

VAJIRAM & RAVI

GENERAL STUDIES ETHICS FULL LENGTH TEST

Time allowed: 3 Hours

Maximum Marks: 250

STUDENT ID.: ²³ VR 7 4 6 4 2

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SUBMISSION DATE: 04/08/2025

**UPSE CSE 2025
AIR - 101**

QUESTION PAPER SPECIFIC INSTRUCTIONS

Please read each of the following instructions carefully before attempting questions:
There are SEVENTEEN questions printed in ENGLISH. All the questions are compulsory.
The number of marks carried by a question/ part is indicated against it. Word limit in questions, wherever specified, should be adhered to. Any page or portion of the page left blank in the Questioncum-Answer Booklet must be clearly struck off.

Q No.	Marks	Q No.	Marks	Q No.	Marks
1	/10	7	/10	15	/20
2	/10	8	/10	16	/20
3	/10	9	/10	17	/20
4	/10	10	/10		
5 a	/10	11	/10		
5 b	/10	12	/20		
5 c	/10	13	/20		
6	/10	14	/20	Total	/250

Instructions:-

- Legible Scanning:** Exercise due diligence in scanning your scripts for clear legibility
- Submissions** marred by poor scanning, notably those with illegible sections or blackened pages due to improper scanning, risk being excluded from the evaluation process.
- Non-Adherence Consequences:** Failure to comply with the aforementioned instructions may lead to the disqualification of your submission.

For Student Only

Start Time -

End Time -

Mode of Examination

Online

Offline

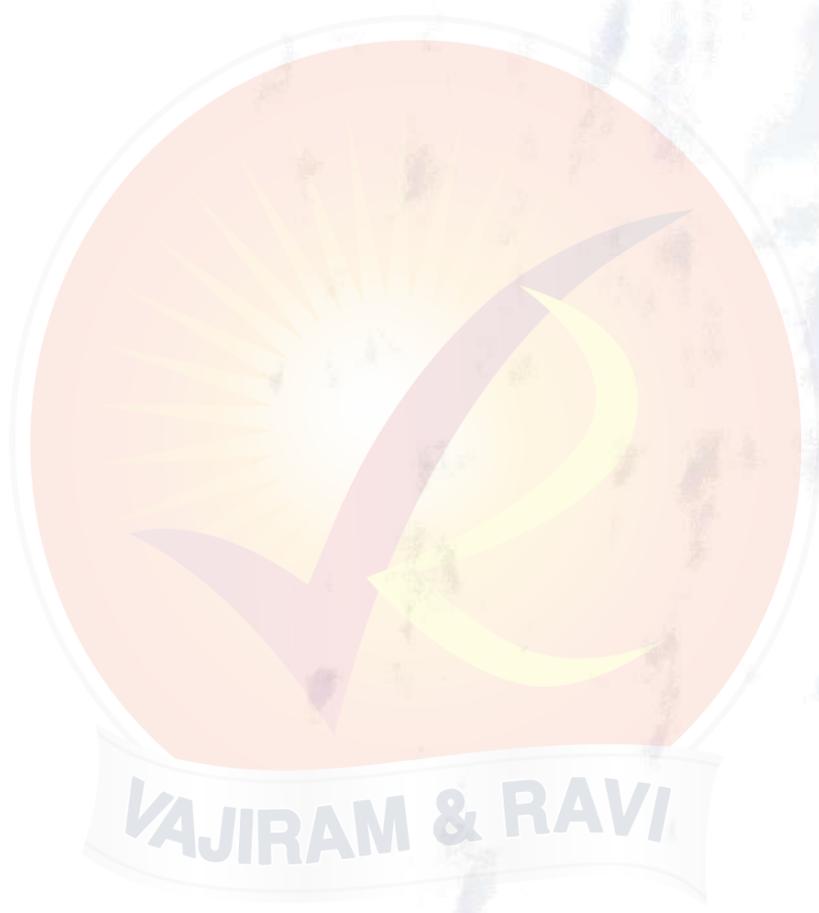
Receiving date -

Dispatch date -

Parameters		Good	Average	Needs Improvement
Conceptual Understanding				
Understanding Demand of Question				
Structure	Introduction			
	Body			
	Conclusion			
Presentation-Illustrations, flowcharts, diagrams, etc.				
Language and Handwriting				
No. of Questions Attempted				
Adherence to Word Limit: Yes/No				

Mentor's Feedback

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Evaluator/Reviewer Suggestions



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(Answer questions in NOT MORE than the word limit specified for each in the parenthesis. Content of the answer is more important than its length.)

Section A

1. "As biotechnology blurs the lines between healing and enhancement, nature and design, the ethical foundations of science face unprecedented scrutiny." Critically examine the role of Bio Ethics in dealing with the ethical challenges posed by advancements in biotechnology. (10 marks, 150 words)

Bio ethics refers to the values like consent, non malifence, beneficence etc which guides the ethical evolution and usage of biotechnology.

Advancement of Biotech & ethical challenges posed by rise of Biotech

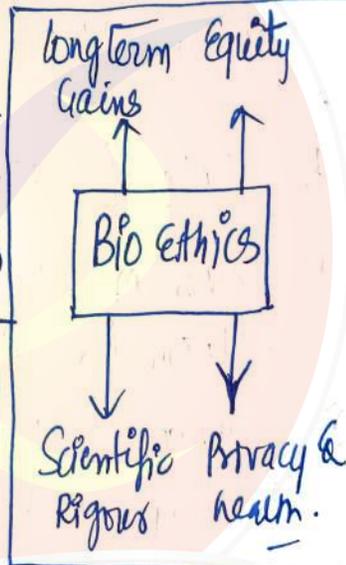
- 1) Biotechnological innovation leading to inequality right from the birth

↳ Designer babies incline by Bio ethics

↳ (Bioethics can provide guidelines of equality)

- 2) Over usage of Biotechnology for body enhancement over healing

↳ Commercial bariatric Surgery for Six pack abs



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↳ violating medical ethics of BMI > 37.5 to follow et.

3) Non Scientific rigour based usage of product

eg) Kent kamota EM - questioned ill effects of fast tracked COVID vaccine for heart attack in people less than 40 yrs old.

4) Issues of violation of nature based farming by GM crops → leading to long term food security challenge eg) BT Brinjal

* Role of Bioethics in Effective evolution

1) Focus on Scientific rigour eg) ozemic medicine for fat loss

2) Ensure equity of all & NO to biotechnology dividing humanity

3) Taking informed consent for vaccine trial

4) Ensuring bodily privacy and effective benefits & losses for biotechnology intervention like Gene editing

'Biotechnology is a wonder that heals deadly disease like cancer by CRRT therapy but n. d to be ethicalised'

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2. "While economic and human capital are often emphasized in policymaking, it is social capital that sustains democratic institutions and inclusive development." Discuss the role of social capital in enhancing ethical governance, community resilience, and citizen participation.

(10 marks, 150 words)

Social capital refers to the act of social unity, reciprocity and interconnectedness which makes society a force in solving challenges of inclusive development and ensuring democratic sustenance.

Economic & human capital in policy making

- 1) Ensuring highest growth of development to ensure demographic dividend

↳ PM Kaushal Vikash Yojana.

- 2) Ensuring equitable & inclusive growth

↳ Amaresh - capability approach for all

Social capital ensures democratic institution

- 1) leads to ideas like social audit ↳ MGNREGA
- 2) Ensures participative governance ↳ high voting rate

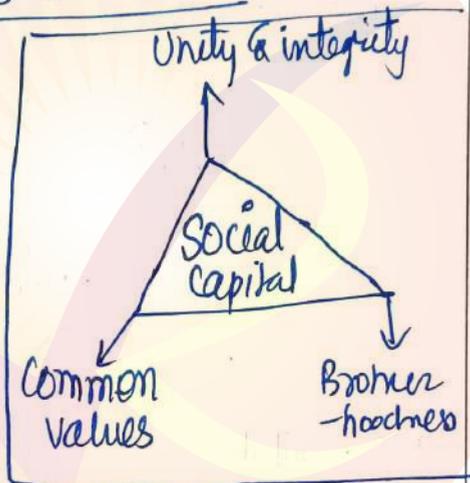


fig 1. Social Capital

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Social Capital & Ethical Governance

- ① Citizen activism and audit
eg Madurai Textiles industry closed due to protest by Ammalikes Community
- ② Ensures Participation of all in Governance → No caste & class divide.

Social Capital & Community Resilience

- ① Unity & diversity is intact due to reciprocity & cohesion
eg Tribal community in Odisha amidst cyclone
- ② Collective Security of all by effective village panchayat management
eg Kumbhari village, Gujarat

Social Capital & Citizen Participation

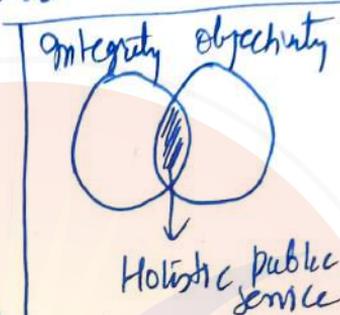
- ① Ensures effective functioning of institutions
like Gram Sabhas
- ② Prudent Social Capital leads to Citizen - government cohesion
eg Joint Forest Management (Muhari village, Bengal)

Social Capital thus needs to be focus amidst sectarian divides in India like Nuh recently.

3. "Integrity without objectivity risks moral absolutism; objectivity without integrity risks ethical indifference." In the context of public service, critically analyze how the dynamic interplay between integrity and objectivity shapes ethical decision-making. (10 marks, 150 words)

Nolan committee on public services value called for both integrity & objectivity for holistic public service

Interplay of objectivity & integrity



a) Integrity without objectivity

① It may lead to focusing on morals much over data and scientific rationality

② Being honest is the starting point, public service depends on action → which is guided by objectivity of decision making

⊕ Being Non corrupt but not guided by facts leads to poor utilization of public fund.

b) Objectivity without integrity

① May lead to non following the ethical

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Values in absolute terms and being only followed by ideas like recency effect
eg) Vaccine Trial → mutual data based decision →
no intellectual long term integrity

2) Facts & value data which guides objectivity
can be ineffective in a particular context
↳ Integrity guides better data utilization

eg) Data on chat gpt for research purpose.

Both Integrity & Objectivity

1) Holistic decision making with honest means & scientific data eg) introduction of GM crops in India needs mis

2) will provide following public service in letter & spirit eg) PDS-omission & steps taken for inclusion

3) will ensure better work culture & citizen participation eg) Usage of RTI act v/s Secrecy

"Objectivity is a glue which binds integrity to result" thus both is required for Good Governance

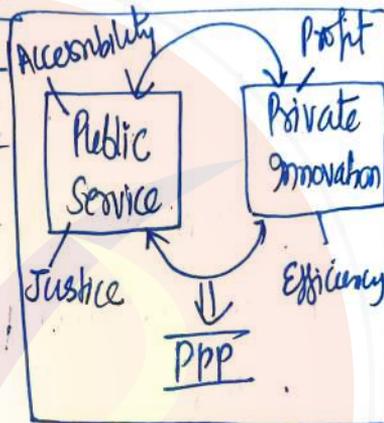
4. "While Public-Private Partnerships promise efficiency and innovation, they often blur the lines between public interest and private profit." Critically examine the ethical issues involved in PPP models of governance. How can transparency, accountability, and equity be ensured in such collaborations, especially in essential sectors like health, education, and infrastructure? (10 marks, 150 words)

Public Private Partnership is

considered the golden mean of associating public values like service and private values like efficiency & innovation

Ethical Issues involved in PPP

① Difficulty in balancing the ethical dilemma of Profit v/s Service



② Fees at PPP medical colleges in Maharashtra

③ Focus on Service & Public delivery System at low cost is thwarted & leads to high payment for basic essentials eg Toll at NH

④ Violation of Privacy in Usage of data

eg UIDAI - Aadhar card data on Dark net

⑤ Enhancement of collusive corruption in award of contract.

(Don't write anything in this part)

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PPP and transparency, accountability & Equity

a) Health

- ① Focus on capping benchmark of fees for vulnerable section \Rightarrow 25% quota for EWS
- ② Social Audit of Project & Effective Grievance Redressal mechanism
 \Rightarrow Pune-Health department
- ③ Code of Conduct & ensuring Hippocratic oath
 \Rightarrow Kerala-Health Ombudsman

b) Education

- ① benchmarking the quality of infrastructure, teachers
- ② Effective Internal Audit by Parents & Childrens NGO \Rightarrow National Education Policy

c) Infrastructure

- * Following Vijay Kumar's committee \times recommendation
- a) Fair awarding of contract
 - b) Provision of penalty on violation
 - c) Feedback loop

PPP is considered a gold class by World Bank for effective Governance, Need is to Streamline it.

Introduction

Body

Conclusion

Presentation

Marks:

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5. Given below are three quotations of great thinkers. What do each of these quotations convey to you in the present context?

1. Live as if you were to die tomorrow. Learn as if you were to live forever. – Mahatma Gandhi
(10 marks, 150 words)

The quote by Mahatma Gandhi emphasizes the value of utilization of time to its maximum and the need for learning maximization.

Live as if we were to die tomorrow showcases:

- 1) Focus on priority areas of life i.e. meet the near & dear ones who are left behind in race of job
- 2) Follow the goals & hobbies that is left behind in building life
- 3) Do the community help a person also wanted to do, but have not done
Learn as if you were to live

Forever showcases:

- 1) Acquire as many skills as knowledge which will help one in long term.
- 2) Acquire skills for future \Rightarrow Climate

(Don't write anything in this part)

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Challenge for bureaucrat

- 3) Give time of ample quantity → don't rush & have partial knowledge.

Relevance in present times

- ① Neglect of familial bond by people due to Nuclearization of families
- ② Value decrement in the modern time → Poor Good Samaritan values
- ③ Poor reflection on life and not learning life skills → leading to Mental health
- ④ Carelessness w.r.t. life management among new generation → Gen-Z wasting time on social media
- ⑤ Non true Knowledge gain in the era of infodemics - WhatsApp community

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Overall, the need is to do critical reflection on life and acquire knowledge which is virtue - "Socrates"

Introduction
Body
Conclusion
Presentation
Marks

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"The great secret of true success, of true happiness, is this: the man or woman who asks for no return, the perfectly unselfish person, is the most successful." — Swami Vivekananda
(10 marks, 150 words)

Swami Vivekananda by this quote highlights the value of Nishkama Karma as highlighted in Bhagavad Gita

Meaning of the Quote and benefits

- 1) Perfectly Unselfish person focus on work and means over ends in life → leading to ethical outcomes
eg) Innovations like Gramophone by Thomas Alva Edison.
- 2) Return leads to possibility of moral corruption → leading to long term challenge
eg) Greenwashing by companies
- 3) Selflessness ensures going beyond call of duty by public servants eg) Keerthi Thalli - entering flood water herself in Assam
- 4) It helps in building social capital
eg) Baba Amte → leprosy treatment for all

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Relevance in Present context

① Overemphasis by individuals on returns lead to choosing poor career choice

eg) Rat race for engineering over interests like Photography as talked in 3 Idiots movie

② Focus on return among corporates leads to hire & fire culture than building the ethical workspace eg) Tesla, Tate recently

③ leads to celebrity culture among bureaucrats over use of social media for public gain eg) Singham culture

④ leads to transactional global relation than Vasudhaiva Kutumbakam (collective ideas)

eg) Trump tariff warfare.

However, perfect selflessness is an ideal. The idea of return ensures innovation & entrepreneurship which leads to overall development. Thus, focus should be one madhyam marja as called by Gautam Buddha

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• Morality is not the doctrine of how we may make ourselves happy, but how we may make ourselves worthy of happiness. - Immanuel Kant

(10 marks, 150 words)

Immanuel Kant via this quote highlights the role of morality & virtue of means to make us worthy of happiness.

Morality not a doctrine of making ourselves happy because following morality may lead to short term gains.
Eg) Student's morality of minimalist life during preparation of civil services.

Morality does make us worthy of happiness as morality ensures ethical conduct which brings definite long term gains not just for us but for everyone. For Eg) Company following Green Technology like H&M not doing green washing.

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Relevance in Present times

① Talks about following ethical behaviours as a means and not looking as an end. eg one talk nice to attract people at interview

② Following Moral values as way of life
eg Jainism - No violence

③ Poor utilization of moral values for self centric gains. eg Shikhar Utsav
In West Bengal - Killing animal → lead to unworthy of happiness

④ Idea of motivated international aid in Global world → sees morality as making happiness rather than worthy.

Morality should become edifice of one life to ensure chief good "Summum Bonum" (Aristotle)

Introduction

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Marks:

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6. "In a country grappling with resource constraints, the vast surplus funds held by religious institutions raise pressing ethical questions about social responsibility." Critically examine the ethical, constitutional, and socio-cultural implications of utilizing surplus funds from religious institutions for public welfare purposes such as education and healthcare? (10 marks, 150 words)

Recently, stampede at Tirupati temple killed various people due to lack of prudent system in place. This is when Tirupati Devasthanam board is richest temple board.

This showcases the question of social responsibility of temple boards & religious institutions.

* Ethical implications of utilizing surplus fund

<u>Positive</u>	<u>Negative</u>
① Every organization is bound by <u>social & moral contract</u> for public welfare	① Mixing religion with governance - violates idea of <u>Secularism</u> in <u>Crede reuxe</u>
② Welfare requires supporting hand like temple boards (<u>Vaand Chakho</u> idea)	② May lead to usurping of temple money in name of welfare

* Constitutional Considerations

Positive

- ① In line with Preamble idea - Fraternity & brotherhoodness
- ② Article 51(A) → talks about helping Indians creating unity & integrity

Negative

- ① Article 26 → Gives power to religious institution to manage their own affairs

* Socio-cultural implications

Positive

- ① Better human capital development
↳ Smart Education ↳ Equitable health
- ② In line with idea of Gandhian "Sarvodaya"

Negative

- ① May lead to dereliction of duty by government
- ② Create free-rides syndrome

Overall, "Service to humanity is Service to God" (Vivekananda). Religious institution though not forced but do welfare by themselves.

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7. "Persuasion involves deliberate efforts to shape attitudes through reasoned argument, whereas social influence often operates subtly through conformity, peer pressure, or cultural norms. Both play a critical role in decision-making and public behavior." How can civil servants ethically employ both to bring about positive behavioural change in society?
(10 marks, 150 words)

A behavioural change requires both the agent of above the line (direct effort) and below the line (subtle) effort. This is important in modern Governance today.

* Critical role

<u>Persuasion</u>	<u>Social Influence</u>
<p>* Reasoning helps in taking autonomous & reasoned decision</p> <p>eg) Need to follow Swachh Bharat Mission</p>	<p>* Many a time one follows the attitude due to social proofing</p> <p>eg) # Give it up in LPG</p>

* Employing both by civil services for attitudinal change

1) Persuasion helps in ensuring a long term action is taken by making people

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- Understand the long term gains
- ① Mission life (lifestyle for nature)
 - 2) To fight historical apathy against a particular community
 - ② DM - eating food at mid day meal in Bihar to fight caste division

* Social Influence

- ① Allows information to reach the wider audience ① Use of Risabh Pant for Voting % increase
 - ② People work by peer pressure → changes by one would lead to changes by others → Wholesome benefit ② Pulse Polio Campaign - "Kachin aap ren toh nhi gye".
- Need is to add Social Influence & Persuasion training in Kuram Yojni 140 T postal to make Ujwal servants aware about best techniques for Social influence & Persuasion

Don't write anything in this part)

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8. "Despite significant investments and administrative reforms, public service delivery in India often remains poor in quality and accessibility. Critically analyze how socio-cultural factors interact with politico-administrative inefficiencies to perpetuate substandard delivery of public services. How can policy design and implementation be made more culturally responsive to address these challenges?"

(10 marks, 150 words)

Recently, NITI Aayog report highlighted 28% pilferage in PDS distribution even when technology enabled, showcasing even after significant investment, quality of service delivery remains poor.

Social - Cultural factors

- ① Maat-B
- ① History of accepting public officials as powerful lobby which can't be questioned.
- ② Dependency mindset
- ③ Lack of effective participation in Governance by people
- ④ Dysfunctional Gram Sabha

Politico-administrative factors

- ① Maat-Baap culture
- ② Non effective Governance Redressal system
- ③ Outdated & Non technology led Public service delivery
- ④ Political necessity to focus on one area over others plus collusive corruption

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* Making culture Specific Policy design

- ① Quality Standards and Implementation based on specific needs of cultural aspect of a state region. Ex Tribal health-care needs to align with TKOL
- ② Focus on prudent ways of accessibility
↳ understand the digital divide before making delivery digitized.
- ③ Citizen participation mandatory for service delivery Ex Joint Forest Management
- ④ Effective Social Audit Program to ensure better service delivery Ex MGNREGA SSAT Society in Andhra Pradesh
- ⑤ Right to recall in Panchayati Raj
- ⑥ Efficient Governance Redressal Mechanism like Sevottam Model
Effective service delivery is a Sine qua non to welfare state & Social Contract.

Introduction

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Marks:

9. "The rise of hybrid work models has redefined workplace ethics, blurring the boundaries between personal autonomy and professional accountability." Critically analyze the ethical challenges emerging from remote and hybrid work arrangements. How can organizations balance flexibility with fairness, trust with transparency, and productivity with employee well-being in the evolving work culture?
(10 marks, 150 words)

Hybrid work model was introduced during COVID-19 pandemic to ensure personal safety while ensuring professional accountability, leading to continued functionality of companies

→ ① Time for personal & family hobbies

Benefits of hybrid work culture

→ ② Saving cost of transportation & time (24% as per world bank)

→ ③ Allows time to build familial bond & social capital

Ethical Challenges

1) Mixing of personal life & professional life leading to poor outcomes Infosp highlighted reduction of efficiency

2) loss of Team cohesion at workplace → leading to decline in innovation.

3) Issues of digital connectivity leading to job losses for rural people

4) Enhance the chances of hire & fire culture due to low productivity ^{eg} Microsoft

Organization balancing fairness, trust & transparency

① Coming up with a sound hybrid policy

↳ mandated days at office

↳ Provision / arrangement of computers etc

② Aligning hire & fire culture with the work rather than organizational connect

③ Mandatory team meetings in every 2 or 4 weeks to build team dynamics

^{eg} Zoom during COVID

④ Ensuring No disturbance Time zone beyond 8 hours of work to ensure hybrid work doesn't lead to overwork

^{eg} Right to disconnect - Australia.

Hybrid work culture is an evolving concept. The need is to put employees first to ensure best outcomes.

10. "Social audits and The Right to Information (RTI) Act are not merely tools of financial accountability, but instruments of participatory ethics that empower citizens to hold power to account." Critically examine the effectiveness of both of them in ensuring transparency, accountability, and ethical governance.

(10 marks, 150 words)

Social accountability is the essence of participatory democracy - Balwant Rai Mehta

Social Audit & RTI are two wheels which ensures the Cart of participatory Governance running.

Social Audit & RTI as tool of financial accountability

1) Questioning effective utilization of Public fund
eg) SSAT Society in Andhra Pradesh

2) Question on issues like Moshi bridge collapse

3) Do financial impact assessment
eg) Gujarat based CSO in social audit by analytics method

RTI & Social Audit as tool of participation

1) RTI ensures timely information → leads to grievance redressal eg) Question of Policies like MGNREGA

(Don't write anything in this part)

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- 2) RTI enhances the knowledge of individuals ~~to~~ question governance Δ Recent SC case nullifying electoral bond based on RTI
- 3) RTI ensures equitable governance redressal
 Δ Issues of Bonded Labour in Karnataka mines
- 4) Social Audit leads to Social Impact Analysis of Project Δ Niyamgiris hills Case
- 5) Social Audit ensures better implementation of existing provision \rightarrow ensure welfare of all
 Δ MGNREGA Social Audit

Effectiveness

- | RTI | Social Audit |
|---|--|
| <ol style="list-style-type: none">① Ineffective due to 2.2 lakh pending cases at PIO② Use of Section 8(3) \rightarrow Official Service Act to not provide information③ Fine on <u>PIO</u> not done frequently (only 2-1/). | <ol style="list-style-type: none">① Non institutionalized setup \rightarrow leads to ineffectiveness② Poor capacity building & reach approach③ Poor use of Technology |

Justice PN Bhagwati called for following RTI & Social Audit in spirit & letter for good governance

Introduction
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Marks:

11. "While international funding aims to promote development, humanitarian aid, and global cooperation, it often comes embedded with political agendas, conditionalities, and asymmetric power dynamics." Critically examine the ethical challenges posed by international funding. How can global financial assistance be restructured to align with ethical principles of equity, dignity, and mutual respect? (10 marks, 150 words)

International aid is considered a "double edged sword" — at one hand empowers but on other hand guided selfish motives

Ethical Challenges of international funding

- 1) Motivated funding for personal gains
eg) Ohio University funding in 2008 to gain data on India's Nuclear program
- 2) Idea of "Aid of today" leading to "trade of tomorrow" eg) Africa's Neo-colonialism & dependency.
- 3) Based on idea of National Interest over Human interest eg) US aiding Israel in 1970s war
- 4) Aid for creating division in society
eg) China's aiding North East insurgency

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- 5) Aid for gaining sovereignty gains
④ China - debt trap diplomacy and Hambantota port lease

Restructuring of Global aid based on ethics

- ① Following the ideals of Universal Declaration of Human Rights → aid to ensure human justice ④ Support for Sri Lanka by India during economic turmoil
- ② Focusing on ideals like Collective Security
④ Peace keeping forces by UN.
- ③ International auditing of aid & National auditing for Motive & Impact Analysis
- ④ creating an aid committee at UN level - having participation of Global South
- ⑤ Aid guided by human dignity & development & ethos of Vasudhaiva Kutumbakam.
International funding should be a means for welfare not an end in itself.

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Section B

12. You are the Divisional Railway Manager (DRM), Northern Railways, responsible for the operation, safety, and crisis management across one of India's most congested and politically sensitive railway divisions. Delhi Railway Station, under your jurisdiction, sees over 5 lakh passengers daily.

It's the peak summer season. Due to extreme heatwaves, late trains, and repair delays on eastern routes, the station becomes overcrowded beyond its safe capacity. Hundreds of passengers, including women, infants, and elderly, are stranded on platforms for hours, with minimal facilities, water shortage, and ineffective announcements. Suddenly, a fake viral message circulates, claiming that a footbridge has collapsed. Within moments, panic ensues, people rush toward exits, and in the chaos, a stampede breaks out on Platform 12. The casualty count rises quickly. 17 people are declared dead, including 6 children and 3 elderly women. Dozens are critically injured. The majority of the deceased are migrant workers and lower-income passengers from rural underdeveloped states.

The tragedy sparks national outrage. TV channels broadcast horrific visuals of stampede victims, crying relatives, and bloodied platforms. Emotional videos show children searching for their parents in trauma wards.

Your office had sent two prior warnings in the past month requesting crowd control support and improvements to public address systems. They were ignored or delayed by higher bureaucratic channels. Now, as the face of local administration, the entire blame is being pinned on you in media briefings.

All casualties are from general and unreserved compartments. The air-conditioned lounges and premium - class platforms remained unaffected. Accusations of class bias in infrastructure planning are going viral. Further, Several junior staff are emotionally broken. One 24-year-old RPF constable attempted suicide, blaming himself for not being able to stop the crowd. You're now being asked to send these same employees back on duty for handling crowd control the next day. Moreover, The father of a deceased girl demands to see her final moments via CCTV, sobbing at your feet. A local MP calls you, pressuring you to give preferential treatment to the victims from his constituency — ahead of others.

You're being unofficially told by a senior officer in the Railway Board to "tone down" the language in your official report to protect "the image of Indian Railways". You're warned that exposing systemic lapses may lead to your transfer or forced retirement.

There's growing anger outside the hospital and the station. Families are protesting, and crowd control is deteriorating. However, you must ensure trains keep running, and no secondary incident occurs — all with stretched manpower and emotionally broken teams.

News channels are broadcasting real-time hospital footage of victims and sharing unverified family stories. You're asked whether you want to restrict media access temporarily inside railway premises — a move that may attract criticism of "gagging the press." You have barely slept in 36 hours, and your junior team is collapsing from stress.

- Identify and explain the key ethical issues and dilemmas in this situation.
- Write in decreasing order of importance, your immediate actions.
- You are asked to submit your incident report to the Railway Board. What guiding values and principles should reflect in your written communication?
- Suggest long-term reforms that could prevent such tragedies in overcrowded railway stations in the future.

(20 marks, 250 words)

(Don't write anything in this part)

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The case highlights the horrific incident of stampede at railway station led by dereliction of duty, the bureaucratic and political pressure thereafter and calls for Justice

My value
Guiding
Emos

⇒

Think strategically
&
Act democratically

Swami
 Vivekananda

a) Key ethical issues

- ① Dereliction of duty → Non adherence to warning given < Poor work culture >
- ② Lack of data driven decision making → ethos of democratic bureaucracy → as platforms were congested, overcrowded etc
- ③ Difference Impact on vulnerable → more casualties from general & reserved compartment
violates (Principle of Dandranayan)

(b) Immediate actions (in priority)



(c) values Guiding my incident report

① Probity and objectivity → ensuring fair investigation → to punish the perpetrators and ensure future accident is averted < futuristic bureaucracy >

② Gandhian Talisman → Support for the bottom of pyramid (in immediate time)

③ lokasamagraha → welfare of all as

mentioned in Bhagavad Gita

- 4) Non Partnership → lost political class support base & others.
- 5) Nishkama Karma → unaffected by the outcome
- 6) Nolan Committee → Selfless, Integrity, leadership etc

<a> long term reforms to prevent such tragedies

- ① Use of data driven platform occupancy → data analytics
 - ② Use of AI mounted
↳ for 360° surveillance
 - ③ Effective Grievance Redressal cell
↳ 24 * 7 functional & online
 - ④ Building Standard operating procedure,
Code of Conduct etc
 - ⑤ Better management of Train Stoppage
↳ Rush train to be followed by Non Rush
↳ Rush train at high capacity platform.
- "Disasters showcases the true character of Public Servant" and one must use values of highest order for long term gains.

13. You are the Chief Compliance Commissioner at the National Startup Governance Board (NSGB)—a regulatory authority under the Ministry of Corporate Affairs, tasked with ensuring ethical practices, board accountability, and investor transparency in India's startup ecosystem.

Five years ago, "EduNow", an ed-tech startup founded by an alumnus of a premier college of India, was celebrated as a beacon of India's digital future. With a bold mission to democratize learning for rural students, it grew rapidly—partnering with schools, onboarding millions of users, and securing funding from global investors.

But today, EduNow is imploding under the weight of governance failure. Auditors have resigned, citing withheld information, inflated revenues, and fabricated subscriber data. Several board members quit silently, without public explanation. Employees allege mass layoffs through WhatsApp, non-payment of dues, and coercion to sign NDAs in exchange for exit compensation. A leaked internal report reveals Personal expenses of the founder were booked as business expenses. Related-party transactions with shell companies owned by family members. Manipulation of user metrics to secure higher valuations in funding rounds.

Despite these, the founder retains full operational control and is preparing for a new fundraising round, even considering an IPO.

Meanwhile, a 27-year-old EduNow sales executive dies by suicide, allegedly due to unethical sales pressure and denial of salary for six months. His handwritten note, now viral, reads, "I believed in the dream. But I was punished for asking for my salary. What future does honesty have?"

Public anger is erupting. Parents, students, and employees feel betrayed. Investors are distancing themselves. The media is asking tough questions. You are called for an emergency press conference in 6 hours.

- (a) As the Chief Compliance Commissioner, list your top five immediate ethical decisions.
- (b) Suppose the founder be forced to resign, and you are given the charge. What systemic changes that you would introduce?
- (c) Should companies that deliver public services (like EduRise in education) be subject to stricter governance norms than typical startups? OR Should startups be exempt from the same governance norms as large listed companies to encourage growth? **(20 marks, 250 words)**

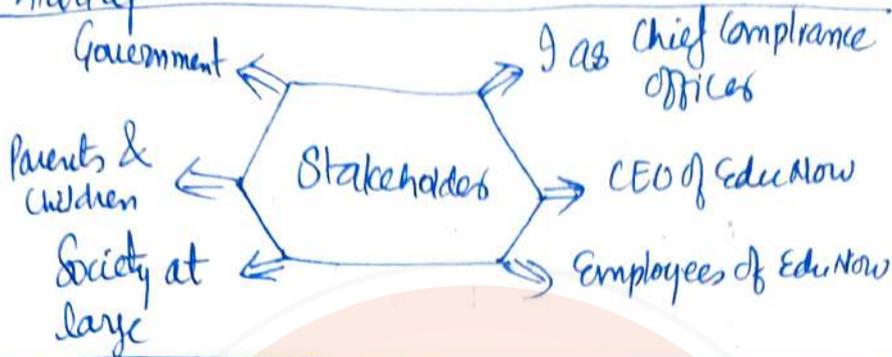
The case study highlights the fleeting corporate governance and poor work culture in a startup led by unethical

(Don't write anything in this part)

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(Don't write anything in this part)

leades leading to a decline of illustrious Startup.



a) Five Immediate ethical decision

① Taking ^{actions} over the board of EduNow to ensure continued yet ethical functioning

↳ Putting independent board for now

② Quick yet Comprehensive Survey to understand holistic unethical conduct

→ (Independent 3rd party Audit)

③ Confidence building measure of Students & Parents impacted by it and measures to migrate them to other place → with payment for EduNow

④ Actions on the officials for dereliction of duty.

⑤ Ex-gratia to the family of 27-year old employee died by suicide from Company's fund → if proven death due to unethical work pressure

⑥ founder resignation & systemic changes

① Change in work culture

① → focus on quality of education over "Profit only motive" : Building Brand for long term gains

② → Mandating 8 hours job and no external sales pressure

③ Institutional Change

① Grievance Redressal cell → personally

(Don't write anything in this part)

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(Don't write anything in this part)

monitored by me → for children/parents

② Autonomous complaints box for affected employees

③ Internal transformation

① Mandatory Internal Audit Committee

② Empowered Independent Director
↳ Chosen from academic field
Known for excellence

④ Ensuring Profit - (Essential as corporate)



(C) Yes, companies like EduRev which supports delivers essential services should be subject to stricter governance due to.

1) Education is a non profit sector
↳ focus is on quality over profit

- 2) It can lead to loss of demography dividend in long run.
- 3) Chances of poor growth of children in academic pursuit

However, being a startup they should be seen via "soft touch approach"

- 1) This allows innovation & entrepreneurship
- 2) Given the chance for self regulation which is considered gold class for startups
- 3) Over governance → may lead to inefficiency & closure → impacting jobs & education.

The recent Byju's event & this case puts focus on startup founders for innovators ethics for larger welfare & growth.

14. You have recently been appointed as the Chairperson & Managing Director (CMD) of Bharatam Alloy Limited (BAL), a large but severely underperforming Public Sector Undertaking (PSU) under the Ministry of Heavy Industries. Once a symbol of India's industrial self-reliance, BAL is now grappling with mounting operational losses, outdated technology, unmotivated workforce, delays in salary payments, poor customer satisfaction, multiple failed modernization attempts.

BAL's biggest plant is in a Tier-II town that heavily depends on the company for employment and local economy. Last week, an accidental furnace blast at BAL's facility injured 18 contract workers, 2 critically. The incident brought the company back into the media spotlight, triggering public protests led by injured workers' families demanding justice and permanent jobs. Employees' unions threatening indefinite strike, blaming mismanagement and unsafe conditions. Local politicians accusing you and previous leadership of criminal negligence. National media labeling BAL a "black hole for taxpayers".

A PIL has been filed in High Court, demanding either privatization or shutdown of the PSU to stop further waste of public money.

The Ministry asks you to submit a revival plan within 10 days, but hints at disinvestment if no credible plan emerges. Workers want permanent employment for contract laborers, but BAL has no financial capacity to absorb them all. The Chief Safety Officer, in an internal report, reveals that preventive maintenance was ignored due to budget cuts. A private competitor has offered to acquire BAL, promising better technology and full job security for current employees—but with no guarantee for contract workers. Your spouse, a journalist, is being pressured by her editor to cover "how you are the new face of PSU corruption" in an exposé. Your own conscience is shaken after personally meeting the family of one injured worker who asked, "Would your child work in this furnace if it ran like this?"

- Identify the ethical dilemmas.
 - What options are available before you? Write its merits and demerits
 - As CMD, what immediate and long-term steps will you take to address
 - The accident and its aftermath
 - Public Trust
 - Financial viability of the PSU
 - Do you recommend absorbing all contract workers into permanent roles despite financial constraints? What would be your response if this were a private company?
- (20 marks, 250 words)

The case study highlights the larger dereliction of duty by a PSU leading to critical injury for workers

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and massive protest for actions.

a) Ethical dilemmas

① Protection of Job v/s Ensured continuity of operation
 ↓
 (Ensuring revival plan) ↓ (Passing to private sector)

② Financial Prudence v/s Right to employment
 ↓
 Of not giving jobs of permanent nature to affected workers ↓ of people affected

③ Professional ethics v/s Personal ethics
 ↓
 Of wife as a medical personal to cases ↓ Impact on spouse & Personal ethics to support

④ Accountability v/s Efficiency
 ↓
 by stopping the functioning for short term to check future issues ↓ Need for continued functioning

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(b) Options available

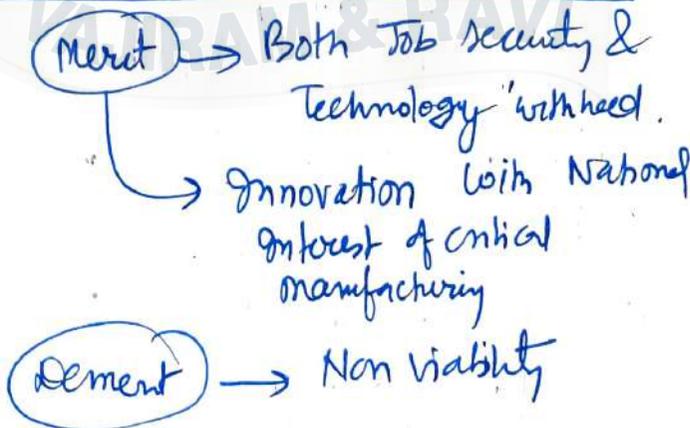
① Going for privatisation & disinvestment

Merit	Demerit
1) Better technology by private firm. Ensures safety & efficiency	2) Loss of Job for workers (Rygs to livelihood affected)

② Coming up with revival plan

Merit	Demerit
1) Job Security (welfare state)	1) Financial difficulty for revival
2) Continued Brand valuation	2) Structural changes Not possible

③ Focus on Public Private Synergy



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(C)	Immediate steps	Long term step
① Accident & after math	<ul style="list-style-type: none">① effective medical support to affected members of factory② Ex-gratia support for family③ focus on continued functioning of company as early as possible	<ul style="list-style-type: none">① Building internal checks & balances② mandatory third party audit③ <u>workers security code</u>
② <u>Public Trust</u>	<ul style="list-style-type: none">① writing an apology letter or public apology② Taking personal responsibility (ethical leadership)	<ul style="list-style-type: none">① Social Audit② Participative mechanism ↓ Joint industrial mechanism
③ <u>Financial viability of PSU</u>	<ul style="list-style-type: none">① crowd funding② Support from government③ Monetization of non used assets	<ul style="list-style-type: none">① Corporate bonds② Dividends of Shares

d) Absorbing contract workers into permanent roles will help in building trust, support for livelihood of affected (welfare state)

However, it should be done by

- 1) Ensuring → mapping of talent for roles
- 2) only proportion of employees to be taken for permanent role → which doesn't lead financial instability
- 3) providing a contract of 1-2 yrs to ensure clarity

As a private company

→ 1) focus on efficiency & profit → strict hiring for permanent role on

skill & viability

→ 2) Training modules

→ 3) Severance package for fairing

Organizations are bound by Social & moral Contract. They should abide by Business with morality as called by Gandhiji

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15. In recent years, India has witnessed an explosion of self-styled financial influencers or "finfluencers" on social media platforms like YouTube, Instagram, and X (formerly Twitter). These individuals, often without formal financial qualifications, offer stock market tips, mutual fund suggestions, crypto investment advice, and more to millions of followers.

However, this unregulated space has now become a serious concern. A recent example involved a well-known finfluencer promoting a newly listed stock as a "hidden gem." Thousands of people invested in it, causing its price to spike artificially. A few weeks later, the stock crashed, revealing that the finfluencer had received undisclosed compensation from the company's promoters to create promotional content — effectively making it a "pump and dump" scheme.

This led to public uproar, loss of hard-earned money by common people, and an erosion of trust in online financial content. The Securities and Exchange Board of India (SEBI) initiated an investigation but faced challenges due to loopholes in current digital regulation frameworks. Meanwhile, several other finfluencers continue similar activities unchecked.

You are an officer in the Ministry of Finance, asked to look into this growing menace and propose policy and ethical safeguards

- Identify and evaluate the key ethical issues involved in this case.
 - What steps would you suggest to ensure that financial influencers act with accountability and integrity? How would you balance the need for regulation with the right to freedom of expression?
 - What role can digital platforms and social media companies play in promoting ethical content?
- (20 marks, 250 words)

Social media has democratized the public digital space and that has led to growing of all motivated financial influencers leading to loss of hard earned money of people. The case study highlights that

a) Key Ethical Issues

- ① Knowledge without character is a Gandhian scene → reflects the ill motives of fin influences
- ② Improper digital governance by SEB (dereliction of duty)
- ③ Lack of audit & Governance redressal mechanism in digital realm (violates Principle of GDPR)
- ④ Legislative impudence → of new laws act rules on digital engagement
- ⑤ Issues of moral corruption & Forgery by fin influences
- ⑥ Lack of Prudence from followers on Social Media

(b) Steps taken

- ① mandating financial influencers to report their "no connection" with firms (social media & tapping of phone can be done in critical case) → with no personal data violation
- ② Digital Financial awareness generation Program
- ③ Creating Code of Conduct and Rules of engagement on Social media (SEBI should be empowered)
- ④ Effective Grievance Redressal mechanism - for loss of public money

Balance Regulation & Right of freedom of Expression

- 1) Ensuring Reasonable Restriction as called in Article 19(2) of Indian

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Constitution → allows regulation in case of public order issues.

2) Soft touch approach & ideas of self regulation like startups.

3) Layered Mechanism of Regulation



(C) Role of digital Platform & Social media Companies play in promoting ethical content

① Coming up with fact check procedures like Meta

② Community review procedure like X

③ Self disclosure & Integrity Pact signed by influencers

- ④ Prescribing code of conduct & code of conduct ethics for digital media influencers
- ⑤ Internal Audit committee to look for real time grievances
- ⑥ Building Grievance Redressal Cell for people
- ⑦ Collaboration with government & authorities like SEBI for penalty
- ⑧ Reward & Punishment (operant conditioning)

"Social Media is a double edged sword". While it enhances accessibility, it has chances of violating laws & ethics. Thus the need is to regulate yet ensure maximum possible freedom.

16. It is the peak of summer, and your district in a northern state is facing an unprecedented heatwave, with temperatures consistently crossing 48°C. Hospitals are overburdened with heatstroke patients, and multiple deaths have already occurred due to dehydration and sunstroke.

You are the District Magistrate. Due to excessive demand on the state power grid, the Energy Department has ordered rotational power cuts across districts to prevent a total blackout. Your district has been given discretion to prioritize which regions or sectors receive continuous electricity during peak hours. You convene your team and are presented with this stark choice:

There are three Main Sectors Competing for Limited Electricity:

1. Urban & Industrial Zone which hosts the city's hospitals, including ICU units and maternity wards, has water filtration plants for the city, is home to a growing IT park and 3 major factories employing 8,000 workers & contributes significant state revenue and political visibility.
2. Rural Villages & Agriculture Belt where Power is needed for irrigation pumps, fans, and refrigerators, and Farmers fear crop failure if irrigation is stalled for even a few days. There are cattle deaths and villagers sleeping outdoors due to heat. Village children are preparing for board and competitive exams, some under candlelight.
3. Slums & Low-Income Areas in Urban Periphery where power is needed for cooling and Women are reporting rising cases of domestic violence and health issues due to heat stress. Infants and elderly are at highest risk. Migrant laborers from these areas serve the city and the industrial belt

Farmers' protests are growing, with slogans like "No power, no food". A few have threatened suicide, reminiscent of a tragic incident last year. A viral video shows an elderly woman in a rural hamlet fanning her unconscious grandson due to heatstroke, saying, "The government gave us electricity on election day. Now where is it?" On the other hand, factory owners have warned of shutdowns and mass layoffs if power is cut for more than two days. The District Civil Surgeon pleads with you to not cut power to the city hospital: "One failed ventilator could mean ten deaths."

Political representatives from both rural and urban areas are blaming each other, and you are accused of bias no matter what you decide. The State Power Minister subtly suggests, "We cannot afford negative media about failing industry. Make a practical choice."

Your subordinate suggests cutting power to slums, saying "They have no votes." Your own elderly parents live in one of the villages, and are facing the same crisis, but you're told not to show "personal bias."

- (a) What are the ethical issues and conflicting duties involved in this situation?
- (b) If you had to rank these three sectors in priority, how would you do it and why?
- (c) Suppose a local TV channel offers you a platform to explain your decision. How would you communicate your choice ethically and transparently to a divided and emotionally charged public?
- (d) Suggest 3 long-term reforms to avoid such dilemmas in the future and ensure just distribution of scarce resources.

(20 marks, 250 words)

"Pressing situations tests governance & ethical leadership like nothing else". The case highlights the need for balancing electricity supply to three critical segments of society amidst electricity shortages.

My vision → Priority wise distribution (must for critical section in all 3 sectors)
→ No biasness for anyone

a) Ethical issues & conflicting duties

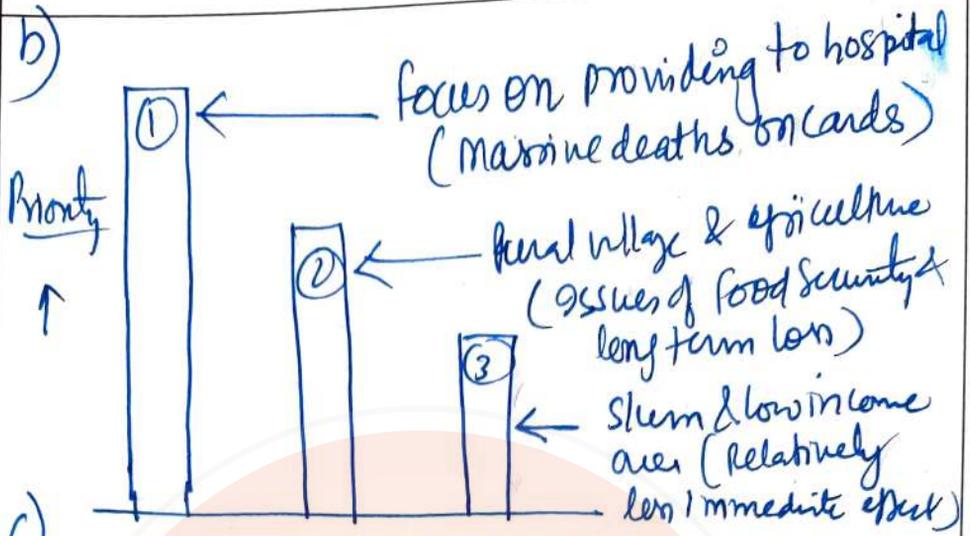
① Balancing and Prioritizing between three important sectors → a trilateral ethical dilemma

② Focus on health or focus on Agriculture or focus on last mile

③ Evaded public perception of biasness

- ④ focus on democratic bureaucracy v/s political necessity based availability
- ⑤ crisis of conscience on prioritizing one over others
- ⑥ Doctrine of Double effect and need to balance affected people
- ⑦ Biased advices of Subordinate based on political calculation of vote
- ⑧ Possibility of riot, massive deaths in hospital & loss of children education

⑥ while ranking of three sectors will involve doctrine of double effect - the priority could be based on Harm minimization



c)

Reasons given to TV channel

- ① Severity of hospital is much higher
↳ 10 deaths per ventilator failure → need maximum priority but in that 9 T Parks can be excluded for immediate term
- ② Agriculture → 2nd priority due to need of food security & can be managed by buffer stock that's why later than hospital
- ③ Slums & low income areas → focus issues like cooling, health issue → important but non immediate deaths or impact → need

to take the hard call.

(d) 3 long term reforms to avoid such dilemmas

① Ensuring availability of electricity based on demand analysis using tools like Predictive analytics → Based on that ensure availability of 1.2 times the need to ensure fail proof electricity

② Extraordinary SOP → clear cut Guidelines on distribution of electricity based on severity for exceptional measures

③ Ensuring better utilization of electricity but attitudinal change → closing light in day time plus closing fan etc while no use. creating Special Emergency grid for critical area like hospital

Distribution of scarce resource requires balance of prudence & ethics in administration.

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17. In a Tier-1 city, Aparna, a 28-year-old management consultant, works 14-hour days and most weekends. Her firm praises her "ownership mindset" and "hustler spirit." On the surface, she is successful and driven. In reality, she struggles with insomnia, anxiety, and a growing sense of emptiness. Her emotional burnout is dismissed by peers as "just part of the grind." In a small rented room in Delhi, Arjun, a 26-year-old civil services aspirant, has been preparing relentlessly for the past four years. He studies 10–12 hours daily, battling financial pressure, rising self-doubt, and the emotional weight of repeated failure. His family back home has pinned all their hopes on him. He finds it hard to sleep, avoids social interactions, and suffers in silence—fearing that any acknowledgment of stress would be perceived as weakness, or worse, defeat.

Meanwhile, Meena, a 42-year-old government school teacher in a small town, has been silently battling depression for the past two years. After losing her husband during the pandemic, she returned to work to support her children, but overwhelming responsibilities, lack of support, and workplace indifference pushed her further into emotional isolation. Despite being a dedicated educator, her performance has declined, and colleagues whisper that she has "lost interest."

These individuals—spread across professions and geographies—are united by an invisible crisis: deteriorating mental health, fuelled by social stigma, institutional neglect, and the glorification of hustle.

- Identify the ethical issues surrounding mental health.
 - What attitudinal and behavioral strategies can be adopted to effect attitudinal change around mental health, especially in high-stress environments?
 - As a future civil servant, how would you act as a change agent in your sphere of influence to promote mental well-being while balancing administrative efficiency and empathy?
- (20 marks, 250 words)

The case study talks about the normalization of hustle culture in modern times, leading to a pharomy against discussion of anxiety by people. This has resulted in issues of chronic mental health

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(Don't write anything in this part)

a) Ethical issues surrounding mental health

① Social taboo of non recognition of mental health & normalization of it as part of life

② Violation of human dignity & health in long term

③ Violation of ideals like
"It is health that is wealth not pieces of gold & diamond"

- Muktananda

④ Utilitarian mechanism of life
↳ mad run for achievement at cost of self.

⑤ Purity of means averted over
Purity of ends (violation of
deontology ethics)

⑥ Right to medical recourse for mental health violated

⑦ Non Scientific rationality based social ordeals.

(b) Attitudinal change & Behavioural change

① De-Normalization drive like

Chuppi Tod Campaign for women during COVID.

② Adopting mental health ideals in life like Yoga & Exercise

③ Using Social media to showcase effective stress management by leaders in high stress environment

④ online support mechanism & groups for supporting mental health.

⑤ Aat & Mukkad Natak → to showcase voicing for mental health.

⑥ Using Psychiatrist with high social ^{top}

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influence as a role model to enhance attitude of seeking help in mental stress

⑦ Deaddiction/drive of Technology & social media → which may be leading to mental health → Digital Overburdens

⑧ Raising values like Nishkamakarma to ensure ends are not affecting mental health.

⑨ Social Mental health clubs formation

⑩ Change agent as a civil servant

① Talking about Personal Management of stress by imbibing - balanced lifestyle, focus on Yoga etc

② Bringing batchmates who work in high stress arenas & remain mentally health to Nudge behaviour

- ③ Acting as a personal motivator to civil services aspirant → to take it easy and focus on balanced Quality
- ④ Nudging corporates to focus on human dignity & balance work ethics with personal times
- ⑤ Talking about best practices like Sweden model
- ⑥ Collaborating with NGOs & Psychiatrist organization for a behavioral war of mental health
- ⑦ Use of social media → to talk about Mental health Challenge
- ⑧ 24*7 helpline number like Telemans
Mental health is emerging a "big monster" led by social apathy. Needs to do a holistic war not for larger long term gains.

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Marks:

Space for Rough Work

