

# VAJIRAM & RAVI

## GENERAL STUDIES ETHICS FULL LENGTH TEST

Time allowed: 3 Hours

TEST- 2

Maximum Marks: 250

STUDENT ID.: 2 5 V R 9 9 ADMIN NO.: 2 3 7 0 0 0 3 5  
6 7 5

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SUBMISSION DATE: 13-Aug-2025

UPSE CSE 2025

AIR - 265

### QUESTION PAPER SPECIFIC INSTRUCTIONS

Please read each of the following instructions carefully before attempting questions:

There are TWENTY 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	8 (b)	/10	16	/20
2	/10	9	/10	17	/20
3	/10	10	/10	18	/20
4	/10	11	/10		
5	/10	12	/10		
6	/10	13	/20		
7	/10	14	/20		
8 (a)	/10	15	/20	Total	/250

#### Instructions:-

1. Legible Scanning: Exercise due diligence in scanning your scripts for clear legibility
2. Submissions marred by poor scanning, notably those with illegible sections or blackened pages due to improper scanning, risk being excluded from the evaluation process.
3. 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 <input type="checkbox"/> Offline <input type="checkbox"/>

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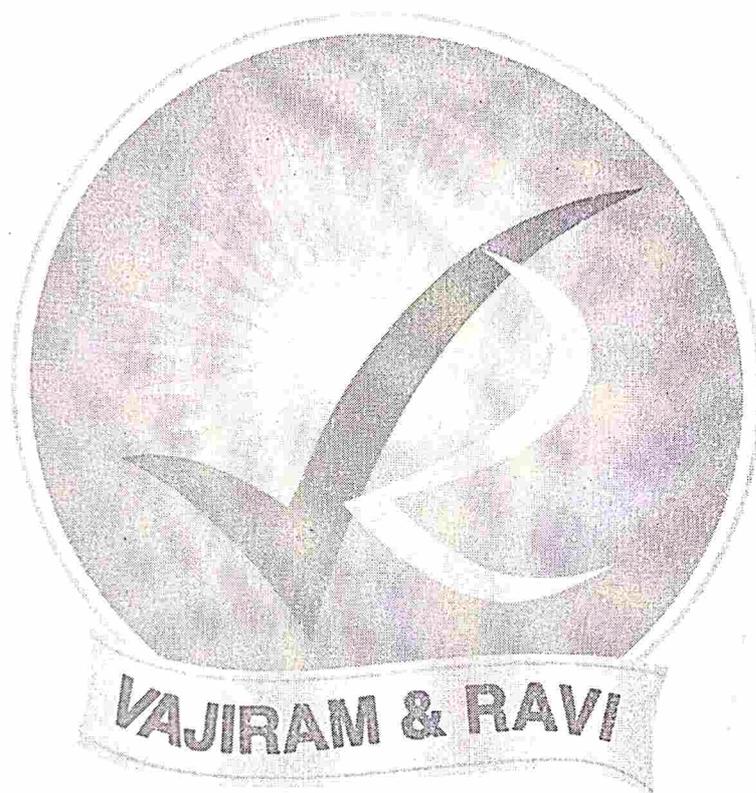
Parameters		Good	Average	Needs Improvement
Conceptual Understanding				
Understanding Demand of Question				
Structure	Introduction			
	Body			
	Conclusion			
Presentation-Illustrations, flowcharts, diagrams, etc.				
Language and Handwriting				
No. of Questions Attempted				
Adherence to Word Limit: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



**Mentor's Feedback**

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## Evaluator/Reviewer Suggestions



## Evaluator/Reviewer Suggestions



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# VAJIRAM & RAVI

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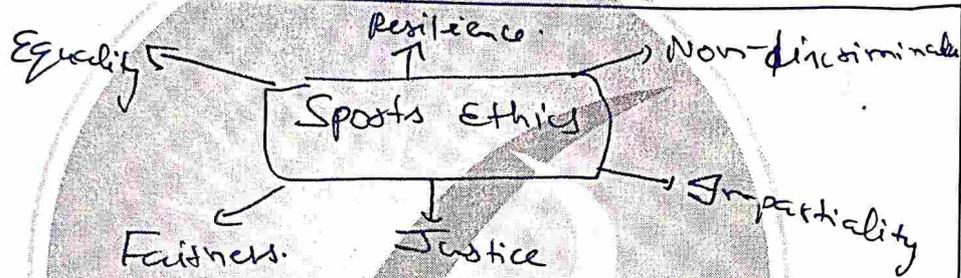
(Answer questions in NOT MORE than the word limit specified for each in the parenthesis. Content of the answer is more important than its length.)

## Section A

1. What is meant by 'Sports ethics'? Why is it important to study? Discuss any one issue from the viewpoint of Sports ethics.

(10 marks, 150 words)

Sports ethics <sup>includes principles</sup> ~~are the~~ ~~rules~~ and values which form the foundation of spirit of sports.



Importance of studying Sport Ethics

(i) To promote a Rule based sports Environment

eg Non discrimination based on caste and class.

(ii) To provide a level playing field eg Rural-Urban divide met by providing necessary Infrastructure under Khelo India's.

(iii) To prevent use of unfair means  $\Rightarrow$  Doping in sports

(iv) To build social capital and demographic dividend

$\Rightarrow$  Not using sports for communal harmony.

(v) To build character in individuals by inculcating values like Team spirit, discipline and Resilience

Recent Issue in Sports is Doping where players use Drugs, Steroids to gain extra advantage physical & mental.

Consequences  $\rightarrow$  Against Level playing field  
 $\rightarrow$  Ends above means  
 $\rightarrow$  Unjust and unfair.

Solution  $\rightarrow$  Regulatory compliance and monitoring  
 $\rightarrow$  Promoting ethical conduct by training & sensitization.

Thus, Sports Ethics is backbone of young and dynamic societies like India.

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2. Differentiate between the following (10 marks, 150 words)
- (i) Religion and Ethics
  - (ii) Constitutional Morality and Social Morality
  - (iii) Justice and Mercy
  - (iv) Personal Ethics and Professional Ethics

## (i) Religion & Ethics

- Religion is sourced from religious scriptures, faith & belief.
- While Ethics is philosophical guideline developed by different thinkers.

**Religion** → Divine origin  
 → Not followed = Religious ostracization  
 → Buddhism Promotes Love & compassion

**Ethics** → Right and wroag conduct  
 → Not followed = Guilt & Crisis of conscience.

Both guide each other time & again.

## (ii) Constitutional Morality & Social Morality

(a) It is utmost reverence to value of Constitution

→ Justice, Liberty, equality.

(a) It is uphold values and principles of society.

→ Donations, Collectivism

(b) In sync with social Morality when uphold human rights → target

(c) Can be in contrast to uphold human rights → Sublimala entry of women.

## (iii) Justice & Mercy

→ is value of being just and fair and undoing the wrongs and injustice.

eg Giving death sentence to murderer.

→ It is value which upholds humanity and compassion for wrongdoer also.

eg Commuting death sentence due to pregnancy.

→ Mercy is a larger part of justice which goes beyond distributive justice to reformatory justice.

## (iv) Personal Ethics and Professional Ethics

These are the values and principles of an individual.

→ Sourced from family, society, religion or own experiences.

eg Value of Truth

These are the values expected from members of an organization.

→ Sourced from Code of conduct and Rules of organization

eg Upholding Transparency and objectivity.

When both are in sync they promote Eudaimonia for individuals

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3. "In contemporary societies witnessing erosion of moral values, legalistic and utilitarian ethical systems often fall short in addressing deeper questions of character and moral motivation." In this context, can virtue ethics offer a sustainable foundation for ethical revival? Critically examine with particular reference to the role of public leadership and responsibility of citizens.

(10 marks, 150 words)

Legalistic and ethical systems have some inherent limitations of not being able to be applicable across the time and in all circumstances.

## Virtue Ethics as Sustainable Foundation for Ethical Revival

- (i) Virtue Ethics asks for Self Introspection (Socratic Method)  
↳ removing vices like greed and excessive consumerism
- (ii) Uphold Rules in letter and spirit  
↳ follow Traffic Rules even when road is empty.
- (iii) Promotes Character building and Social Capital  
↳ Muslim family allow Hindu couple in Marriage venue when their venue was destroyed by rain
- (iv) Upholds Responsibilities along With Rights ↳ Kesava's My Waste My Responsibility Initiative

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Dr. Closes the Legal Loopholes in cases of Legal but unethical.

eg ~~Not~~ Upholding dignity of women against Matrilal rape

Role of  
Virtuous  
Public  
Leadership

- (i) Motivating Public by Example of self.  
eg Lal Bahadur Shastri giving one time Meal to promote it during 1965 war.
- (ii) Upholding Public welfare  
eg Bike Ambulance in remote areas.
- (iii) Power as means of Public welfare.

Role of  
Responsibility  
of  
Citizens

Participants of societal good not mere beneficiaries  
eg Preserving Environment by afforestation.

To uphold Social Contract

eg Using Social Audit in Rajasthan to find fake beneficiaries in MGNREGS

Thus, Virtuous Citizens and Virtuous Leaders can promote Sabka Sath, Sabka Vikas with Sabka Vishwas.

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4. Cancel culture has emerged as a powerful tool of social accountability in the digital age, often framed as a form of moral justice against wrongdoing. Critically examine the ethical issues involved in cancel culture. How can society address these ethical issues while balancing the need for accountability?

(10 marks, 150 words)

Social media is quick to judge nowadays / Cancel culture is manifestation of this.

## Ethical Issues Involved in Cancel Culture

- (i) Social Media as judge bypassing traditional sources of justice.  
eg Naming and shaming people during #MeToo.
- (ii) Focus on Punishment and retribution rather than reformation.  
eg Death threats to Ranvir Allubadi for his obscene comments.
- (iii) Signs of Intolerance and weakening social fabric.  
eg Moral policing of women on social media.
- (iv) Threats for Innovation and Creativity eg #Outrage against Vikatan Magazine.

(v) Shows absence of patience and lack of trust in institutions.

Role of Society in addressing these Ethical issues while balancing need for accountability.

(i) Inculcating values upholding Rule of Law. eg Regulation of digital sphere via DPDR Act and IT Act.

(ii) Using Legal and Institutional means to uphold Justice.

eg Reporting videos or posts to relevant authorities that they find worthy.

(iii) Promoting tolerance and Cultural Competency using Social Media Advisories having sarcasm and element of fun.

(iv) Upholding Constitutional Values about Societal values.

eg freedom of expression above hurting beliefs. over minor issues  
⇒ Citizens of India should try to become righteous and responsible NETRENS

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5. "Sardar Vallabhbhai Patel embodied the ethical paradox of statecraft — combining moral firmness with administrative realism to unify a fragmented nation." Discuss the ethical values demonstrated by Sardar Patel in nation-building and public administration. How can his leadership principles inspire civil servants today in balancing pragmatism with moral responsibility?

(10 marks, 150 words)

Sardar Vallabhbhai Patel is one of the founding fathers of Independent India.

Ethical values of Sardar Patel in Nation building and Public Administration.

(i) Tolerance while integrating different princely states and regional states in Indian Union.

(ii) Prudence upheld by integrating states without bloodshed.

eg Integrating more than 400 states by diplomacy.

(iii) Integrity of character to uphold the integrity of Nation.

(iv) Upholding Constitutional Values in fight against injustice.

eg Kheda Satyagraha against unjust taxes.

(i) Cultural competency by upholding tribal rights when presiding committee on tribal affairs

Principles Inspiring civil servants in balancing pragmatism with moral responsibility.

(i) Intellectual and Moral Integrity while upholding efficiency and accountability.

eg Documenting actions for public scrutiny and institutional audit

(ii) Cultural competency for inclusive service delivery.

eg Promotion tribal tourism for livelihood development

(iii) Upholding Rule of Law & Constitutional Morality.

eg 'Suo Moto' information disclosure

(iv) Courage of Conviction to fight injustice eg Dussehra Shakti Nigpal against Sand mafia.

Sardar Patel's views of Bureaucracy as steel frame can be upheld by upholding his values.

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6. "In the name of global peace and security, powerful nations often impose economic or political sanctions on weaker states. While such measures are claimed to uphold international norms, they frequently reflect geopolitical interests and result in humanitarian suffering." In light of growing concerns over the failure of global governance institutions to ensure fairness and multilateral consensus, critically examine whether it is ethical for dominant nations to unilaterally impose sanctions. How can global governance be reformed to prevent coercive diplomacy and uphold the principles of justice, equity, and sovereign dignity?

(10 marks, 150 words)

Recent actions of Developed Nations like U.S of unilateral sanctions have raised questions on global rule based order.

Ethicality of Dominant Nations imposing unilateral sanctions

(i) Goes against global principles of fairness and equality.

eg Tariffs on developing countries.

(ii) Abdication of Moral responsibility against global common.

eg US withdrawal from WHO.

(iii) Shows misuse of power and authority.

eg UK's control over Diego Garcia and support of U.S.

(iv) Wrong Means for right ends.

eg Bombing nuclear sites to check nuclear proliferation in Iran.

(i) Against Categorical Imperative  
while using Human rights as  
political convenience.

eg Iran as terror state but  
not taking action against Pakistan

Reforms in Global Governance  
to prevent Coercive diplomacy  
and <sup>to</sup> uphold principles of Justice,  
equity and sovereign dignity.

(i) Overhaul of UNSC membership  
with more representative  
membership.  
↳ To check misuse of Veto powers

(ii) Give More Powers and Authority  
to global regulatory institutions  
like WTO, ICJ to  
uphold rule based order

(iii) Provide funds to developing  
world to uphold CBDR and  
climate justice eg loss and damage  
fund.

Global Governance  
should be guided by concept of  
Lokashrutha (welfare) and  
of All  
Vasudhaiva Kutumbakam (World as  
one family)

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7. "Traditional folklore, rituals, and community customs have long played a role in transmitting ethical values to younger generations." In the context of weakening family structures and growing digital influences, critically evaluate the effectiveness of these cultural practices in shaping moral behavior among children and youth. Can they be revitalized to address the ethical void in contemporary society?  
(10 marks, 150 words)

Traditional values of Indian society ~~and~~ are deep and time tested from centuries.

Effectiveness of Cultural Practices in shaping Moral behaviour

↳ FAILURE

- (i) Rising consumerism and Materialism against ~~individual~~ Spiritualism and contentment.
- (ii) Heightened Social Apathy.  
↳ People looky oil from oil tanker instead of helping driver.
- (iii) Cherishing Success over character and Means over Means.  
↳ Cheating in exams, Corruption to earn money.
- (iv) Weakening Moral fabric and tolerance of Mob lynching.

## Still Relevant and Effective as -

(i) Inculcating compassion and respect for humanity.  
⇒ Donations during Prakar Suktanti

(ii) Promoting "Common good." by Ethical Stewardship.

⇒ "Haritha - Haram" initiative of Telangana for community afforestation

(iii) Upholding duties along with rights. ⇒ Crowdfunding to save children with cancer.

## Revival of Ethical Values to address Ethical Void

(i) Inculcating ethical and Moral values along with education.

⇒ NEP, 2020 teaching Talisman of Gandhi.

(ii) Family using folklore and anecdotes ⇒ Panchtantra.

(iii) Society recognizing and rewarding ethical acts.

(iv) Government promoting ethics by optimal condition and nudging.

Thus, Ethical Revival of Morally good cultural values can make conscious Viksit Bharat.

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

a. "Service which is rendered without joy helps neither the servant nor the served."- M K Gandhi  
(10 marks, 150 words)

In above lines M K Gandhi highlights how service without right intention is no true service.

Service rendered without joy, don't help servant as:-

(i) Does not build virtues → remains character without morality.

(ii) Service as a Publicity goes against Kantian categorical imperative.

(iii) Does not fulfill the real demand of person who is served.

⇒ Using CSR for giving tablets and computers without educating about digital usage.

Does not Benefit served as:-

- (i) Violation of Human dignity  
Used as a means for publicity.
- (ii) Do not Create dependence if real capabilities are not given.

Service with Joy is the service and Benefits all as:-

- (i) Bring about Real transformation  
of S.R. Shankaran action against bonded labour in Tripura
- (ii) Respects dignity of those served.
- (iii) Upholds Ethics Principles (Virtue Ethical)

Service with right intentions is a desired virtue for "Wholesome" character.

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- b. "If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving forward." Martin Luther King Jr.  
(10 marks, 150 words)

The above lines highlight the importance of perseverance.

Importance of perseverance and keep moving forward

(i) To Bring about transformation of character of Buddha's journey to Nirvana.

(ii) ~~From~~ Develops virtues like Resilience and fortitude.  
of Nehru's Mandela fight against Apartheid.

(iii) Gives Strength to fight injustice of Savitri bai Phule for girls education.

(iv) Every effort counts in difficult situations.

(Don't write anything in this part)

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(v) 'Never say die attitude' of human hope and positivity.

⇒ Edison failed thousand times still went ahead.

Persistence can be developed

by:-

(i) Using failures as stepping stones.

(ii) Developing Emotional intelligence to make emotions work for you

(iii) Cherishing failures in society and Social Security Nets to help people regain and rebound.

Thus, strength ~~and~~ of character and will of individual are necessary to achieve real potential in life.

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9. "The Companies Act, 2013, marked a paradigm shift in India's corporate regulatory landscape by institutionalizing ethical imperatives. While these reforms aimed to align business conduct with ethical governance, corporate scandals and symbolic compliance raise questions about their efficacy." Critically examine the extent to which the Companies Act, 2013, has been successful in transforming business ethics from a procedural obligation into a moral commitment. Support your analysis with relevant examples. (10 marks, 150 words)

Companies Act, 2013 was framed for ethical corporate governance.

Success of Companies Act, 2013

(1) Large No. of Companies following ESR guidelines for social welfare.  
eg. Tata's Shakti Initiative.

(2) Rule of Law upheld by corporate.

(3) Corporate governance bringing funds and investments.  
eg. Large No. of startups on Stock exchange

(4) Part of Indian economy's growth.

## Failures of Companies Act, 2013

as:-

- (i) Independent directors often compromitted. eg) Satyam Scam
- (ii) Promoters fooling investors  
eg) Recent Genusol fraud.
- (iii) CSR used as publicity tool eg) Greenwashing.
- (iv) Failure of internal risk management  
eg) GLFS crisis committee did not meet for 4 years.

## Way forward

- Corporate citizenship & stewardship for social welfare
- Strict regulations and compliance in letter and spirit.

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10. "While integrity ensures moral consistency in public service, flexibility is required in responding to complex ground realities." Discuss how rigid adherence to ethical codes can sometimes hinder public interest, and how contextual judgment can align with ethical governance.

(10 marks, 150 words)

Rigid adherence to ethical codes can go against Public interest in many cases.

Because :-

- (i) Leads to context blindness.  
eg failure in protecting sacred grooves.
- (ii) Protecting objectivity at cost of public welfare.  
eg Inaction of civil servants.
- (iii) Underutilisation of funds in fear of preventing misuse.  
eg 50% of District Welfare fund not utilised.

(iv) Promotes Rule as ends → Red taylorism

Contextual judgement and flexibility can align actions with ethical governance

(i) Responsive service delivery

eg Night school for Kumbhija women.

(ii) Inclusive governance

eg Cafe Run by disabled people.

(iii) Contextual justice

eg Cancelling mining license to protect sacred tribal hill

(iv) Rule of Law in letter and spirit

Thus, Actions guided by Constitutional values instead of fixed rules promote good governance.

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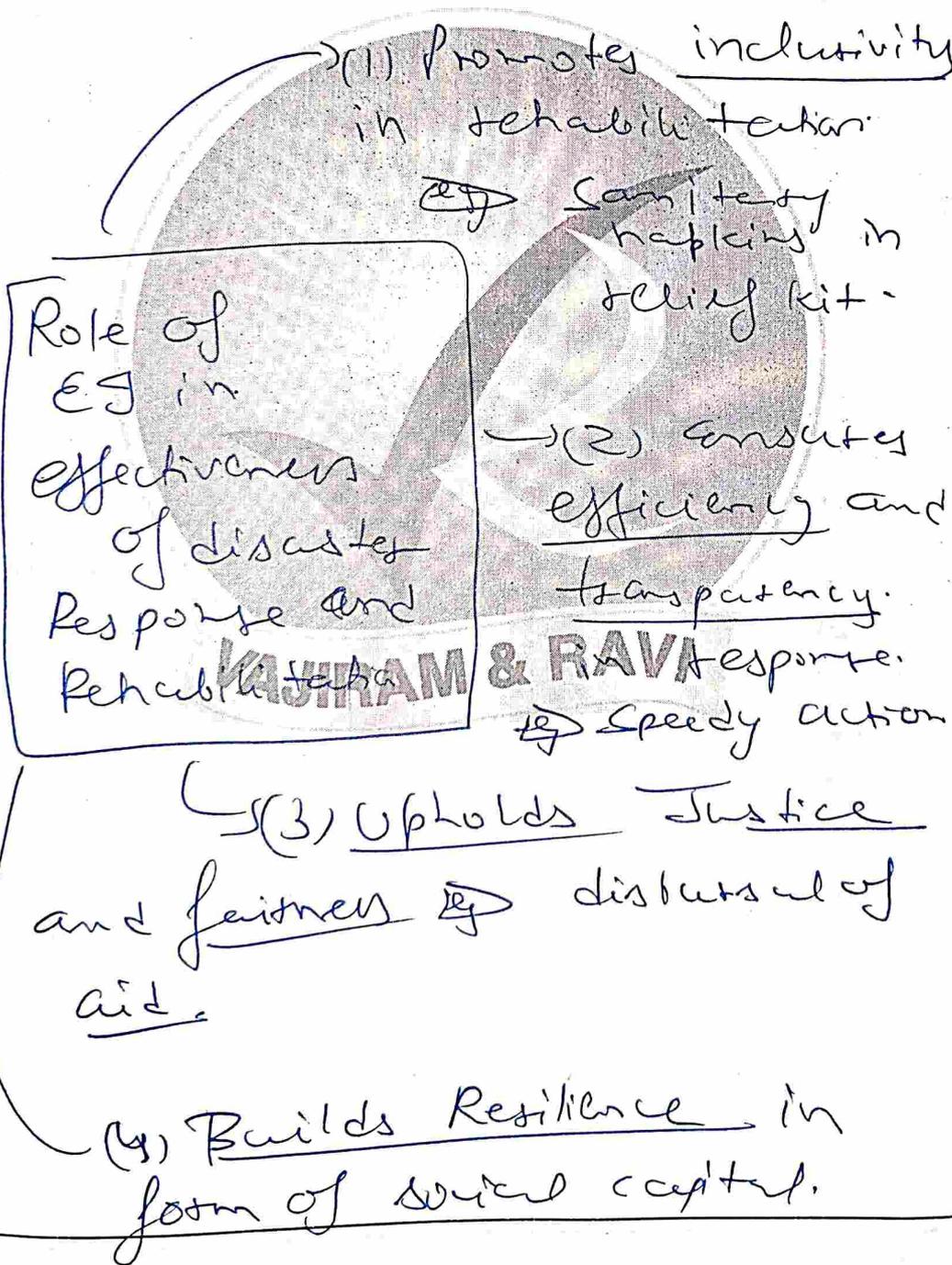
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11. "In disaster management, technical expertise saves lives, but it is emotional intelligence that deepens trust, enhances credibility and builds community resilience." Discuss the role of emotional intelligence in enhancing the effectiveness of disaster response and rehabilitation.

(10 marks, 150 words)

Disasters often act as true test of ethical leadership and character.



(Don't write anything in this part)

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EQ can be inculcated by:-

(i) EQ training and education  
eg Emotional competency tool of DPT.

(ii) Ethical leadership as Role Models.

(iii) Regular self introspection and course correction.

Thus, EQ ensures justice and fairness in testing times.

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12. "While a Code of Conduct prescribes rules of behaviour, a Code of Ethics articulates the moral vision that guides such behaviour. Both are essential, yet insufficient on their own to ensure ethical public service." Critically analyze this statement in the context of civil services. How can the synergy between ethical intent and regulatory compliance be fostered within public institutions?

(10 marks, 150 words)

Code of Conduct and Code of Ethics both promote rule bound and ethical action in civil servants.

Both are insufficient on their own to ensure ethical public service as

Code of conduct → Rigid → Red tapism  
→ Objectivity → May lead to bureaucratic apathy.

Code of Ethics → No legal backing  
→ No Action if not followed.

(Don't write anything in this part)

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(Don't write anything in this part)

Synergy between ethical intent and regulatory compliance can be fostered by:-

- (i) Code of Conduct and Code of Ethics violations should reflect in Service Record.
- (ii) Training to civil servants to ~~follow~~ <sup>uphold</sup> larger good by upholding Regulations in spirit - Not only letter eg "MISSION Karmayogi"
- (iii) Recognition and rewards for ethical VAJIRAM & RAVI servants

Public Service is <sup>more</sup> not a service but a spiritual practice.

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## Section B

13. You are Rajesh, an honest IAS officer posted as the District Magistrate in a prominent district of a state. The State Public Service Commission exam was conducted last week. It is one of the biggest recruitment drives, with over 7 lakh candidates appearing, many from poor and rural backgrounds.

Three days after the exam, a leaked question paper, matching the actual one, started circulating on social media. There is public outrage. Protests erupt outside your office. Several coaching institutes allege that a nexus involving a printing press official, a commission clerk, and a politician's aide facilitated the leak.

The government is under pressure. You are asked to conduct a preliminary inquiry within 48 hours and submit a factual report. Meanwhile, you receive a phone call from a senior political leader, asking you to "go slow" as the accused is "a well-wisher" and "these things happen." The candidate who topped this exam is also the son of a senior bureaucrat. Moreover, your nephew has secured 8th rank in the exam in his last attempt, and this news has become viral on social media.

There are rumors that the leak was targeted to help specific candidates. A strong inquiry may lead to cancellation of the exam, affecting lakhs of students. On the other hand, going soft may protect your career.

- What are the options available to you?
- What course of action would you choose to ensure that justice is done without causing unnecessary hardship to innocent candidates?
- Are there any safeguards in the current setup to prevent harassment of innocent officers like Rajesh? What further measures need to be taken?
- "Even the strongest regulatory mechanisms cannot prevent paper leaks completely". Do you agree?

(20 marks, 250 words)

The above case study highlights the glaring picture of society where unfair means are used to achieve success in life. and character is compromised for careers.

## All Options Available

(i) Agreeing with Advice of Senior Politician to protect my own nephew and gain benefits for career → By compromising:

- Rule of law
- Justice and fairness
- Breaking social contract and trust in institutions along with Prostitution of character

(ii) Taking Impartial and Neutral approach → Doing honest Inquiry, which may cost my career and career of nephew.

(iii) Doing investigation and releasing report in public domain via social media to prevent career setbacks and manipulation of report.

↳ which may go against Institutional hierarchy and code of conduct

(B) Course of Action to ensure justice is done without unnecessary hardships to innocent candidates

(i) ~~Ret~~ Documenting my personal interest of own nephew who ~~was involved~~ to authorities has given exam

(ii) Doing a fair investigation and supplementing it by a 3<sup>rd</sup> party investigation (To check personal interest & uphold impartiality)

(iii) If serious lacunae's in exam then recommending a Re-exam with travel allowance ~~and for~~ ~~re-exam~~ and extra attempt for students in last attempt. (Justice)

(iv) Recommending strict Action against those involved in above scam.

(v) Ensuring fair and transparent by using technology like Blockchain for paper tracking and AI for

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cheating prevention as done in Karnataka board exam.

The above actions upheld that Truth is truth even if one person is standing for it and ethical leadership must lead by example, even if you have to suffer for your principles as clear conscience is greatest wealth.

(c) Safeguards in current setup to (i) prevent harassment of innocent officers like Rajesh

(i) SC in TSR Subramaniam case have highlighted that Civil servants are not bound by oral and unethical orders of political representatives.

(ii) Code of Conduct and All India Service Rules provide for way out for such situations

(iii) Apart from it Whistleblower Protection Act also safeguards honest officers

## (Cii) Further Measures

(i) Code of Conduct and Code of Ethics for Politicians (Hota Committee)

(ii) Civil Services Board for fair and transparent posting and promotion

(iii) Strengthen whistleblower protection rules

(d) Regulator Mechanisms although act as deterrent but fails to prevent paper leaks due to:-

(i) Executive political nexus.

(ii) failure of values and Moral erosion in society

(iii) commercialisation of education

(iv) focus on Ends - even at cost of wrong means.

Thus, to check Paper leaks inculcation of ethical values in every sphere of society and institutions along with strong regulatory mechanism is required to promote Justice & fairness.

(Don't write anything in this part)

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14. You are posted as the Superintendent of Police (SP) in a district of Manipur that has been severely affected by ongoing ethnic violence between 2 tribal communities. Over the past several months, dozens of people have been killed, hundreds injured, and thousands displaced. Several incidents of mob lynchings, arson, sexual violence, and looting have taken place. Both communities accuse each other of betrayal and violence. The state police and paramilitary forces are deployed, but trust has broken down. Even civil servants and police officers are being viewed with suspicion, based on their ethnic identity.

You are ethnically neutral and not from the state, but your district team is diverse and includes officers from both communities. The situation is tense. The Internet is shut down. There is media pressure, social media outrage and conflicting narratives.

One night, a violent mob from one community surrounds a refugee camp where families from the other community are sheltered. They are demanding that some "culprits" be handed over to them, claiming those people were involved in a previous attack. You receive real-time information that if the mob is not dispersed peacefully, it could lead to a massacre, but if force is used, it could trigger a larger retaliation across districts. You have limited police presence and only one central force unit available on standby.

Adding to the pressure, The Chief Minister's office has informally told you to "avoid escalation" at all costs. A senior local MLA, from the same community as the mob, is allegedly protecting instigators. A journalist from a national media house has arrived at the camp and is recording live videos, which could go viral.

- (a) In the context of the case study, discuss the role of declining social capital in disturbing community harmony.
- (b) What immediate actions would you take to prevent violence without violating law or escalating tensions?
- (c) Which principles of constitutional morality should guide your action in this situation? How would you ensure their application under intense public, media and political pressure?

VAJIRAM & RAVI (20 marks, 250 words)

The above case study shows the hostile consequences of weakened social capital in diverse society like Manipur.

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a) Role of declining social capital in disturbing community harmony

(i) Lack of tolerance. Jealousy. violence and hatred.

(ii) Apathy of masses towards sufferings of humanity. → violence against each other.

(iii) feeling of US v/s Them against collectivism. → percolated to the level of politics and organizations

(iv) Mistrust against government institutions. → Democracy Erosion

(v) Erosion of Morals and Values visible in form of mob lynching, sexual violence and looting.

(b) Immediate Actions to prevent violence without violating law or escalating tensions

- (i) First step would be to request for additional force as a sefguard to check violence.
- (ii) Then proceed with discussing the issue with political leaders from both side, nudging them for cooperation and peace.
- (iii) If it fails, directly communicate with crowd about how justice will be done against perpetrators and cannot take law in their hands, otherwise strict action.
- (iv) If crowd still proceeds, give warnings of no solution - proceed with water cannons and tear gas like mild de-escalation techniques.
- (v) As a last resort use proportiate and legitimate violence as "Lathicharge" to uphold rule of law.

(Don't write anything in this part)

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(Don't write anything in this part)

(vi) To show impartiality and compassion take victims and those who had injuries to hospital (Humanism of State)

(vii) As a precaution, Station Extra force.

(viii) For long term peace bring about behavioral change abg. with social capital building measures like

- forming peace communities
- peace rallies
- toping religious leaders for peace and harmony.

(C) Principles of Constitutional Notability guiding action will be:-

(i) Justice → both reformative and retributive.

- (ii) Tolerance & Respect for diverse view
- (iii) Equality in actions  $\leftarrow$  Rehabilitative, Retributive.
- (iv) Democratic Participation in Peace building effort
- (v) Rule of Law  
Their application under intense public, media and political pressure can be ensured by:
  - (i) following rule book and code of conduct.
  - (ii) Actions guided by Emotional Intelligence and humanity
  - (iii) focussing on long term goals and benefits = social building, capite
- (vi) Using force as last resort for upholding peace and justice

In such sensitive conditions, civil servants should be guided by Compassion and Dedication to Public Service along with Courage of Conviction to uphold Promises of democracy & constitutional and.

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(Don't write anything in this part)

15. You are the Head of Human Resources in a prestigious IT company known for its high-profile clients and "innovative" work culture. The company takes pride in productivity, strict discipline, and fast-paced delivery cycles.

However, over the past few months, there has been a surge in anonymous complaints about Verbal humiliation during team meetings, Unreasonable working hours, Hostile treatment of women employees, especially interns and fresh recruits. The center of many complaints is Mr. Rohan Mehta — a brilliant but autocratic team lead. He has a history of delivering projects ahead of schedule and is celebrated by top management as a "visionary performer." His team, however, is showing signs of burnout, absenteeism, and silent resignations.

One day, a junior employee, Ms. Arpita Sharma, approaches you in confidence. She alleges that Rohan often yells at team members publicly, calls them "incompetent," A former intern had a mental breakdown and quit the industry entirely after being constantly micromanaged and belittled. Most employees are afraid to speak up because they fear being marked as "non-performers" or losing recommendation letters. She does not want to file a formal complaint but wants assurance that someone in the system still cares.

Meanwhile, senior leadership is preparing for an upcoming merger, and you are told: "We cannot afford disruptions right now. Don't investigate our best performer. These are just exaggerated startup-style growing pains." The CEO also feels that Rohan's style may be harsh, but this is a high-pressure industry. If people can't handle it, they're not meant for leadership. You are at a moral crossroads.

- Identify the ethical issues involved in this case.
- What are the potential long-term consequences of this work culture?
- As the HR Manager, how would you protect Arpita's identity, ensure justice, and also balance company goals?
- If you were the CEO, how would you address a culture that normalizes fear and overwork without directly confronting top performers?

(20 marks, 250 words)

~~VAJIRAM & RAVI~~  
The above case study  
highlight the negative impacts  
of a toxic work culture  
on employee's and for organization  
also in long term.

a) Ethical issues involved in this case

(i) Poor work culture of organization

↳ visible from insensitivity of leaders.

(ii) Using Workers as Means for corporate ends → Profits.

(iii) Lack of humanity and emotional intelligence in leadership.

(iv) Silent Mental Health crisis brewing and harming individual rights.

(v) Commerce without Fidelity in organization.

(vi) Company having overperformers as "Achievers" and Managers but Not ethical leaders.

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(Don't write anything in this part)

(B) Potential Long term Consequences of this work culture.

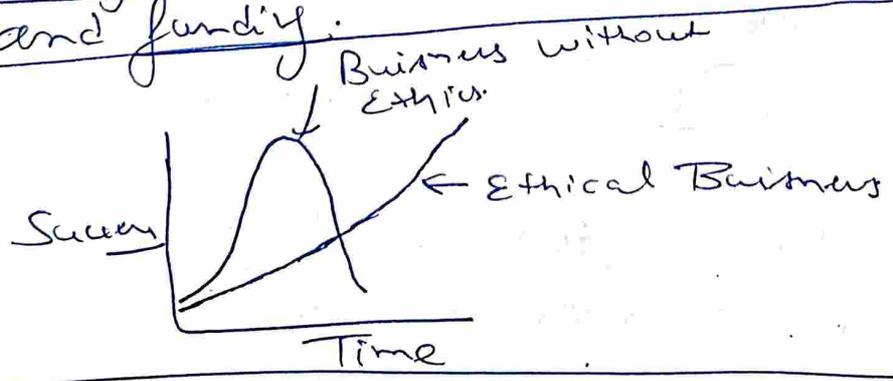
(i) Talent Retention problems due to lack of work life balance

(ii) Negative Reputation for company

(iii) Legal troubles and setbacks for not upholding ~~the~~ welfare of employees and mental health troubles

(iv) Loss of productivity in long run due to burnouts.

(v) May lead to loss of investment and funding.



(C) As HR, protect Aspita's identity, ensure justice and also balance company goals by:-

(i) Doing a fair and transparent enquiry of issue by committee.

(ii) If Mr. Rohan found guilty taking disciplinary action in form of reformatory justice by providing counselling & mandatory team building exercise outside.

(iii) If still continues this behaviour, report matter to higher authorities.

(iv) Meanwhile, counselling support for Aspita and other employees.

(v) Weakly team building exercise and stress relief as part of - HR initiative

(Don't write anything in this part)

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(Don't write anything in this part)

(d) As a CEO culture of fear and overwork can be removed and balanced top performers by:-

- (i) Leading by example → upholding work life balance.
- (ii) Cherishing failures and setbacks as part of success like Google.
- (iii) Regular communication and feedback with employees.  
(Bottom up approach)
- (iv) Internal Risk Management and Welfare Audit teams for employee welfare.
- (v) 360° appraisal of teams leaders and managers.
- (vi) Regular mental health counseling and awareness.

To retain Moral legitimacy and license to operate from stakeholders, corporate must treat employees as participants.

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16. You are posted as the Deputy Commissioner (DC) in a district straddling Haryana and Rajasthan, which has been repeatedly flagged in recent years as a hotspot for cybercrime and online financial fraud. Several nationwide scams involving OTP frauds, fake KYC calls, and online loan apps have been traced to villages in this region. While investigative agencies across states have linked multiple frauds to clusters of young men from the region, the narrative in media and even among law enforcement is becoming increasingly communalized and stigmatizing. Terms like "Cyber Jihad", "Scam Villages", and "Digital Jamtara" are being used casually.

On the ground, the situation is complex. The region has suffered from long standing neglect: poor schooling, lack of internet literacy, unemployment, low policing infrastructure, and weak digital awareness. Many innocent villagers, particularly from marginalized communities, are being indiscriminately raided or detained based on flimsy digital footprints or IP mismatches. Local youth feel demonized, even when seeking honest employment, and there's growing mistrust between communities and police.

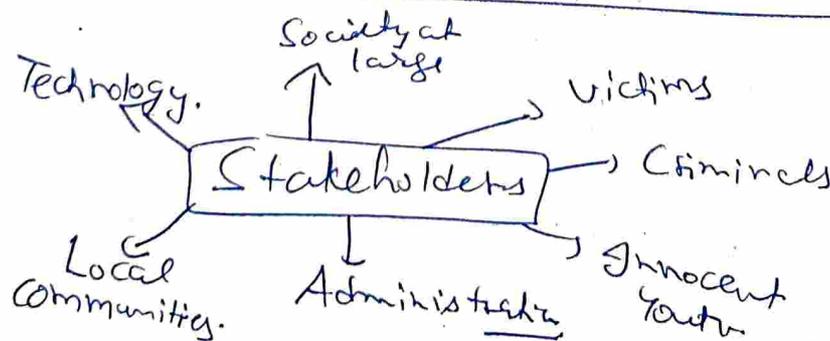
On the other hand, rising cybercrime incidents undermine public trust in digital services, hurt national financial security, and burden law enforcement across India.

You are under pressure from state and central agencies to deliver swift arrests and "crackdown hard." Yet, you are also mindful that indiscriminate action may further alienate local communities and deepen socio-religious fault lines.

- (a) Identify the ethical issues involved in this case.
- (b) What will be your action as Deputy Commissioner (DC)?
- (c) What will be your action as District Magistrate (DM)?

(20 marks, 250 words)

The above case study highlights the glaring picture of Cyber crimes that are rising in India, as per NCRB data.



# VAJIRAM & RAVI

(a) Ethical Issues Involved in this case.

(i) Failure of state to uphold "Social Contract" → not able to protect victims and not given basic services like education

(ii) Misuse of technology (Science without Humanity) for cybercrime.

(iii) fragile and weakened Social Capital → distrust and anger

(iv) Inefficient and not Impartial administration.

(v) Community Permissiveness in form of suspecting everyone as criminal.

(vi) Rule of Law subversion by cyberfrauds.

(vii) Media ethics and sensationalization

(B) Action as Deputy Commissioner (D)

- (i) Training to staff for dealing with Cybercrimes by experts.
- (ii) Using community as 'Ears and eyes' to identify hotspot and crackdown.
- (iii) framing of fullproof cases against perpetrators.
- (iv) Using technology ~~and~~ for monitoring and digital surveillance of cybercrimes.
- (v) Community awareness about helplines and how to be safe from cyber crimes.
- (vi) Community volunteers training in form of "Digital Satyagrahis" to raise awareness.

(C) Action as District Magistrate (DM)

As DM, my actions will complement actions of DC and further :-

- (i) Promoting efficient public service delivery in etc. for development.
- (ii) Overhauling education system for awareness and digital skills for employment.
- (iii) Using govt schemes to build employment opportunities in district like ~~the~~ Rural livelihood mission.
- (iv) Cooperating with different departments to enforce stronger compliances for deterrence.

(Don't write anything in this part)

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(Don't write anything in this part)

(v) Further, support to victims of cybercrimes and taking actions proactively like freezing accounts within no time of cyber fraud.

(vi) Using technology and trained workforce to establish Cyber Swachta Kendras in district

(vii) Oversee & and Monitoring Committee to audit actions and give feedback for further action.

Cybercrimes are today's reality and it need a "Whole Society" and Cooperative Administration approach to deal with such complex misuse of technology along with awareness and value incultation in society.

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(Don't write anything in this part)

17. You are the Municipal Commissioner of a rapidly developing metropolitan city that is preparing to host an international summit and a large real estate expo. To beautify the city and create a "world-class" image, the state government has launched a fast-track infrastructure drive — flyovers, metro stations, and commercial zones are being developed, especially near airports and central business districts.

However, one such development involves the demolition of a 40-year-old slum cluster, home to over 5,000 urban poor — daily-wage workers, waste-pickers, and domestic helps. Most of them do not possess formal land titles but are registered in various government welfare schemes. The land is being cleared to build a high-end luxury complex with a government-backed smart transit corridor.

Despite court orders requiring proper rehabilitation, the demolition notices were served with just 72 hours' notice, citing "urgency for public purpose." Residents claim they were not consulted, and no alternative housing or transport arrangements have been made. Schools, ration shops, and health centers in the area are now inaccessible. A pregnant woman went into labor while her house was being bulldozed. The video went viral and drew heavy media attention.

You are now being asked to oversee the eviction process peacefully and ensure media management. However, after visiting the site personally, you are shaken by the plight of the people. Meanwhile, influential builders, top bureaucrats, and political figures are pushing for "zero delay." Media reports and citizen sentiment have increasingly come to believe that development benefits the rich (investors, builders, foreign guests), while the poor bear the burden.

- (a) As Municipal Commissioner, what are your ethical and administrative responsibilities in such a situation?
- (b) How will you act as a bridge between development and justice, ensuring both the project proceeds and people's dignity is preserved?
- (c) What mechanisms can you propose for inclusive urban planning, in the long term, where even the poor have a voice and stake?

(20 marks, 250 words)

The above case study highlights how development if done at cost of justice and fairness can have serious implications.

(Don't write anything in this part)

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(Don't write anything in this part)

(A) Ethical and Administrative responsibilities in such a situation. as Municipal Commissioner

(i) Rule of law and due diligence in eviction drive.

(ii) Upholding order of court.

(iii) Fairness and justice in approach during rehabilitation.

(iv) Upholding all checks and balances in form of Environment Impact Assessment and Social Impact assessment.

(v) Building Public trust and Cooperation for long term sustainable development.

(vi) Efficiency along with Transparency and accountability in decision making.

(B) Acting as a bridge between development and Justice.  
ensuring both <sup>the</sup> Project proceeds and people's dignity is preserved.

(i) Time bound impact analysis and negative impact mitigation.

(ii) Public consultation and feedback for corrections possible at this stage (Participative Governance)

(iii) Role in Civil Society for Rehabilitation along with community participation.

(iv) Ensuring fairness and transparency in Project development (As done by E. Sreedharan during Metro projects)

- (v) Proactively engaging with Media while giving necessary and justified information to build public perception.
- (vi) Taking Action ~~to~~ <sup>using</sup> media reports to uphold rights of people facing difficulties and injustice.
- (vii) Mental health support and counselling for displaced.
- (viii) "Whole of organization" approach to ensure efficient and effective service delivery to displaced.
- (ix) Using technology for Monitoring and service delivery.

~~The~~ Above actions upheld Rule of Law, Justice and balance Economic development with societal development in fair and transparent manner.

Don't write anything in this part)

# VAJIRAM & RAVI

(Don't write anything in this part)

(C) For Inclusive urban planning in ~~to~~ long term, to give consideration to voice of poor following steps required:-

(i) Effective Public Consultation and Impact Analysis and Mitigation for future projects

(ii) Grievance Redressal Mechanism for responsive governance.

(iii) Using technology for Monitoring Project, service delivery and rehabilitate.

(iv) Engaging with Civil Society for Proactive and Participative governance.

(v) Slum upgradation and livelihood in vicinity.

"Development that is just and equitable"

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(Don't write anything in this part)

# VAJIRAM & RAVI

(Don't write anything in this part)

18. You are posted as the Sub Divisional Magistrate (SDM) in a rural district where caste-based untouchability still exists in subtle and overt forms. You visit a local school during inspection and notice that Dalit children are being made to sit separately during the mid-day meal. The cooks preparing meals are also selected on caste basis. The punishments to students for the same mistakes also differ in intensity based on the student's position in the social ladder. The headmaster justifies this by saying, "It's our custom. Mixing them will create problems of impurity in the village."

Later, you meet a 10-year-old Dalit boy named Ravi, who quietly says, "Madam, why are my hands dirty even when I wash them?" This sentence stays with you. You look at numerous other segregated students who seem to have internalized the social customs of discrimination.

You, being a morally upright officer, want to take strong action, but the village elders, some of whom are politically powerful, urge you to "go slow" and "not disturb harmony." Meanwhile, your own junior staff appear reluctant to intervene, reflecting deeply ingrained prejudice. Moreover, trying to change customs could mean your suspension from the job or fake charges of sexual assault on you. This would also potentially result in breaking your marriage which has been fixed only recently.

- What ethical responsibilities do you hold as an officer in transforming social attitudes?
- How do emotional experiences like Ravi's statement impact the moral reasoning of a civil servant?
- Suggest short-term and long-term strategies to create attitudinal change in this case.

(20 marks, 250 words)

The above case study highlights that how customary morality that collides with Constitutional values should go away for 'greater good'.

a) Ethical Responsibilities as an officer in transforming Social Attitudes

(i) Upholding Constitutional Morality by upholding Equality (Art 14) and taking action against untouchability (Art 17).

(ii) Upholding dignity of Individuals (Art 21) & harmed by such actions.

(iii) Being Ethical leader for organization and Society to uphold Rule of Law.

(iv) Dedication to Public Service & welfare of vulnerable like Ravi.

(v) Upholding Justice in letter and spirit.

(Don't write anything in this part)

# VAJIRAM & RAVI

(Don't write anything in this part)

(b) Emotional experiences like Ravi's Statement impact Moral Reasoning of a Civil Servant by:-

(i) Being a Ethical Mirror to Conscience for course correction.

(ii) Reminds them about promises of Duty and Constitution "Sevadhatma".

(iii) Gives Motivation and Courage to go against societal conventions like untouchability.

(iv) Ethical guide to fulfill "Social contract".

(v) Words of Gandhi's 'Talisman' came at forefront in decision making.

## (C) Short term Measures

(i) Use Social Media and Newspapers etc to give warnings about action against such practices  
(Deterrence) Effect.

(ii) Punishment for those who still continue.  
- SUST Act (Operant conditioning)

(iii) Behavioral and sensitization training for staff to reduce biasness. - for fair acts

## Long term Measures to Create Attitudinal change

(i) Discussion with community and Religious leaders and "Social proofing" to promote equality. (eg) Samkalp patras

(Don't write anything in this part)

# VAJIRAM & RAVI

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(ii) Promoting education and awareness using Natakas and community volunteers. eg Stories of B.R Ambedkar

(iii) Rooping in Civil Society to boost efforts

(iv) Value inculcation in education using Drama clubs, Equality and "We are together" rallies by students.

Thus, To uphold Constitutional promises and dignity of Individuals, Civil Servants must collaborate with all stakeholders for long term success and building social capital, fulfilling promises of Gandhiji "Ram Rajya".

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