

(Please do not write anything except the question number in this space)  
कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

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- ① (a) Gandhiji's Nai Talim focused on an education system that brings about synchronisation in our thoughts, beliefs and actions. In present scenario of alleged NEET scam, poor learning outcomes & overall declining moral fabric of society, our education institutions need an overhaul.

## Education & Values

1. Sympathy & empathy for the weak & vulnerable: This can be achieved by moral lessons, experiential training by visit to orphanages & old age homes.
  2. Respect for all kinds of work: This can be inculcated by vocational training. Boys may be encouraged for home science. Girls may be motivated to take up robotics. This will help break gender barriers.
- Japan's school curriculum also includes



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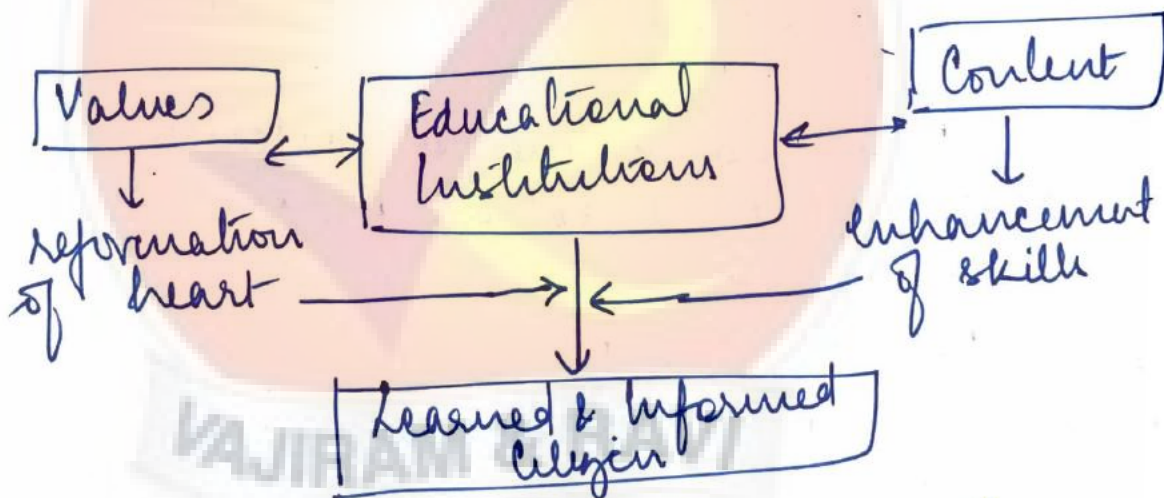
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cleaning of toilets, gardening etc.

## Education & Content

1. Industry - academia linkage for better job prospects: This can be achieved via focus on R&D, curriculum updation etc. NEP 2020 & its focus on robotics, AI is a step in the right direction.

2. Cultural relativism & holistic education: Focus on tribal languages, vernacular education, gender sensitive training etc. (eg) Good-teacher - bad touch, sex education, respect for consent etc.



In conclusion, Gandhiji's vision of Sarvodaya with Antyodaya ~~can~~ may be realized only with proper balance of content & values both in our schools, colleges etc. Shantiniketan <sup>model</sup> should be emulated.

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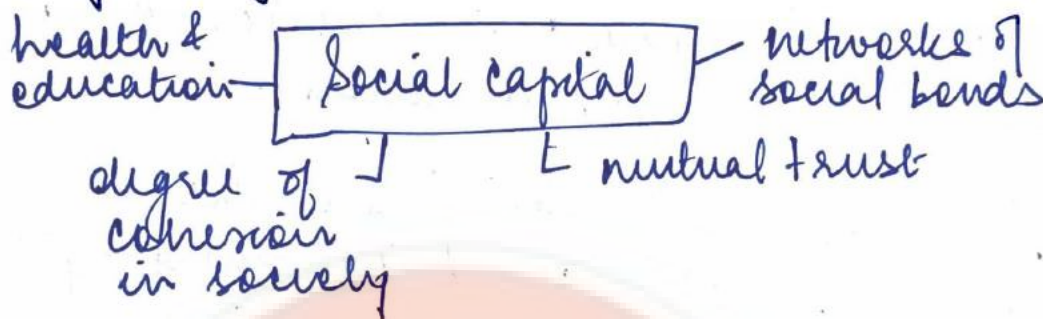
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b

Attitude is a learned tendency to act in particular ways towards an object (belief). As a mental construct, it plays a crucial role in our social capital, both positively & negatively.



## Building social capital:

Positive attitude

- Respect for all sections of society leads to inclusive growth
- Social & reformative justice for equitable growth
- Keeps realising the importance of health & education for overall development

(eg) i) Educating a mother helps in overcoming inter generational transfer of poverty due to investment in

- nutrition of children
- greater say in decision making (overcoming gender barriers)

malnourished & anaemic population (as per NFHS-5)

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(ii) Positive attitude of a bureaucrat helps in effective implementation of social welfare schemes (eg Armstrong Parne's initiative in Manipal).

Attitude not enough:-

social capital can be developed with the support of other crucial factors like:

- Integrity of individuals
- Transparency & accountability of administration (eg TN Seshan's role in cleansing electoral malpractices)
- Strong will power & commitment (eg Karlish Salyartri's efforts towards child labour victims)

Sanctions, positive attitude may be met with institutional barriers of corruption, red tapism etc (eg Satyendra Dubey's case).

Likewise, negative attitude can lead to declining moral fabric & slippery slope (eg Osama bin Laden's resolve to avenge resulted in 9/11 attacks).

Therefore, attitude with right intentions, values & support of social institutions will lead to effective social capital formation in a sustainable manner.

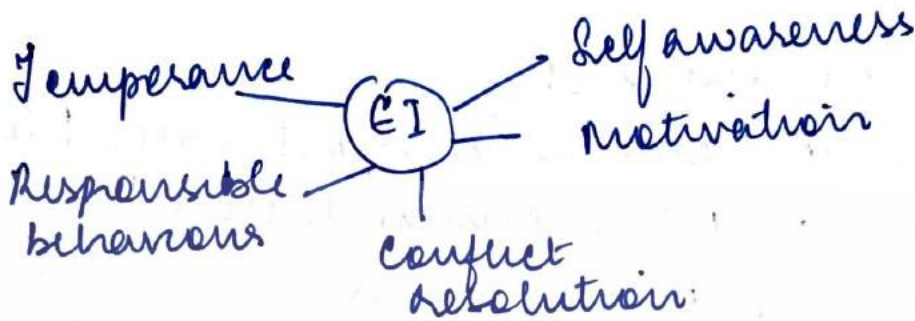
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2 a) Emotional Intelligence (EI) is the ability to recognise & manage one's emotions as well as that of others:



In today's globalised world, the <sup>workplace</sup> arena presents multiple challenges due to diversity in employees, job (work) expectations, personal stress, external forces of recession etc. It is here that EI helps us navigate effectively.

workplace conflict	Use of EI
1) Boss expects overtime to finish deadlines, but team is not willing to cooperate	→ Use of effective communication to boost the morale of team 2) Giving breaks, taking them out for lunches / dinners.
2) Rumours in office have raised	→ The boss must not form a biased

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## Workplace conflicts

## Use of EI

Suspicion on a man's character, who is being mentally harassed.

attitude towards him, speak to them personally & offer counselling support. Any allegation of misconduct must result in enquiry.

③ Workers in a factory have gone on strike due to fears of mass lay offs owing to AI, IR4.0 etc.

The HR manager of factory must address their concerns & speak to leader of trade union to win his/her support thereby resolving trust deficit.

Therefore, tools of EI can be used to resolve workplace conflicts. Moreover, on a personal level, EI helps to achieve work life balance, manage stressful situations with confidence and hence lead by example. In this way, EI goes a long way in ensuring a good work culture, conducive to personal & professional growth.

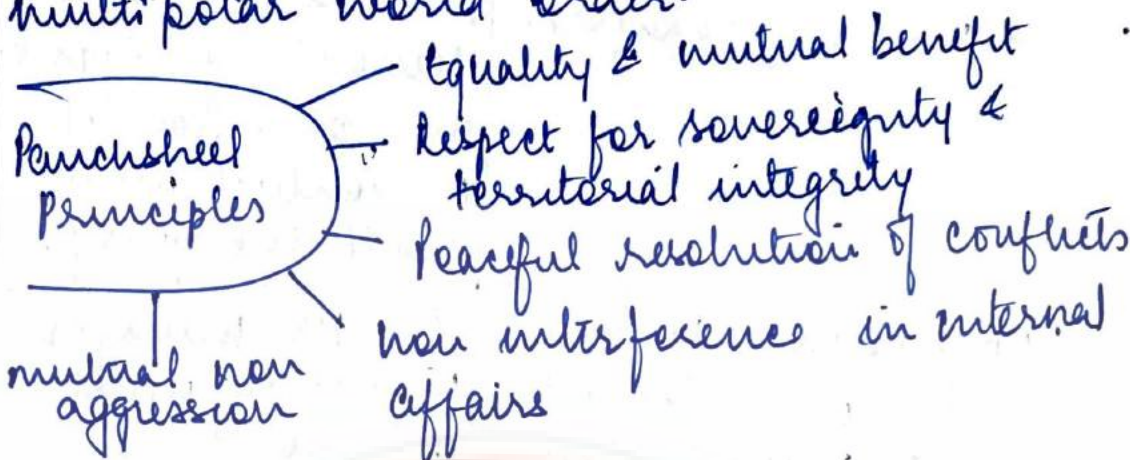
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(b) The Panchsheel doctrine, though formulated in the 1960s, stands relevant, even today, given the challenges of a multipolar world order.



## Bilateral Conflicts & Mutual Suspicion:

The world today is facing challenges of a trust deficit among nations. This manifests as:

- (i) Russia-Ukraine conflict, due to border disputes, suspicion of Ukraine joining NATO.
- (ii) Israel-Hamas war due to perceived injustice for Palestinians & suspicion of Hamas being supported by as a proxy by Iran.
- (iii) India-Pakistan conflict over J&K due to suspicion of terrorism being financed by Jihadists in Pakistan.
- (iv) US-China trade war due to suspicion of Chinese aggression in Indian Ocean.

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region & technological warfare in cyberspace.

## Panchsheel to the rescue

(i) Respecting sovereignty of countries:

China's BRI passing through Vok must be avoided to bridge trust deficit.

(ii) Mutual non aggression: Both Hamas & Israeli army can agree for a ceasefire to stop the destruction of lives & livelihoods.

(iii) Peaceful resolution of conflicts: The Galwan clashes ~~must~~ were ~~de~~-escalated due to formal agreement over border disputes. After all, a pen is mightier than the sword.

(iv) Non interference in internal affairs: USA's involvement in Iran, Afghanistan has led to rise of Islamic fundamentalism. This must be avoided & a country's must be free to develop their own growth models, respecting human rights.

(v) Equality & mutual benefit: India's SAARC doctrine, coupled with BRICS, SCO like groupings have helped in sustainable & inclusive growth for all.

Therefore, Panchsheel is a timeless doctrine. Its potential must be tapped into for a just, equitable & fair global order.

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(3) (a) 'Give a man a fish, and you feed him for a day;  
Teach him how to fish, and you feed him for a lifetime'.

The above quote stands relevant in the era of growing freebies culture as a populist measure to win elections.

Ethical issues involved:

① Creates a culture of dependency among the beneficiaries. This results in

→ poor skill enhancement  
→ perpetuating vicious cycle of poverty (since freebie amount is insufficient for investment in healthcare, education etc).

② Ignores principle role as a stakeholder in development:

→ poor voter awareness on the schemes' purpose  
→ focus on just top down policy formulation, without a feedback loop for ground realities.

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③ Environmental ethics: Freebies of free electricity, water etc (Punjab govt) result in

- groundwater exploration & depletion
- air pollution due to thermal generation of electricity
- skewed cropping patterns (rice, sugarcane etc) → stubble burning → poor food security

Ways to resolve:

→ Bottom up approach factoring ground realities (eg) Women & Development v/s women in Development.  
for gender budgeting for schemes like Beti Bachao etc

→ focus on capacity building so as to create gainful employment opportunities (eg) Stand Up India, PMKVY etc

→ Majoritarianism & po minority appeasement must give way to honest democratic elections (eg) sound policies that focus on inclusive growth & Sabka Vikas must be made.

The best way to counter the freebies culture would be to increase voter awareness & achieve a democratic polity based on cognitive attitudes. The Golden mean of Aristotle v/s too much dependence & too little consideration must be used.

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(b) Probity in governance refers to adherence to sound principles of ethical administration i.e. accountability, integrity, transparency etc.

Probity → Socio economic Development

(a) Accountability in administration  
→ being responsible for one's actions & owning upto failures if any

→ Citizens charter has helped in holding officials responsible for promises / standards expectation.  
(e) Income Tax Charter has resulted in awareness & increase in ITRs filed.

(b) Integrity  
→ synchronisation in thoughts, beliefs & actions  
→ Doing the right thing even when nobody is watching

→ Corruption, nepotism etc can be countered with financial integrity & propriety.  
(e) GFR, 2017 in  
→ awarding contracts  
(e) Recusal of judges from cases with potential conflict of interest.



Transparency  
① Clear & effective communication of information allowed to be disclosed.  
→ Voluntary disclosure to bridge trust deficit in administration.

→ The RTI Act has empowered the citizens with information & increased awareness about their rights & duties.  
② SC/ST reservation data used to fund out representation in govt.

## Real progress & Probity

Probity alone cannot guarantee progress of a nation. It can make the wheels of administration run smoothly, but real progress also needs:

→ Constitutional morality to be upheld  
① Section 377 & acceptance of LGBTQ+

→ Ethical reformation of individuals & communities  
② Piplantri village in Rajasthan plants 111 trees on birth of every girl child.

Therefore, real progress of a nation is possible when forces of equality, fraternity, love with eras the evils of segregation, terrorism, dishonesty etc.

4 (a)

Wisdom is a cardinal virtue as per Plato. It refers to the knowledge & experience gained by way of making mistakes & learning from them over the years. (Q) Our grandparents and their wisdom on life lessons.

Acceptance of truth:-

Truth is a fact that remains unchanged in all circumstances. It is objective reality in a subjective world.

(a) Wisdom helps us accept the truth, no matter how harsh it may be.

(Q) Death of a loved one usually takes us in a mode of denial, where we cannot accept their death. Wisdom helps us cope with the overwhelming emotions of sadness.

(b) Wisdom helps us deal with truth in a mature way.

(Q) When a bureaucrat's integrity is questioned on allegations of misconduct, financial fraud etc, the wisdom of

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DoPT or Inquiry officials helps in reaching the truth & giving a balanced, fair verdict.

## Renouncing Untruth:-

Untruth or falsehood is the opposite of objective reality. It is tainted with personal beliefs & biases. It forms based on subjective interpretation & is guided by our values.

Wisdom helps in :-

(a) Focusing on why the untruth is difficult to let go. (a) Strong conditioning since childhood indoctrinates one with caste biases. Wisdom helps one overcome the same & develop an egalitarian outlook, like Dr BR Ambedkar.

(b) Getting out of difficult circumstances, especially when untruth seems more convenient. (a) Falsehood of topping an exam by cheating v/s wisdom to accept the mistake & not repeat it in future.

Therefore, wisdom helps in an ongoing process which helps us lead a truthful life, guided by universal values & not personal biases.



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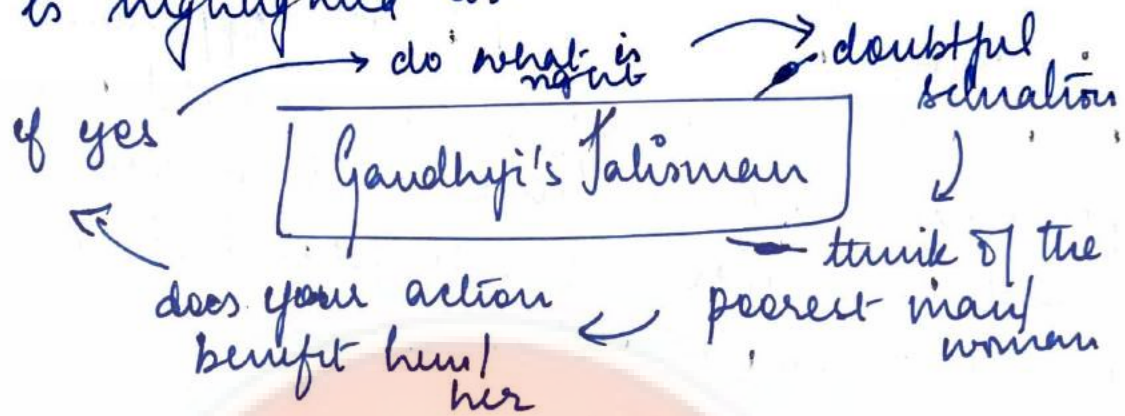
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⑥

Gandhi's talisman stands as a guiding light in resolving ethical dilemmas that public officials face in everyday life. The essence of his talisman is highlighted as:



## Increasing Complexity in public administration

- Complexity
- ① Rule based orientation
  - efficient coverage of schemes
  - no inclusion errors
  - transparent disclosures
  - No subjectivity

- Ethical Dilemma
- focus on goal attainment v/s effective realisation of objectives
  - ② Denying POS benefits due to error in finger print matching.
  - ↓
  - Can be resolved by using empathy & compassion & looking for alternative mode of authentication (physical verification of documents).



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## Complexity

② Ecological movements  
eg) Narmada Bachao  
hinder developmental projects.

→ Climate change awareness has crept in fear of lay offs in thermal industry workers.

③ Public assets used for private gains  
→ Using office vehicle for dropping children to school

## Ethical dilemma

Ecology v/s Economy  
→ Resolve this by ensuring egalitarian & justifiable reformative approach

eg) inclusion of Tribal Village Councils & Gram Sabhas in ETA.

ii) Make arrangements for rehabilitation of those displaced.

Using personal assets & time v/s ~~Assets~~ Being honest & displaying integrity  
→ This can be resolved by taking inspiration from honest leaders like Lal Bahadur Shastri; leading a simple life

Therefore, Gandhiji's Tolsonian helps us develop our character towards a more sympathetic, empathetic & informed citizen. It helps us imbibe values of Sarvodaya with Antyodaya, for an inclusive world.

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5 a

Education means 'to bring up'. It is a process which starts from the time we take birth and helps us develop our personality with time.

Often equated with academic brilliance, education is more than just formalised learning & schooling. The quote by Helen Keller highlights how a truly educated individual is one with values of tolerance.



This may be exemplified at various levels:

① At the global level, educated leaders must display tolerance in

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accepting CBDR (common but differentiated responsibilities) towards climate change. (eg) ISA, CDRI etc.

(2) At the level of communities, tolerance may be shown by rejecting ethnocentric biases & opting an inclusive approach.

(eg) Acceptance & love shown towards LGBTQ+, (eg) Khap Panchayats protecting inter faith couples etc.

(3) At the level of individual, tolerance may be displayed by our everyday interactions with those less privileged or those with differences from us (eg) Using emotional intelligence to resolve workplace conflicts.

(eg) Accepting constructive criticism from our seniors / juniors etc.

Therefore, education is meaningful only when it makes us tolerant to others' beliefs, values & opinions. This helps us make the world a rainbow, and not a black & white reality of only our understanding of the world.

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(b) Service to self, is service to God. This motto has been the guiding principle that has shaped humanity over generations. To serve, is to some of help to somebody in need. (a) Offering blanket to a beggar on a chilly winter

Revered without joy

Joy or happiness would result in unconditional service. We would not be expecting anything in return.

The served or the beneficiary of our action, would feel loved & cared for, if our deeds are guided by joy. Otherwise, it just seems like charity and ~~the~~ the persons may not like the pity.

(a) Giving water to your househelp during summers, not because you don't want her to fall sick & take a day off, but because you genuinely care for her health.

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The servant or the person offering to help must not be guided by ethical egoism. (Ayn Rand). This attitude of a benefactor would make the entire service meaningless, since we would be selfishly serving others so as to gain publicity, feel better about ourselves etc.

(eg) Giving money to a beggar in front of others so that they may think of you as kind & sympathetic.

Therefore, real service is one which stems straight from the heart, and makes us happy while doing it. The joy so derived itself becomes the reward. The smile on the served's face, coupled with the joy & pure intentions of the servant is what Gandhiji dreamt of, in his Sarvodaya with Antyodal model of growth.



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c)

Faith is the strong belief in something. It is our unwavering & solid understanding of something. (Q) Personal, faith in God.

FAITH + STRENGTH = GREAT WORK

Strength, both physical & mental, are crucial in shaping our faith. It helps us be more confident in our beliefs. (Q) Mental strength of faith in our abilities to clear UPSC, helps us work hard towards the goal.

Similarly, physical strength combined in faith of love for motherland results in patriotic soldiers fighting for their country.

FAITH - STRENGTH

Blind faith in some idea may result in passive attitude or inaction. (Q) just praying to God to help us top an examination, may not be fruitful.

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However, sometimes strength can manifest as evil consequences.

eg Rise of ISIS due to strong faith in jihad, combined with physical strength of arms & weapons and mental strength of ideological conditioning.

Therefore, a balanced approach of faith & strength is needed to achieve our goals. eg Sardar Patel's faith in a unified India, coupled with use of strength when needed, resulted in ~~Operation Polo~~ <sup>(Hyderabad)</sup> the successful integration of princely states post independence.

Hence, faith & strength should guide us in our ethical behaviour & moral conduct, keeping virtues of goodness in mind.

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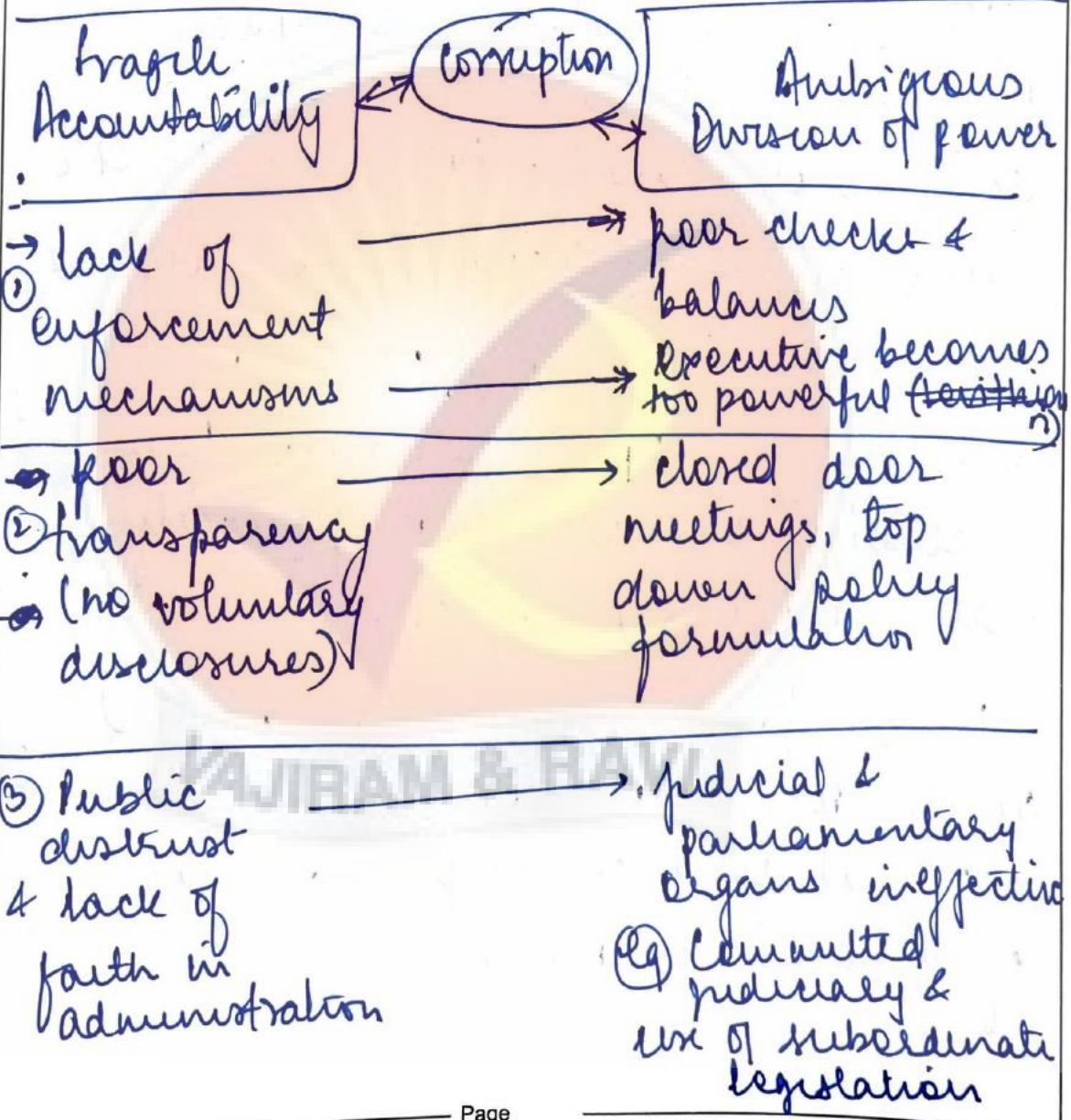
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Corruption is a slippery slope. It refers to private appropriation of public resources for personal gains. Once a person gives into corrupt practices, it is difficult to come out of it, given the accountability of public administration & division of powers.



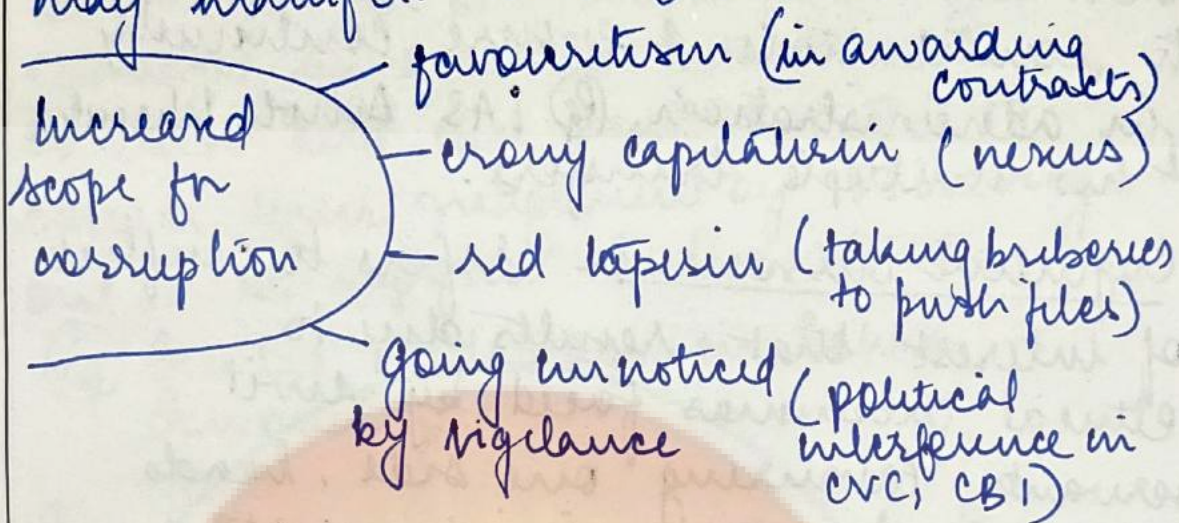
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As per Thomas Hobbes, the state may become a Leviathan (creating its own creation) when powers go unchecked. This may manifest into: ~~increased~~



## Measures needed

- ① Use of technology to check malpractices  
(eg) DBT, JAM Trinity, PRAAGATI portal
- ② Capacity building of civil servants  
(eg) Mission Karmayogi
- ③ Constitutional morality & judicial activism (eg) 2G spectrum scam.
- ④ Encourage parliamentary debate & electing honest politicians
- ⑤ Increased awareness (eg) RTI, Citizens Charter

Therefore, corruption, as a menace, requires multi pronged effort of all organs of the government for a clean & ethical administration

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- (b)
1. Non partisanship refers to staying unbiased towards any political party & government of the day. ~~The~~ ~~the~~ Civil servants must have allegiance only to constitution & ensure continuity in administration. (Q) IAS Ashok Khemka & his multiple transfers.
  2. Cognitive dissonance refers to conflict of interest that results due to ethical dilemmas faced by civil servants. favouring one side, leads to faltering on principles of other side, this causes mental strain.  
(Q) Empathy is objectivity in denying entry into exam hall to a student late by just 20 seconds.
  3. Veil of Ignorance: John Rawls suggests that for a distributive justice to happen, everyone must imagine a veil (covers) of ignorance of not knowing if something is to benefit them or others. This helps in achieving social justice & egalitarian order  
(Q) Schemes for vulnerable sections to build capacity & overcome poverty

(Please do not write anything except the question number in this space)  
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4. Moral relativism refers to adopting a pluralistic outlook & tolerance towards prevalent morals in society. What may be moral in one society, may be immoral in another. Both must co-exist and one must not try to colour their judgement by believing one to be superior to the other.  
(Q) Genital mutilation in Bohra community.

5. Social Influence: This refers to the power to guide behaviour & shape attitudes of a larger group. It may be enjoyed by a political leader, a celebrity etc to orient or persuade the followers towards a cause, who have blind faith in the charisma of the leader.

(Q) Social influence of Anantabai Bachchan for the 'Do Band' campaign against Polio.

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7

The 'Nasha Mukta Bharat' Abhiyaan to prevent drug abuse in India has resulted in increased awareness on the issue. The future of children, who get involved in this in their formative ages, rests in the hands of responsible teachers & parents.

a) The above case presents the following ethical dilemmas.

1) Reporting to authorities or staying quiet: Dr. Sanand and his son will have to bear dire consequences of any action taken by them.

2) Weakening moral fabric of society: Drug cartels operating in school & being supported by parents with their knowledge (Aditya's father)

3) Safety of other students at school is compromised. Parents would be scared to send their children.

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4) Teachers' reformative role? The learning outcomes of students will decline, furthering impacting the future social capital of society.

5) Professional obligation v/s personal conscience.

Dr Anand will face cognitive dissonance if he does not report it. However, he also has to think of his own child's future.

(b) Options available to Dr Anand:

① Leave the matter & take no action:

Merits: — Future of his child is secured

His professional prospects & promotions are not threatened

Demerits — Irresponsible attitude towards future of other children  
selfishly following personal prospects

may face cognitive dissonance

② Report the matter immediately  
Merit — Standing up for the right thing

- as a teacher, leading by example
- shaping children's futures by saving them from drug addiction.

## Demerits

- His own son may face wrath/blackmails or threats
- He may loose his job at the college.

(3) Report the matter with findings of the investigation & proof gathered from hostel rooms.

→ Ask for a counselling session with such students & their parents.

→ Give a second chance to Aditya & his father to come clean and not repeat the same in future.

→ If the pattern continues, ask for a proper criminal investigation on the case.

## Merits:

→ Dr Sarand's credibility as a

- teacher stands secured
- No ~~ethical~~ crisis of conscience
- Reformatory justice (by a second chance)
- Earn respect of self & others

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Demerits → His job may be taken away  
→ Mere counselling won't guarantee elimination of drug abuse  
→ The college's reputation may get tarnished.

Dr. Anand Anand must adopt Option 3 as its merits outweigh the demerits. He has to display accountability to self and to others in the college & this would be the most balanced approach.

c) few ~~long term~~ <sup>laws / provisions</sup> solutions in place are:

i) Legal → NDPS Act (drugs)  
PMLA Act (organised crime)

ii) Constitutional → Art 47 (DPSP)

iii) Institutional → ~~ED~~ → ED  
→ NCB (Narcotics Control Bureau)

iv) International Conventions (eg) UN Convention against <sup>Drugs</sup> Organised Crime

Therefore, Dr. Anand must take recourse to legal measures, if his social influence & persuasion fails to reform the students. The parents must also give a conducive atmosphere at home for an ethical upbringing.

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6

The above case involves environmental ethics, coupled with a critical aspect of separating personal lives with public obligations, often faced by many civil servants.

a) Main ethical issues involved are:

(i) Ecology v/s Economy: Awarding contracts to inefficient companies resulting in degradation & rise in pollution levels.

(ii) Corruption by predecessors & seniors in accepting the terms of the contract

(iii) As the CEO, it is my responsibility & duty to improve the ranking & ensure sustainable transformation of the city.

(iv) Empathy towards friend v/s Honesty towards profession (in reporting him).

b) ~~The~~ As the CEO, I have following options

(i) Approve the Bills & accept the bribe

Merits

Demerits

→ Helping friend

→ accomplice in the crime

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<u>Merits</u>	<u>Demerits</u>
<ul style="list-style-type: none"><li>→ in treating his ailing mother</li><li>→ not inviting trouble from seniors and/or politicians.</li></ul>	<ul style="list-style-type: none"><li>→ Crisis of conscience</li><li>→ financial impropriety</li><li>→ continued environmental degradation</li></ul>

Option 2: Reject the bill and immediacy  
Order an enquiry into the matter

<u>Merit</u>	<u>Demerit</u>
<ul style="list-style-type: none"><li>① Accountability &amp; ethical administration</li><li>② Fiscal prudence</li><li>③ Avoiding any vigilance action in future</li><li>④ Improve ecological health of the city</li></ul>	<ul style="list-style-type: none"><li>① Cognitive dissonance due to betraying my friend</li><li>② Local politicians may cause transfers, blackmails.</li><li>③ Time consuming process of finding a new contracting company.</li></ul>

Option 3: Use EI (Emotional Intelligence) to effectively communicate to my

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friend about how the bills cannot be processed further. I will explain to him how, if the matter gets exposed in future, his company may have to shut down altogether.

## Merits

- ① Professional ethics of Integrity, honesty etc
- ② Use of EI to navigate critical situations
- ③ Set the right precedence by correcting the wrong.

## Demerits

- ① May cause financial & emotional harm to my friend.
- ② Political pressure from above.
- ③ The city's ecological health remains to be resolved.

further, as a long term measure I will take following actions:

- ① Order an enquiry and conduct an EIA of the waste management company.

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② Disburse some funds from the corpus of Smart-Cities Mission to a trust (public) established for training youth in waste management practices.

③ Once the findings of the enquiry committee come, I will give my friend a time-bound resolution to adhere to the norms and will extend the contract only based on results. He will also be able to recruit managers from the trust fund so created.

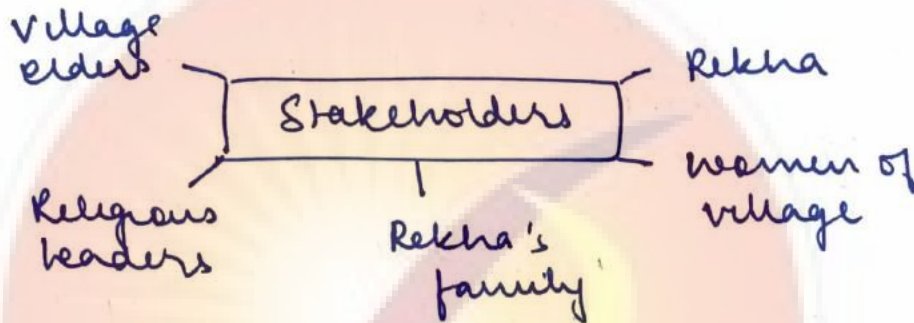
Hence, this will help in setting the course straight. As an upright officer, I shall display qualities of honesty, responsiveness & problem-solving capabilities to address the crisis at hand. Further, a friend in need is a friend indeed & hence I will not abandon my friend and give him a fair chance to adhere to correct norms.

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9

Inf points that increasing women participation may enhance India's GDP by 27%. However, like Rekha, there are many women who may not be able to contribute to this growth, owing to the institutionalisation & internalisation of patriarchy.



(a) Ethical issues involved are:

1. Barriers to women leadership due to deep rooted patriarchy
2. Education & modernisation v/s respecting age old customs
3. Lack of support from women only, shows patriarchal bargain.

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4. Social boycott as a form of punishment to deter any change.
5. Impediments to social capital like child marriage, high nirk etc.
6. Poor literacy & awareness levels in the backward district.
7. Social influence of religious leaders being used to propagate conservatism.

(b) Various options available to Rekha:

Option 1: Quit / Resign as the Sarpanch

<u>Merits</u>	<u>Demerits</u>
<ul style="list-style-type: none"><li>* Social acceptance of her and her family.</li><li>* Status quo is maintained</li></ul>	<ul style="list-style-type: none"><li>* Poor leadership qualities.</li><li>* Going into adverse circumstances</li></ul>

Option 2: Continue to carry on reforms

<u>Merits</u>	<u>Demerits</u>
<ul style="list-style-type: none"><li>→ Shows fortitude &amp; courage</li><li>→ Be the change you wish to see</li><li>→ Inspire other women</li></ul>	<ul style="list-style-type: none"><li>→ Family may face emotional / physical harassment</li><li>→ Little or no success may demotivate her.</li></ul>

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c)

Option 3: Rekha should carry on the reforms, but with the guidance of others. She should request for proper & detailed reports / statistics on the poor demographics of the village. Also, she should discuss the stories of such successful campaigns in other villages, which have progressed by following these reforms. Rekha may request few such leaders like Mr. Chhai Rajawat to come and inspire others in Bhavanipuram.

Moreover, she should first approach the women and reach out to them using Emotional Intelligence tools of effective communication, empathy, compassion etc. She can give her own example of how focus on education & not early marriage has made her independent - both financially and otherwise. Then, she should use awareness generation tools like movies, social media campaigns etc

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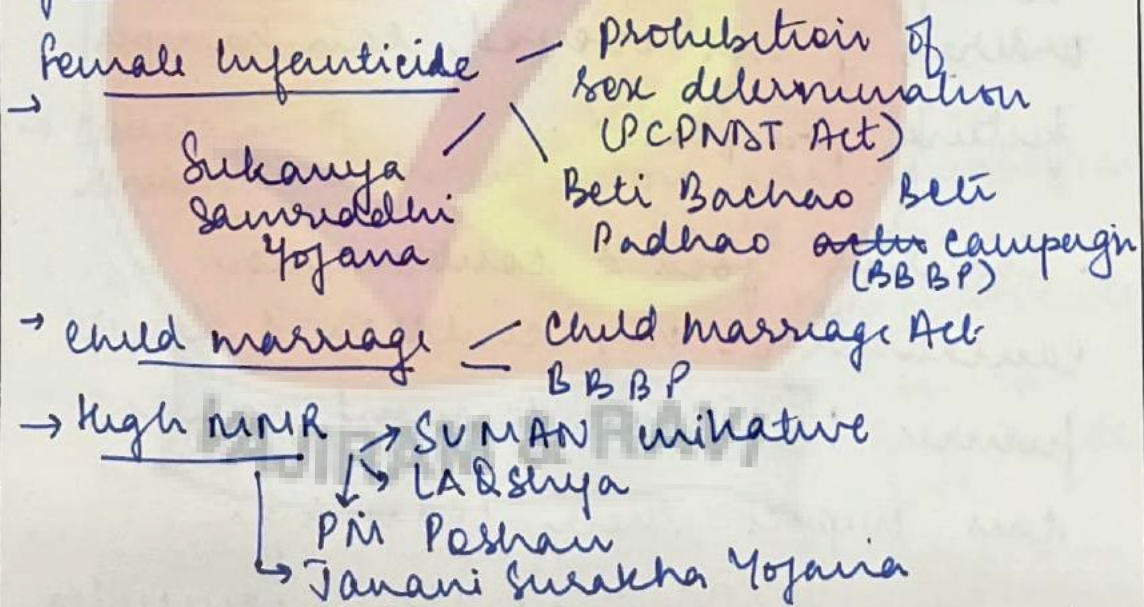
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to reach out to wider audiences.

lastly, as a long term measure, she should have an open discussion with religious leaders & elderly, whereby she must explain how the village is lagging in development. she can use regional ideologies to indoctrinate them with a competitive zeal to do better than other villages. This, coupled with effective implementation of social welfare programs would be a win-win for Rekha.

## d) Government Initiatives



The case study of Hiplantri village in Rajasthan, whereby villagers plant 111 trees on birth of every girl child, should serve as an inspiration for Rekha & her village folk.

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10

A civil servant is also a human being first & foremost. Being a parent further increases one's roles & responsibilities. The above case also highlights this aspect and brings to light how personal considerations, can sometimes come in the way of professional duties.

a) Ethical dilemmas involved are:

1. Leading by example as the newly appointed DM. However, the politician's orders, if not obeyed, can hamper future prospects.
2. Ensuring good & nutritious education for my children & their future. However, frequent transfers can impact their learning.
3. Adherence to constitutional principles & foundational values of integrity, honesty etc. However, promises for

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better posturing can impair my judgement, thus compromising on objectivity and non-partisanship.

↳ Giving into pressure vs setting the right precedence. It is difficult to follow Nishkam Karma, however, cognitive dissonance due to the ethical dilemmas will make any decision, come at a cost.

⑥ The various options available to me:

Option 1: Accept the offer of politician

<u>Merit</u>	<u>Demerit</u>
→ concern of children addressed	→ compromise on non-partisanship as a value.
→ can complete tenure here	→ crisis of conscience
→ Better future prospects	→ malpractices in elections may invite scrutiny later

Option 2: Reject the offer of the politician & report any electoral malpractices.

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## Merits

- ensure free & fair elections
- Honesty, Integrity, Impartiality
- Respect of subordinates & ~~children~~ self satisfaction.

## Demerits

- children's future education in a small town.
- pressure from other senior politicians
- continuous transfer disrupts peace of mind

Options: I would take a middle-path, as advocated by Buddha. Being a civil servant, I must prepare myself and my family for a lifestyle not so conventional. It should not matter if I am being transferred again and again, as long as I am able to stay true to my conscience.

Further, my children will also learn & take inspiration from me. This faith in the strength of self & assurance from my family's support will help me not cloud my judgement.

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I would take the following steps:

1. Reject the offer made by the politician very humbly, without souring any relations. This is where techniques of EI & ~~to~~ come into play.
2. Observe scrupulous honesty & integrity in the conduct of elections. This will anyway help me earn a good reputation in the department, which will aid in future prospects without any personal favours.
3. Brave whatever consequences come my way. I will have moral victory & love of my family, which will give me strength in tough times.

IAS officer Ashok Khemka sir has had a similar fate of multiple transfers. Nevertheless, his strong resolve has earned him respect from everyone and I will also follow his footsteps.

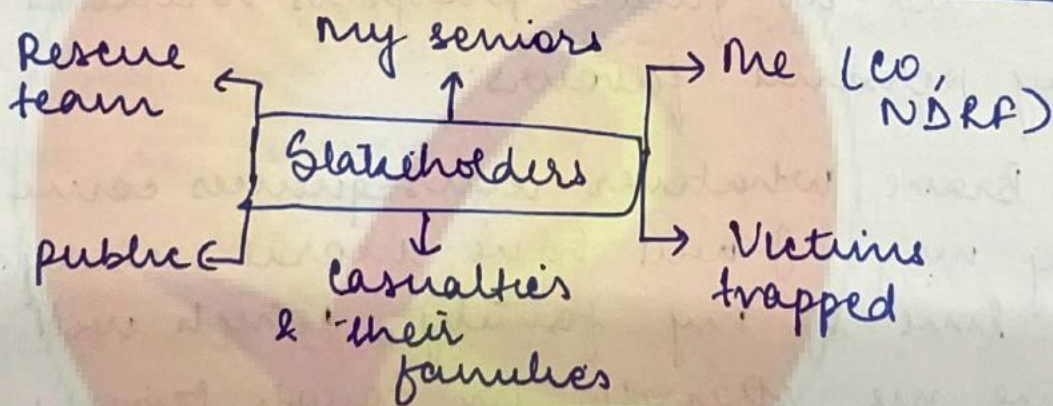
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- 11) a) Natural and man-made disasters require a multi-pronged strategy of response & rehabilitation. Given the gravity of the situation in the present railway accident, my role as commanding officer of NDRF, would be to ensure speedy rescue & relief to the victims. This shall be followed by ~~restoring~~ rehabilitation & mitigation approaches as a long term solution.



- a) I would handle the crisis in the following steps:
1. First-things-first: my focus would be on evacuation of those trapped inside. This will also include

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casualties and those severely injured.

2. The ambulances from local staff hospital and para medical staff would be brought to the site for immediate relief, first aid etc.

3. The district authorities will be roped in for providing manpower for relief & rescue operations.

4. The neighbouring districts will be requested to send in adequate quantities of metal cutters, saws etc.

All this can be air-dropped to the site to prevent any delays.

5. Drones can be used to deliver food supplies to the victims so as to help them manage the trauma.

All this while, I shall be physically present at the location so as to boost morale of my team. Further,

I will use Emotional Intelligence

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tools to quell the public anger, by providing timely details of the operation. Further, the railway staff will be roped in for their expertise on railway lines. I will also request the CMO to use ~~his~~ <sup>their</sup> social influence & persuasion for crowd management.

(b) Long term steps:

1. Regular visits and inspections to check for any damages in railway tracks.
2. Prepare a dedicated team with training and expertise in handling railway accidents.
3. A detailed SOP ~~is~~ with clearly defined roles and responsibilities for everyone in such crisis management.
4. Dedicated corpus to meet the medical expense of such victims of



railway accidents.

5. A backup of tools like sawne squad to be positioned at critical locations, especially which are hotspots or multi-junction areas.

6. Inter-departmental coordination between Railways & the Earth sciences to ~~draft~~ modify train schedules based on rainfall warnings.

7. Focus on R&D on drone technology, other modern means of communication during heavy rainfall etc.

Therefore, my approach as CO, NDRF would be to minimise damage and build back better in terms of rehabilitation of victims & increasing operational efficiency of Railways to prevent such attacks in future. This requires heading from front. I can take inspiration of IAS officers dealing with Kerala floods to guide me.

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12

'In a war between good & evil, those who choose to stay silent are also an accomplice to evil'  
- Shree Krishna in Bhagavad Gita

The given case also highlights how the declining moral fabric of society & our selfish pursuits has eroded us of value based education.

The commodification & commercialisation of education has resulted in students succumbing to pressure & following fraudulent means to achieve material success.

a) Ethical issues involved are:

1. Cheating in exams, make ends more important than the means.

This goes against Kant's deontological ethics.

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2. Monetary pressure to give into lucrative offers. This shows how money can buy people's honesty.

3- Injustice anywhere is a threat to justice everywhere. This act of cheating, if unreported, compromises the integrity of the examination. It would give unfair advantage to a student over those preparing honestly.

4. Being a parent, should I also endorse such an act for the future of my daughter? ~~Yes~~ Honesty & integrity are non-monetary values, with few rewards but no awards.

b) Being the Exam Controller, it is my responsibility to ensure that the integrity of the exam remains intact. For this, I shall follow:

1. Report the student and the mafia network to the disciplinary authorities.

2. The nexus of organised crime &

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financial fraud ~~to~~ will also be reported so as to save the tax payer's money.

3. The staff in the exam hall who wanted to support the cheating for monetary benefits will also be informed of disciplinary enquiry against them, in case they oblige to accept.

4. The money offered for my daughter's education will be tainted with deceit & dishonesty. Such an education will not yield any positive result to her. I will make her understand the importance of hardwork & honesty in securing a deserving seat for oneself.

'It is easy to stand with the crowd, while it takes courage to stand against the majority' - These words of Mahatma Gandhi will serve as the guiding light for me in ~~my~~ my endeavours.

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After all, real education is the synchronisation of thoughts, deeds & actions.

c) Online education has become a norm after the covid lockdown. It has its own pros & cons.

PRO	CON
<ul style="list-style-type: none"><li>→ wider reach</li><li>→ resource effective (no wastage of paper)</li><li>→ efficient means to conduct exams</li><li>→ faster adoption of tech by students</li></ul>	<ul style="list-style-type: none"><li>→ security can be tampered with by hacking</li><li>→ data privacy issues</li><li>→ internet addiction among youth</li><li>→ digital divide <ul style="list-style-type: none"><li>subal vs urban</li><li>girl vs boy</li></ul></li><li>→ linguistic barriers</li></ul>

However, the challenges can be overcome by:

- Promoting inclusion of vernacular script
- Online training for digital competence @ PRA DSHA
- Infrastructure development @ NAFN
- focus on hybrid learning with balance between social skills & technical skills

Therefore, online education with values of honesty, empathy, integrity should be the real new normal now.