

# VAJIRAM & RAVI

## GENERAL STUDIES ETHICS FULL LENGTH TEST

### TEST- 1

Time allowed: 3 Hours

Maximum Marks: 250

STUDENT ID.:       ADMIN NO. :

NAME:

MOBILE NO.:

EMAIL.:

SUBMISSION DATE:

UPSE CSE 2025

**AIR - 400**

### QUESTION PAPER SPECIFIC INSTRUCTIONS

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

*There are **TWENTY** questions printed in **ENGLISH**. All the questions are compulsory.*

*The number of marks carried by a question/ part is indicated against it. Word limit in questions, wherever specified, should be adhered to. Any page or portion of the page left blank in the Questioncum-Answer Booklet must be clearly struck off.*

Q No.	Marks	Q No.	Marks	Q No.	Marks
1	/10	8 (b)	/10	16	/20
2	/10	9	/10	17	/20
3	/10	10	/10	18	/20
4	/10	11	/10		
5	/10	12	/10		
6	/10	13	/20		
7	/10	14	/20		
8 (a)	/10	15	/20	Total	/250

#### Instructions:-

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

**For Student Only**

<b>Start Time -</b>	<b>End Time -</b>
<b>Mode of Examination</b>	<b>Online</b> <input type="checkbox"/> <b>Offline</b> <input type="checkbox"/>

**Receiving date -****Dispatch date -**

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

**Mentor's Feedback**

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## **Evaluator/Reviewer Suggestions**

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👍 😊 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.  
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उम्मीदवारों को  
यह निर्देश  
पढ़ना  
चाहिए।  
Candidates  
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Q.1.

Sports ethics deals with the moral principles that must be upheld in sports.

Important to study

- 1) upholding the game spirit of sportsmanship  
- ~~has~~ graceful handling of failure  
eg Fight in patna over losing cricket match
- 2) Dehyphenation of Politics & sports  
eg Protests by Sakshi Malik, Rajrang Puria
- 3) Non adherence to unethical means eg Doping
- 4) Tool for ~~the~~ friendship, casting first on, Fresh start to national, regional relations  
eg Friendship tours of cricket

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उत्तर  
या प्रश्न  
में लिखने  
का  
समय  
अधिक  
नहीं होना  
चाहिए।  
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5) ~~the~~ Handling contemporary  
Challenges

eg) Transgender in women  
sports.

one issue ! ~~to~~ Transgender  
in sports

ethical challenges

- 1) Fairness to other competitors  
- fair playing field
- 2) Right to equality to transgender  
people - respect for human  
quality  
↳ man as end in itself (KANT)
- 3) lack of empirical evidence  
and scientific dilemmas  
↳ lack of Y chromosome → female  
↳ needs to be updated
- 4) unilateral harsh actions eg)  
USA banning transgender in  
women sports.

Thus, the sports ethics too needs  
constant reflection & updation.

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होगा।  
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Q.2. (i) Religion

1) sourced from scriptures, divine revelations

2) less flexible

3) Broad - spirituality

& ethics

1) sourced law, tradition, Religion

2) More flexible

3) narrow - social conduct

(ii) Constitutional Morality

→ rules, laws, values, principles embodied in constitution

2) ~~can~~ subject to wider interpretation  
→ Basic structure doctrine

3) ~~constitution~~ can be guided by social morality

→ unique secular principle of India

Social Morality

1) codification of the ethics, principles of society

2) subject to change over time  
must

3) ~~can~~ be guided by constitutional morality

→ laboratorial judgment

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या नमिने  
नी निम्न  
लिखित  
मार्ग,  
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## iii) Justice

- 1) holistic - social, economical, political
- 2) Must Institutionalisation  
- First step
- 3) ~~is~~ Must be upheld all times

## mercy

- 1) context specific  
eg) mercy petition
- 2) After institutional measures are exhausted, non-efficient
- 3) once in a while event

## iv) personal ethics

- 1) subjective
- 2) violation -  
crisis of conscience
- 3) source - tradition, culture, religion

## professional ethics

- 1) objective
- 2) violation -  
punitive punishment
- 3) source - law,  
Expertise (eg) Hippocratic oath.

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यह निर्देश दे  
रही है।  
उम्मीद  
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Q.3. a In the contemporary society where  
with dynamically changing values,  
ethics and constantly evolving legal  
domains the role of virtue ethics  
as the moral compass becomes crucial.

How legalistic & utilitarian ethical  
system fall short.

- 1) focus more on extrinsic factors  
eg laws, maximum happiness  
KANT (Jeremy Bentham)
- 2) Ignores the areas of legal but  
unethical eg marital rape
- 3) Ignores ethical egoism and promote  
Ethical Altruism

virtue ethics can provide founda  
tion for ethical revival

Role of public leadership

- 1) synchronization of MANSA, VAKTA,  
KARMA → virtues forms attitude  
which shape belief → action.

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कृपया नोट करना है  
कि लिखने के  
लिए  
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[eg] virtuous leader → avoid hate speeches

2) would promote politics with principle

[eg] Gandhi ji

3) ~~#~~ virtue as habit → [ARISTOTLE]  
→ In sync public & private conduct.

"Not doing anything unbecoming of  
civil servant"

4) ~~For~~ promote examination and  
improvement [eg] [sovereign]  
[eg] open go data governance

Responsibility of citizen

1) Rights with duty [eg] ~~act~~ civil  
action

2) promote social capital - rejection  
of divisive politics [eg] language  
division

3) would promote advocacy for adoption  
of best practices - circular economy  
[eg] [intellectual humility].

Thus virtue ethics by advocating knowledge  
as the only good and ignorance as  
the only evil ~~from~~ gives strong  
ethical foundation.

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प्रश्नों में  
लिखें।  
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Q 4.

cancel culture refers to the social discourse which demands outright withdrawal of any wrongdoing or injustice and is given further strengthened by in digital age.  
- social media.

Cancel culture : form of moral justice

1) Promotes greater accountability  
↳ demand to remove stories  
poems of writer <sup>who supported</sup>  
slanny - USA.

2) Hq creates public awareness of injustice.

3) area represents collective consciousness of society.

Issues of cancel culture

1) Mobocracy :- herd mentality

2) lacks deeper analysis

- fails to analyse the good aspects.

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- 3) lacks complete ~~the~~ knowledge of  
circumstances
- 4) lacks effens promotes extremism
- 5) and extreme cultural relativism  
→ supports power dynamics.

Addressing issues with upholding  
Accountability

- 1) Balanced media reporting
  - giving pros, cons, historical context
  - expert advice
- 2) Promoting values like - Madyamamarga  
Syadvadq - religious teachings
- 3) Promote Restoring integrity of formal  
accountability channels eg RTI,  
social audit
- 4) Transparency, - evolving laws to  
address lacunas eg Triple talag  
ban
- 5) Promoting Intellectual integrity  
and Socratic dialectic Method  
- whole school approach

Thus, ~~these~~ These can promote responsible  
accountability.

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उत्तरों में  
प्रश्नों में  
दिए गए  
शब्दों  
के अंदर  
उत्तर  
लिखें।  
उम्मीदवारों  
को प्रश्नों के  
बाएं कि  
दाएं कि  
मार्ग में  
लिखना  
नहीं है।

Q. 5) Sardar Vallabh Bhai Patel demonstrated the ideal craft of balancing morality & reality setting examples for future generations.

Ethical values demonstrated

- 1) Integrity and dedication to public service
- 2) Emotional Intelligence - Persuaded princely states for integration
- 3) Tolerance and strategic patience eg Mission Polo.
- 4) Channelling ~~using~~ public sentiment to guide the leadership  
eg Junagadh - public protest
- 5) Wheremy leadership  
- advocated not isolating India from USA → for self interest of country

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Present Relevance! balancing  
pragmatism & morality

1) Responsible use of power for  
larger interest

eg) APJTA, section 144

2) consensus building and public  
persuasion

eg) one nation one election  
— public awareness

3) ~~the~~ Balancing national interest  
without strategic autonomy

eg) India part of — QUAD  
— BRICS.

4) use of emotional intelligence  
for persuasion, handling  
public sentiments

eg) Bodo peace accord

5) Right Home Right Action

eg) ~~not~~ ~~the~~ removal.

Thus, the conduct of Sardar Patel  
is an eternal moral guide



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Q. 6. unilateral sanctions - Like put upon Iran, Russia by EU, USA highlight the lost faith in global governance and erodes multilateralism.

Unilateral sanctions! Ethical

- 1) Deterrence for wrong doings.  
eg) on Iraq for evading Quota
- 2) Pressure for corrective actions.  
↳ responsibility approach
- 3) Global leadership - power use to restore peace, justice

Lack of unilateral sanctions! unethical

- 1) selective morality eg - show lesser concerns for wrongdoing by powerful  
eg) USA bombarding Iran → no sanctions
- 2) Matsya Raj → weaker pressured  
eg) North Korea - ruined
- 3) promotes lack of concerns for wider replications eg) sanctions

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an Russia → global shortage of  
Food, oil → common man is the  
ultimate sufferer.

4) pressure on others to follow the  
lead → lack of respect for  
self determination  
eg) CAATSA law.

## [Reforms in global Governance]

1) Restoring the integrity & HSK  
management of institutions → UN,  
world bank, IMA.

2) equity principles eg) USA domi-  
nance

3) promoting dialogue, diplomacy &  
consensus

4) Moral cosmopolitanism

5) sensitivity to others' concerns  
and adjustments eg) NATO's  
eastward expansion

6) vashudaiṅ kutumbakam principle

Thus, we must "~~we all are interested~~  
"Injustice any where is threat to  
peace everywhere"

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उपयोग के  
प्रतिष्ठान में  
प्रतिष्ठान  
उपयोग  
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Q.7 ~~How~~ Dysfunctional families, and growing penetration of digital spaces to fill the void have created the need for evolving ways to retain ethical values among youth.

Effectiveness of cultural practices  
in shaping moral behaviour

- 1) Eternal lessons (eg) honesty and truthfulness of Raja Harishchandra
- 2) Contemporary contextual  
- ideas of virtuous character and intrinsic value to thum the need of external validation  
(eg) FOMO of social media
- 3) Solution to challenges - ecocentricity  
(eg) Deep ecology in naturalistic religions
- 4) Promotes tolerances, intellectual integrity (eg) Syada vada, Madhyamamang

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को लिखनी  
शक्ति  
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Draw backs of cultural practices

- 1) Promote injustice, discrimination  
eg Purity & pollution
- 2) Against evolved global value  
system eg Patriarchy
- 3) Orthodoxy and ritualistic  
rigidity eg Sabrimala practices,  
Jallikattu.

How to revitalise to address ethical  
voids

- 1) critical analysis of cultural practices  
before propagation eg rejection of  
Triple talaq, nikah talala
- 2) Integration with education  
- whole school approach  
eg NEP 2020 - value education
- 3) use of technology & social media  
- channels promoting cultural  
practices & sustainability  
eg The Better India channel
- 4) Restoring institutions - family, media  
politics.

Thus, only through collaborative & multi-pronged  
approach can the future be made ethical

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दिया जाता  
है कि  
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Q. 8 @ The above quote by Gandhiji highlights the importance of the purity of intent in rendering any service to others.

~~Serve~~ How service without joy doesnot help the servant

- 1) legal, @ social compulsion → mere action → lacks self reflection eg rules becoming end.
- 2) Devoids the servant of spiritual contentment  
↳ losing oneself in serving others  
↳ to find God / purpose
- 3) creates ~~not~~ mental discoherence  
→ discomfort, anxiety

Doesnot serve the served

- 1) Poor quality of service tendered  
eg ~~poor~~ atti PDS - poor quality grain
- 2) Might be unreliable eg occasional charity

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उत्तरों में निर्दिष्ट शब्द सीमा से अधिक न लिखें।  
Candidates must not write in this margin

- 3) I might have sense of paternalism - devoid of cultural competence (eg) Rehabilitation of tribals
- 4) create sense of distrust

## current Relevance

- 1) corporate social responsibility for publicity & brand building
- 2) eroding the essence of service  
(eg) 2019 amendment to RTI
- 3) violates the misuse of laws  
(eg) Shreya Singhal case - section 66A of IT Act.
- 4) philanthropy for publicity  
(eg) Jain couple before taking sanyas

way forward

- value commitment - constitutional morality
- human → being humane
- ↳ sense of responsibility

parity of intent

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यम सीमा में  
लिखना  
होगा।  
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Q. 6

The above quote of ~~by~~ Martin Luther highlights the importance of fertitude, perseverance and dedication in go achieving any goal.

## Importance of incremental progress

- 1) Initiates the journey to the goal - breaks the inertia  
= "First step is often the hardest"
- 2) continued progress in face of unpredictable circumstances  
eg) Gandhiji switching to individual satyagraha - in face of heavy repression
- 3) small action → creates ripples  
eg) Rosa Parks' protest in public bus → civil ~~rights~~ rights movement in USA.

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यहाँ लिखना है  
उत्तर लिखने के  
लिए,  
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4) Ideas ~~to~~ → reality

→ prevents ideas never seeing  
light of the day

5) often ~~it~~ opens window to  
our value systems

eg) Irom a Sharmilla - Hunger  
Strike

Relevance today

1) encourages stepping out of  
comfort zone - higher purpose

2) confronting social evils - even  
by one individual

eg) placard - "My name is Khan  
& I am not terrorist" - movie

3) ~~it~~ ~~to~~ ~~status~~ continued efforts  
for social change eg) public  
service & social justice

4) ~~sets~~ upholding Justice, equality  
to the best potential eg)  
India - vaccine Maitri

"not all of us can do great things  
but we all can cast stone  
to create ripples"

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शब्दों की  
संख्या  
नहीं  
लिखनी।  
Candidates  
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Q.9

The Companies Act 2013, marks a water shed moment in promoting ethical corporate governance.

successful in transforming business ethics - moral commitment

1) Stakeholder capitalism

- corporate social responsibility (min 2%).

man → many companies invest  
ng more → TATA - spending  
5 to 7% with social Audit

2) More transparency & Accountability → SEBI regulation.

3) Greater power - greater responsibility  
→ ESG reports by top 1000 listed companies.

4) Justice & true representation  
↳ woman board member  
↳ 25% independent directors  
→ protecting interest of minority shareholder

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दिया जाता  
है कि  
उम्मीदवार  
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However there are failures

- 1) Inable to curb insider trading  
- violates fair playing field
- 2) Promoter or founder led boards  
↳ violates essence of rule -
- 3) Nepotism, trade compromised  
independent directors  
↳ TATA - Mistry case
- 4) Greenwashing ↳ diesel-rate scandal
- 5) CSR for publicity → skewed  
for domains & regions
- 6) Scams, lack of accountability  
oversight ↳ chanda kochar &  
LIC scam.

Way Forward

- 1) Provisions for ethic code of ethics  
and code of conduct.
- 2) ethics audits      3) Demand  
led change - customer advocacy
- 4) Management of ethics via  
ethical leadership ↳ Ratan  
TATA

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यह निर्देशों में  
सही लिखना  
नाम।  
Candidates  
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write on this  
margin.

Q.10 Integrity refers to unwavering adherence to one's principles even when no one is watching

However, rigid adherence to ethical codes → hinders public interest

1) can promote hiding behind laws eg legal accountability  
→ APJ denied → girl died due to lack of aadhar card.

2) erode the essence (spirit) of law eg Misuse of RTI provisions of public interest (vs) official secret.

3) Hinders adaptability in changing social value system  
eg ~~best~~ AI regulations for EV (hindering innovation).

4) ethical relativism - what was just yesterday might not be today  
eg Queer rights.

5) promote Apathy eg MNREGA Payments & biometrics

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कृपया निर्दिष्ट शब्द  
सीमा में लिखें।  
उम्मीदवार  
यहाँ लिखें।  
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Contextual judgement can align with ethical governance

1) can help align the objectivity of laws with emotional subjectivity

→ complete justice

eg) SC ~~is~~ override poCSO provision as ~~one~~ one time measure

2) Promotes Innovation

eg) IAS Aruna Sundarajan - tendering based on pilot project for ~~other~~ e-literacy

3) Respect for human values

eg) SC decriminalised homosexuality in Navtej Singh Johar

4) overriding decadent morality

eg) Sabrimala judgement, triple talaq Ban

5) cultural competence & respect for diversity eg) 5th schedule & 6th schedule

Thus, ethical standards require constant self reflection and analysis in order to do complete justice

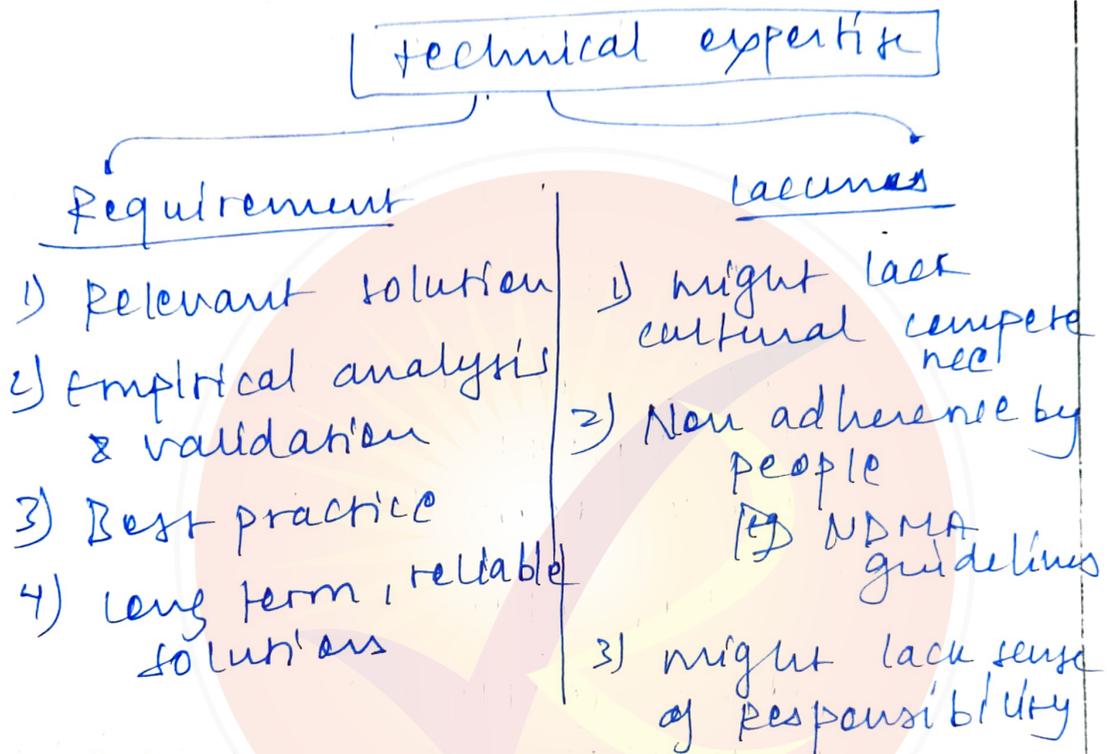
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Q.11

Disaster management is an ongoing proactive process and demands technical expertise and human touch.



Note

Role of Emotional Intelligence

Effectiveness of Disaster Response

- 1) Stress handling - comforting, ensuring people &  
eg IAS - field visit in flood hit Assam

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- 2) Fostering Transparency & Accountability eg vigilance committee with local representation
- 3) Addressing the needs of vulnerable  
- special attention
- 4) Boosting the morale of team members in difficult situations  
eg Mob violence.
- 5) builds credibility eg IAS used whatsapp channel for quick remediation

## For Rehabilitation

- 1) Including resilience plan in rehabilitation eg persuading no construction in flood plains.
- 2) ethical responsibility of officers and people to follow technical norms eg building codes.
- 3) Sustainability, ecocentricism  
- giving nature its space
- 4) Public participation in response training

Thus it can help understand,  
& manage emotions of oneself & others

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लिखना।  
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12.

Code of ethics provides the broad framework outlining the values & philosophies of the institution.  
code of conduct outlines & provides the detailed details in specific situations.

## Importance

- 1) guides the overall management of ethics eg institutions, checks & balances
- 2) Decision making, solving ethical dilemmas  
eg public welfare the priority for civil services.
- 3) detailed guidelines eg civil servant must not accept any gift

## Challenges

- 1) code of ethics - vague and often absent
- 2) no legal backing
- 3) lack of awareness

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- 4) Lack of little or no punitive measures.
- 5) Not updated as per changes  
↳ civil services code of conduct  
→ does not handle social media conduct

Synergy between ethical intent  
& regulatory compliance

- 1) legal backing to code of conduct
- 2) specific conduct rules for institutes trans.
- 3) no punitive provisions - clear & specific
- 4) capacity building - awareness among civil servants  
↳ mission Karmayogi
- 5) contemporary contextualisation  
- handling conduct on social media
- 6) ethical work culture  
↳ 2nd APEP

Thus, ~~to~~ congruence of intent & action is required to achieve

the Plato's / PHILOSOPHER KING idea

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करनी।  
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Q.13

The above case highlight the ethical issues of lack of competence, ~~and~~ denial of fair playing field & Justice and erosion of public trust in institutions.

(a) OPTION 1 going slow as discussed by politician

(+) - prevent undue ~~to~~ political retaliation. nephew future secured.

(-) - Fairness, Justice, transparency violated

OPTION 2 :- carrying out detailed, transparent & honest inquiry

(+) Justice, Fairness upheld

(-) political retaliation, ~~etc.~~

OPTION 3 :- seek recusal sighting conflict of interest

(+) - will save from harassment

(-) - cowardice.

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उम्मीदवारों  
को निर्देश  
दिया  
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- (b) OPTION 2 must be chosen  
course of action must be guided  
by course of conviction, respect  
for law, Justice as categorical  
imperative.

## Course of Action

- 1) strict warning and controlling  
fake news → to avoid  
anxiety among students, teachers.
- 2) Meeting with student leaders -  
taking them for confidence of  
transparent inquiry.
- 3) Announcing the conflict of  
interest  
↳ Justice must not only  
be done but also be seen to be  
done
- 4) oversight committee  
involving media, student  
leaders, pros.
- 5) for trust building
- 6) Detailed, fair inquiry report  
at earliest → pro process

# UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.  
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प्रश्न लिखने में  
यही निर्देश  
मिलेंगे,  
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due must not become the  
punishment

① Long Term - legal provisions,  
institutional integrity & internal  
risk management

② Safeguards to prevent harass-  
ment

- ③ Put legal provisions for :-
- 1) tackling fake news - IT Act, 2000
  - 2) preventing personal defamation
  - 3) obstructing administrative procedures

Further steps to be taken

- 1) committee formation
  - involving stakeholders
  - oversight, transparency
- 2) Declaration of conflict of interest
- 3) Regular sharing of progress

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(d) Yes even the strongest paper regulatory mechanisms cannot prevent paper leaks as! -

- 1) ~~Signs~~ signals the moral decay of the society  
- prioritizing marks over morality
- 2) ~~Dysfunction~~ 2) Students considering exams as the end goal - for degree & job
- 3) parents colluding - Encouraging unethical act.
- 4) Failure of educational institute - commodification of education
- 5) Lack of value education by  
"educating without values will only make man a mere clever devil"

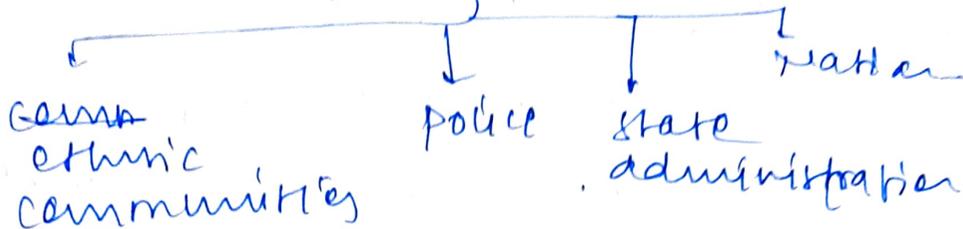
# UPSC

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Candidates must not write in this margin

Q.14

The above case study includes multiple stakeholders



(a) Role of declining social capital in disturbing ~~the~~ community harmony

1) Erosion of trust - in other people, administration

2) Narrow perception of self interest

3) loss of respect for human as end in itself - killing, naked parading

4) ~~But~~ Antagonistic divisions - US vs Them

5) Elusive denial of cooperation coordination

6) loss of trust in ~~the~~ institutional justice - mob lynch demand

# UPSC

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- (b)
- 1) Immediate deployment of force (available)
  - 2) Asking for further support from his district headquarter
  - 3) Personal meeting with mob leader - persuasion for having trust in procedure due Process of law → If the accused is really victim → would be brought to justice
  - 4) Ask for evidence → If provided the accused should be arrested.  
↳ but
  - 5) clear denial that the person at no cost would be handed to the mob  
↳ his right to justice, rule of law
  - 6) Threatening for strict action if any further escalation is planned by mob.

# UPSC

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यहाँ लिखने में  
कोई दिक्कत  
नहीं होनी चाहिए।  
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margin.

- 7) Roping in the ethnic group  
political leaders → persuasion  
of mob dispersal
- 8) ~~can~~ taking them in confidence  
of fast track justice, transpa-  
rency.

① principles of constitutional  
morality to guide action

- 1) upholding ~~Just~~ Right  
↳ right to life (Art 21)  
↳ of the accused  
↳ Art. 20 → prop. protection  
against excessive punish-  
ment.

2) Justice - to the people of  
both communities

3) equality and Rule of law

4) promoting brotherhood, harm  
any, ~~the~~ personal dignity

# UPSC

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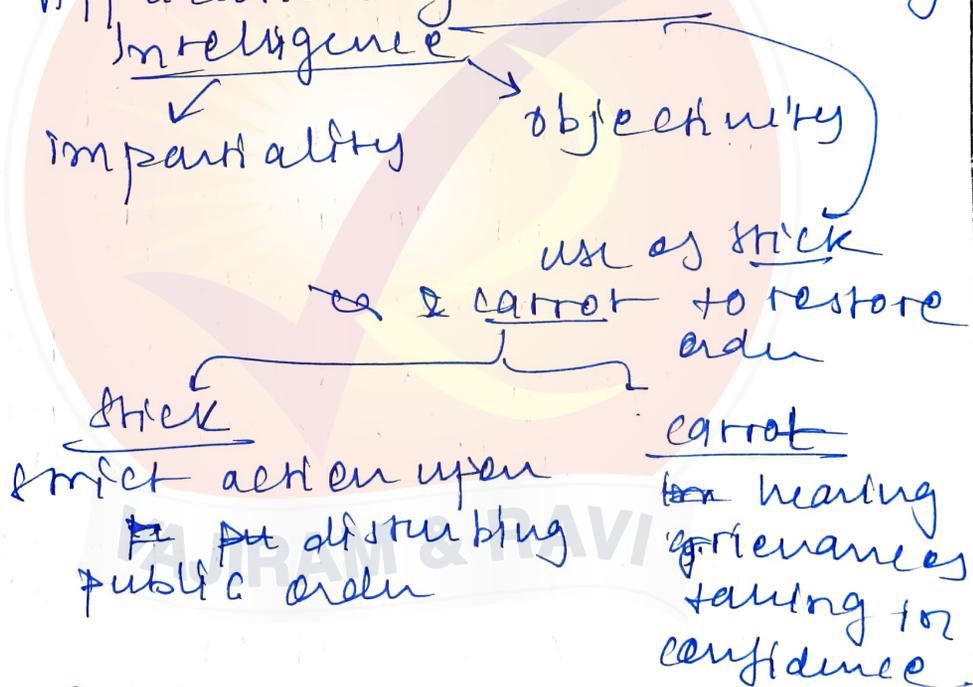
उम्मीदवारों को निर्दिष्ट शब्द सीमा से अधिक नहीं लिखना चाहिए।  
Candidates must not write or this margin

Q. How to ensure fair application under intense public, media & political pressure

1) Transparency & accountability

- Public Participation
- Oversight committees - <sup>media</sup> people

2) Application of emotional Intelligence



3) Maintaining - moral authority,  
Public trust - through ethical  
conduct

# UPSC

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Candidates must not write on this margin

Q-1. The above case aptly highlights the neglect for team spirit, high quest of productivity & erosion of work culture in the name of facade of competent leadership and star performer - prevalent for corporations today.

(a) Ethical Issue

For employees

- 1) ~~has~~ Denied dignity, robbed of self confidence
  - ↳ public humiliation, yelling
- 2) Right to ~~is~~ Denied right to friendly work culture
- 3) ~~is~~ under used potential
  - ↳ sign of absenteeism, burnouts -

For company

- 1) poor work culture
- 2) narrow perception of productivity

# UPSC

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उत्तर  
या प्रश्न  
या उत्तर  
में  
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and leadership

- 3) Denial of greatest happiness  
for greater people (utilitarianism)  
↳ employees stressed, ~~was~~  
burn out

For Rajesh Rohan

- 1) Incompetent leadership.
- 2) Lack of emotional intelligence
- 3) treating employees as mean  
and not an end in themselves.

(b) Potential long term ~~with~~  
impact

- 1) ~~the~~ would lose talented professionals
- 2) poor product delivery
- 3) ~~the~~ negative market perception  
no talent would come.
- 4) loss of team spirit - poor  
productivity

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या नोटबुक में  
लिखना नहीं  
है।  
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5) erosion of ~~innovation~~ innovation  
↳ loss of tolerance for failures.

(C)

The course of action for HR manager

1) Contacting Rohan

- making him aware of the concerns, negative impacts
- warn of action if behaviour continues -

2) If problem persist; asking employees to file collective complaints

3) If Anonymity desired by majority → use the anonymous complaint provision of POSH Act → to initiate inquire

(4) Training leadership in confidence

- ~~highlight~~ highlight the eroding work culture

# UPSC

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- prove the reduced productivity, recent resignations, absent absentism.
- the downfall of company's popularity in job market
- how could potentially backfire in merger

- (d)
- ① code of ethics and code of conduct highlighting values of team spirit, work life balance, personal progress and productivity
  - ② communication - vertical & horizontal
  - ③ use of technology - work from home.
  - ④ Removing the awards like star performer → redefining as star team (promote ~~to~~ team spirit)
  - ⑤ individual ~~to~~ performance appraisal - (360°) seniors & juniors.

Thus, for sustained ~~to~~ productivity conducive work culture is

a sine qua non

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यहाँ पर  
लिखना  
होगा।  
Candidates  
must not  
write on this  
margin

16. The above case highlights the complexities in admin police administration exaggerated by irresponsible media & political discourse

① Ethical issues

For villagers

- 1) Denied Right to justice  
↳ stigmatized, accused without evidence
- 2) loss of social capital - polarisation
- 3) ~~Issues~~ 3) Disrespect for human values

For administration

- 1) less of public trust
- 2) Indiscret incompetence - arrests without proper inquiry.

For State

- 1) Break down of social contract -

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उत्तरों में  
शब्दों की संख्या  
नियमित  
करने।  
Candidates  
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Failure to protect minority, provide  
basic social service

(b) District Commissioner  
The course of action must  
be guided by respect for moral  
law, upholding justice.

(I) Increasing Investigative competence

1) Bringing cyber experts to the  
investigation team.

2) use of cyber infrastructure to the  
best

3) ~~est~~ proper establishment of  
IP address match before  
arrest

(II) Releasing the innocent  
→ those unjustly held must  
be released

(III) Crack down on the syndicates

- tracking source, funding,

- bringing to justice.

# UPSC

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संख्या  
अधिक  
नहीं होनी  
चाहिए।  
Candidates  
must not  
write in this  
margin

② Action As DM

① Handling the growing communal  
at tensions

1) strict warning for irresponsible  
media report & hate speeches.

2) taking marginalised in confidence  
of Rule of law & Rights protection

3) coordinating with police  
administration - for warrants,  
arrests

Long term

1) Addressing state failure to  
provide basic infrastructure

2) quality school, vocational  
training

3) ~~to~~ employment opportunities

4) marginalised - welfare, service  
delivery

5) creating a

# UPSC

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- 5) creating awareness among people against cyber frauds
- 6) Digital literacy.

Thus, a multi pronged approach is required to uphold public trust & constitutional morality

VAJIRAM & RAVI

# UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.  
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Q.17 The above case study highlights the ~~diff~~ dilemmas of justice vs development, ~~form~~ and form vs substance of laws, regulations.

## (a) Ethical Responsibility

- 1) carrying out Justice in essence
- 2) equal protection before law
- 3) Respect for human value  
↳ man as end in itself
- 4) Respect for court's order

## Administrative responsibility

- 1) upholding court's order - of proper settlement
- 2) Rule of law → public consultation  
↳ Prior notice
- 3) ensuring the goal completion  
↳ be city beautification

# UPSC

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- 4) Proper rehabilitation of the aggrieved.
- ⑥ Acting as a bridge between development & Justice.
- 1) Stalling the demolition procedure
  - ↳ check if notices were served
  - ↳ ~~for~~ proper time were given to the people
  - ↳ public consultation was seeked
- 2) Check the rehabilitation facilities.
  - ↳ humane condition
  - ↳ culturally competent
- 3) quick settlement of rehabilitation claims & relocation.
- 4) For people ~~the~~ ~~to~~ displaced without proper rehabilitation.

# UPSC

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- temporary living arrangements with proper basic amenities
- 5) ensure continued service delivery - school, hospital
- 6) phased implementations - project design - to ensure rehabilitation before demolition.

① Melua Mechanism for inclusive urban planning

D Institutionalised participatory governance

\* ULBs - representatives from slum dwellers, women's groups, street vendors, informal workers - in decision making

\* ward committees, area sabhas - as mandated by 74th CA should be implemented

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को निर्देश  
है कि प्रश्नों  
को उत्तर  
लिखें।  
Candidates  
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- 1) Participatory Budgeting and social audit
- 2) Legal recognition of Informal settlements & workers.
  - tenure security to slum dwellers
  - dedicated spaces for vendors
- 3) Inclusive land & Housing planning
  - Private developers to allocate a percentage of units for EWS
  - Affordable housing
    - land banks, cooperative housing
- 5) Strengthen civil society & community institutions.
- 6) Financial innovations
- 7) Climate Resilience with climate justice

# UPSC

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शब्दों की  
संख्या  
नहीं होनी  
चाहिए।  
Candidates  
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Q.18

The above case highlights the administrator's ethical issues of denial of fundamental rights, denial of dignity, respect for human values and, ~~dis~~ discrimination, prejudice.

(A) Ethical responsibilities as an officer ~~to~~ in transforming social attitude

1) upholding constitutional morality

2) Protecting fundamental rights

- Right to equality (Art. 14)

- Right against untouchability (Art. 17).

3) Fostering Justice - social,  
political

4) Fostering social capital - by  
curbing discrimination,  
prejudices.

5) Dispelling ignorance - right  
cognition

# UPSC

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उपरोक्त निर्देशों  
का ध्यान  
रखिए।  
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6) working to the directive principles  
of special care for the weaker,  
& marginalised cast-471.

(b)

Impact of emotional experiences  
on moral reasoning of a  
civil servant

- 1) Invokes the sense of compassion  
responsibility → to get their  
feels due
- 2) Motivation and courage to face  
the challenges to the goal of  
social justice
- 3) upholding public interest even  
at the cost of personal interest
- 4) Bring in inst' tutional changes
- 5) Encourage innovation and  
going the last mile

# UPSC

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① Short term strategies to create attitudinal changes

1) strict warning for action against Principal, own staff

↳ violation of professional, constitutional obligation

2) Meeting with local leaders, parents

↳ making them aware how their actions were legally & morally wrong

→ emotional appeal ⊕ moral appeal through legitimate authority

3) leading by action -

~~case study~~ eg PM of Bihar ate the mid day meal cooked by dalit

4) Roping in Respected, Political leaders - to enlighten people

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इस निर्देश में  
बिना निगूना  
रहित,  
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with the essence of religion  
in brotherhood, justice and  
equality.

- 5) changing the discriminatory  
practices in school.

Long term

- 1) Proactive recognition and reporting  
of such discrimination.
- 2) Make creating awareness about  
legal safeguard  
↳ protection against Atrocities  
Act.
- 3) ethical training of officers, school  
staff.
- 4) Rooting in Nehru - for value  
propagation, and awareness  
among people.
- 5) Actual monitoring and evaluation.

As suggested by BR Ambedkar

"Justice is another name for  
liberty, equality & Fraternity"