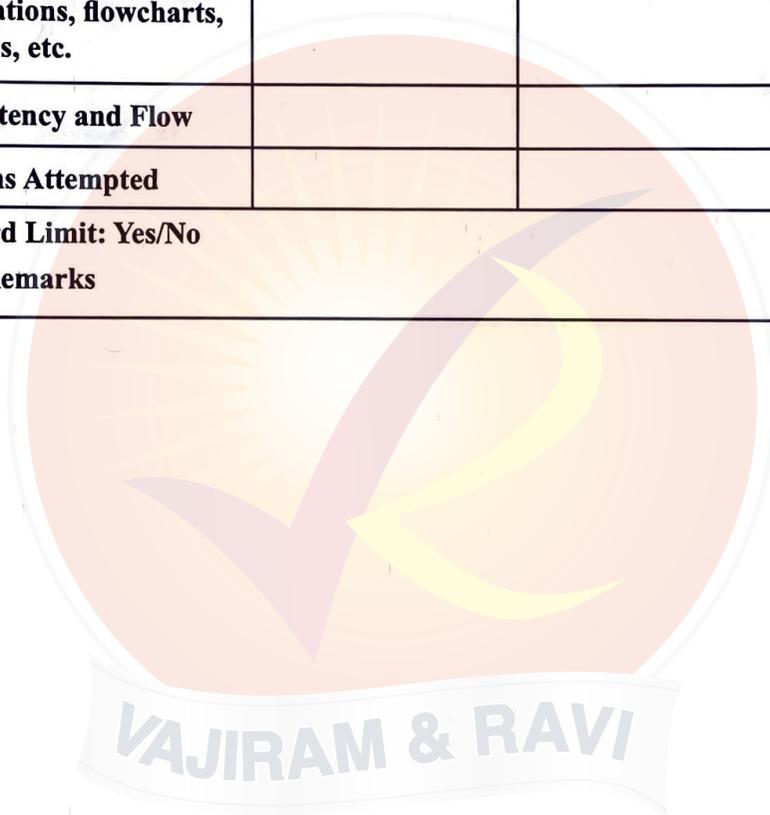


Parameters		Good	Average	Needs Improvement
Conceptual Understanding				
Contextual Clarity				
Structure	Introduction			
	Body			
	Conclusion			
Meeting the Demand of the Questions				
Value Addition- Use of examples, case studies, Current Affairs Linkage, data etc.				
Presentation-Illustrations, flowcharts, diagrams, etc.				
Language Competency and Flow				
No. of Questions Attempted				
<ul style="list-style-type: none"> • Adherence to Word Limit: Yes/No • Subject-Specific Remarks 				



Evaluator/Reviewer Suggestions



👍 😊 All the Best 😊 👍

Evaluator/Reviewer Suggestions



👍 😊 All the Best 😊 👍

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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. (a) "Anekantvad as a philosophical principle reinforces ethical pluralism in public life." Enumerate the challenges of this philosophy to ethical decision-making in a multicultural society. (10 marks, 150 words)

'Anekantvad' is a concept in Jainism which implies that there is never one truth, there are multiple truths or perspectives. It also has relevance in public life.

ANEKANTVADA → Ethical Pluralism in public life

①. Different ~~soci~~ cultures have different ethical values hence reflecting ethical pluralism.
Eg. cow - revered as holy in Hinduism but not the case in other religions.

②. Ethical Anekantvad also manifested as law, justice and order which differs ~~country~~ region to region.

Eg. customary matriarchal laws in Meghalaya, patriarchal in vanland India.

Eg. Abortions illegal in many US states
Abortions → a legal right in India.

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Challenges → ethical decision making in a multicultural society

①. ~~Clashing~~ Clashing religious laws
↳ Eg. ~~Diff~~ Muslims follow Sharia law in many civil matters, Hindus follow separate law.
↳ difficult to ~~so~~ apply rule of law.

②. Conflict with constitutional values.
Eg. women → right to property (legal right).
but Parsi women who marry non Parsi men do not.

③. A significant challenge is: rising positivity + fundamentalism to their version of "truth".

④. Normalisation of harmful practices.
Eg → endogamy → norm in villages but against constitutional values.

Thus its important to find resolution to the phenomenon of Anekantavada info moofar as the challenges it poses is concerned while still respecting its multiculturalism.

Students should not write anything inside the box

Introduction	Suggestions:
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(b) When media becomes both the messenger and the manipulated, ethical journalism faces an existential crisis. In light of recent war jingoism, explain how sensationalism and partisanship have undermined the media's role as a moral compass.
(10 marks, 150 words)

In the recent time, ^{many} popular news channels have had to apologise as they had spread false information about the militarily sensitive operation Sindoor to the point it jeopardized the nation's security.

Why sensationalism

- to increase 'TRP' Ratings.
- to make profits (at the expense of factual info).
- to further political agenda amongst the masses.

Why partisanship

- to create disunity amongst people
- to favour lobbyists
- to further interests of political parties

Undermining of media's role as a moral compass.

- ① Sensationalism has led media to compromise moral compass to gain maximum viewership
- ② It justifies the Machiavellian theory of "ends justify the means"
- ③ Spreading panic & discomfort more important than spreading truth.
- ④ Focus on bipartisanship → ignoring real world pressing issues such as → gont accountability, corruption etc.
- ⑤ Crony capitalism has led media to focus more on profit rather than above all else.

Thus, it is imperative more for media to be completely overhauled & focus on being ~~the~~ a strong 4th pillar of the democracy

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2. (a) Why is empathy considered a foundational value for public administrators?
How can it be balanced with administrative efficiency?

(10 marks, 150 words)

"Knowledge without integrity is harmful while integrity without knowledge is hollow". ~~It is important~~

It is thus, important to understand that knowledge and ethical values like empathy go hand in hand. as public administrators should listen to people with an empathetic view.

Why empathy a foundational value for public admin

①. Professional competence (PC) & historical competence (HC)
PC → helps in getting a job (skills, experience etc)
HC → requires one to have empathy → helpful in maintaining the job.

②. Nolan's Committee also recommends values like → selflessness & honesty to be important to have in a civil servant.

③. Helps in following case by case approach as everyone is diff / different circumstances.
 Ex. Railway dept. acted in empathy when it bent its rule to give full refund during COVID 19.

EMPATHY → Balance with admin efficiency

① Follow 5 rules of emotional intelligence especially → self regulation: to ~~distin~~ have empathy but still be able to distinguish between right & wrong.

② Follow Political realism in ethics: theory that entails how political decisions aren't just theoretical but have practical consequences.
 Ex. abrogation of Art. 370.

③ Be unbiased & resilient but also have compassion for humans.
 Ex. ~~to~~ Ethics of care.

Empathy and administrative efficiency, when in a judicious mix prove to be ideal for a public servant.

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VAJIRAM & RAVI

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(b) Can utilitarianism guide welfare decisions without compromising minority rights? Critically evaluate with Indian examples.

(10 marks, 150 words)

~~Utilitarianism~~ Utilitarianism is an ethical theory that follows the maxim of maximum good to maximum number which justifies an action to be ethically correct.

however, there are some fallouts of utilitarianism as far as minority rights are concerned. →

①. Max benefit of max^m people might sideline special any special benefit to minorities basis there needs & wants.

~~Eg~~ → Right to Education for all but affirmative action needed for minorities.

②. Goes against the Indian maxim of "Antyodya" - service to the last mile.

~~Eg~~ → Antyodya Ann Yojana makes special efforts (subsidized food + last mile connectivity)

for the poorest of the poor.

③. Also defines capability approach -
 Eg. equality in gender equality doesn't necessitate equal outcomes of men & women due to certain disadvantages.

how Utilitarianism doesn't compromise minority rights

①. Trickle down theory:
 It says utilitarian principles can help make maximum profits for people. Profit can "trickle down" to poor.
 Eg. CSR initiatives.

②. Utilitarian philosophy in Industrial Revolution of London led to urbanisation and freed opportunity to work for many.

While Utilitarianism has the best intent in looking after the welfare of maximum people it might, sometimes, sideline minorities with special needs which should be given attention to.

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3. What does each of the following quotations mean to you in the present context?

(a) The mind is no match with the heart in persuasion; constitutionality is no match with compassion. - Everett Dirksen

(10 marks, 150 words)

The quote likens 'mind' to 'constitutionality' representing all logic while 'heart' to 'compassion' symbolising empathy and care.

It implies how 'heart' and ethics of care champions rational thinking when it comes to persuading people.

Why this is true -

①. Humans often ~~listen~~ get swayed by emotions rather than logic.

Eg normative conformity says that people would rather conform with opinions of a larger group rather than follow theirs.

②. humans are more likely to be persuaded by charismatic leaders, close friends & family.

Eg brand endorsements often done by actors.

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③ Constitutional tenets aren't often known to people, they are made aware to them via compassion, care & empathy.

Eg movies like Article 19 - changing views on caste discrimination using emotions & drama.

④. Even in the realm of justice, compassion, and care is shown by following natural justice that fixed rules and laws.

Eg Lok Adalats for speedy justice for poor sections of society.

⑤. NGOs, civil societies act as compassionate, empathetic "mouthpieces" of the constitution.

Eg making people aware of their rights & freedoms & persuading to make good changes in life.

Thus personation is truly successful when it considers human values that of compassion & not just pure rational thinking.

Students should not write anything inside the box

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(b) Whatever is reasonable is true, and whatever is true is reasonable- Friedrich Hegel
(10 marks, 150 words)

The quote explains how truth is rooted in reasonableness and rationality. Thus, it never represents what is falsehood. Hegel also takes cognizance of the fact that the truth is not necessarily bound by strict rules & laws; he accords them some subjectivity by backing it with reasonableness.

Reasonable → True -

- ①. Principles of natural justice → often reasonable & humane are considered as justifiable, hence the truth.
- ②. Takes into account ethics of care.
Eg. death sentence to minor accused isn't "reasonable" as it's cruel.
- ③. Govt reports get their accountability from the fact that reasons explaining any action taken is always mentioned.
- ④. ~~regard~~ However, sometimes, reasonableness can be justified by people wrongly to pass them off as truth.

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Eg. ~~murdering~~ Murdering someone for revenge.

Truth → reasonable -

① Truth is reasonable ~~because~~ as it is always justified.

①. The law of the land → always reasonable as it undergoes countless scrutiny & amendments

②. ~~See~~ Explains scientific phenomenon.

Eg. ~~tides~~ Tides explained by moon's gravity.

③. For colonial India, the truth was 'Swaraj' which was reasonable because the British Raj was exploitative in nature.

Truth & reasonableness always go hand in hand & justify each other.

However it's important to follow the logic which ~~is~~ justifies both the truth.

Students should not write anything inside the box

Introduction	Suggestions:
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(c) I slept and dreamt that life was joy. I awoke and saw that life was service. I acted, and behold, service was joy. - Rabindranath Tagore

(10 marks, 150 words)

Tagore in these lines follows a motivational approach to life and says that we should take initiative, step out, and gain joy & ~~satisfac~~ satisfaction from doing service to others.

Why service is joy -

- ①. Helps in gaining 'inner peace'
- ②. Goes with Nishkama Karma philosophy
↳ true joy in rendering service without thinking of outcome.
- ③. Resonates with Dhamma philosophy.
↳ Buddha likens Dhamma to a 'boat' which should be let go of in the river just as all the materialism should be left ~~to truly~~ to truly be able to serve others.
- ④. Helps cope with the vagaries of life
Despite life being tough & full of service, we must find joy in service. For ~~eg~~ Albert

Canus says "We must imagine Sisyphus happy" which implies how we must find joy in service.

⑤ Indian value of Dharma → following one's duty.

⑥ Service brings satisfaction to oneself. which brings joy.

⑦ NOT working for service of others → only an illusion of joy.
Eg → "empty mind is a devil's workshop"

Thus, just like Tagore we must be in service to find joy & also follow Vivekananda's maxim of "Arise awake and stop not till the goal is reached!"

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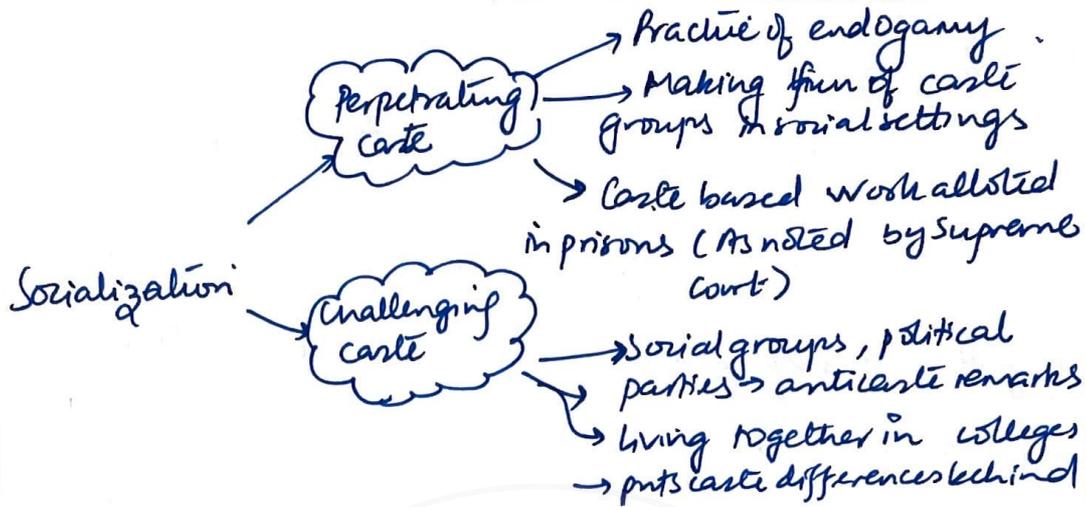
4. (a) Caste-based practices are often perpetuated through language and behavior within families. What role does socialization play in perpetuating or challenging caste based stereotypes? Suggest measures to reduce such stereotypes in Indian society. (10 marks, 150 words)

Caste system, while not as rigid & fundamentalist as the ancient times, still has finds its way into the grassroots of India, often perpetrated by society, families and peers.

Caste based practices → perpetuated through language & behaviour within families

- ①. Normative conformity
We don't question casteist norms because to fit into society & not be alienated.
- ②. Caste language used & behaviour used towards blue collar workers especially daily wage labour.
- ③. Separate elevators, passages for workers in apartments.

④.



Measures to reduce stereotypes

- ①. Question normative conformity, group think by dist open dialogue.
 - ②. Narrative ethics - takes into account lived experiences of caste groups & discrimination they face → to cultivate empathy.
 - ③. Follow the 5 maxims: Persuasion, whenever, Leadership, Rationality & Flexibility in your messages
- While the constitution provides robust safeguards to lower caste groups, it's only by engaging directly with society that caste system can be weeded out of India.

Students should not write anything inside the box

Introduction	Suggestions:
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(b) Ethical ambiguity in policymaking often triggers a crisis of conscience when outcomes involve trade-offs between equity and efficiency. How can Emotional Intelligence (EI) address this dilemma? (10 marks, 150 words)

Policy making often becomes an act of balancing equity - equal opportunities to people, & efficiency of public policy. It's imperative that one doesn't compromise the other.

Emotional Intelligence & its Components by Coleman can help us in this regard:

① Self Regulation - helps us to be grounded in rationality.

Eg. civil servant keeping calm in disaster related emergencies & ~~resorting~~ giving special attention to women, children & elderly.

② Self awareness - understanding one's capabilities, weaknesses and in this case, jurisdiction.

Eg. understanding that one can't exceed in equity over efficiency → ~~not supporting~~ fuel a protest for a just cause if it's stopping traffic.

③ ~~Self~~ Motivation - be always motivated to serve the public & follow rules & law.

④. Empathy -

show compassion in certain circumstances.

~~& expedite the process of~~ grant benefits if a poor person doesn't have ration card.

⑤. Social skills -

Know how to handle people, be charismatic, display leadership.

~~Eg.~~ Know how to negotiate with and compromise with politicians to not run ~~them~~ into any risks with them but also fulfill goals of equity.

Thus EI and its 5 tools help us to strike a right balance between equity and efficiency of service.

Students should not write anything inside the box

Introduction	Suggestions:
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5. (a) A political attitude grounded in ideological rigidity may lead to a disregard for constitutional values and democratic pluralism. Do you agree? Justify your answer with suitable illustrations. (10 marks, 150 words)

A political attitude grounded in ideological rigidity leads one to follow hard & fast rules and might end up having a disregard for constitutional values which are liberal & ~~for~~ compassionate.

①. might undermine individual liberty.

Ex. rigid reading of Article 21 in the AK Gopalan case restricted interpersonal human liberties.

②. A more flexible approach in the Minerva Mills case widened the scope of Article 21.

③. Ideological rigidity which undermines the ethics of secularism & socialism runs against the basic constitutional values of "welfarism"
↳ As according to the Supreme Court in the Balram Singh case did.

④. Ideological rigidity in the form of sectarianism goes against fundamental duty of universal brotherhood (Article 51).
Eg - communal clashes.

⑤. Even Article 14 adds on to a more strict clause (Equality of law) with a more liberal - 'Equality before law' which grants everyone equal opportunities as granted by the law.

⑥. Bipartisanship in political talks might harm the fabric of democratic pluralism.
Eg India recently called 'electoral autocracy'

Thus, to uphold our constitutional values, its important to back ideologies keeping in mind ~~last~~ basic structure of Constitution.

Students should not write anything inside the box

Introduction	Suggestions:
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(b) The Nari Shakti Vandan Adhiniyam represents a progressive leap in legislative reform by promising greater political representation for women. However, the persistence of hate speech and misogyny in political discourse reveals that societal attitudes have not kept pace. Critically analyse this contradiction between constitutional empowerment and social realities. How can this gap between legislative reform and social transformation be bridged?

(10 marks, 150 words)

The Nari Shakti Vandan Adhiniyam act aims to grant women reservation in the Parliament. ~~It~~ which is a step in the right direction in gender equity. However, there still exists a stark difference in how ~~we~~ our political talks undermine women & how the law upholds gender equality.

Why contradiction exists b/w social realities & constitutional empowerment

- ①. Lack of gender sensitisation in schools, offices, public spaces. ~~also~~ lack of ethics of care.
- ②. Misogyny normalized in public ~~forums~~ forums like social media, movies etc.

- ③. Status quo in families, societies w/ patriarchy.
↳ Easy to conform with misogynistic, socially acceptable values.

How gap can be bridged -

- ①. Gender sensitisation in public places.
↳ Incorporate Gender ethics in syllabus.
- ②. ~~Essent~~ Inculcate the 5 principles of emotional intelligence especially Empathy → to understand of women's point of view.
- ③. Narrative ethics: learn women's lived experiences to be able to better empathize with them.
- ④. ~~It~~ Strict action to be taken against those engaging in misogynistic activities (Rawls's Justice theory).

Thus, the law & ethics should go hand in hand to truly bring about gender equality & fulfill the SDG goal 5.0 gender equality.

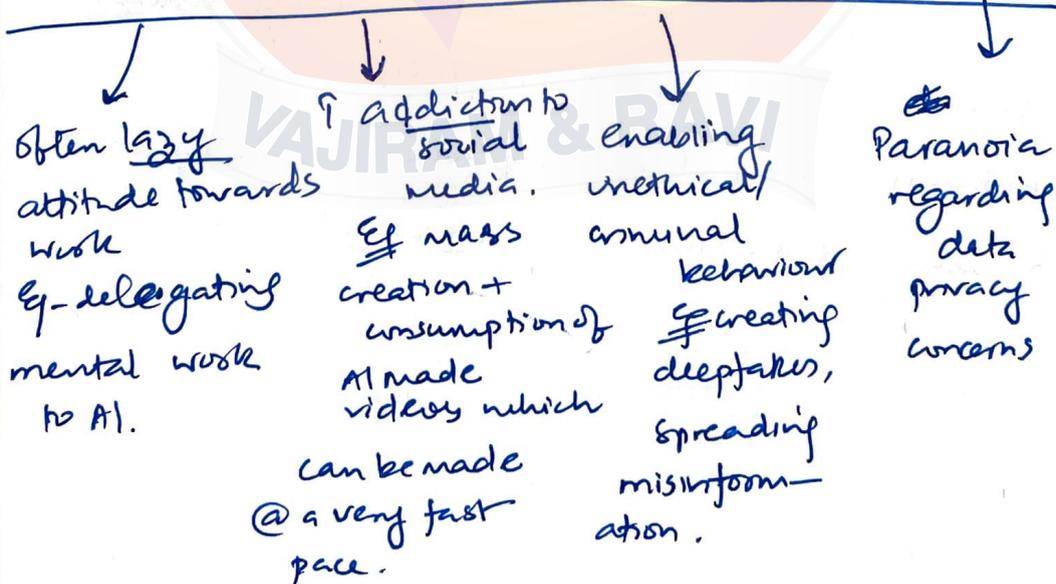
6. (a) Artificial Intelligence (AI) and automation are increasingly influencing human behavior and attitudes. Evaluate the ethical implications of AI in governance, particularly in maintaining objectivity, impartiality, and non-partisanship. (10 marks, 150 words)

AI & technologies as such are advancing at a fast pace finding various applications & influencing human behaviour.

This can have far reaching consequences which are imperative to be studied some can understand the positive & negative effects of AI.

~~here~~

Increasing influence of AI on human behaviour + attitude



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Ethical implications of AI in governance -

① Objectivity: AI might help with delegating information but its important it be factually correct. Eg AI bias towards certain races.

② Impartiality: Owing to a digital divide in India - AI shouldnt only benefit & provide services for those digitally literate. Thus; Antyodaya philosophy should be followed here.

③ Non partisanship - AI shouldnt ^{be used to} take sides in governance. Eg, equal delegation of AI resources across govt departments.

AI has far reaching consequences in governance & owing to its fast evolving nature its important to be quick when it comes to figuring out its not ethical implications as well as its solutions.

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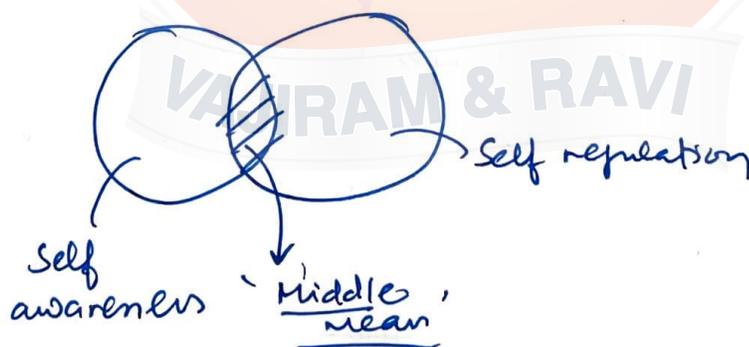
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(b) Self-awareness in an emotionally intelligent being is a double-edged sword; it can either resolve a crisis of conscience by clarifying ethical priorities or paralyse decision-making through over-analysis. Discuss this ethical paradox with examples from public administration.

(10 marks, 150 words)

self awareness is an important component to be had in an emotionally intelligent person however its important to understand that it should be used in optimal amount.

In fact, self awareness should always be coupled with other components of Emotional Intelligence in order to prevent under/over analysis. For eg → self awareness + self regulation go hand in hand.



self awareness → paralysis of decision making

①. ~~Self~~ Difficult to prioritise which tasks are

more important.

Eg delegating to beneficiaries is important but ~~used~~ self awareness might confuse one as to who to entertain first.

② Aid in malafide decision making.

Eg appointing ~~roles to~~ high roles to someone out of compassion even though they're not qualified for it.

Self awareness → resolve crisis of conscience

① Guiding light to do the right thing

Eg. Granting furlough to prisoner who's been on good behaviour.

②. Remove roadblocks & help in delegation.

Eg. A civil servant, rather than punishing protesters of farm laws, patiently listened to them & ~~concede~~ a ~~word~~ was successful in placating them.

Self Awareness, therefore should only be practiced with a grain of salt while upholding practical decision making in public administration.

Students should not write anything inside the box

Introduction	Suggestions:
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Section B

7. A 3,000-acre private wildlife facility has been established by a leading industrial conglomerate with the stated objective of rescuing, rehabilitating, and conserving wildlife. The facility houses thousands of animals across a range of species and employs a large workforce of veterinarians, caretakers, and conservation experts. It claims to follow global best practices and partners with reputed international organizations.

While the initiative has been praised for mobilizing substantial private capital for animal welfare, it has also drawn criticism from environmentalists and conservation professionals. The facility is located within the green belt of a major petroleum refinery complex, raising concerns about the long-term ecological and health risks posed by industrial proximity. Animal acquisition practices, including controversial exchanges with state zoos, have come under scrutiny for a lack of transparency, raising questions about whether proper ethical and legal standards are being upheld.

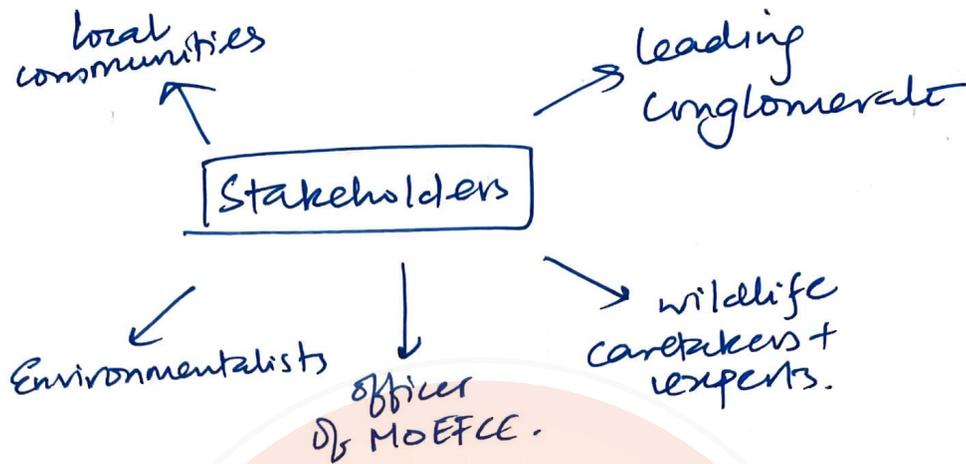
Further, critics argue that the initiative reflects an emerging trend of "conservation capitalism," where natural ecosystems are supplanted by curated enclosures, and wildlife is managed in a way that may prioritize optics and influence over ecological integrity. The absence of clear plans for rewilding or long-term integration of animals into natural habitats has added to these concerns. Local communities have also reported exclusion from decision-making and loss of traditional access to surrounding land.

As an officer in the Ministry of Environment, you are assigned the task of assessing this private-led conservation model.

- (a). Identify the key ethical issues emerging from the intersection of private funding, wildlife management, and ecological justice in this case.
- (b). What ethical values and institutional safeguards should guide animal acquisition and conservation programmes by private entities?
- (c). Propose a policy approach that balances innovation in conservation and long-term ecological sustainability.

(20 marks, 250 words)

here, the case talks of the negative effects of seemingly positive actions such as conglomerate led wildlife ~~quest~~ facilities which raises questions on inclusivity, ethicallity & rule of law.



4) Ethical issues → pvt funding, wildlife management, ecological justice →

①. Conflict of interest as private bus: profit motive & conservation is an altruistic activity.

②, Violation of deep ecology principles.
↳ only shallow measures to protect wildlife: doesn't consider consequences.

③. Lack of strict following of Rule of law
↳ At the intersection of pvt funding & wildlife management → some due process seems to be omitted (whether standards are upheld).

④ Against sustainable development
↳ Questions on long term impact on animals near emission industry emissions

⑤ Environmental apartheid : Discrimination against traditional communities and exclusion from decision making.

⑥ Ethical values & inst. safeguards → animal acquisitions + conservation programs.

① Follow principles of Sarvodya
Consider all stakeholders especially conventionalists & local communities

② ~~Short term gain & long term pain~~
Sustainable development → which considers future of the animals.

③ Doctrine of Trusteeship :
Also, restated by Supreme Court :
State is guardian of nature

④ Strict adherence to regulations + acts like Central Zoo Authority Act;

Environmental Impact Assessment -
Guidelines etc.

⑤ Form a committee that takes decisions with due representation from all stakeholders especially environmentalists & local communities.

⑥. Policy → balances innovation & long term ecological sustainability

①. Such a policy should promote innovation in conservation but be approved by a govt. backed decision making committee.

②. Strid-dileanation of eco sensitive areas to not let prt. participation in those areas.

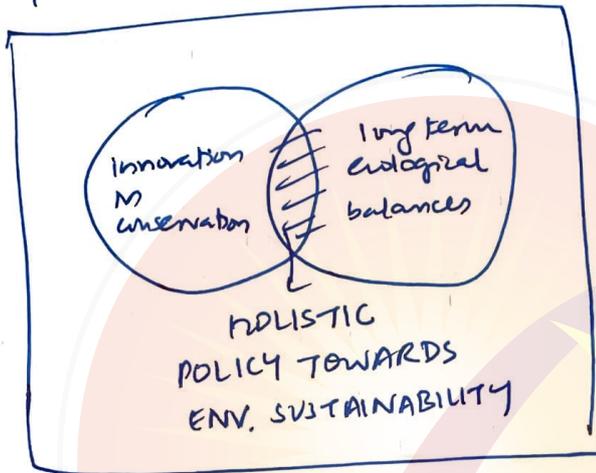
③. policy should also showcase if private innovations can prove sustainability & no harmful unintended effects.

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- ④ setup goals for biological conservation that private entities should try to achieve.
- ⑤. Cap/limit private participation upto a level.



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Students should not write anything inside the box

Introduction	Suggestions:
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8. You have been appointed as an Education Officer tasked with conducting a routine survey on institutional practices at a reputed higher education institution. During your investigation, you uncover systemic caste-based discrimination in the institution's recruitment and hiring processes. The data reveals a significant underrepresentation of marginalised caste groups.

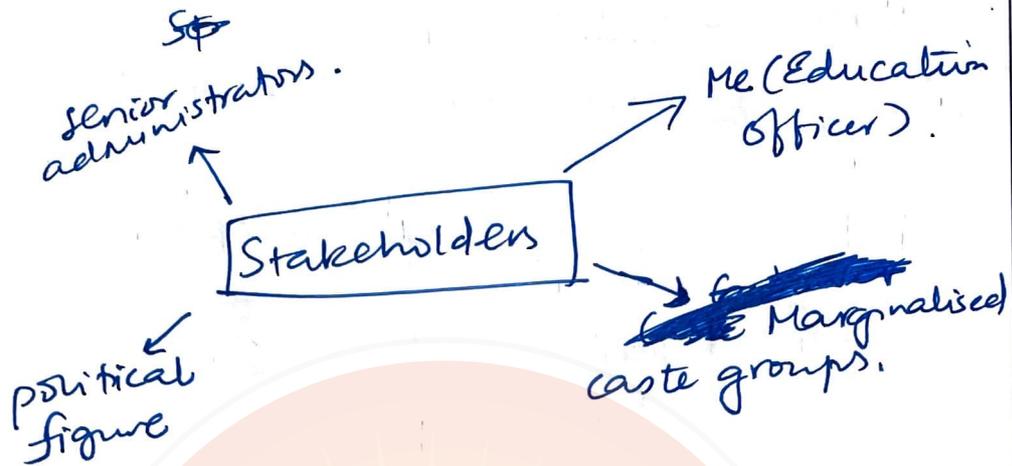
Further inquiries reveal that a powerful political figure, with considerable influence over the institution, has been exerting undue pressure to appoint candidates primarily from his group. This political interference is accompanied by corrupt practices, with officials soliciting bribes from prospective candidates or their families to secure appointments or silence dissent about unfair recruitment.

When you attempt to raise these issues with senior administrators, you face strong resistance, political pressure, and explicit threats to your job security. You are warned that exposing these malpractices could damage the institution's reputation, invite political backlash, and potentially end your career.

- What are the ethical issues involved in the above case?
- What are the options available to you? Evaluate each of these options and choose the option which you would adopt, giving reasons.
- Suggest a comprehensive and practical strategy to promote transparency, inclusivity, and meritocracy in recruitment processes amid political and institutional pressures.

(20 marks, 250 words)

The case shows how systemic caste discrimination still prevails even in reputed higher education institutes due to political nexus & corruption.



9. Ethical issues -

- ①. ~~Flouting~~ Flouting Rawlsian justice
↳ caste based discrimination
- ②. Against constitutional values (Article 14) & Rule of law.
- ③. Political nexus → leading to favouritism + nepotism.
- ④. Disregard for institute's rules
- ⑤. Political hegemony → silencing any form of dissent.

②. Options available →

①. ~~Q~~ keep shush & not expose them

Merits → keep jobsafe (self preservation)
→ keeps reputation of uni intact

Demerits → no justice for marginalised castes.
→ promotes corruption.

③ ①. silently whistleblow on the corrupt activities

Merits → keeps maintain rules based institution.
→ helps people get justice.

→ accountability w/o corruption

Demerit → potential job loss.

→ potential harm of reputation to IIT.

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I would adopt the 2nd reason because:

- ①. I would not be at harm (duty to oneself)
- ② Exposes corrupt officials.
- ③ helps restore justice to marginalized communities.
- ④ upholds rule of law.
- ⑤ Professional + holistic competence on my part.
- ⑥. Comprehensive strategy →
 - ①. Conduct regular audits on appointments.
 - ② Form a committee safeguarding interests of those marginalised.
 - ③ Impose strict penalty on corruption.
 - ④ Strict enforcement of VLC guidelines + Bharatya Nyaya Sanhita Act.
 - ⑤ Committee to have due representation of all marginalized groups.

9. You are a senior civil servant holding a high-profile administrative position in a state government. Owing to your efficient handling of several welfare schemes and disaster responses, you have gained significant popularity, both in the media and on social platforms. Your personal social media account, followed by lakhs, is widely regarded for its candid tone and frequent updates on government work.

Recently, however, your public statements have begun attracting criticism. In an emotional response to a social issue, you publicly expressed strong opinions that many viewed as politically biased. You also reshared posts from a political party that praised your department's work, leading to allegations of partisanship. Opposition leaders accused you of overstepping the boundaries of bureaucratic neutrality.

Simultaneously, you have been seen attending a private function hosted by a prominent business group that recently won a major government contract. Though you did not speak at the event, your presence led to speculation about conflict of interest and undue proximity.

A few days later, the Chief Secretary informally advises you to limit your media appearances and maintain greater restraint, as your conduct might be eroding public trust in the impartiality of the civil service. Some of your juniors see you as an inspiration, while others feel your actions are setting a problematic precedent.

- (a). What are the ethical principles involved in the public conduct of civil servants, especially in the use of personal platforms like social media?
- (b). How should civil servants balance transparency, responsiveness to the public, and the principle of political neutrality?
- (c). What course of action would you take in this situation to maintain both public trust and professional integrity?

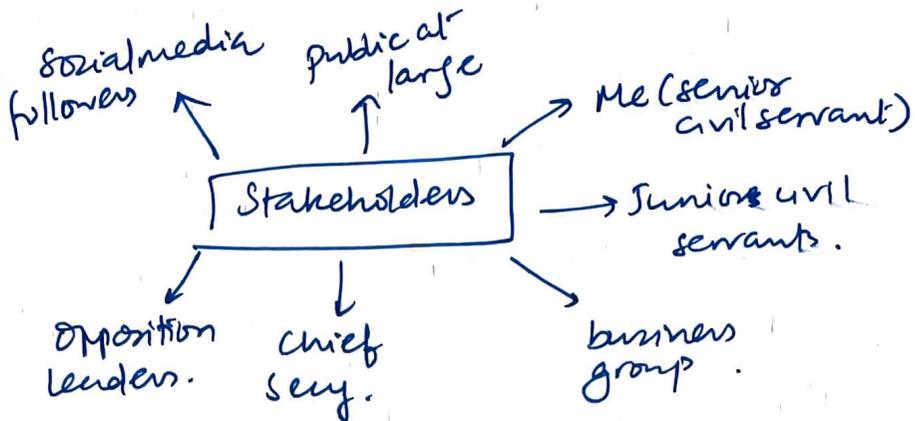
(20 marks, 250 words)

This case reflects how sometimes doing the right thing can lead to untoward consequences especially if we lack a bit of self awareness in exercising our actions.

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VAJIRAM & RAVI

(Don't write anything in this part)



(a). Ethical principles involved →
use of personal platforms like social media.

- ① To ~~take~~ avoid any conflict of interest at all costs.
- ② To maintain highest standards of unbiasedness, esp towards political parties, + fairness.
- ③ Showcase accountability to viewers on every statement made.
- ④ Practice self awareness → Know what to post, when to post.

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⑤. Practice self regulation - not get swayed away by the political undercurrent and post anything that might come across as biased.

⑥ NOT to overstep bounds & never let social media impede your primary duty

⑦ Course of action → public trust & professional integrity →

①. Be transparent - ~~post~~ post on social media about having no links with any political group & any meeting being purely coincidental.

② show accountability : apologise for emotionally charged posts & as a ~~fitting~~ ^{relevant} goodwill action, delete social media ^{relevant} post.

③ ~~can~~ Gain overall public trust by not ~~post~~ apologizing & reducing keeping social media posts restricted to only very important updates.

④. Show professional integrity by owning up to actions & following suit

⑤. Inform junior civil servants of your course of action & set ~~it~~ this as a precedent for them to also be ethical in the future.

Stakeholders It is important to take all stakeholders into consideration especially when it comes to social media. It is imperative to ~~go~~ be able to predict the type of reaction they'll have to your posts which is why it's important to post with caution & responsibility above all else.

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10. You have recently assumed the role of Chief Executive Officer (CEO) of a prestigious multinational corporation renowned for its adherence to ethical business conduct. The company and its previous CEO have won numerous awards for their work in the social sphere through CSR initiatives, highlighting their commitment to corporate responsibility.

Soon after taking charge, you uncover troubling inconsistencies in the company's financial records. Upon deeper scrutiny, it is found that a technical glitch in the payroll software resulted in 45 employees receiving bonus payments significantly higher than what they were entitled to.

While the initial impression suggests a technical oversight, informal discussions and anonymous tips hint at a deeper malaise and possible collusion within the finance department to exploit the system for personal gain. Moreover, there are rumours that your predecessor, a powerful former CEO with extensive connections and influence, deliberately overlooked such irregularities for reasons unknown. He continues to wield substantial influence within the board and investor circles and has publicly lauded your appointment as a symbol of continuity.

You have ordered an internal investigation and formed a task force. However, taking firm action, particularly if it implicates the former CEO, may endanger the company's reputation and endanger your leadership position. You receive anonymously leaked information suggesting that if you pursue the matter, a coordinated smear campaign about your past decisions in a previous organization might be launched by loyalists of the former CEO. Moreover, a section of the employees believes this investigation is selectively targeting a few, while the real power players remain untouched, raising concerns about fairness.

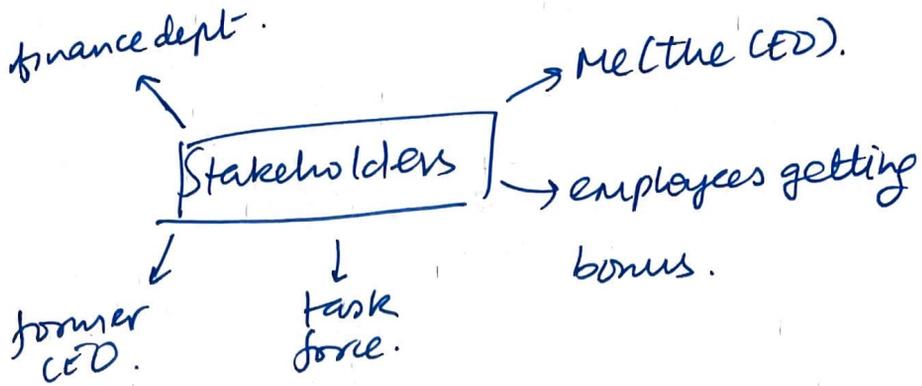
A prominent media outlet is preparing an exposé on "window-dressed ethics" in corporate India, with your company as the focus.

In the above scenario,

- Highlight the ethical dilemmas you will face.
- Suggest the options available to you. Discuss the merits and demerits of each.
- Which option will you choose and why?

(20 marks, 250 words)

This above case highlights an instance of collusive corruption where a corruption nexus helps the company being profitable.



(a) Ethical dilemmas -

- ①. Commerce without compassion
↳ threats to launch smear campaigns etc.
- ②. Monopolistic hegemony of the former CEO & his loyalists.
- ③. Lack of holistic competence of the employees
↳ no integrity → earning more than they deserve by illegal means.
- ④. Absolute lack of integrity = "compassion-washing"
↳ portraying as a CSR oriented company but commit frauds.
- ⑤. Egotistic altruism → does charity but for personal gain.

(b) Options available to me

①. ~~Expose this~~ keep hush about the scam.

Merits → Won't lose my job that I might fully earned.

→ Saves company's reputation.

→ saves potential job losses if company loses reputation

Demerits → Goes against principle of Kanhaiji Puri

→ Supports corruption + goes against Raindhan justice

② Expose the activity openly to the news media

Merits → shows upholding of rule of law

→ exposes illegal activities like corruption.

→ upholds virtue ethics (upholds morality)

Demerits → Might put me in danger.

→ have a smear campaign against me on false basis.

→ harm reputation of company.

③. ~~Make use of whistle~~

Whistleblow by giving anonymous tip to the media.

Merits → saves my reputation
→ helps bring corruption to light.

Demerits → might get blown out of proportion in media (potentially)
→ puts Co. reputation at risk.

④. I will choose the 3rd option :
whistleblow by giving anonymous tip to media —

For the following reasons →

①. Upholds Kantian duty of me as a CEO

②. Upholds ^{true} company values to be transparent & ethical.

↳ company known for its CSR initiatives

③. Might cause harm to reputation but it'll be a short term loss to a long term gain for the company.

④ Rambrian justice ensured →
former CEO & band of loyalists will be
brought to light.

⑤ Shows accountability & transparency

⑥ Shows ↑ level of integrity (w. known
for corporate responsibility).



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11. You are the District Magistrate of a flood-prone district that has recently been devastated by heavy monsoon rains and the breach of an upstream dam. The resultant flooding has submerged several low-lying villages, displaced thousands of residents, and damaged crops, livestock, public infrastructure, and homes. Relief operations are underway, but the situation on the ground is chaotic. Many areas remain inaccessible due to collapsed bridges and damaged roads, while others face shortages of food, clean water, and medical care.

While coordinating rescue and rehabilitation, you face pressure from political leader of the ruling party to prioritise his constituencies for relief material and rescue operations. Despite these areas being less affected than some neglected villages populated by marginalised communities, the leader threatens you with consequences if the demand is not met. A local industrial group offers substantial donations for relief efforts, but with the condition that aid is distributed only in areas where their business interests lie and that their branding be prominently displayed.

Compounding the situation, there are credible reports from your field staff that a politically connected/contractor is supplying substandard materials for food and temporary shelters. Despite multiple complaints, the contractor continues to receive orders due to their influence.

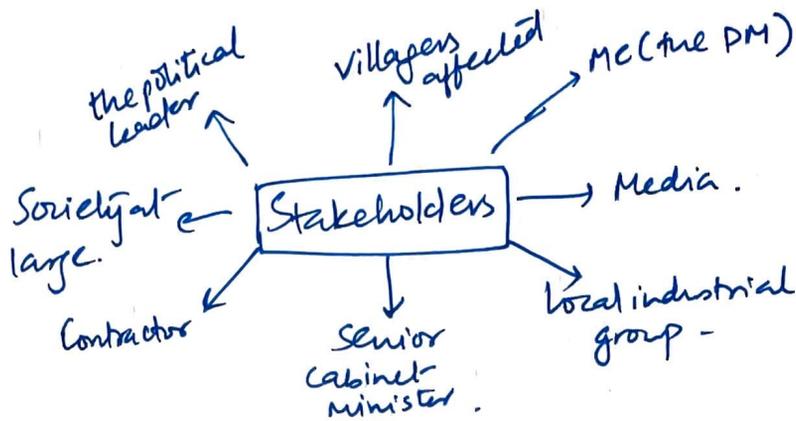
Meanwhile, a senior cabinet minister urges you to restore a road leading to a private resort he owns, rather than focusing on restoring connectivity to marooned villages where emergency medical aid is urgently required.

You are mentally and physically exhausted after days of continuous work. The media has begun to question your leadership, alleging favoritism and administrative failure. At the same time, panic is spreading among residents due to viral messages claiming that another dam upstream may overflow, although you are yet to receive official confirmation.

- As a DM, what are the ethical dilemmas you will face?
- State the order in which you would take actions to ameliorate the situation. Give justifications.
- In this high-stakes environment, how would you ensure impartial and needs-based relief distribution?

(20 marks, 250 words)

The above case showcases how an intermeshed & complicated political nexus can cause major impediments to basic relief work.



4) Ethical dilemmas -

1. Integrity towards public duty (whether to give in to the demands of the high ups or help those in need)
2. Political nexus amongst contractors, political leader, minister etc.
3. Corruption & power play
4. Whether to follow Syedraza give help to every single person.
5. business without humanity -
↳ distribution of substandard material.
6. disregard for human lives.
7. slirking principles of Environmental Ethics.
↳ not following due process to allay the effects of a natural disaster.

5) - In order to ameliorate the situation the best possible ~~action~~ series of action can be as follows:

Not shirk public duty as the duty primarily is to serve the people



Double down on rescue operation and give the vulnerable what they need. Also rope in civil societies for faster + effective disbursement of goods & services, + use funds from SDMF.



Have a civil talk with the political leader and politely explain to him the dire circumstances (explain about corrupt contractor + pressure from Cabinet minister)



If that doesn't work; go to a higher up (preferably the state chief minister) & report of the corrupt activities.

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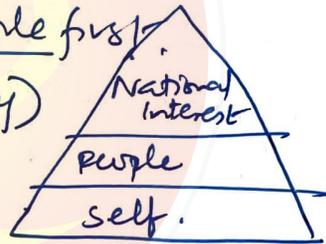
Show transparency by letting media know of the efforts that you are ~~was~~ making with your team



Overall, all throughout the process follow 5 features of emotional intelligence especially self regulation to not burnout from the stressful event.

Why I took this step -

1. Public duty to keep people first (Triple Bottom line theory)
2. Shows high level of integrity (not be influenced by outward pressures)
3. Doesn't make the situation worse by talking of mediating calmly with the corrupt seniors & only then informing the CBI as the last resort.
4. Doing maximum good for maximum people especially those in immediate need. (Utilitarianism).



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VAJIRAM & RAVI

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- ①. How to ensure impartiality & needs based belief distribution -
- ① Firstly, practice self regulation to keep serving the people & not burn out.
 - ②. Role in civil societies that can give much needed infra + ~~the~~ help.
 - ③ Sanction funds from SDRF for this purpose.
 - ④ Only when situation gets better turn to the other region (constituency of political leader)
↳ helps with prioritisation & needs based approach.
 - ⑤. If possible, turn media to cover the situation in the badly hit village to gain public sympathy & approval. → might even help with potential donations.
Following this approach no measure that a needs based approach is followed & corruption kept @ bay.

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12. Mrs. A is traveling with her family, including her elderly grandfather, to attend a family reunion in a nearby town. To make the journey more pleasant, they take a scenic route, stopping at various local attractions along the way. At one such stop, they visit a cozy countryside café known for its organic food and welcoming atmosphere.

As they enter, Mrs. A's grandfather notices a framed photograph on the wall showing the café owner receiving an award for community service. Curious, he asks the waitress about the owner's background.

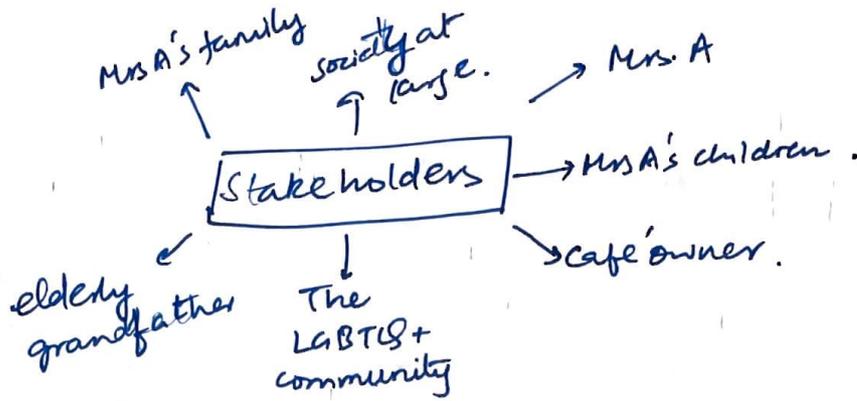
The waitress shares that the café owner openly identifies as a member of the LGBTQ+ community. Mrs. A's grandfather, who holds deeply traditional views shaped by his generation's conservative values, feels uneasy. He struggles to accept lifestyles that differ from the norms he grew up with and expresses discomfort at supporting a business run by someone openly LGBTQ+.

Mrs. A attempts to reassure her grandfather, emphasizing the importance of respect, inclusivity, and the owner's positive contributions to society. However, her grandfather remains firm in his decision to leave the café. Mrs. A finds herself caught between respecting her grandfather's traditional beliefs and standing against discrimination.

Meanwhile, Mrs. A's children notice the tension and ask why they are leaving abruptly. Mrs. A must navigate the challenge of teaching her children empathy and acceptance while also acknowledging her grandfather's perspectives rooted in tradition.

- (a). What are the ethical dilemma faced by Mrs. A.
 - (b). Evaluate the different options available with Mrs. A and suggest the most suitable one.
 - (c). In the given case, how can Mrs. A effectively educate her children about empathy and acceptance while respecting her grandfather's emotional perspective?
- (20 marks, 250 words)

The case is representative of how morality has a dynamic nature and changes with changing time. Ethical dilemmas occur when people change at different rates than others which demands a confrontation & discussion with our values.



(A). ETHICAL DILEMMAS FACED BY MRS. A

- ① Ethical universalism vs. Moral Particularism.
↳ acceptance of the LGBTQ+ society still differs from society to society.
- ② Possible cognitive dissonance for Mrs. A.
↳ her belief: inclusivity, respect for all.
her attitude: might nudge her to agree with her grandfather.
- ③ traditional beliefs vs. upright moral values
- ④ Harm's principle
↳ how to let children understand what's happening by & also by ~~the~~ respecting inclusivity (cause minimum harm)
- ⑤ staying true to oneself (show integrity) or respect elders. (the grandfather)

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⑥ Mrs. A can resort to a few options to tackle the situation.

① Leave the cafe' as per the grandfather's wishes and go to another local attraction with the kids.

→ Merits → respect and duty towards elders.

→ ~~no~~ children don't miss out as they go to see another attraction

→ Demerits → against inclusive values of respect for ~~or~~ everyone

↳ sets bad precedent for children who should be taught to be inclusive from a young age

↳ hurting cafe's business (even though in a small way), ~~for~~^{on} unreasonable grounds.

②. Completely refuse the grandfather's request + stay at the cafe'.

Merits → taking a firm stand against discrimination.

→ sets good precedent for the kids

Demerits → disrespects grandfather's wishes.

→ might get argumentative and affect the kids negatively.

③. Agree to not buy anything but try to reason out if ~~they can stay~~ the children can stay in the cafe for a while since they have travelled long.

Merits → ^{acknowledge's} ~~respect~~ grandfather's perspective

→ children get to stay at cafe.

Demerits → children might get doubtful as to why they can't get anything

→ gives in to grandfather's narrow minded opinion.

THE MOST SUITABLE OPTION —

The 3rd option is the most suitable.

↓
The kids can be told that they can visit ^{more} ~~other~~ attractions ~~also~~ too.

↓
The grandfather would get solace too.

↓

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VAJIRAM & RAVI

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It may prevent any potential argument/ quarrel by the grandfather at a public place.

(C) Mrs. A, in the later part of day can have a ~~chat~~ serious chat with her children where she can explain →

①. Importance of empathy + inclusivity.

②. Teach empathy by asking the kids to imagine themselves in the shoes of the cafe owner (for a better understanding).

③. Teach them, in simple words, about moral particularism → how their grandfather didn't grow up in an inclusive society unlike them.

④. Use Narrative ethics → spin a story around the cafe owner & explain how they are a good person who also won an award for community service.

Children have high brain neuroplasticity, hence it's important to teach them right values at the right time.

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