

# VAJIRAM & RAVI

## GENERAL STUDIES ETHICS FULL LENGTH TEST

Time allowed: 3 Hours

Maximum Marks: 250

STUDENT ID.: 4 7 2 1 3

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SUBMISSION DATE:

**UPSE CSE 2025  
AIR - 300**

### 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 - 2:30PM	End Time - 6:00PM.
Mode of Examination English	Online <input checked="" type="checkbox"/> Offline <input type="checkbox"/>

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				

**VAJIRAM & RAVI**  
Mentor's Feedback

## Evaluator/Reviewer Suggestions



## Evaluator/Reviewer Suggestions



(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)

Recent advancements in biotechnology has ushered new era of equity, justice and fairness in fields like health, food, nutrition etc, however its adverse implications require exposure to Bio-ethics

Role of Bio ethics in dealing with ethical challenges:

(A) equity, fairness and justice:

- 1) Bioethics can help create equity in access, affordability and justice in benefits of technology.  
e.g. Bioimplants for elderly under RAGE scheme.

(B) prevents long-term consequences by maintaining sustainability.

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Don't write anything in this part)

(Do any this)

e.g. Genetics: evaluating with parameters of biodiversity protection.

- (C) Privacy and humanitarian ethics:  
e.g. plastic surgery and cloning
- (D) Revive extinct and rare species protection  
e.g. Tasmanian tiger project
- (O) Preventing animal cruelty (humanitarianism)  
e.g. Lab-grown meat.
- (E) Preventive and health care well-being  
e.g. Insulin, prosthetic legs,  
preventive surgeries.
- (F) Prevents immoral trafficking of organs  
e.g. organ development via stem-cells

Address Emerging Challenges

Loneliness e.g. ~~cloned baby~~ cloned baby.

parents feeling about child e.g. Resurrection

Therefore, Role of Bio-ethics will allow emerging technology to become 'Human centric' and favour Beneficence.

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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)

Hannah Arendt in her 'Behold the banality of evil'  
 highlight how poor social capital can  
 result in suffering of masses under  
 socially prescribed norms.

Social capital refers to the ability and  
 capacity to utilise benefits of  
 collective society and reaching  
 highest potential of self.  
 e.g. unity, cooperation etc are  
 elements of social capital.

Role of social capital:

Element	Impact
Ethical Governance	1.) <del>to</del> Forge <u>trust</u> due to higher capacity of <u>cooperation</u> & <u>cognitive abilities</u> 2.) channelise collective energy towards common good. eg. <u>Vikshit Bharat</u> .

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	<p>(c) civil servant with high social capital will take <u>sensitive &amp; empathetic decision</u>, eg. <u>Nalshakti Law</u> (women inclusive governance)</p>
<p>citizen participation</p>	<p>(a) active citizenry with positive attitude towards policies. (b) vibrant democracy with active engagement (solidarity)</p>
<p>Community Resilience</p>	<p>(a) feeling uncertain situation with <u>unity and collective orientation</u>. (b) create <u>diverse skills</u> in equity to <del>form</del> supplement to each other e.g. <u>division of labour</u> (c) <u>cooperation</u> ensures <u>progressive development</u> with <u>inclusivity</u></p>

therefore, focus on social capital along with enhancement of human and economic capital will determine policy outcomes.

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)

Integrity refers to do, what one way do when others see and external check exist, in normal day to day practise

objectivity on the other hand refers to unbiased evaluation of actions and decision making based on facts, rationality etc.

Dynamic interplay between integrity and objectivity:

Integrity  $\neq$  Objectivity

1.) social dogmatic norms will perpetuate.  
e.g. honour killing as socially prescribed.

2.) Rise of dictatorial leaders who demand loyalty and devotion

e.g. Nazi-germany - Integrity towards Nordic race superiority

3.) ~~may~~ decision may remain statement without clear path to success.  
e.g. goal of matru-shakti without economic independence of women

## objectivity without integrity:

1.) may promote slow-economic ideals with ethical touch.  
e.g. tribal displacement for dams.

2.) forge rapid development without inclusivity.  
e.g. Oxfam Report

3.) though 33% seats in PRI/ULBs reserved for women but "samparch pat" exist

Need for I+O

→ supplementing deficits of each other.

→ realy combination for Justice and advancement.

Integrity with objectivity can play an instrumental role in debunking economy-ecology dichotomy to usher sustainability.

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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)

Vijay Kelkar committee has argued for PPP model for development in India which can aid in \$1 billion Intra gap and Inskill Inclusive - development prospectus as argued by NITI Aayog.

Ethical Issues with PPP:

- ① over-leveraging: private parties in order to gain contracts overleverage and then force govt. to redraw contracts. (violates contract)
- ② competing interests: while private-partners look for profit maximisation public welfare demands moderation
- ③ Corruption: collusion of Bureaucrats and capitalists.  
e.g. Chattisgarh road scam

④ Quality concerns which may harm lives. (Humans as means)  
e.g. morbi-Bridge collapse.

measures to ensure Transparency, accountability, and Equity!

## A Institutional check:

- 1.) Independent Regulator (2nd ARC)
- 2.) Regular audit and monitoring
- 3.) Burden of completion on private partners with penalty.

## B Legal measures

- 1.) Reform in prevention of corruption act to provide for adequate punishment to private defaulters.
- 2.) Outcome based evaluation of benefits

## C Ethical values

1.) ~~to~~ Auctioning process to give credence to ethical outlook of enterprise.  
fairness, community led social accountability mechanisms can allow deterrence for defaulters and check on government.

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

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

Learning process must be such that focus on end-value rather than it being means (i.e. rote learning to clear exam).

Also, one's life must be guided by 'carefree' self 'fearless attitude', and to enjoy the present in highest degree.

Life as if you were to die tomorrow:

1) Present concerns about tomorrow and focus on present duty.  
e.g. soldier on border (carefree yet duty bound)

2) Always be altruistic and do not attach 'mon' (vice) with the the existence.  
e.g. Gita argues for 'transient'-nature of life'

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3) This allows carefree, Independent and joyous life.

e.g. Animals

However, it is important to not become 'careless' as it may impinge on personal welfare.

## Ideal of Learning

- 1) constant part of life  
e.g. since birth till death
- 2) Awareness about learning and utility in long-term perspective
- 3) This quote becomes relevant in present context  
e.g. Rising student suicide in Kota and narrow perception of education

Gandhi ji's quote reflect upon need any attitudinal orientation towards learning & life - and to see it from long term moral prism

b. 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)

Nishkama Karma or selfless action as argued in Bhagavad Gita offers torch light for ethical action and achieve right moral success in life.

Attention as prerequisite for:

(A) True success: refers to wider-perception of achievements in life including spiritual and moral well being.

e.g. Moksha under Indian tradition.

1.) Army men on Border during festival is the reflection of true-professional success.

2.) Sharing one's notes with fellow aspirant in times of need expect success in Brahmacharya ashram.

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3) Altruism allows ~~to~~ evading burden of utility and ~~is~~ initial sense of duty.

ⓑ True Happiness: state of ecstasy where apart from senses, heart, hand and head are in joyous state.

e.g. Blood-donation.

1.) Intrinsic nature of humans, social animal with "we-feeling".

2.) Helping others has been socially legitimised as ethical.

3.) It goes beyond pleasure and higher order utility to chase higher.

world grappling with utilitarian self interest, exposure to selfish action with forge coexistence and common peaceful collective upliftment everyday.

c. 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)

Morality is the individuals' dispositions about right and wrong. It guides one's actions, behaviour and attitude to result in self and social progress.

Morality does not have narrow utility of self-happiness due to:

- (A) It emerges out of collective standards.  
e.g. Gandhi's Ahimsa - developed out of non-violent value in civilization.
- (B) Individuals' happiness is subsumed under collective happiness.
- (C) Morality is not a luxury rather guided by sense of duty.  
e.g. honesty

4.) consistent moral action will result in creating ambience where individuals can experience happiness.

e.g. family.

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morality is about making ourselves worthy of happiness.

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(A) preventing dissonance.  
e.g. following norms.

(B) Gain social legitimacy.  
e.g. charity.

(C) create happiness for others and thereby reforming the environment  
e.g. volunteering in blood-donation

morality guides one's action towards 'common good' where one can experience happiness after fulfilling 'duty' of performing such tasks.

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)

Big Indian Temples like Tirupati, Shirdi, mosques like Ajmeer Sharif etc have hoards of money which often remain idle causing "poor utilization of community resources".

Implications of using surplus funds from Religious Institutions for Public Welfare:

(A)  
Ethical

- (a) creates dependency and promote role of religion over duty of state (Breaches of social contract)
- (b) Impinges upon autonomy and right to self-determination of religious Institution.
- (c) Top-down or forced approach may hinder execution rather "voluntary".

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can be accepted for welfare needs.

(B)  
consti-  
tutional

- (a) violation of Article 26; autonomy to maintain religious affairs
- (b) diversion of funds from Religious to Non-religious purposes.
- (c) state cannot direct usage of fund without consent

(C)  
socio-  
cultural

- (a) intrusion in Religious affairs (against democratic secularism)
- (b) say in curriculum and oversight over education etc cannot be granted.
- (c) further reinforce beliefs of cultural determinism
- (d) may antagonise minorities

Therefore; forced or unilateral action is unethical while consensual, voluntary or cooperative ~~use~~ usage of surplus funds can be used for welfare

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)

Civil servants can go beyond Impersonal top-down, legal determinism nature of Weberian bureaucracy to ethical setup using persuasion and social influence like nudging.

Civil servants can employ both in following manner:

(A) Emotional Intelligence allows 'social-awareness' which can teach about contextual-nature of decision making.  
e.g. Anger around - persuading the masses -

(B) scope of usage: while persuasion is needed for action in a certain manner, while social influence can have varied implementation

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② e.g. Nudging: action of actors may or may not result in desired outcomes therefore understanding Necessity of outcome is necessary.

③ Capacity-building: civil servants who are well versed in communi-  
cation and human interaction can result in usage of both simultaneously or otherwise.

④ Policy measures: e.g. Tobacco kills, Alcohol is injurious to health are legally mandated social-influence

However, need to keep in mind → It may not turn into manipulation  
→ Intention must be ethically sound.  
→ Rational Nexus between goal and Method.

Persuasion and social influence are methods par excellence for achieving goals with subtle influence without unnecessary force

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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)

Quality of service delivery refers to the conformance of the expected standards of consumers.

e.g. R.T.I. - Time bound (<30 days) dispensal of Information.

(A) Socio-cultural factors for substandard service delivery:

① Lack of radical attitude of Bureaucrat  
e.g. 'sabt chalta hai - culture'

② Ignorance due to poor empathy towards sufferings of marginalized.

③ Hierarchical attitude with paternalism prevents going out of duty to perform action.

④ Culture of corruption: e.g. Parents giving bribe for micro-works.

## ⑤ Politico-administrative deficiencies:

1) Lack of accountability mechanism  
e.g. Maiya Samman Yojna - menace receiving money - eligible women left out.

2) Inertive bureaucratic attitude.  
e.g. Non creation of citizen charter.

## Policy and Implementation Measures to address such concerns.

- 1) Policy and ground measures in vernacular language
- 2) Context specific demand (Bottom up approach)
- 3) Experienced officers & citizen consultation while policy formulation
- 4) Adequate local-knowledge to the implementors.
- 5) Feedback system to constantly improve.

Also ~~therefore~~, attitudinal change on part of policy makers and bureaucrats can implement goal of welfare in society.

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)

Work from Home has become in buzz in the post COVID era where individuals have flexibility to work at home or in the corporate, which has changed nature of work life.

This has various ethical challenges:

- (A) Accountability concerns regarding work done (NO supervision)
- (B) Privacy concern as corporate data is used in open surrounding with accessibility by anyone from family.
- (C) Difficulty in balancing private life and professional duty.
- (D) Increasing conflicts due to child care, elderly care between partners etc.

(Don't write anything in this part)

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Balancing flexibility with trust, transparency and productivity:

- (A) Rotational basis: i.e. switch onto office and home mode on periodic intervals to ensure accountability.
- (B) mandate over camera-switch on during meetings, client interaction.
- (C) balancing responsibility with adequate time to complete task (not overburden employees).
- (D) mental counselling sessions, employee meet, HR head meet etc.
- (E) Innovation: project over online-medium and using emerging technology like Microsoft meet to enhance experience (Real-life simulation)

while, work from home may have inherent limitations, but balancing with adequate safety and protection measures can allow harnessing highest potential

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is:

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' expands the scope of traditional accountability channels with greater citizen participation depending upon moral agency of these actors as valuable partners of development.

effectiveness of social accountability measures:

Element	Effectiveness
<p>(A) <u>R.T.I.</u></p>	<p>1.) <u>Transparency</u>:</p> <ul style="list-style-type: none"> <li>(a) access to government <sup>decision making</sup></li> <li>(b) openness in <u>administrative action</u>.</li> <li>(c) However, (7) out of (29) <u>CTEs</u> at states have <u>not</u> been appointed.</li> <li>(d) <u>40%+</u> complaints rejected without any adequate Reason.</li> </ul> <p>2.) <u>Accountability</u>:</p> <ul style="list-style-type: none"> <li>(a) fixes <u>responsibility</u> of</li> </ul>

- the civil servants
- (b) creates moral & legal deterrent.
  - (c) however, poor implementation, loopholes prevent complete effectiveness e.g. Guarom PnEID
  - (3) Ethical governance: has ~~not~~ <sup>been</sup> limited effective due poor Human Resource with goal-

(B)  
social audit

- 1) Transparency: allows access to gram sabha over evaluation of outcomes.  
But poor expertise create hindrance
- 2) Accountability: helped in discovering various corruption and collusive incidents.

- but ineffective
- (3) Ethical governance: is limited due to limited areas and non legally mandated.

therefore, active citizenry participation is the key in its implementation and realising true effectiveness

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)

with the freezing of USAID, WHO evaluates that it may cause 20mn more deaths by 2030, while aids are also a source of backwardness for recipient state. (double edged sword)

ethical challenges posed by international funding:

- 1.) Right Intention: often aid is tied with certain actions  
e.g. IMF bailout - structural changes in economy.
- 2.) Perpetuate war: aid to state perpetuate bloodshed & violence.  
e.g. aid to Rwanda - impending ethnic clash.
- 3.) Created dependency: due to lax attitude  
e.g. Pakistan dependent on western aid.

④ Violence: e.g. aid to Majahuddin in Afghanistan - terror problem in South East

Restructuring aid as per ethical paradigms

① Global Independent oversight to ensure rational nexus between aim & geo-politics

② Audit mechanism to evaluate outcome. e.g. dedicated body under UN

③ Adherence to mutually determined values under UN charter

④ Role of global watchdogs like Security Council to fix responsibilities

⑤ Panchsheel values: of mutual sovereignty & trust can offer guiding path for aid.

International aid is important to address inter-regional disparity however it must be ethically sound.

## 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.

(a) Identify and explain the key ethical issues and dilemmas in this situation.

(b) Write in decreasing order of importance, your immediate actions.

(c) You are asked to submit your incident report to the Railway Board. What guiding values and principles should reflect in your written communication?

(d) 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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crowd control failure in various -  
public places, affected disappointed  
state of infrastructure and ignorance  
towards capacity building amid  
increased demand.

## A) Ethical Issues & Dilemmas:

### 1) Ethical Issues:

- a) regarding employee morale (poor work culture)
- b) conflict of interest; transparency in report or hierarchical adherence to tone down language.
- c) media scrutiny can further lower trust of government, violation of media ethics (unverified claims)
- d) failure to manage crowd (Leadership duty)

### 2) Ethical Dilemmas:

- a) empathy towards staff v/s duty for public welfare
- b) transparency v/s hierarchy

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(Don't write anything in this part)

- (c) Public will (i.e. CCTV to father) v/s sensitivity of matter.
- (d) Professional Integrity towards Railway Institution v/s personal career growth
- (e) Adherence of political order v/s equality in ~~the~~ rehabilitation measures / etc

(b) decreasing order of measures:

- 1.) Issuing trigger mechanisms and following SOPs.
- 2.) Boosting employee morale by reflecting duty towards masses while assignment for rest within station premises.
- 3.) ~~Engaging~~ Engaging with higher-ups to allow additional staff for tackling emergency case.
- 4.) Alerting media - to cover the hospital victims may further fuel anger - restricting access with intention to manage public anger tumultuous.

5.) Personal oversight over station premises and conducting well to ensure readiness.

© Values and principles guiding Report to Railway Board:

- 1.) Transparency regarding incidents know how.
- 2.) Duty to uphold truth and honesty.
- 3.) Intention to report all matters clearly for future-prevention (Beneficence)
- 4.) Railways abide by request protection to passenger safety and there for any mis-happenings must not be unfiled (Sunlight is best disinfectant).
- 5.) Accepting one's mistake can should relieve burden and prevent crisis of conscience.

## D) Long-term strategy:

### 1.) Capacity Building:

- (a) Renovation of dilapidated Infra.
- (b) Increasing Bridge-strength with additional support.
- (c) Increasing no. of platforms (expansion)

### 2.) Human Resource:

- (a) Adequate training and regular safety drill exercise.
- (b) Recruitment of adequate no. of personnel.

### 3.) Trigger mechanisms:

- (a) Robust communication channels.
- (b) Adequate doctor-attendance.
- (c) First aid and emergency aid measures.

further, Bivic-sense on part of passengers can aid railway to enhance delivery of service and prevent disasters.

(Don't write anything in this part)

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(Don't write anything in this part)

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)

Corporate governance Non-compliance based on short-term gains ignoring long-term consequences and ethical issues are resulting in crippled governance at the expense of startups and new enterprises

## A) Top 5 ethical dilemmas:

- 1.) Companies Act 2013 provide for takeover of companies or entities registered by SEBI in larger-stakeholder interest. (I will suggest temporary takeover by regulatory body).
- 2.) Independent inquiry as none of the claims have been proved by the regulating entities.
- 3.) Fixing responsibility of Independent directors and auditors as leaving company during crisis reflects legal-vulnerability and moral-escapism.

4.) Restructuring of companies  
governance board by recommending  
general meeting while  
verifying claims & surrounding  
promoters.

5.) ~~100%~~ closure of the company  
and fixing accountability of  
fraudsters and ensuring the  
justice to internal & external  
stakeholders

6) systemic changes:

1.) conducting General meeting:

a) Reporting inadequacies in  
governance - system.

b) Restructuring governance with  
new-Board directors and  
auditing body with credible  
market worth.

- 2) ~~Internal~~ Internal management system
- a) fixing responsibility of colleagues  
and setting robust standards  
of accountability.
  - b) Regular audit and 3rd party  
evaluation of Board-performance
  - c) Regular meeting and timely  
disclosure amongst shareholders

3) Promoter/founder check.

- a.) ~~prepare~~ compliance report on  
related party transaction.
- b.) Rigorous scrutiny for founder  
led transactions.
- c.) Dilution of promoter dominance  
via separation of CEO and  
chairman roles

4) Governance of companies with  
public service viz startups.

Don't write anything in this part)

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(A) strict compliance of public service Based

- 1.) It may allow safeguarded due to large scale impacts and fallout.
- 2.) cornerstone in social life e.g. children development
- 3.) utilitarian ethics: for greatest happiness for greatest no.

however, overregulation may hinder growth there for "light but tight" regulation (as provided by 2nd ARC).

(B) w.r.t. startups:

- 1.) certain exemption related to funding (e.g. angel tax exempted) are necessary.
- 2.) however, under regulation may create tax arbitrage and may distort - financial irregularities.

therefor, forging right balance between regulation and autonomy is a necessity to promote their ethical-growth and expansion.

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 presents complexity of corporate governance failure resulting in erosion of trust, sustainability issues and the PSU stand on the verge of privatisation reflecting Govt.'s failure to deliver on demands.

## (A) Ethical dilemmas:

- 1.) sustainability of the company v/e absorption of contract workers.
- 2.) privatisation of PSU for ~~short~~ <sup>short</sup> - term welfare v/e ~~long~~ <sup>long</sup> term asset for the public.
- 3.) responsibility towards workers of the enterprise v/e financial viability of the enterprise.
- 4.) Public trust v/e paucity of time
- 5.) welfare of the workers v/e cost-cutting to resurrect enterprise.
- 6.) privatisation of PSU v/e local-employment dynamics.

Q-1 Present Revival plan of PSU by asking for capital-fusion by Govt or Banks for long-term and restructuring of the PSU

merits	Demerits.
(A) Long-term public asset creation	(A) may result in decline by govt for capital.
(B) safeguard local interest	(B) may result in <u>media scrutiny</u> .
(C) worker welfare (human aspects)	(C)

Q-2 Argue for privatisation of the PSU to ensure efficiency of the corporate while preparing for alternative career opportunity for contract workers

merits	Demerits.
(A) financial-viability of the PSU.	(A) dilution of <u>public-asset</u> .
(B) short term gain	(B) local employment & economy may <u>cripple</u>
(C) Job security for existing employees	(C) contractual worker will suffer (cuts in org or econ)

Q-3 Strategic disinvestment such that private company may take management or may infuse capital but government ownership sustains

M.	P.
(A) Humans as ends (worker welfare)	(A) may take long term for restructuring (short term pain)
(B) public asset protection	(B) may appear as <del>disruption</del> of duty. <del>to workers</del> (privatization)
(C) uphold duty towards community	

c: Immediate and long term measures:

(Immediate):

- 1.) Arranging long-term debt or equity capital for reinvestment in the PSU.
- 2.) Use of workmen compensation fund to compensate workers -
- 3.) Institute enquiry to fix responsibility of neglecting procedural maintenence.
- 4.) Engaging with labour union to stop strike and resume work with assurance for long-term reform.
- 5.) ~~to~~ start functioning of the Industry as far as possible at an early date.

## Long-term

- 1.) Institutional check
  - worker welfare fund.
  - safety SOPs
  - Regular audits (Internal + external)
  - Surprise Raid by the Inspector needs to be ensured.
- 2.) Possibility exploration to absorb contract workers as far as possible
- 3.) Governance Restructuring; Based on enquiry report and long-term plan evolution for profitability.
- 4.) Work culture positivity
  - Regular meet
  - Leadership engagement
  - Special conditioning et

ⓓ As a public company; social welfare is necessarily therefore feasibility exploration to ensure maximum happiness for maximum no. However, it should not come at the cost of sustainability.

As a private enterprise: Goal/end value is shareholder wealth maximisation while being financially prudent. therefore efficiency can be prioritised while security necessarily safeguards as per compliance for contract workers

(Don't write anything in this part)

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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 influencer 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 influencer 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 influencers 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)

Recent SEBI crackdown on finfluencers which resulted in over ₹60,000 cr losses for households reflect irresponsible and unethical and selfish action of these actors causing 'common-Haam'.

(A) Ethical Issues

- 1.) violation of digital ethics: fairness, truth, justice, transparency over digital sphere.
- 2.) Personal gain (finfluencing) over common good. (Lower level pleasure)
- 3.) narrow perception of good life (Money  $\rightarrow$  trust)
- 4.) Regulatory & legal loopholes (Institutional failure).
- 5.) Erosion of public trust and push back to digital India campaign.
- 6.) Failure to uphold (Duty) towards followers, subscribers etc.
- 7.) Possible losses to genuine, compliant finfluencers -

ⓐ steps to ensure accountability and integrity:

1.) Regulatory plugging:

- ⓐ clear, comprehensive and precise guidelines for finfluencers.
- ⓑ registration with Regulators

(Don't write anything in this part)

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(Don't write anything in this part)

(c) Regular disclosure and overnight mechanism.

(d) mandatory 'disclosure' norms

(2) mandatory qualification:

(a) establish minimum qualification for being a finfluencer.

(b) document submission and license availability and regular renewal measures.

(3) Community engagement:

(a) Ads via print, video, speeches, podcast etc to reach out to digital account holders.

(b) Guidelines for consumers to verify the nature of finfluencer with disclosure on website.

(c) Regular community engagement via conference seminar etc.

## 4) Preventive Measures:

- a) for influencers in case of violation of Norm.
- b) Against intermediary if case they fail to put down account/content.

## 5) Financial Stipules

- a) MoF can develop CoE for influencers to adhere to for long-term check and fill legal vacuum.

## C) Role of social media companies and digital platform companies in promoting ethical content.

## A) Content filtration:

- 1) using A.I. based analytical tools to ensure compliance with regulations and social-media ethical guidelines.
- 2) Disclaimers regarding nature, consequence etc. associated with content.

## ⑧ Institutional checks:

- 1.) Digital officers to report complaint and redress grievance.
- 2.) Direct channel engagement with government to ensure compliance regarding pulling down content.

## ⑨ Age related measure:

- 1.) Age clarified content: U, Adult only, 12+, 13+ etc
- 2.) Parental control feature.
- 3.) Block and restriction on explicit content features etc

~~Breaker devices~~  
social media proliferation has both positive and negative while quality of content will decide the intensity of negative and long term consequences therefore a constant attempt to ensure ethicality of content is necessary

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)

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competing claims given scarce resources  
create ethical dilemma of prioritising one  
over other resulting in invariability of harm  
associated with non-adherence with other  
options.

**Utilitarianism**; given scarce resources  
argues for greatest happiness for  
greatest number while aiming to  
safeguard interests of all.

## (A) Ethical issues and conflict of duty:

### 1.) Ethical issues:

- (a) competing claims without adequate resources.
- (b) responsibility towards vulnerable patients and hierarchical order of the political authority.
- (c) privatization of electricity causes injustice (distributive) to some who left out
- (d) short term pain of power cuts to prevent permanent - blackout

2) conflicting duties:

- (a) duty towards parents v/s hierarchical order of politicians.
- (b) duty towards vulnerable slum dwellers v/s hospital administration and patients
- (c) duty towards farmers v/s Industrial and worker welfare

(B) Ranking of 3 sectors based on priority:

- ① urban Industrial zone
- ② slum & low income area in urban-periphery.
- ③ Rural villages and agriculture Belt.

Reasons

1) duty towards most vulnerable people i.e. patients in ICU, ventilators and maternity ward.

2) Further, degree of susceptibility during peak hours is greater with elderly and infants in slums.

- 2) staggered wage of electricity by farmers to irrigate field during night, store water for animals in a pond, tank, while ensuring adequate reservoir storage - resulting in reduced dependence ~~on~~ during peak.

## C) communication of decision:

- 1) Offer complete plan to minimise risk associated with each stakeholder including emergency plans.
- 2) Persuasive communication to make them realise higher vulnerability of others vis-a-vis themselves.
- 3) Further, adequate administrative support to ensure that electricity needs are met via alternative medium like; solar pumps, photovoltaic cells, solar cookers.

4.) Ensuring that • rapid quiescence reduction in case of negligence.

5.) ubiquitous (24x7) deployment of emergency ambulance to prevent any mishap.

6.) long-term plan to address future concern regarding power needs.

## 3 Long Term Reforms:

1.) Self-dependence: → Renewable energy sources e.g. solar pumps

→ wind-energy on the fallen hedges.

→ smart grid metering.

→ Installing solar panel over Industrial, hospital Roof.

2.) Capacity Building: ensuring meter load equivalent or above peak demand.

3.) Emergency measures like SOPs, plans to deploy additional resources to meet unexpected demands.

proactive and responsible engagement of administration with long-term goals can ensure efficient use of resource

17. In a Tier-I 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)

Rising mental health concerns have created an 'unacknowledged pandemic' creating long-term consequences like reduced productivity, self worth and increasing violence, suicide etc. causing precautious state of modern life.

## (A) Ethical Issues:

- 1.) Narrow perception of good life  
(Career growth  $\rightarrow$  personal well-being)
- 2.) Breach of categorical imperative.  
e.g. workers are treated as means
- 3.) Duty towards peers, self and parents  
avoided for career and hustling.
- 4.) subtle manipulation of mind to glorify  
hustling culture.
- 5.) violation of human rights; Right to  
leisure, dignified livelihood etc
- 6.) material success prioritized over  
~~personal~~ emotional - well being and  
responsibility of dependents.
- 7.) stigma associated with poor mental  
health (Lack of social acceptance).
- 8.) violation of care ethics (carol giagan)  
e.g. poor care for health & life

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hing in  
part)

(don't write  
anything in  
this part)

## ⓑ Attitudinal + Behavioural strategies:

### ⓐ Attitudinal

- ⓐ Recognition of mental health concerns.
- ⓑ Positively persuading to seek counselling regularly and necessarily, dealing symptoms.
- ⓒ Greater awareness and role of role-models (e.g. Angelina Jolie, Jennifer Aniston) to ensure public-discourse around mental health.
- ⓓ school curriculum i.e. instilling in school/college education

### ⓑ Behavioural change

- ⓐ Access to mental health special-ists, online platforms etc.
- ⓑ Nudging: subtle measure to instill importance of mental-health.

- c) Incentives and recognition of those who seek fitness certificates from certified specialists.
- d) Governmental support to ensure trust based promotion of mental health awareness.
- e) Persuasion + social influence via media, leader speeches, magazine, clergy etc.

measures as a future civil servant are like:

- 1) mental health education to peers including awareness regarding channels of seeking advice, help etc.
- 2) capacity building of co-workers to bear rising pressure, demands etc from the public.
- 3) Regular arrangement of mental health camps to ensure regular checkup.

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4.) use of technology like e-governance, A.I. based work completion etc to reduce work load and engage human resource towards areas requiring human-touch, e.g. Resolution of conflicts.

5.) Adequate Human Resource capacity to prevent Burnout.

6.) Recreation activities on holidays to ensure eliminating monotony, and rejuvenate motivation.

7.) Regular engagement of staff to reinforce motivation, with duties while ensuring support of leader and adequate institutional backing.

Emotionally intelligent civil servant can act as a 'change-maker' at least in near surroundings to ensure 'leaves' for near dear ones.

Space for Rough Work

