

VAJIRAM & RAVI

GENERAL STUDIES ETHICS FULL LENGTH TEST

Time allowed: 3 Hours

Maximum Marks: 250

STUDENT ID.: ADMIN NO.:

NAME:

MOBILE NO.:

EMAIL.:

SUBMISSION DATE:

**UPSE CSE 2025
AIR - 75**

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:-

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

Offline

Receiving date -

Dispatch date -

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

Mentor's Feedback

Evaluator/Reviewer Suggestions



Evaluator/Reviewer Suggestions



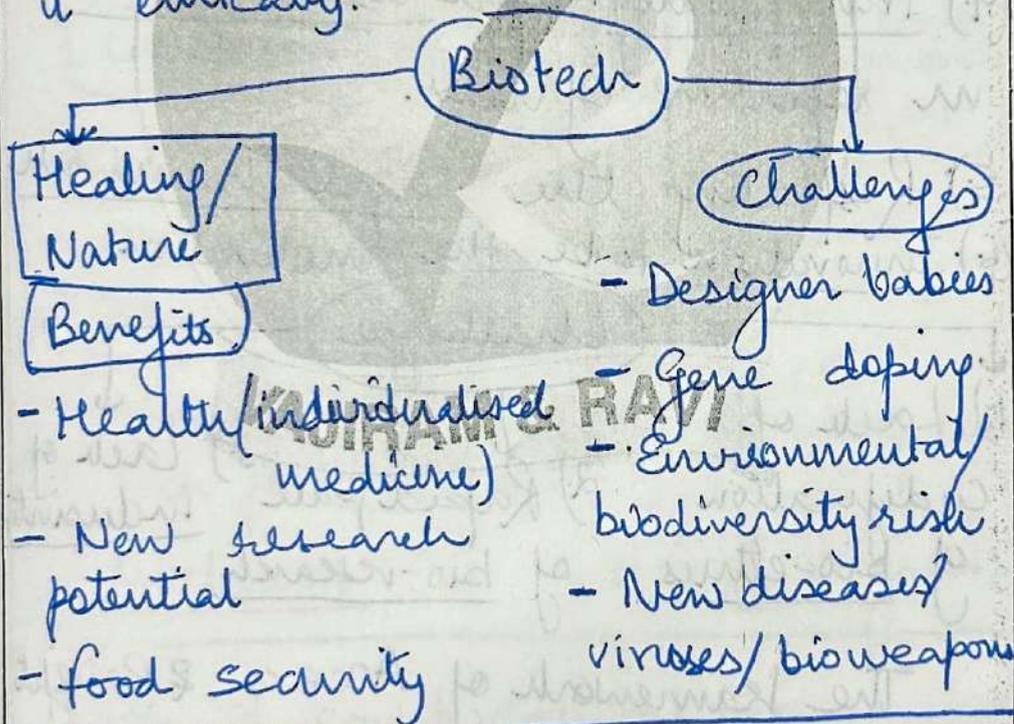
Master's Feedback

(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)

Biotechnology has grown in strength through ~~tech~~ tools like CRISPR and thus calls for regulating it ethically.



Role of bioethics in handling these challenges -

- (1) Take prior informed consent of the

people to be tested upon.

(2) Principle of beneficience and non-maleficience to form the scaffolding of research.

(3) Resource and environmental footprint minimisation to be a key goal.

(4) Transparency and accountability in reporting of trials.

(5) Respecting the legal framework

(6) Innovation to be the motivation.

Challenges

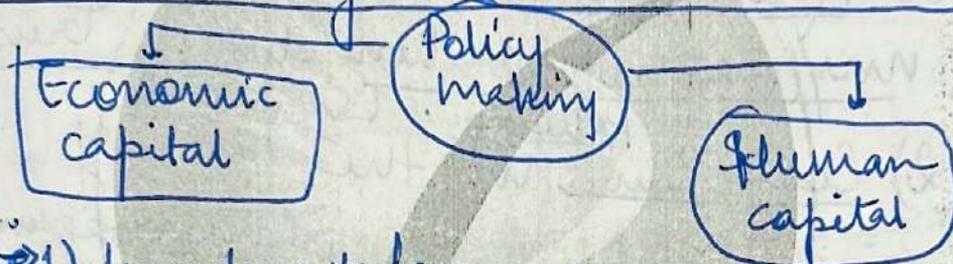
- 1) Lack of codification of bio-ethics
- 2) Rapid pace of bio-research
- 3) Lack of inclusivity

The framework of Access & Benefit sharing should guide the policy makers in formulating bio-ethics and Code of conduct for researchers.

Introduction
Body
Conclusion
Presentation
Marks:

2. "While economic and human capital are often emphasized in policymaking, it is social capital that sustains democratic institutions and inclusive development." Discuss the role of social capital in enhancing ethical governance, community resilience, and citizen participation. (10 marks, 150 words)

Social capital is the strength of the communities due to its harmonical, rule-based, humane treatment of one and all.



- | | |
|--|--|
| 1.) <u>Investment</u> for growth | 1.) <u>Care</u> and <u>welfare</u> |
| 2.) <u>Equity</u> in resource allocation | 2.) <u>Health</u> , <u>education</u> and <u>upliftment</u> |
| 3.) Tech. for <u>innovation</u> | 3.) <u>Skills</u> to grow. |
| 4.) <u>Livelihood</u> | |

Role of social capital in -

(I) Ethical governance

(1) Rule based order is ensured due to reduced conflicts.

(2) Policy implementation gets smoother as justice forms the bedrock of social capital framework.

(3) Humane governance occurs as empathy is an enabler of social capital.

(II) Community resilience -

(1) Resilience in the age of mis/dis information due to trust
Eg. false news based risks

(2) Cooperation in the times of crisis. Eg. Odisha disaster management framework is based on community cooperation.

(3) Standing for everyone → Eg. SHGs

(III) Citizen participation

(1) Holding govt. accountable through social mechanisms like social audit.

(2) Proactivity due to cohesion Eg. JPM.
The threats of communalism, regionalism, linguistic chauvinism must be checked as we envision a developed India.

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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 implies consistent moral adherence whereas objectivity implies rule based implementation, both vital for ethical public service.

Dynamic interplay -

(I) Integrity without objectivity -

(1) Moral anarchism - ~~eg.~~ breach of procedural laws. Eg. leaking National security secrets

(2) Not respecting local moral contexts
Eg. imposition of tech on tribals (drone based land survey) to ascertain land holding rights).

(II) Objectivity without integrity -

(1) Bureaucratic apathy - Eg. blocking RTI.

(2) Poor service delivery - form over substance. E.g. wastage of FCI rations

(III) Objectivity coupled with integrity

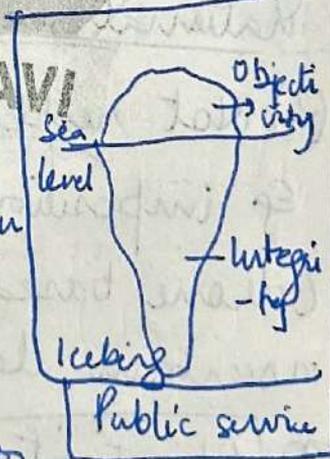
(1) Probity in workplace - Being honest & promoting honesty.

E.g. E. Sreedharan, T.N. Seshan.

(2) Contextual legal interpretation of discretion. E.g. engagement with Gram Sabhas for localised planning.

(3) Generates trust on governance :- E.g. channels for grievance redressal under citizen charter.

(4) Utilisation of public funds with utilitarian and care perspective. E.g. gender budgeting.



A sweet spot of the two public services ensures a role based civil servant and not rule based

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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)

PPP is an innovative mechanism to ~~it~~ redistribute risk, rewards, investments and expertise and enhance service quality for citizens yet faced with challenges.

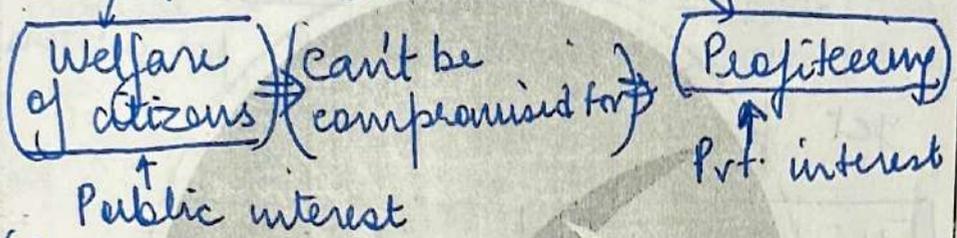
Ethical issues -

- (1) Collusive corruption → Eg. deliberate losing of arbitration cases by govt. officials for kickbacks.
- (2) Lack of clarity over roles.
Govt → regulator; private → expertise
- (3) Undervaluation and misuse of public resources. Eg. free of cost usage of IOC pipelines by pet. oil marketing companies.
- (4) Breach of public trust → Eg. exclusivity PPP railway and high platform charges at pet. stations

Ensuring transparency, accountability & equity, specially in essential sectors -

(1) forming foolproof contracts →
Capacity building of employees to ensure

(2) Purpose synchronisation



(3) Early reporting mechanisms to ensure risk aversion.

(4) Participation of people, CSOs to ensure social accountability.

(5) Govt. must not evade the welfare state responsibilities by merely engaging in PPP. Eg. (last mile hospitals, schools → non profitable for private → govt. must take the lead there).

(6) Team work to ensure public orientation.

PPP as a vehicle of growth must have seats for all in its bus.

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

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

The father of the nation, emphasises on living truthfully as well as yearning for life long learning.

Why live as if you were to die tomorrow-

(1) Enables free thinking - free of bias, free of greed etc.

Eg. Mother Teresa → lived for the lepers.

(2) focussing on what really matters

Eg. prioritising relationships over egoism, unlike seen in marital disputes these days.

(3) Self reflection → Did I do something worthy of being humane?

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Eg. Kailash Satyarthi → Nobel for working against child labour.

(4) Provides moral courage - Eg.

Edward Snowden → whistleblowing against mass surveillance by US state

Why learn as if you were to live forever

(1) Growth mindset - life long learning.

Eg. AI enabled future jobs require continuous on the job learning.

(2) Rectifying mistakes & being moral -

Eg. Japan giving up militarisation after WW-2 and focussing on harmony.

(3) Learning enables humility

Socrates → I know that I know nothing

Eg. inclusive policy making → PM-PVTG, rights for transgenders etc.

Gandhiji truly exemplified this quote and definitely his life was his message.

- 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)

Swami Vivekananda emphasises the value of ~~being~~ living for others in the pursuit of success and happiness.

Selflessness creates happiness and success because-

(1) ~~It~~ It provides contentment -

"I AM WORTHY OF BEING A HUMAN"
- Peaceful sleep

Eg. young people taking care of their old parents, unlike desertion in present context.

(2) It is our ethical obligation

to give back. Eg. CSR \rightarrow 2%.

obligation; Tatas \rightarrow 5-7%.

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(3) Enables leadership → Our success is how much we give to others, build others.

- Creates broad mindedness.

(4) Avoids conflicts and breeds justice.

Eg: selfishness observed → Sinking

of SIDS (Tuvalu) → Injustice, climate conflicts.

(5) Selfless being earns respect, the true success.

Eg. Elon Musk giving up patents to fuel innovation in EVs.

(6) Creates a lasting legacy → Eg. Gates philanthropy in Africa.

Our success, our happiness is measured ~~by what~~ not by what we have, but by what we give.

- 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)

The proponent of deontology emphasises that moral actions make us worthy of happiness, though ~~may not deliver happiness assuredly~~ by not just seeking panochral happiness.

Morality makes us worthy of happiness -

- (1) Fulfilment of our duties
 - Karma is shiva (Work is worship)
 - Spiritual affirmation of happiness.
- (2) Respecting everyone's dignity creates a virtuous chain where our dignity is respected in the loop.
- (3) Doing actions that can be universalised are moral, creating equal space for everyone's happiness.
E.g. not lying/non-stealing.

Morality is not the doctrine of merely making ourselves happy-

1) It may lead to self-centric, egoistic tendencies.
- Greed

(2) Creates channels for exploitation centralising happiness of few over others.

(3) Creates systemic injustices. Eg. racial abuse in West, caste oppression in India



Duty must be one of the benchmarks of morality, balanced with utility and care

Introduction
Body
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Marks:

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)

Rich reserves of gold, cash etc. in temples, Waqf board, churches etc. raise ethical questions on religious - society interface.

Benefits of utilising surplus from religious institutions for welfare -

I) Ethical -

(1) Serves the religious philosophy of causa, aparigraha (non-possessiveness) etc.

2) Makes people's trust in religious institutions affirmed.
Eg. Langar.

Socio-cultural -

(1) Serves equity in the society.

(Don't write anything in this part)

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(Don't write anything in this part)

2) Humanises religious and cultural institutions.

3) Serves empathy towards needy.

IV) Constitutional

1) Co-operation with the state for welfare delivery.

2) Indian secular spirit of equal reformation & arm's length with all religions is served.

Challenges

Ethical

Constitutional

Socio-cultural

1) More chances of conversions

2) Enhance people's dependence, breeding irration-
ality

(1) Affecting policy making of state

(2) Undue in religion interference may be alleged.

(3) Threat to state in long run

(1) Breeds ground for manipulation of people

by religion
2) May be breed competitive religiosity.

The utilisation must be promoted as voluntary benevolence but no compulsion.

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

To tackle social issues deeply ingrained in society, it is persuasion and social influence that creates real change rather than laws.

Persuasion

- 1.) Through ads/hoardings
- 2.) Facilitating rational option through default rules.
- 3.) Repetitive messaging.

Social influence

- 1.) Breeds group behaviour
- 2.) Influences one attitude and belief system
- 3.) Affected by group size, local customs, leadership role modelling etc.

Civil servants applying both to bring positive behavioural change -

(I) - Persuasion -

(1) Through display/demonstration

• Eg. videos of exercising for "Fit India campaign"

(2) Remodelling default architecture

Eg. choosing New Pensioner Tax regime as default

(3) Constant and deliberate messaging

Eg. radio/TV campaigns for Pulse Polio

(4) Involving emotions → Love/disgust

Eg. Toilets under SBM → Respect for women

(II) Social influence -

(1) Catalysing civil societies → Eg. role

of Malinya Muktam NGO for waste collection (40% → 75% in 2 years) in Kerala

(2) Role modelling through teachers, local leaders etc.

(3) Influencing through grassroot govt. staff like ASHA, Anganwadi workers etc.

Eg. Vaccination drive during Covid.

These enable a bottom up governance, catalysing social growth

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Marks:

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 is affected by political will, bureaucratic efficiency, historical precedences & social attitudes.

Politico-administrative inefficiencies	Socio-cultural factors
(1) Ill use of <u>discretion</u> for <u>corrupt practices</u>	• Aggravated & unchecked by " <u>Chalta Hai</u> " attitude
(2) Power <u>centralisation</u> tendencies (Top down)	• Historical <u>colonial hangover</u>
(3) Low <u>self-skilling</u> & <u>improvement of competence</u>	• Culture of <u>marks over morality</u> , rote learning in schools.
(4) <u>Nexus</u> & <u>bribery</u>	• <u>Normalisation</u> of power structures

Policy design & implementation be made more culturally responsive

(1) Resigning for social inclusion at all stages. Eg. JFM, social forestry etc.

(2) Envisioning citizens as stakeholders rather than beneficiaries.

• Eg. local expertise to be used (ODOP)

(3) Changing social attitudes towards democracy. Eg. inculcation of Youth Parliament, education for rights & duties.

(4) Localised planning and ground level implementation to incorporate cultural diversity

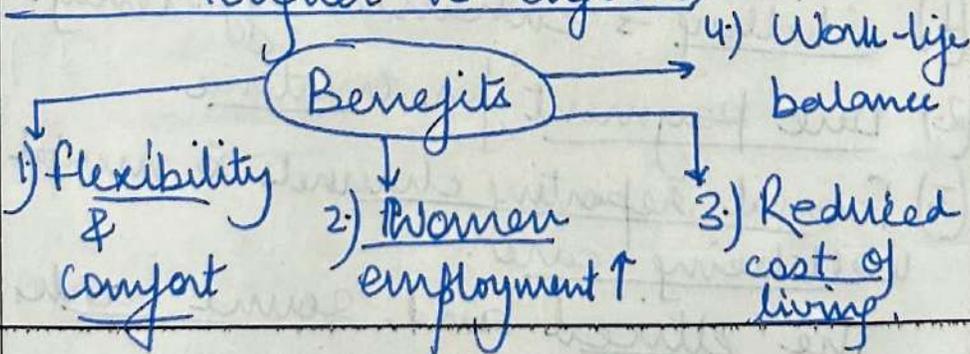
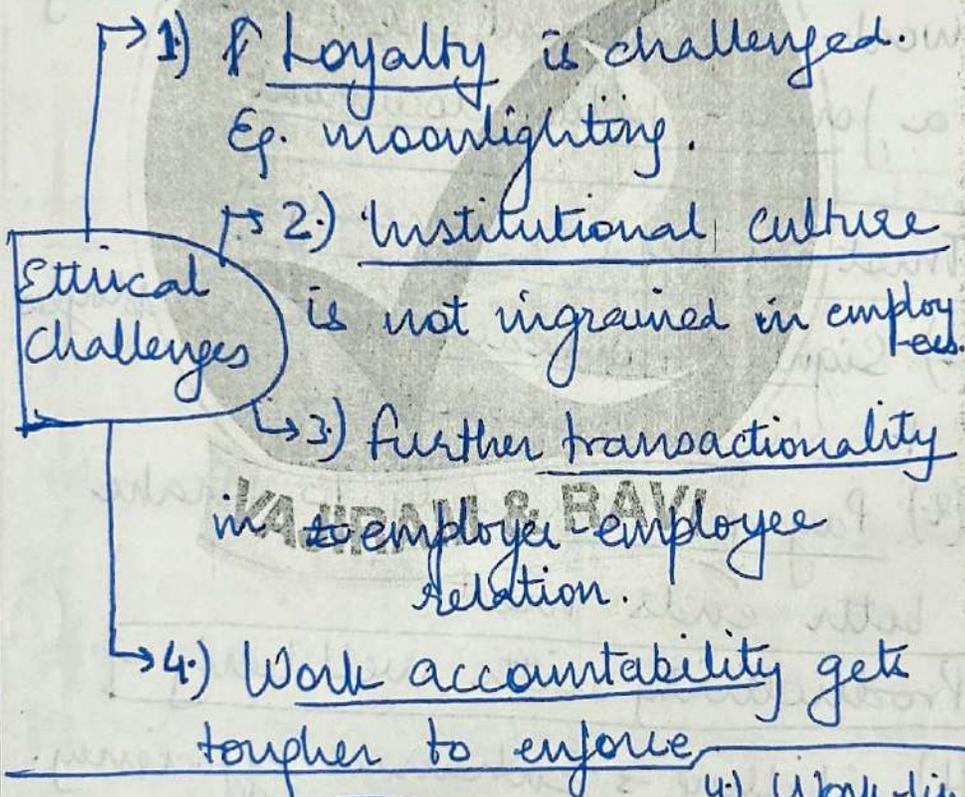
Eg. growing of humeric to repel cattles & wild animals in Munnar.

In a diverse country like India, culturally responsive policy making is vital.

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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)

Covid aggravated the culture of remote & hybrid work, raising ethical benefits as well as newer concerns.



Balancing by organisation -

Flexibility with fairness :-

(1.) focussing on ~~the~~ the goal (work deputation & follow back), rather than intrusion.

(2.) Checking biases in selection, work deployment, rewards through a formal policy document

Trust with transparency -

(1.) Signing contracts with employees to check misconducting.

(2.) Paying them duty to make both ends meet.

Productivity with well being -

(1.) Skilling → Enhances efficiency.

(2.) Due payment for overtime.

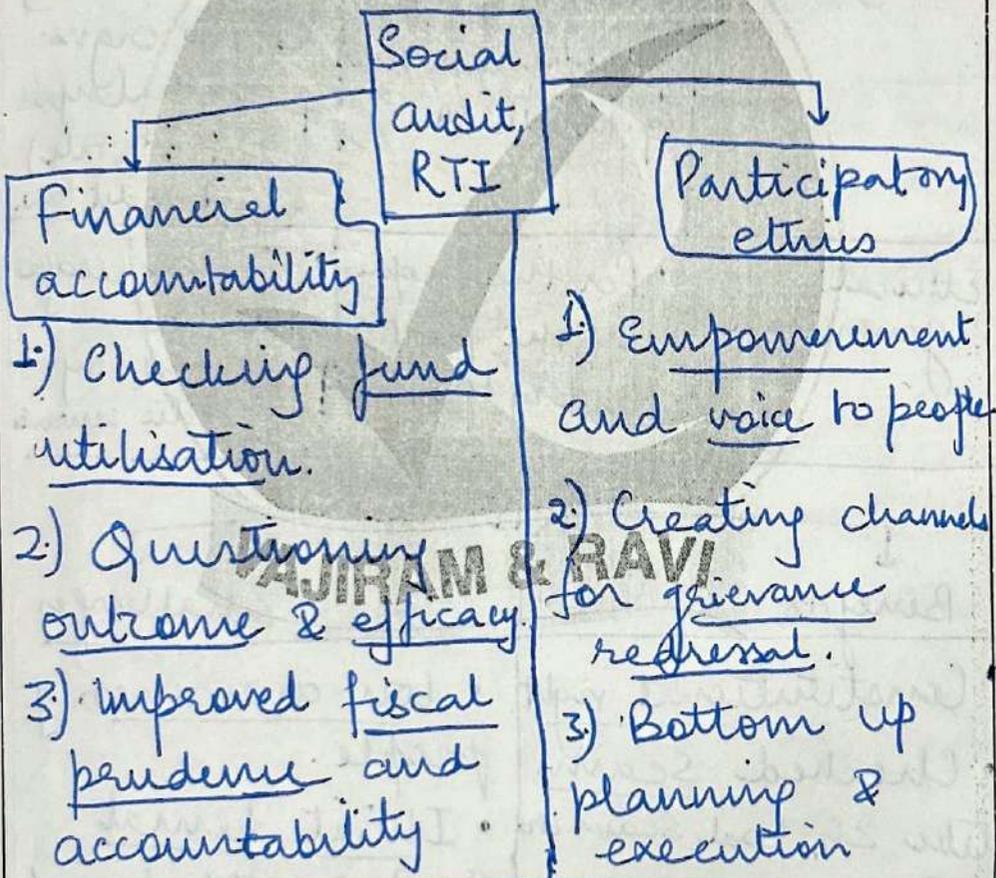
(3.) Formal reporting channels & mental well-being care.

The ethical and sound work culture breeds productivity & serves interests of both employer & employee.

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)

Democracy is effective, if it is led by people, and social audits, RTI etc. are tools for the same.



Critical analysis —

(I) Social audit

(Don't write anything in this part)

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(Don't write anything in this part)

Parameter	Benefits	Challenges
Transparency	(1.) Provides framework for ensuring social efficacy. Eg. SIA, EIA	(1.) Low use knowledge and capacity to utilise by people
Accountability	(2.) Reduces corruption tendency due to public awareness. Eg. MGNREGA	(2.) Social audit laws are formed only at few orgns. Eg. Meghalaya's latest (1st state) social audit law.
Ethical governance.	• For the people, by the people and of the people	• Under usage due to denial by public servants

RTI

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Benefits	Challenges
<ul style="list-style-type: none"> • <u>Constitutional right</u> • <u>Checked scandals</u> like 2G, Coal scam etc. • <u>Proactive transparency</u> by public officials 	<ul style="list-style-type: none"> • <u>Low awareness</u> of people. • <u>Illicit denial</u> Eg. PMO's 90% denied • <u>Lack of competence</u> of PIOs.

Strengthening them will strengthen our democratic credentials.

Introduction

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(Don't write
anything in
this part)

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

International funding many a times masks hidden agendas with a cover of humanitarian assistance.

This ethical challenges like these arise

- (1) Political interference in sovereign states. Eg. IB reported electoral interference by USAID.
- (2) Self-promotion and unfair deals
Eg. IMF loans push for pro-US/west policies.
- (3) Missing cultural relativism and thus imposition. Eg. French loot in Congo mines & cultural homogenisation.
- (4) Oppression and deception → Eg. human trials in name of free vaccines.

Restructuring global finance assistance system to align with -

(I) Ethical - Equity -

(1) Transparent and objective
Terms of reference for all.

(2) Equality in voting powers
→ 1 country - 1 vote as in NDB.

(II) Dignity -

(1) Respecting sovereignty ^{through} ~~and~~
sector-specific aids → no interference
in other areas.

(2) Process of democratic upliftment
rather than resource capture of
natives. (Associations like African
Union need more voice → 420).

(3) Mutual respect -

(1) No cultural imposition

(2) Accountability framework for
global orgs.

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Section B

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

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

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

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

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

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

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

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

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

(20 marks, 250 words)

(Don't write anything in this part)

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(Don't write anything in this part)

The situation resembles the one that broke out at New Delhi railway station during festival time; a case of apathy and poor management.

(a)

Stakeholder	Ethical issues & dilemmas
(1) DRM	(i) <u>Crisis management</u> (ii) <u>Credibility</u> of the department (iii) <u>Well-being</u> of the employees (iv) Displaying <u>impartiality</u> in investigation v/s <u>obliging</u> to higher authorities
(2) Victims and the families	(i) <u>Apathy</u> displayed towards them (ii) <u>Grief</u> and <u>loss</u> (iii) <u>Believing</u> and <u>creating</u> fake news.
(3) Media	(i) <u>Speaking</u> truth to power (ii) <u>Checking</u> fear mongering

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Government & railway ministry

(i) Cost-cutting v/s quality of service delivery..

(ii) Prioritising premium passenger classes v/s equity for all.

(iii) Violation of social contract

(b) Immediate actions -

(1.) Meeting the injured victims and ensuring all possible medical support.

(2.) Formulate a fact-finding committee to find about the root causes.

(3.) Recruiting temporary volunteer staff to ~~be~~ assist in reducing workload.

(4.) Assure media and citizens that truth will be reported impartially and root causes will be addressed to avoid further incidents.

5.) Arrange for mental health professionals, reporting and 24*7 counselling support mechanisms.

6.) Take intermittent rests to be able to focus on work diligently.

(c) Guiding values for incident report

(1.) The veracity must form the core.
• Truthful and honest analysis.

(2.) The cause of misinformation and inabilities to manage it.

(3.) The deficiencies on the part of work culture - excessive workload, strained staff.

(4.) The principle of social contract that should had been upheld.

(5) The lapses of duty at ^{diff} ~~all~~ ^{erent} tiers.

(6) The display of care we should imbibe from here on.

Long term strategies -

(1) Work environment overhaul - Reduced stress, overload through adhoc or full time recruitment.

- Mental health support (24x7)

(2) Use of tech - (i) AI enabled crowd management.

(ii) Proper communication and safety measures. - checking fake news.

(3) Capacity building measures for staff through training.

(4) Transparency and accountability mechanisms to check & report even slightest mishaps.

(5) Continuous improvement framework

Use of tech and empathy in governance will help serve the quality of service delivery to citizen.

(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, and Manipulation of user metrics to secure higher valuations in funding rounds.

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

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

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

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

~~#~~ The innovation when not tempered with ethicality staggering collapses like these happen, affecting entire supply chain

(a) Top 5 immediate ethical decisions

- (1) Forming a multi-domain expert committee of lawyers, NCERT, CBSE members, ^{finance experts} etc to evaluate the holistic issue and suggest remedies.
- (2) Assuring the people (children and their parents - customers of EduNow) to have faith in the process and their educational progress would be duly met.
- (3) Directing EduNow founder to

pause layoffs for now and discuss the due exit strategy formulated for staff.

- (4) Strengthening governance, ~~and~~ accountability and internal risk management strategy at both- startup and ministry level.
- (5) Publishing the safeguard mechanisms and India's commitment to ethical business & innovation to keep investor's interests intact.

(6)

Systemic changes

- (1) Towards financial affairs
- (i) Strong and empowered internal Audit.
 - (ii) Independent board and early risk recognition frameworks ~~or~~ through datasheets/financials.

(2) Towards employees

- (i) Documented hiring, skilling, firing and remuneration policies.
- (ii) Mental well being & counselling infra (24*7 - tele help).
- (iii) Open communication & grievance redressal mechanisms.

(3) Towards customers

- (i) Framework for quality assurance and value for money.
- (ii) Quick resolution of grievance through a streamlined reporting and facilitation cell.

(4) Towards government & accountability

- (i) Institutional audit & review mechanism to ensure compliance.
- (ii) Liasoning with govt. for CSR in decentralised education.

(5) Towards growth/innovation

- (i) Expanding the product base & quality
- (ii) Choosing long term sustained growth

(c) In some domains of governance, there should be ~~more~~ ^{stricter} governance norms, however in other sectors, they can be same for all companies.

Differential norms -

- (1) Quality assurance - because it directly affects society & human ^{development}.
- (2) Pricing policy - Education, health etc. can't be domain of profiteering.
- (3) Following industry/regulatory standards - Eg. MCI, CRSE, UGC etc. norms must be followed duly.

Similar norms -

- (1) Fundraising - debt/equity.
 - (2) Financial compliance - to ensure equal scaling up opportunities.
 - (3) Environmental governance - to ensure parity in all sectors (checks abuse of laws).
- These steps will ensure social contract of public-private-people ^{as} well as blossom innovation & economy ethically.

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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 pertains to systemic negligence and incompetent practices in a public sector company.

(Don't write anything in this part)

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(Don't write anything in this part)

Stakeholder	Ethical dilemmas
i) CMD, BAL	<p>(i) <u>Historical functioning</u> <u>precedence</u> v/s <u>modernisation</u>.</p> <p>(ii) <u>Safety of workers</u> v/s <u>saving reputation</u> citing <u>negligence on workers' part</u></p> <p>(iii) <u>long term overhaul</u> v/s <u>short term mitigation</u></p> <p>(iv) <u>Openness to change</u> (<u>disinvestment</u>) v/s <u>protection of workers' employment</u></p>
ii) Govt.	<p>(i) <u>Efficiency</u> v/s <u>employee welfare</u>.</p> <p>(ii) <u>Market economy</u> v/s <u>govt. led growth</u></p>
iii) People (Workers & family)	<p>(i) <u>Livelihood at unsafe workplace</u> v/s <u>migration from Tier-2 cities</u>.</p> <p>(ii) <u>seeking accountability</u> v/s <u>securing employment</u>.</p>

Media	(i) Reporting impartially v/s sensationalism.
Society at large	(ii) <u>Demanding for change</u> v/s conformity to <u>status quo</u> .

(b) Options available -

(1) Pin the blame of accident on a workstaff.

Merits	Demerits
1.) Saves reputation of company and personal accountability.	(1) Creates crisis of conscience. (2) <u>Parochialism</u> No reforms. (3) <u>Cheating the trust of employees</u>

(2) Give short term relief to victims and focus on gradual improvement of finances, safety etc.

Merits	Demerits
(1) Helps resolve <u>conflict</u> (2) <u>Evolutionary growth</u>	(1) <u>Status quo might creep in again</u> (2) <u>Disinvestment</u> Demerits push will grow further.

(Don't write anything in this part)

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(Don't write anything in this part)

(3) Provide relief and hire a consultant for broad overhaul of company.

Merits	Demerits
(1) Creates opportunity for long term <u>radical changes</u> .	(1) The public sector welfare values may get eroded.
(2) Settles <u>employee grievances</u> .	

(C)

Immediate measures	Long term measures
(1) Accident & aftermath	
(i) Medical relief to victims.	(i) Preventive maintenance system.
(ii) Compensation.	(ii) Early risk reporting system.
(iii) Fact finding committee.	(iii) Regular safety audits & transparency.

Public trust	
(i) <u>Communication</u> of plans and <u>admission</u> of <u>genuine faults</u> .	(i) Generate <u>profitability</u> through <u>innovation</u> .
(ii) Ask for <u>public opinion</u> , <u>student competition</u> to get ideas & <u>show</u> <u>seriousness</u> .	(ii) Create <u>media cell</u> & <u>public engagement wing</u> .

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(Don't write anything in this part)

Short term (financial viability) long term

(i) Issue debt instruments to invest in capex.

(ii) May look for sell of stakes

(i) Technological upheaval.

(ii) Upskilling workers.

(iii) Customer orientation

(d) No, I don't recommend absorbing all contract workers into permanent roles ^{in any case}. This is so because -

(1) To generate efficiency, flexibility in operations are needed.

(2) Contractual obligations must be respected.

(3) Duty to all stakeholders - govt, organisation etc. are to be fulfilled.

However following to be ensured in all cases -

(1) Safety of workers (2) Social security

(3) ~~Safe~~ Healthy workplace (4) No ad hoc firing.

(5) Humane treatment.

The focus on efficiency of PSUs since 1991 is, the balanced imperative of growth, efficiency and welfare.

(Don't write anything in this part)

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(Don't write anything in this part)

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

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

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

The digital space has given rise to power without accountability, manifesting here in the form of fraud by finfluencers

(a) Key ethical issues -

- (1.) Deception of trust of people who follow you. (Wealth w/o work)
- (2.) Lack of regulatory framework by govt. to protect citizens.
- (3.) Companies using unlawful and anti-societarian principles to cheat people. (Commerce without morality).
- (4.) Violation of civic responsibility
- (5.) No respect for digital ethics
- (6.) Treating humans as mere means violates Kant's categorical imperative.
- (7.) Ignorance of the people, believing without verifying.
- (8.) Inresponsible behaviour by social media platforms to allow unverified content freely.

(b) Suggested steps to ensure accountability & transparency by influencers

① Attending mandatory SEBI verification to preach financial advise; after a due examination/ training process.

② Display of this verification certificate on the social media profile.

③ Citizen's portal to report fake influencers.

④ Forming a self regulated ^{org} body of influencers to set a benchmark Code of conduct & ethics in sync with govt & SEBI directives.

⑤ Compulsory reporting and transparent operations by the self regulatory body.

Balancing need for regulation with the freedom of expression -

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(Don't write anything in this part)

(1.) In public interest, freedom of expression to have reasonable limits.

(2.) Influencers after accreditation from SEBI, would only be allowed.

(3.) Code of ethics for influencers must be setup on these lines:-

(i) Disclosure of conflict of interest by influencers.

(ii) Must only ~~recommened~~ suggest and explain technical details of ~~a~~ the finances of a company, not recommened buy/sell.

(iii) Undeclared channels (Telegram, Signal etc) will be banned after a warning.

(iv) Financial gains through courses offered by influencers to be reported.

(9) Role of digital platforms & SM companies.

- (1) Mandatory AI labelling.
 - (2) Verification of the veracity of the content through source identification / AI proof check etc.
 - (3) Checking deepfakes.
 - (4) Respecting IPR & copyrights labelling etc.
 - (5) Promoting digital hygiene and ethics to check cyber frauds.
 - (6) Absolute no tolerance to hate speech, violence, nudity etc.
 - (7) filtering content for children
Eg. Youtube children version
- With great power comes great responsibilities and in the age of techno-nationalism, ~~great~~ Big Tech companies must uphold their duty, their Dharma.

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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)

(Don't write anything in this part)

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(Don't write anything in this part)

The case pertains to conflicting priorities an administrator has to balance in the wake of limited resources.

(a)

Ethical issues-

- (1) Poor forecast and mitigation efforts. → Reactive planning
- (2) Conflicting interests of economy and society.
- (3) Emotional intelligence demanded from DM.
- (4) Livelihood and health challenges for the public.
- (5) Empathy for the public needs to be displayed. - fulfilling social contract
- (6) Fulfilling duty in syne with utility.

Conflicting duties-

- (1) Care for the vulnerable v/s economic imperatives.

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(Don't write anything in this part)

(2) Directions from political executive v/s rational balanced decision making.

(3) Balancing the noise and working as per utility & conscience.

Prioritisation -

Although all sectors ~~have~~ ^{and} people have value beyond their instrumentality, but to strike a balance in a crisis, requires prioritisation.

#Supposing afternoon/noon (11 AM - 5 PM) is the peak hour:-

(1) Urban area, zoning it into industrial, hospital area etc.
• Most people are at work and farm activities, ^{may} occur during night/ evening, so this is prioritised in ^{peak} hour.

(2) Urban slum area (for afternoon)
• Villages have relatively milder weather as urban areas witness heat island effect.

3) Rural areas - farming activity could be taken up at non-peak hours (better for health as well) and ~~and~~ utilise cooler rural pockets for peak hours.

(c)

Conveying through media-

(1) Govt. is trying to ensure all people and sectors get necessary help and critical infra as well as economy sustains.

(2) There would be equitable power cuts until we get more electricity.

(3) During day time, workplaces, industries would get electricity as they are concentrated and serve interest of everyone.

(4) Hospitals would get 24*7 electricity

(5) Schools are closed until further notice

(6) Farmers are advised to use evening period for farming/irrigation.

(7) In peripheral areas, electricity will be ensure intermittently in afternoon.

(8) Advise to all - stay hydrated, ^{don't waste power} don't venture out unnecessarily.

Long term reforms -

(1) Better planning, forecast and capacity augmentation. ^{So diesel} some at industries.

(2) Shift towards solar/renewable to enhance production and localise the capability.

(3) Develop battery storage systems and shift towards long energy processes

The ~~to~~ visible impacts of climate change, call for adaptation, mitigation and a humane, equitable transition

(Don't write anything in this part)

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(Don't write anything in this part)

17. In a Tier-1 city, Aparna, a 28-year-old management consultant, works 14-hour days and most weekends. Her firm praises her "ownership mindset" and "hustler spirit." On the surface, she is successful and driven. In reality, she struggles with insomnia, anxiety, and a growing sense of emptiness. Her emotional burnout is dismissed by peers as "just part of the grind."

In a small rented room in Delhi, Arjun, a 26-year-old civil services aspirant, has been preparing relentlessly for the past four years. He studies 10–12 hours daily, battling financial pressure, rising self-doubt, and the emotional weight of repeated failure. His family back home has pinned all their hopes on him. He finds it hard to sleep, avoids social interactions, and suffers in silence—fearing that any acknowledgment of stress would be perceived as weakness, or worse, defeat.

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

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

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

(20 marks, 250 words)

Mental health challenges affect nearly 24% of Indians (as per NIMHSS) and are really an invisible pandemic.

(a) Ethical issues surrounding mental health -

- (1) Social stigma and taboo as in case Arjun.
- (2) Neglect and dismission as in case of Aparna.
- (3) Lack of perspective and context understanding as in case of Meena.
- (4) & Poor care and support mechanism, even ~~at~~ within family.
- (5) Ignorance and non-availing of ~~case~~ professional help.
- (6) Weak institutional support and accessibility to help.
- (7) Social support being replaced by self centredness & indifference aggravates the issue.

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(b) Attitudinal and behavioural strategies to be adopted

(1) "Normalise" and "destigmatis" mental health issues.

- Campaigns, TV ads, college mental health clubs etc.

(2) form channels of reaching out and seeking help.

- Accessible at workplace
- Ensure patient anonymity.

(3) ~~Raise awareness~~ Engage celebrities to accept their challenges of mental health and persuade others to speak out.

Eg. Deepika Padukone.

(4) focus on educational institutions:-

- Reducing emphasis on marks, and more on values & understanding.
- Include mental health awareness.

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in curriculum.

(5) Engage with CSOs, SHGs, & corporates to conduct mental

health awareness campaigns

#DON'T_SUFFER_IN_SILENCE

#YOU_ARE_NOT_ALONE

(6) Social media, media (electronic

& print), govt. websites to be vocal about it.

→ Mental health day.

(c) As a civil servant, promoting the mental well being & balancing efficiency & empathy -

(1) Organisational level mental health support framework.

Ep. CISF → 24*7 helpline, engagement by senior officials → 40% decline in Suicide - cases.

(Don't write anything in this part)

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(2) Distributing work equitably and using tech to reduce workload.

(3) Being sensitive to others' perspective.

(4) Monthly/fortnightly → Open forums, High teas, informal discussions etc to breed communication in work culture.

(5) Resolving grievances in postings, leaves, work related dissatisfaction through institutional means.

Mental health needs to be prioritised as vital as physical health, if not more, and govt, society, family, schools etc. all need to play their due part.

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