of services for example in government hospitals and public assets like roads and tube wells
- (vi) Poor quality of construction of houses for weaker sections and lack of maintenance
- (vi) Absence of gender perspective especially with regard to women's issues
- (vii) Lack of transparency and communication

My suggestions for overcoming these problems are

- (i) effective implementation of laws regarding service delivery like Sakala in Karnataka
- (ii) making people aware of using social media like Whatsapp ,Facebook to convey their grievances to officials
- (iii) Establishment of grievance cells and presence of officers in Village fairs and Santhes
- (iv) collecting feedback from citizens who visit government offices
- (v) involving NGOs and using social audit to get feedback and suggestions from citizens
- (vii) Empowering Gram Sabhas in grievance redressal
- (viii) Incentivizing officials who are prompt in attending to people's problems
- (ix) Delegate certain services like caste and income certificates to people's representatives
- (x) hold training sessions for government employees at the cutting edge level towards gender sensitivity and appreciation of people's problems
- (xii) Periodical tours and interaction with people especially in the villages by senior officials
- (xiv) wide publicity and coverage of success stories in handling people's problems through TV and newspapers

- (xv) phone in programmes with officers and political executive
- (xvi) involving NGO and civil society representatives in resolving citizen grievances
- (xvii) structured mechanisms to listen to grievances like grievance adalats
- (xviii) appointment of Ombudsman for certain departments to begin with

16. What is emotional intelligence? Explain the utilities and applications of emotional intelligence in administration and governance. (Not more than 300 words)(20 marks)

The concept of emotional intelligence was popularized by Daniel Goleman . It means the ability to understand, manage and handle emotions of oneself and others. The components of emotional intelligence are as follows

- (i) Self awareness- recognizing one's own thoughts, feelings and actions
- (ii) Empathy- The ability to understand and share the feelings of others
- (ii) self regulation- controlling ones impulses and emotions
- (iv) Social awareness- the ability to understand the needs and behavior of others
- (v) Self management- managing one's own emotions like anger and other reactions and solving problems

Over the years, many writers and management experts have added the following skills as part of emotional intelligence- ability to accept criticism, accept responsibility for one's actions, the ability to say no when you have to, good listening skills thinking before acting and flexibility etc

Emotional intelligence has many applications both in personal life and especially at workplace. It is very relevant for civil servants who will have to deal with

colleagues, the general public and the political executive and pressure groups. Their work situation is challenging and often stressful. The following illustrate the usefulness and application of emotional intelligence

- (i) Stress management-EI helps individuals manage stress better and meet challenging situations with flexibility and a positive attitude
- (ii) It also promotes the development of social skills like active listening, good communication and conflict resolution skills which are very necessary at senior levels in organizations and for civil servants
- (iii) it enables officials to build and maintain a healthy relationship by appreciating and respecting their needs and views of others
- (iv) It contributes to a positive work environment where employees feel respected and valued
- (vi) it helps individuals to adjust their behavior and approaches to different situations and people as it happens in civil services
- (vii)EI Contributes to development of mindfulness that is paying attention to what is happening around you and understand one's own another's emotions
- (viii) EI contributes to better and healthy relationship management
- (ix) It improves one's listening skills which are very important for government officials who have to deal with people from all walks of life