

इस ह्राशिए
में केवल
प्रश्न संख्या
लिखें।

Only write
question
number in
this margin

Specimen Booklet

UPSC

Candidate must adhere to the word limit specified in the question.
Any page or portion of the page left blank must be clearly struck off.

उम्मीदवारों को
इस ह्राशिए में
नहीं लिखना
चाहिए।
Candidates
must not
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this margin.

Test Code: 814556

NAME: SATTWIK SATMAHAM DEVTA

Start Time: 02:00 PM

End Time: 05:03 PM

Date: 05/08/2025

Instructions: All questions are compulsory. The number of marks carried by a question/part is indicated against it. Quality of the answer is more important than the length of the answer.

निर्देश : सभी प्रश्न अनिवार्य हैं। प्रत्येक प्रश्न द्वारा धारित अंकों को उसके सामने इंगित किया गया है। उत्तर की गुणवत्ता उत्तर की लंबाई की तुलना में अधिक महत्वपूर्ण है।

Section - A

Q.1) a) What is your understanding of corruption? In your opinion, does corruption grease or sand the wheels of growth? Justify your answer. (10 marks, 150 words)

भ्रष्टाचार के बारे में आपकी क्या समझ है? आपकी राय में, क्या भ्रष्टाचार विकास के पहियों को तीव्र करता है या मंद कर देता है? अपने उत्तर का औचित्य सिद्ध कीजिए। (10 अंक, 150 शब्द)

b) The balance between laws and conscience is delicate; when synchronized, they promote ethical conduct, but their discord can give rise to significant ethical dilemmas. Illustrate with examples (10 marks, 150 words)

विधि और विवेक के बीच संतुलन नाजुक है; जब वे एक साथ होते हैं, तो वे नैतिक आचरण को बढ़ावा देते हैं, लेकिन उनके बीच मतभेद महत्वपूर्ण नैतिक दुविधाओं को जन्म दे सकता है। उदाहरणों के साथ स्पष्ट करें (10 अंक, 150 शब्द)

Q.2) a) "The recognition of the horrors of nuclear weapons should compel nations to move towards meaningful disarmament. However, geopolitical interests continue to hinder genuine progress in this direction. What are the ethical considerations of nuclear states to pursue global disarmament, and how can the international community balance security concerns with the moral imperative of a nuclear-free world? (10 marks, 150 words)

"परमाणु हथियारों की भयावहता की पहचान राष्ट्रों को सार्थक निरस्त्रीकरण की दिशा में आगे बढ़ने के लिए बाध्य करेगी। हालांकि, भू-राजनीतिक हित इस दिशा में वास्तविक प्रगति में बाधा डालते रहते हैं। वैश्विक निरस्त्रीकरण को आगे बढ़ाने के लिए परमाणु हथियारों से युक्त राज्यों के नैतिक विचार क्या हैं, और अंतर्राष्ट्रीय समुदाय परमाणु मुक्त विश्व की नैतिक अनिवार्यता के साथ सुरक्षा चिंताओं को कैसे संतुलित कर सकता है? (10 अंक, 150 शब्द)

b) Distinguish between "Code of ethics" and "Code of conduct" with suitable examples. (10 marks, 150 words)

उपयुक्त उदाहरणों के साथ "नैतिक संहिता" और "आचार संहिता" के बीच अंतर स्पष्ट करें। (10 अंक, 150 शब्द)

Q.3 a) In contemporary times, corporate governance emphasizes accountability and ethical responsibility, yet a lack of adherence to these principles among many corporations highlights a disconnect between theory and practice. In this context, discuss the challenges corporations face in adhering to ethical standards and how these challenges can be mitigated. (10 marks, 150 words)

समकालीन समय में, कॉर्पोरेट प्रशासन जवाबदेही और नैतिक उत्तरदायित्व पर बल देता है, फिर भी कई निगमों में इन सिद्धांतों के पालन की कमी सिद्धांत और व्यवहार के बीच एक विसंगति को उजागर करती है। इस संदर्भ में, नैतिक मानकों का पालन करने में निगमों के सामने आने वाली चुनौतियों पर चर्चा करें और इन चुनौतियों को कैसे कम किया जा सकता है। (10 अंक, 150 शब्द)

b) Why should public services prioritize impartiality and non-partisanship as core values in the present socio-political context? Illustrate with examples. (10 marks, 150 words)

वर्तमान सामाजिक-राजनीतिक संदर्भ में सार्वजनिक सेवाओं को निष्पक्षता और गैर-पक्षपात को मुख्य मूल्यों के रूप में प्राथमिकता क्यों देनी चाहिए? उदाहरणों के साथ स्पष्ट कीजिए। (10 अंक, 150 शब्द)

c) "Non-violence is the greatest force at the disposal of mankind. It is mightier than the mightiest weapon of destruction devised by the ingenuity of man." Mahatma Gandhi. What does the given quotation mean to you? (10 marks, 150 words)

"अहिंसा मानव जाति के लिए सबसे बड़ी शक्ति है। यह मनुष्य की चतुराई से बनाए गए विनाश के सबसे शक्तिशाली हथियार से भी अधिक शक्तिशाली है।" – महात्मा गांधी। दिए गए उद्धरण का आपके लिए क्या अर्थ है? (10 अंक, 150 शब्द)

Q.4) a) "The growing reach and influence of social media present both opportunities and challenges for ethical governance." Examine the statement with suitable examples. (10 marks, 150 words)

"सोशल मीडिया की बढ़ती पहुंच और प्रभाव नैतिक शासन के लिए अवसर और चुनौतियां दोनों प्रस्तुत करते हैं।" उपयुक्त उदाहरणों के साथ कथन का परीक्षण करें। (10 अंक, 150 शब्द)

b) "Probity in governance is an essential and vital requirement for an efficient and effective system of governance and for socio-economic development." Discuss the statement with examples. (10 marks, 150 words)

"शासन में ईमानदारी एक कुशल और प्रभावी शासन प्रणाली और सामाजिक-आर्थिक विकास के लिए एक अनिवार्य और महत्वपूर्ण आवश्यकता है।" उदाहरणों के साथ इस कथन पर चर्चा करें। (10 marks, 150 words)

Q.5) a) While scientific research drives technological progress and societal development, its funding often raises ethical questions. What ethical concerns arise from corporate sponsorship of scientific research, and how can these be addressed? (10 marks, 150 words)

जबकि वैज्ञानिक अनुसंधान तकनीकी प्रगति और सामाजिक विकास को आगे बढ़ाता है, लेकिन इसके वित्तपोषण से अक्सर नैतिक प्रश्न उठते हैं। वैज्ञानिक अनुसंधान के कॉर्पोरेट प्रायोजन से कौन से नैतिक मुद्दे उत्पन्न होते हैं, और इनका समाधान कैसे किया जा सकता है? (10 अंक, 150 शब्द)

b) The ethical basis of a welfare state is central to its legitimacy. What are, in your opinion, the vital ethical traits of a welfare state? Suggest ways to strengthen the ethical foundation of a state. (10 marks, 150 words)

किसी कल्याणकारी राज्य का नैतिक आधार इसकी वैधता का केंद्र है। आपकी राय में कल्याणकारी राज्य के महत्वपूर्ण नैतिक लक्षण क्या हैं? किसी राज्य के नैतिक आधार को सशक्त करने के उपाय सुझाएँ। (10 अंक, 150 शब्द)

Q.6) a) Space exploration has the potential to benefit all of humanity, yet it is currently dominated by a few powerful nations and private corporations. In this context, discuss the ethical issues arising from this imbalance in control and access to space resources. (10 marks, 150 words)

अंतरिक्ष अन्वेषण में पूरी मानवता को लाभ पहुँचाने की क्षमता है, फिर भी इस पर वर्तमान में कुछ शक्तिशाली देशों और निजी निगमों का वर्चस्व है। इस संदर्भ में, अंतरिक्ष संसाधनों पर नियंत्रण और पहुँच में इस असंतुलन से उत्पन्न होने वाले नैतिक मुद्दों पर चर्चा करें। (10 अंक, 150 शब्द)

b) Write short notes on the following in 30-50 words each:

- i) Ethical congruence
- ii) Conflict of interest
- iii) Compassion in public life
- iv) Crisis of conscience
- v) Social capital

(10 marks, 150 words)

निम्नलिखित पर 30-50 शब्दों में संक्षिप्त टिप्पणियाँ लिखें:

- i) नैतिक अनुरूपता (Ethical Congruence)
- ii) हितों में टकराव
- iii) सार्वजनिक जीवन में करुणा
- iv) अंतरात्मा/विवेक का संकट
- v) सामाजिक पूंजी

(10 अंक, 150 शब्द)

Section - B

Q.7) Recently, a disturbing incident involving the sexual assault of two young girls at a nursery school came to light in a 'sleepy' town of a western state in the country. When the parents approached the local police station to lodge an FIR, the police turned them away. However, twelve hours later, the FIR was filed, and a 24-year-old cleaning staff member of the school was arrested as the only suspect in the incident.

The news of the assault spread rapidly, igniting widespread outrage and intense media coverage. The public was furious, leading to protests across the town demanding justice for the victims. Locals organized a bandh, vandalized the school, and blocked railway lines while demanding death penalty for the suspect.

The state government swung into action, suspending two police personnel for their delayed response and forming a Special Investigation Team (SIT) to investigate the case. The principal of the school, along with two staff members, was also suspended. The SIT began its investigation and charged the school principal, secretary, and chairman under sections of the Protection of Children from Sexual Offences (POCSO) Act for failing to report the crime. Meanwhile, the accused's first wife filed a case against him for violent sexual behavior and unnatural sex. As the investigation progressed, tensions in the town continued to simmer. The pressure on the SIT to resolve the case was immense, with political figures, media, and the public all demanding swift action.

The following day, while the suspect was being transported to the crime scene (the school) for further investigation, he was killed in what was described as an encounter. According to the SIT's account, the suspect managed to snatch a gun from one of the officers and opened fire, injuring him. In retaliation, the police shot the suspect, who was gravely injured and later succumbed to his wounds in the hospital.

The news of the encounter spread quickly. While many praised the SIT for their swift action, others raised serious concerns. The family of the suspect claimed it was a staged encounter. The human rights groups echoed similar sentiments, accusing the police of an extrajudicial killing orchestrated under immense public pressure.

- What are the ethical issues involved in the above case?
 - Based on the case study, discuss the challenges faced by law enforcement agencies in conducting a fair and impartial investigation amidst public and political pressure.
 - What best practices should be followed to ensure the integrity of investigations in such high-profile cases?
- (20 marks, 250 words)

हाल ही में देश के एक पश्चिमी राज्य के कस्बे में नर्सरी स्कूल में दो छोटी बच्चियों के साथ यौन उत्पीड़न की एक परेशान करने वाली घटना सामने आई। जब माता-पिता ने स्थानीय पुलिस स्टेशन में एफआईआर दर्ज कराने के लिए संपर्क किया, तो पुलिस ने उन्हें भगा दिया। हालांकि, बारह घंटे बाद एफआईआर दर्ज की गई और स्कूल के 24 वर्षीय सफाई कर्मचारी को घटना के एकमात्र संदिग्ध के रूप में गिरफ्तार किया गया।

हमले की खबर तेजी से फैली, जिससे व्यापक आक्रोश फैल गया और मीडिया में इसकी खूब चर्चा हुई। लोगों में गुस्सा था, जिसके कारण पीड़ितों के लिए न्याय की मांग करते हुए पूरे शहर में विरोध प्रदर्शन हुए। स्थानीय लोगों ने बंद का आयोजन किया, स्कूल में तोड़फोड़ की और संदिग्ध के लिए मौत की सजा की मांग करते हुए रेलवे लाइन को अवरुद्ध कर दिया।

राज्य सरकार ने कार्रवाई करते हुए देरी से जवाब देने के लिए दो पुलिसकर्मियों को निलंबित कर दिया और मामले की जांच के लिए एक विशेष जांच दल (SIT) का गठन किया। स्कूल के प्रिंसिपल के साथ-साथ दो कर्मचारियों को भी निलंबित कर दिया गया। SIT ने अपनी जांच शुरू की और स्कूल प्रिंसिपल, सचिव और अध्यक्ष पर यौन अपराधों से बच्चों के संरक्षण (POCSO) अधिनियम की धाराओं के तहत अपराध की रिपोर्ट न करने का आरोप लगाया। इस बीच, आरोपी की पहली पत्नी ने उसके खिलाफ हिंसक यौन व्यवहार और अप्राकृतिक सेक्स का मामला दर्ज कराया। जैसे-जैसे जांच आगे बढ़ी, शहर में

तनाव बढ़ता गया। मामले को सुलझाने के लिए SIT पर बहुत दबाव था, राजनीतिक हस्तियां, मीडिया और आम लोग सभी ने त्वरित कार्रवाई की मांग की।

अगले दिन, जब संदिग्ध को आगे की जांच के लिए अपराध स्थल (स्कूल) ले जाया जा रहा था, तो उसे मुठभेड़ में मार दिया गया। SIT के अनुसार, संदिग्ध ने एक अधिकारी से बंदूक छीन ली और गोली चला दी, जिससे वह घायल हो गया। जवाबी कार्रवाई में, पुलिस ने संदिग्ध को गोली मार दी, जो गंभीर रूप से घायल हो गया और बाद में अस्पताल में उसकी मौत हो गई।

मुठभेड़ की खबर तेजी से फैली। कई लोगों ने SIT की त्वरित कार्रवाई की प्रशंसा की, जबकि अन्य ने गंभीर चिंता जताई। संदिग्ध के परिवार ने दावा किया कि यह एक फर्जी मुठभेड़ थी। मानवाधिकार समूहों ने भी इसी तरह की भावनाओं को दोहराया, पुलिस पर भारी जन दबाव में न्यायेतर हत्या का आरोप लगाया।

- उपरोक्त मामले में नैतिक मुद्दे क्या हैं?
- केस स्टडी के आधार पर, सार्वजनिक और राजनीतिक दबाव के बीच निष्पक्ष जांच करने में कानून प्रवर्तन एजेंसियों के सामने आने वाली चुनौतियों पर चर्चा करें।
- ऐसे हाई-प्रोफाइल मामलों में जांच की सत्यनिष्ठा सुनिश्चित करने के लिए कौन सी सर्वोत्तम प्रथाओं का पालन किया जाना चाहिए?

(20 अंक, 250 शब्द)

Q.8) Sowmiya is a senior public servant renowned for her integrity and transparency. Currently serving as the Head of the Budget Division in the Finance Ministry, she is responsible for managing budgetary allocations critical to the government's developmental initiatives. Her department is currently organizing financial support to the states, three of which are due to go to the polls within the financial year.

In this year's annual budget, the government allocated ₹9,300 crores to the National Electricity Mission (NEM), a centrally sponsored scheme aimed at providing electricity to every remaining household in the country. As of June, ₹1,775 crores had already been disbursed for this initiative. The NEM is pivotal for improving living standards and aligns with the government's broader goal of universal access to electricity.

The Ministry of Commerce has been advocating for the establishment of a semiconductor fabrication unit in a southern state. This project is essential for enhancing domestic manufacturing capabilities and reducing dependency on imported semiconductors. After extensive discussions spanning nearly three years among relevant stakeholders, the Union Cabinet approved the establishment of the unit, and the process for acquiring the necessary land has commenced.

In alignment with the government's policy toward a green transition, a leading Central Public Sector Enterprise (CPSE) is actively working on establishing a green hydrogen plant in a northeastern state. This initiative is crucial for promoting sustainable energy solutions and achieving the 'panchamrit' targets. The CPSE has already acquired the necessary land for the project. Following three rounds of global bidding, the project was awarded to an MNC, M/s XYZ Hydrocarbons, with the first tranche of payment scheduled for December.

The Finance Ministry was asked for an additional allocation of ₹7,000 crores to support the semiconductor fabrication unit and the green hydrogen plant. It was decided to recommend re-appropriating this entire amount from the NEM allocation. The file was forwarded to the Budget Department for their comments and further processing. Upon reviewing the case file, Sowmiya recognized the potential consequences of such a reallocation. Diverting funds from the NEM could significantly delay its implementation, undermining a project that holds political significance and is frequently highlighted in political rallies.

Additionally, failing to secure timely funding for the semiconductor unit and the green hydrogen plant could jeopardize these projects and lead to cost overruns. Delayed payment in an international project could send the wrong signals to MNCs about India's commitment to honoring international

contracts. Such delays could harm the government's reputation and weaken investor confidence in India's growing green energy sector.

Sowmiya discussed the situation with her seniors and received orders to process this politically sensitive issue expeditiously. She realized that diverting funds from the NEM could raise difficult questions for the government in Parliament. On the other hand, these projects are proposed in states where elections are to be held shortly, adding to the urgency of the matter.

a. What are the ethical issues involved in re-appropriation of funds from a welfare project to the developmental projects?

b. Given the need for proper utilization of public funds, discuss the options available to Sowmiya. Which option should she choose? (20 marks, 250 words)

सौम्या एक वरिष्ठ लोक सेवक हैं जो अपनी ईमानदारी और पारदर्शिता के लिए प्रसिद्ध हैं। वर्तमान में वित्त मंत्रालय में बजट प्रभाग की प्रमुख के रूप में कार्यरत, वह सरकार की विकासात्मक पहलों के लिए महत्वपूर्ण बजटीय आवंटन के प्रबंधन के लिए जिम्मेदार हैं। उनका विभाग वर्तमान में राज्यों को वित्तीय सहायता का आयोजन कर रहा है, जिनमें से तीन वित्तीय वर्ष के भीतर चुनाव कराने वाले हैं।

इस साल के वार्षिक बजट में, सरकार ने राष्ट्रीय विद्युत मिशन (NEM) के लिए ₹9,300 करोड़ आवंटित किए, जो एक केंद्र प्रायोजित योजना है जिसका उद्देश्य देश के हर बचे हुए घर को बिजली उपलब्ध कराना है। जून तक, इस पहल के लिए ₹1,775 करोड़ पहले ही वितरित किए जा चुके थे। NEM जीवन स्तर में सुधार के लिए महत्वपूर्ण है और बिजली तक सार्वभौमिक पहुँच के सरकार के व्यापक लक्ष्य के साथ संरेखित है।

वाणिज्य मंत्रालय दक्षिणी राज्य में सेमीकंडक्टर निर्माण इकाई की स्थापना की वकालत कर रहा है। यह परियोजना घरेलू विनिर्माण क्षमताओं को बढ़ाने और आयातित सेमीकंडक्टर पर निर्भरता कम करने के लिए आवश्यक है। संबंधित हितधारकों के बीच लगभग तीन वर्षों तक चली व्यापक चर्चा के बाद, केंद्रीय मंत्रिमंडल ने इकाई की स्थापना को मंजूरी दे दी है, और आवश्यक भूमि अधिग्रहण की प्रक्रिया शुरू हो गई है।

हरित परिवर्तन की दिशा में सरकार की नीति के अनुरूप, एक प्रमुख केंद्रीय सार्वजनिक क्षेत्र उद्यम (CPSE) पूर्वोत्तर राज्य में हरित हाइड्रोजन संयंत्र स्थापित करने पर सक्रिय रूप से काम कर रहा है। यह पहल स्थायी ऊर्जा समाधानों को बढ़ावा देने और 'पंचामृत' लक्ष्यों को प्राप्त करने के लिए महत्वपूर्ण है। CPSE ने परियोजना के लिए आवश्यक भूमि पहले ही हासिल कर ली है। वैश्विक बोली के तीन दौर के बाद, परियोजना को एक बहुराष्ट्रीय कंपनी, मेसर्स XYZ हाइड्रोजन कार्बन को दिया गया, जिसका भुगतान दिसंबर के लिए निर्धारित है।

वित्त मंत्रालय से सेमीकंडक्टर फैब्रिकेशन यूनिट और ग्रीन हाइड्रोजन प्लांट को सहायता देने के लिए ₹7,000 करोड़ के अतिरिक्त आवंटन के लिए कहा गया था। NEM आवंटन से इस पूरी राशि को फिर से आवंटित करने की सिफारिश करने का निर्णय लिया गया। फाइल को उनकी टिप्पणियों और आगे की प्रक्रिया के लिए बजट विभाग को भेज दिया गया था। केस फाइल की समीक्षा करने पर, सौम्या ने इस तरह के पुनर्वितरण के संभावित परिणामों को पहचाना। NEM से वित्त को डाइवर्ट किए जाने से इसके कार्यान्वयन में काफी देरी हो सकती है, जिससे एक ऐसी परियोजना को नुकसान पहुँच सकता है जिसका राजनीतिक महत्व है और जिसे अक्सर राजनीतिक रैलियों में उजागर किया जाता है।

इसके अतिरिक्त, सेमीकंडक्टर इकाई और ग्रीन हाइड्रोजन प्लांट के लिए समय पर फंडिंग न मिलने से ये परियोजनाएं खतरे में पड़ सकती हैं और लागत में वृद्धि हो सकती है। किसी अंतर्राष्ट्रीय परियोजना में भुगतान में देरी से बहुराष्ट्रीय कंपनियों को अंतर्राष्ट्रीय अनुबंधों का सम्मान करने की भारत की प्रतिबद्धता के बारे में गलत संकेत मिल सकता है। इस तरह की देरी से सरकार की प्रतिष्ठा को नुकसान पहुँच सकता है और भारत के बढ़ते ग्रीन एनर्जी सेक्टर में निवेशकों का भरोसा कमजोर हो सकता है।

सौम्या ने अपने वरिष्ठ अधिकारियों से इस स्थिति पर चर्चा की और राजनीतिक रूप से संवेदनशील इस मुद्दे पर तेजी से कार्रवाई करने के आदेश प्राप्त किए। उन्हें एहसास हुआ कि NEM को वित्त से वंचित किए जाने से संसद में सरकार के लिए मुश्किल सवाल खड़े हो सकते हैं। दूसरी ओर, ये परियोजनाएँ उन राज्यों में प्रस्तावित हैं जहाँ जल्द ही चुनाव होने हैं, जिससे मामले की गंभीरता और बढ़ जाती है।

a. कल्याणकारी परियोजना से विकासात्मक परियोजनाओं के लिए वित्त के पुनर्विनियोजन में क्या नैतिक मुद्दे शामिल हैं?

b. सार्वजनिक वित्त के उचित उपयोग की आवश्यकता को देखते हुए, सौम्या के पास उपलब्ध विकल्पों पर चर्चा करें। उसे कौन सा विकल्प चुनना चाहिए? (20 अंक, 250 शब्द)

Q.9) Surrogate advertising — a marketing technique that promotes a product or service restricted or banned from direct advertising, such as alcohol and tobacco, by advertising a legal product like soda, water, or music CDs from the same brand — has been around for a long time. While the practice has faced criticism in the past, it has recently gained fresh attention as several famous film stars have begun endorsing these surrogate products.

Public health advocates and certain sections of society are worried about this trend. They argue that when celebrities get involved, the ads become much more influential, especially among the younger audiences. These critics believe that even if the ads don't directly promote harmful products, they still make them seem more acceptable. As a result, there is a fear that such advertising could indirectly lead to higher consumption of those items, which could bring more health problems, especially among the youth.

On the flip side, companies and the celebrities they work with claim they are not doing anything wrong. They point out that they are only endorsing legal products, and they have every right to advertise them. For them, this type of advertising is about keeping the brand alive and competing in a market with tight regulations. They also argue that restricting these ads could harm businesses, affecting jobs and overall economic growth.

The debate continues, with each side presenting its own set of compelling arguments.

a. What are the ethical concerns associated with surrogate advertising?

b. Suggest a course of action that addresses the concerns of both the stakeholders involved. Justify your answer. (20 marks, 250 words)

सुरोगेट विज्ञापन - एक मार्केटिंग तकनीक जो शराब और तम्बाकू जैसे प्रत्यक्ष विज्ञापन से प्रतिबंधित या प्रतिबंधित उत्पाद या सेवा को बढ़ावा देती है, सोडा, पानी या उसी ब्रांड के संगीत सीडी जैसे कानूनी उत्पाद का विज्ञापन करके - लंबे समय से चली आ रही है। हालाँकि इस प्रथा को अतीत में आलोचना का सामना करना पड़ा है, लेकिन हाल ही में इसने नया ध्यान आकर्षित किया है क्योंकि कई प्रसिद्ध फिल्म सितारों ने इन सुरोगेट उत्पादों का समर्थन करना शुरू कर दिया है।

सार्वजनिक स्वास्थ्य अधिवक्ता और समाज के कुछ वर्ग इस प्रवृत्ति से चिंतित हैं। उनका तर्क है कि जब मशहूर हस्तियां इसमें शामिल होती हैं, तो विज्ञापन बहुत अधिक प्रभावशाली हो जाते हैं, खासकर युवा दर्शकों के बीच। इन आलोचकों का मानना है कि भले ही विज्ञापन सीधे तौर पर हानिकारक उत्पादों को बढ़ावा न दें, फिर भी वे उन्हें अधिक स्वीकार्य लगते हैं। नतीजतन, इस बात का डर है कि इस तरह के विज्ञापन अप्रत्यक्ष रूप से उन वस्तुओं की अधिक खपत को बढ़ावा दे सकते हैं, जो अधिक स्वास्थ्य समस्याएं ला सकते हैं, खासकर युवाओं के बीच।

दूसरी तरफ, कंपनियाँ और उनके साथ काम करने वाले सेलिब्रिटी दावा करते हैं कि वे कुछ भी गलत नहीं कर रहे हैं। वे बताते हैं कि वे केवल विधिक उत्पादों का विज्ञापन कर रहे हैं, और उन्हें उनका विज्ञापन करने का पूरा अधिकार है। उनके लिए, इस प्रकार का विज्ञापन ब्रांड को जीवित रखने और सख्त नियमों वाले बाज़ार में प्रतिस्पर्धा करने के बारे में है। वे यह भी तर्क देते हैं कि इन विज्ञापनों को प्रतिबंधित करने से व्यवसायों को नुकसान हो सकता है, जिससे नौकरियों और समग्र आर्थिक विकास पर असर पड़ सकता है।

इस तरह यह बहस जारी है और प्रत्येक पक्ष अपने-अपने दमदार तर्क प्रस्तुत कर रहा है।

a. सुरोगेट विज्ञापन से जुड़े नैतिक मुद्दे क्या हैं?

b. ऐसी कार्यवाही का सुझाव दें जो दोनों पक्षों के हितधारकों के मुद्दों को संबोधित करे। अपने उत्तर का औचित्य स्पष्ट कीजिए।

(20 अंक, 250 शब्द)

Q.10) You are the Operations Manager at a fast-growing technology startup, NexGen Solutions, known for its innovative projects and timely delivery. The startup's environment is fast-paced, with tight deadlines and high expectations from clients and investors. Your current project, creating a cutting-edge AI based application, is critical for securing upcoming funding and partnerships. Your small, capable team includes four software developers and two project coordinators, with an equal number of men and women.

Recently, the team has encountered major challenges. Priya, one of the female developers, has requested leave to care for her ailing mother. Meanwhile, another team member, Ayesha, is struggling to manage her workload along with caring for her infant child. As a result, other team members have taken on extra tasks, impacting their work-life balance and causing heightened stress. With the project deadline looming, tensions in the team have become visible. During a crucial project meeting, Karan, a senior developer, voices his frustration, saying, "Perhaps it's not ideal to have team members who can't fully commit during critical stages."

Karan's remark triggers an immediate reaction. Neha, a project coordinator, finds his comment offensive and reports it to the Human Resources (HR) Department. She also hints that she might bring the issue to social media, which could harm the startup's image. The HR Department, located at the company's headquarters, investigates and recommends disciplinary action against Karan, emphasizing the importance of a respectful, inclusive workplace. Their recommendation puts you in a difficult situation. The project is already delayed, and losing a senior developer like Karan could jeopardize its timely completion.

You are now faced with a complex dilemma. On one hand, it's vital to address the inappropriate comment and ensure a respectful work culture. On the other hand, you must keep the project on track without further demotivating your team.

- Discuss the ethical issues involved in this case.
- As the Operations Manager, how would you deal with the given situation?
- Based on the case study, discuss the challenges faced by women at workplace. How can such challenges be addressed? (20 marks, 250 words)

आप एक तेजी से बढ़ते प्रौद्योगिकी स्टार्टअप, नेक्सजेन सॉल्यूशंस में संचालन प्रबंधक हैं, जो अपनी अभिनव परियोजनाओं और समय पर डिलीवरी के लिए जाना जाता है। स्टार्टअप का माहौल तेज गति वाला है, जिसमें सख्त समय सीमा और ग्राहकों और निवेशकों से उच्च अपेक्षाएं हैं। आपका वर्तमान प्रोजेक्ट, एक अत्याधुनिक एआई आधारित एप्लिकेशन बनाना, आगामी फंडिंग और साझेदारी को सुरक्षित करने के लिए महत्वपूर्ण है। आपकी छोटी, सक्षम टीम में चार सॉफ्टवेयर डेवलपर्स और दो प्रोजेक्ट समन्वयक शामिल हैं, जिनमें पुरुषों और महिलाओं की संख्या बराबर है।

हाल ही में, टीम को बड़ी चुनौतियों का सामना करना पड़ा है। महिला डेवलपर्स में से एक प्रिया ने अपनी बीमार माँ की देखभाल के लिए छुट्टी मांगी है। इस बीच, टीम की एक अन्य सदस्य आयशा अपने शिशु की देखभाल के साथ-साथ अपने कार्यभार को संभालने के लिए संघर्ष कर रही है। नतीजतन, टीम के अन्य सदस्यों ने अतिरिक्त कार्य किए हैं, जिससे उनके कार्य-जीवन संतुलन पर असर पड़ा है और तनाव बढ़ गया है। प्रोजेक्ट की समय सीमा समाप्त होने के साथ, टीम में तनाव स्पष्ट रूप से दिखने लगा है। एक महत्वपूर्ण प्रोजेक्ट मीटिंग के दौरान, एक वरिष्ठ डेवलपर करण ने अपनी निराशा व्यक्त करते हुए कहा, "शायद यह आदर्श स्थिति नहीं है कि टीम के सदस्य महत्वपूर्ण चरणों के दौरान पूरी तरह से प्रतिबद्ध न हों।" करण की टिप्पणी से तत्काल प्रतिक्रिया होती है। प्रोजेक्ट को ऑर्डिनेटर नेहा को उनकी टिप्पणी आपत्तिजनक लगती है और वह मानव संसाधन (HR) विभाग को इसकी रिपोर्ट करती है। वह यह भी संकेत देती है कि वह इस मुद्दे को सोशल मीडिया पर ला सकती है, जिससे स्टार्टअप की छवि को नुकसान हो सकता है। कंपनी के मुख्यालय में स्थित HR विभाग जांच करता है और करण के खिलाफ अनुशासनात्मक कार्रवाई की सिफारिश करता है, जो एक सम्मानजनक, समावेशी कार्यस्थल के महत्व पर जोर देता है। उनकी सिफारिश आपको मुश्किल स्थिति में डाल देती है। परियोजना में पहले से ही देरी हो रही है, और करण जैसे वरिष्ठ डेवलपर को खोने से इसका समय पर पूरा होना खतरे में पड़ सकता है।

अब आप एक जटिल दुविधा का सामना कर रहे हैं। एक तरफ, अनुचित टिप्पणी को संबोधित करना और एक सम्मानजनक कार्य संस्कृति सुनिश्चित करना महत्वपूर्ण है। दूसरी ओर, आपको अपनी टीम को और अधिक हतोत्साहित किए बिना परियोजना को ट्रैक पर रखना चाहिए।

- इस मामले में शामिल नैतिक मुद्दों पर चर्चा करें।
- परिचालन प्रबंधक के रूप में आप दी गई स्थिति से कैसे निपटेंगे?
- केस स्टडी के आधार पर कार्यस्थल पर महिलाओं के सामने आने वाली चुनौतियों पर चर्चा करें। ऐसी चुनौतियों का समाधान कैसे किया जा सकता है? (20 अंक, 250 शब्द)

Q.11 Utkarsh is a dedicated and experienced Chief Engineer in the Public Works Department (PWD) of a major Indian city. His responsibilities include overseeing the maintenance and construction of the city's infrastructure. One of his critical responsibilities is managing the safety and welfare of the PWD workers. A sudden strike by the workers' union of the PWD erupted over the issue of compensation to a construction worker who died while repairing a major bridge in the city. The case was brought to Utkarsh's attention for resolution.

The deceased worker, Shyam Lal, was part of a team tasked with repairing a crucial bridge that connected two busy parts of the city. During the repair, an unfortunate accident occurred where a section of the bridge collapsed. Shyam Lal fell from a significant height, suffering severe injuries. He was immediately rushed to the hospital but succumbed to his injuries shortly after arrival. Shyam Lal was 45 years old and the sole breadwinner for his family, which included his wife and three young children. The initial investigation revealed that Shyam Lal had not been wearing the mandatory safety harness at the time of the accident. The management, upon learning of this, is considering not providing extra compensation to Shyam Lal's family, citing negligence on his part.

The PWD workers' union was outraged by this decision, arguing that the lack of proper training and supervision were the primary cause of the accident. They demanded full compensation for Shyam Lal's family, like what other workers receive who die in the line of duty, and a job for one family member. With no satisfactory response from the management, the union went on strike, halting all ongoing maintenance and construction projects in the city. The strike has continued for two weeks, causing significant disruption to the city's infrastructure projects and leading to public outcry. Utkarsh is now tasked with finding a resolution to this deadlock.

- What are the options available to Utkarsh to meet the above situation? Critically examine each of the options identified by him.
- What are the ethical dilemmas being faced by Utkarsh?
- What course of action should Utkarsh adopt to diffuse the above situation? (20 marks, 250 words)

उत्कर्ष भारत के एक प्रमुख शहर के लोक निर्माण विभाग (PWD) में एक समर्पित और अनुभवी मुख्य अभियंता हैं। उनकी जिम्मेदारियों में शहर के बुनियादी ढांचे के रखरखाव और निर्माण की देखरेख करना शामिल है। उनकी महत्वपूर्ण जिम्मेदारियों में से एक PWD श्रमिकों की सुरक्षा और कल्याण का प्रबंधन करना है। शहर में एक प्रमुख पुल की मरम्मत करते समय मरने वाले एक निर्माण श्रमिक को मुआवजे के मुद्दे पर PWD के श्रमिक संघ द्वारा अचानक हड़ताल की गई। मामले को समाधान के लिए उत्कर्ष के ध्यान में लाया गया। मृतक श्रमिक, श्याम लाल, शहर के दो व्यस्त हिस्सों को जोड़ने वाले एक महत्वपूर्ण पुल की मरम्मत करने वाली टीम का हिस्सा थे। मरम्मत के दौरान, एक दुर्भाग्यपूर्ण दुर्घटना हुई जिसमें पुल का एक हिस्सा ढह गया। श्याम लाल काफी ऊंचाई से गिर गए, जिससे उन्हें गंभीर चोटें आईं। उन्हें तुरंत अस्पताल ले जाया गया लेकिन पहुंचने के कुछ समय बाद ही उनकी मृत्यु हो गई। श्याम लाल 45 वर्ष के थे और अपने परिवार के लिए अकेले कमाने वाले थे, जिसमें उनकी पत्नी और तीन छोटे बच्चे शामिल थे। प्रारंभिक जांच से पता चला कि दुर्घटना के समय श्याम लाल ने अनिवार्य सुरक्षा हार्नेस नहीं पहना था। प्रबंधन को इस बात का पता चलने पर, श्याम लाल के परिवार को अतिरिक्त मुआवजा न देने पर विचार किया जा रहा है, क्योंकि इसमें उनकी ओर से लापरवाही का हवाला दिया गया है। पीडब्ल्यूडी कर्मचारी संघ इस

निर्णय से नाराज है, उनका तर्क है कि उचित प्रशिक्षण और पर्यवेक्षण की कमी दुर्घटना का मुख्य कारण है। उन्होंने श्याम लाल के परिवार के लिए पूरा मुआवजा मांगा, जैसा कि अन्य कर्मचारियों को मिलता है, जो ड्यूटी के दौरान मर जाते हैं, और परिवार के एक सदस्य को नौकरी दी जानी चाहिए। प्रबंधन से कोई संतोषजनक जवाब न मिलने पर, संघ ने हड़ताल कर दी, जिससे शहर में चल रहे सभी रखरखाव और निर्माण प्रोजेक्ट रुक गए। हड़ताल दो सप्ताह तक जारी रही, जिससे शहर की बुनियादी ढांचा परियोजनाओं में काफी व्यवधान आया और लोगों में आक्रोश फैल गया। उत्कर्ष को अब इस गतिरोध का समाधान खोजने का काम सौंपा गया है।

a) उपरोक्त स्थिति से निपटने के लिए उत्कर्ष के पास क्या विकल्प उपलब्ध हैं? उनके द्वारा पहचाने गए प्रत्येक विकल्प की आलोचनात्मक जांच कीजिए।

b) उत्कर्ष के सामने कौन सी नैतिक दुविधाएं हैं?

c) उपरोक्त स्थिति से निपटने के लिए उत्कर्ष को क्या कदम उठाना चाहिए? (20 marks, 250 words)

Q.12) Arijit, a recent graduate from a top marketing institute, has joined a prominent multinational corporation (MNC) in the “personal care and wellness” sector. The MNC is globally known for its commitment to eco-friendly, natural, and sustainable products, which was a major reason for Arijit being drawn to the job. He sees this as a chance to work on campaigns that promote health-conscious and environmentally sustainable choices worldwide.

Arijit enjoys the organization’s work culture and the nature of his new job. Within just a month, his creativity and fresh approach have earned him praise from his manager. Soon, he is assigned a high-stakes project to design an international campaign for the MNC’s new skincare product—a role typically reserved for more experienced team members. Excited, Arijit begins researching for the campaign but soon discovers an uncomfortable truth. Despite its “100% natural” branding, the product contains a significant percentage of synthetic ingredients, some of which are known to harm the environment and may also pose risks to human health. Arijit feels this contradicts the brand’s supposed commitment to environmental and health standards.

When Arijit raises these concerns, his manager rebukes him and sternly instructs him to follow the company’s approved messaging. The manager emphasizes that the product meets all regulatory standards and that similar claims are widely used by other competitors in the market. Arijit is told to focus on his marketing responsibilities and avoid scrutinizing the product’s formulation. However, he still feels this is a manipulative practice that could mislead environmentally and health-conscious consumers into believing they are choosing a completely natural product.

Arijit worries that pressing the issue further could harm his career prospects, especially since he is still on probation. As the sole breadwinner with a large education loan to repay, he can’t afford to lose his job. He tries to reason that this might simply be “how business is done” and considers dropping the matter. However, his conscience continues to urge him to take action.

a. Analyze the conduct of the MNC from an ethical point of view.

b. What are the options available to Arijit under the given situation? Evaluate each of the options and suggest the best course of action. (20 marks, 250 words)

हाल ही में एक शीर्ष विपणन संस्थान से स्नातक अरिजीत ने “व्यक्तिगत देखभाल और कल्याण” क्षेत्र में एक प्रमुख बहुराष्ट्रीय निगम (MNC) में शामिल हो गए हैं। MNC विश्व स्तर पर पर्यावरण के अनुकूल, प्राकृतिक और टिकाऊ उत्पादों के प्रति अपनी प्रतिबद्धता के लिए जानी जाती है, यही एक प्रमुख कारण था कि अरिजीत इस नौकरी के लिए आकर्षित हुए। वह इसे दुनिया भर में स्वास्थ्य के प्रति जागरूक और पर्यावरण की दृष्टि से टिकाऊ विकल्पों को बढ़ावा देने वाले अभियानों पर काम करने के अवसर के रूप में देखते हैं।

अरिजीत को संगठन की कार्य संस्कृति और अपनी नई नौकरी की प्रकृति पसंद है। सिर्फ एक महीने के भीतर, उनकी रचनात्मकता और नए दृष्टिकोण ने उन्हें अपने प्रबंधक से प्रशंसा अर्जित की है। जल्द ही, उन्हें MNC के नए स्किनकेयर

उत्पाद के लिए एक अंतर्राष्ट्रीय अभियान डिजाइन करने के लिए एक उच्च-दांव वाली परियोजना सौंपी जाती है - एक ऐसी भूमिका जो आमतौर पर अधिक अनुभवी टीम के सदस्यों के लिए आरक्षित होती है। उत्साहित, अरिजीत अभियान के लिए शोध करना शुरू कर देता है लेकिन जल्द ही एक असहज सच्चाई का पता चलता है। इसकी "100% प्राकृतिक" ब्रांडिंग के बावजूद, उत्पाद में सिंथेटिक सामग्री का एक महत्वपूर्ण प्रतिशत है, जिनमें से कुछ पर्यावरण को नुकसान पहुँचाने के लिए जाने जाते हैं और मानव स्वास्थ्य के लिए भी जोखिम पैदा कर सकते हैं। अरिजीत को लगता है कि यह पर्यावरण और स्वास्थ्य मानकों के लिए ब्रांड की कथित प्रतिबद्धता के विपरीत है।

जब अरिजीत इन चिंताओं को उठाता है, तो उसका प्रबंधक उसे डांटता है और उसे कंपनी के स्वीकृत संदेश का पालन करने के लिए सख्त निर्देश देता है। प्रबंधक इस बात पर जोर देता है कि उत्पाद सभी विनियामक मानकों को पूरा करता है और बाजार में अन्य प्रतिस्पर्धियों द्वारा इसी तरह के दावों का व्यापक रूप से उपयोग किया जाता है। अरिजीत को अपनी मार्केटिंग उत्तरदायित्व पर ध्यान केंद्रित करने और उत्पाद के निर्माण की जांच करने से बचने के लिए कहा जाता है। हालाँकि, उसे अभी भी लगता है कि यह एक हेरफेर करने वाला अभ्यास है जो पर्यावरण और स्वास्थ्य के प्रति जागरूक उपभोक्ताओं को यह विश्वास दिलाने में गुमराह कर सकता है कि वे पूरी तरह से प्राकृतिक उत्पाद चुन रहे हैं।

अरिजीत को चिंता है कि इस मुद्दे को और आगे बढ़ाने से उसके करियर की संभावनाओं को नुकसान हो सकता है, खासकर तब जब वह अभी भी प्रोबेशन पर है। एक बड़े एजुकेशन लोन को चुकाने वाले एकमात्र अर्जक के रूप में, वह अपनी नौकरी खोने का जोखिम नहीं उठा सकता। वह तर्क करने की कोशिश करता है कि यह बस "व्यापार करने का तरीका" हो सकता है और मामले को छोड़ने पर विचार करता है। हालाँकि, उसका विवेक उसे कार्रवाई करने के लिए प्रेरित करता रहता है।

a. नैतिक दृष्टिकोण से बहुराष्ट्रीय कंपनी के आचरण का विश्लेषण करें।

b. दी गई परिस्थिति में अरिजीत के पास क्या विकल्प उपलब्ध हैं? प्रत्येक विकल्प का मूल्यांकन करें और सबसे अच्छा उपाय सुझाएँ।

(20 अंक, 250 शब्द)

UPSC

Candidate must adhere to the word limit specified in the question.
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Q1

(a)

Corruption is the use of entrusted power to achieve personal gain at public cost.

Eg. accepting bribe to pass a tender

How Corruption greases wheels of growth?

1) May cut through bureaucratic red-tapism

Eg Complex procedures can be bypassed to give clearance to a road project

2) May promote efficiency - Corruption may motivate officials to work more diligently

3) Promote inclusion - Eg a poor person without documents may get benefits by bribing

However, these features do not justify

Corruption

इस हाशिए में केवल प्रश्न संख्या लिखें।

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UPSC

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उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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Corruption is not justified because

- ① Illegality - Corruption in any form is illegal & punishable Eg Prevention of Corruption Act
- ② Against public service values - Corruption is against commitment to public service, honesty & integrity
- ③ Erodes public trust in govt. machinery
Eg protest movements like India against Corruption
- ④ Slippery slope - small level corruption in name of efficiency can lead to large scams
- ⑤ Social injustice - Corruption enlarges inequality Eg displacement due to crony capitalism aided land acquisitions

Corruption is not a necessary evil, but rather pure evil in public services.

UPSC

Candidate must adhere to the word limit specified in the question.
Any page or portion of the page left blank must be clearly struck off.

(1)

Laws are codified rules to guide action while conscience is based on moral intuitionism.



Synchronization promotes ethical conduct

Why synchronization promotes ethical conduct?

- ① Law aids conscience Eg laws on free distribution of ration to poor aids empathy
- ② Conscience helps uphold laws Eg high integrity ensures no corruption
- ③ Conscience enables ethical law-making Eg DPDP Act promotes right to privacy
- ④ Laws and conscience ~~have~~ follow common good approach Eg social justice

इस हाराए
में केवल
प्रश्न संख्या
लिखें।

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उम्मीदवारों को
इस हाराए में
केवल प्रश्न
संख्या लिखनी
होगी।
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Discord can give rise to dilemma

① Laws may be unjust Eg Emergency (1975)

was legal but not ethical → would
lead to crisis of conscience among ethical officials

② Conflicting laws can create dilemma

Eg land acquisition laws may conflict
with tribal rights to autonomy

③ Conscience may go against laws

Eg order to fire at unarmed protesters
may trigger conscience backlash

Drawing guidance from Constitutional
morality can be a good way to resolve
such dilemmas between law and conscience.

UPSC

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2(a) As per SIPRI, globally countries have increased their nuclear warheads over the past decade, showing nuclearisation phenomena.

Ethical Consideration to pursue disarmament

- ① Common good theory - disarmament promotes it by eliminating risk of mutually assured destruction
- ② Escalation dangers - there is always risk of conventional war escalating into nuclear war Eg 1962 Cuba crisis
- ③ Non-state actors may gain nuclear weapons access leading to nuclear warfare
- ④ Deterrence - Countries like India cannot disarm as long as a nuclear irresponsible nation like Pakistan is in neighbourhood

इस हार्डिप में केवल प्रश्न संख्या लिखें।

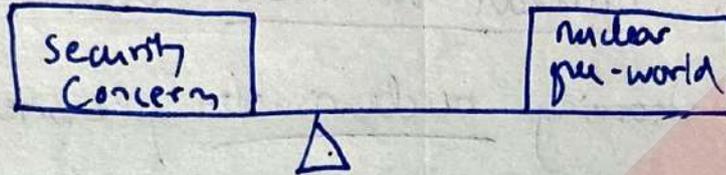
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उम्मीदवारों को इस हार्डिप में नहीं लिखना चाहिए।
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How to Balance?



- 1) Syadavda - follow discourse ethics in pra like UN Disarmament Committee to mutually reduce nuclear warheads
- 2) No-first use policy can be adopted to reduce risk of escalation
- 3) Mutual treaties to collectively reduce armaments Eg New START between USA & Russia
- 4) Conventional weapons can be modernised for more impact rather than nuclear for security

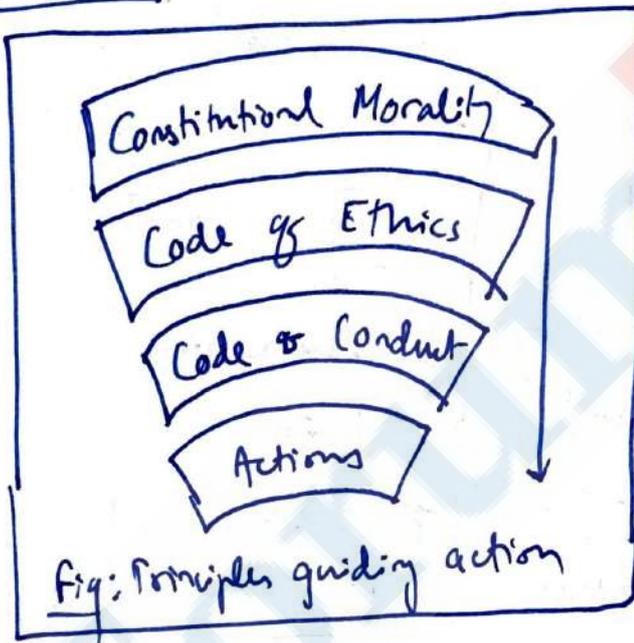
Lastly, countries must realise that world is one family (Vasudhaiva Kutumbakam), therefore peace is in everyone's interest and it is imperative to reduce nuclear weapons.

UPSC

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इस हाशिए में केवल प्रश्न संख्या लिखें।
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(b) Code of ethics and Code of Conduct are instruments in guiding ethical and lawful actions.



Code of Ethics

1) It consists overall values and principles to guide human actn.
eg empathy, honesty, integrity

Code of Conduct

1) Consists specific directives
eg not to accept bribes or gifts

UPSC

Candidate must adhere to the word limit specified in the question.
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2) May or may not
be codified

2) Generally it is codified

Eg Civil Services (Conduct)
Rules, 1956

3) Violation may not
result in penalty

3) Violation may lead
to punishment

Eg lack of empathy may
not be penalised

Eg suspension due to
bribe

4) Forms overall scope
for framing conduct
rules

4) Ensures code of
ethics is translated
into action

5) Applicable in both
public & private life

5) Applicable in mostly
public life

While code of ethics guides conscience, code
of conduct aligns actions to one's
conscience.

UPSC

Candidate must adhere to the word limit specified in the question.
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3(a) Recent case of diversion of loan funds for acquiring luxury cars by promoter of Blue Smart Cab Company shows lack of adherence to corporate ethical norms.

Challenges in adhering ethical standards

- ① Culture of corruption in state - so corporations adopt bribery & inducements for benefit
 Ex Uco Bank MD arrested for sanction of loans against goods
- ② Independent Directors ^(ID) unable to play role effectively due to lack of domain expertise, information asymmetry, etc.
 Ex IDs of Yes Bank couldn't notice aggressive lending

UPSC

Candidate must adhere to the word limit specified in the question.
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3) Compliance-based culture of Risk Management meetings at ILFs only conducted on paper

4) Profit over employee welfare of demands by CEOs for 90 hour work-week

[How to mitigate challenges]

① Redressal mechanisms of Integrity ethics helpline for complaints

② Empathetic leadership of Zoranto CEO acted as delivery boy to understand issues faced

③ Adherence to CSR norms of Reliance founded Vantara for animal conservation

④ Integrity pacts to prevent corruption while dealing with public sector

Companies must keep the 3Ps - people, profit and planet at centre of all decision-making.

UPSC

Candidate must adhere to the word limit specified in the question.
Any page or portion of the page left blank must be clearly struck off.

(b) Impartiality and non-partisanship entail
decision-making based on merits and acting
without fear or favour.

Importance in present socio-political context

Political Context

① Electoral integrity - Bodies like ECI must
adhere to it in face of one-party domination,
maximum funding to ruling parties → to ensure
free and fair elections

② Democratic governance - impartiality ensures
equitable resource distribution eg states given funds
by Finance Commission irrespective of party-rule

③ Address inequities within the country -
eg Impartiality must entail objectivity to accord
more resources to needy states like hilly
& north-eastern states

इस दृष्टि में केवल प्रश्न संख्या लिखें।

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Social Content-

- ① Growth over populism - Impartial policies are needed for long-term growth instead of short-term fixes
- ② Social justice - neutrality ensures poor & marginalised are not discriminated or left behind
- ③ Addresses corruption & facade assessment of Income Tax → neutral, impartial
- ④ Efficient delivery of public services.
E-governance adopts impartial approach to identify beneficiaries & prevent exclusions

Impartiality & non-partisanship make public services adhere to Theory of Justice as per Rawls.

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(e) Gandhiji showed how ahimsa (non-violence) can shake the greatest powers like the British Raj during nationalist movement.

Why is it greatest force?

- ① Moral strength - non-violence grants moral strength & fortitude to face injustice
Eg Chipko movement to save trees
- ② Righteous approach - non-violence does not harm others rights but is inclusive in nature
Eg Gandhiji's satyagraha attracted women, SLs, minorities, etc
- ③ Spiritual force - Ahimsa, though not physical, is a spiritual force which deligitimises unjust authority
Eg British Raj was deligitimised due to Gandhiji's non-violence

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- ⑦ Shows courage of conviction - Non-violence
shows firm belief in one's principles
& integrity of Martin Luther's leadership
during civil rights movement

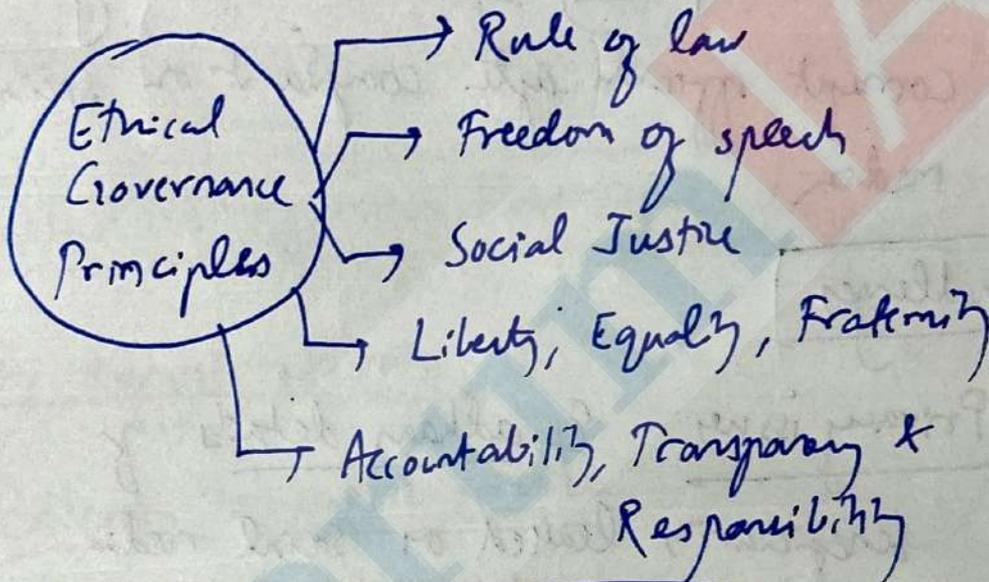
How to impart ahimsa spirit?

- ① Build nerves of steel and spiritual strength
as taught by Swami Vivekanand
- ② Early socialisation of children at schools
& families
- ③ Democratic space should be offered by state
for dissent + debate eg free media
teachings
Gandhi's ~~actions~~ show how 'ahimsa' can
be our everyday motto for achieving
harmonious justice,

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4(a) Social media has evolved as a new frontier of technology in governance as well as other sectors.



Opportunities in Ethical Governance

- ① Social media can highlight governance gaps Eg. poor complaint redressal by SBI was raised to RBI leading to effective resolution.
- ② Fosters democratic debates Eg. netizens campaign for banning Pakistan channels on social media during of India.

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- ③ Can aid in citizen feedback on policy-making eg MyGov platform
- ④ Role in transparency eg action taken against corrupt officials after complaint on social media

Challenges

- ① Privacy issues - eg adhaar details of beneficiaries leaked on social media
- ② Freedom of speech may be curtailed
eg X banned more than 2000 accounts on Govt. request
- ③ Echo chambers may divert attention from actual issues to trivial issues like banning a film
- ④ Elections may be influenced by Cambridge Analytica

However, responsible digital ethics can be a way for balancing public interest with governance on social media

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(b)

Probity is defined as adherence to highest forms of honesty and integrity in public services (2nd ARC).

Efficient & Effective Governance

Probity ensures following:

- ① Dedication to public service
Eg R. Sreedharan cleared 12000 crore tenders in 20 days without bypassing any rules
- ② Content-based decision making
Eg Acid attack victim gives ration even with failure of Aadhar authentication
- ③ Putting public interest over personal interest
Eg IAS Durga Nagpal attached by Mayra during stopping illegal mining

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⑦ Citizen-centric administration

eg IPS Shivdeep Londe asked women students to divert call of harassers to his mobile

Role in Socio-Economic Development

① Reduces corruption eg e-governance
measures like faceless assessment

② Upholds social justice - eg bike ambulance service in tribal areas of Chhattisgarh by IPS Anush Sharan

③ Last-mile delivery of public services
eg home-delivery of ration in New Delhi

④ Citizen participation eg social audits to check accountability under MGNREGS

Probity ensures public services work in people's interest rather than official's interests.

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5/9

Ethical Concerns in Corporate funding of Scientific Research

- ① Conflict of interest - Eg research funded by Coca-Cola showed no effect of cold drinks on diabetics
- ② Biased research - Eg data sets may be biased to prove findings that are favourable
- ③ Misrepresentation & non-disclosure
Often researchers don't disclose that its sponsored. This leads to lack of transparency.
- ④ Misleads public policy - such research findings can favour corporates in public policy making

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Ways to Address

① Open disclosures by researcher regarding
sources of funding

② Transparency is publishing research
methods, data sources & experiments

③ Promote public funding of
research Eg National Research
Foundation

④ Third-party audits of research by
academia to cross-check findings

Research must be guided by common
welfare approach irrespective of funding
source.

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5 (1) "The good of the emperor & good of the state lies in the good of its people."
- Chanakya

Ethical Traits of Welfare State

- ① Participatory governance mechanisms
of Panchayati Raj
- ② Transparent governance of RTI Act
- ③ Consultative decision-making
of Draft Broadcasting Bill withdrawn
after public criticism
- ④ Accountable to citizens by Citizen report
Cards initiative in Bangalore
- ⑤ Efficient public services of One nation
One Ration Card

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Ways to Strengthen Ethical Foundation

- ① Constitutional morality should guide policies & decisions
- ② Gandhiji's Talisman must be adopted to ensure antycorruption
- ③ Promote civil society participation & free media eg EIA, social audit, etc
- ④ Judiciary as check on tyranny of executive eg decriminalisation of Section 377 (Martey Johay Case)

An ethical welfare state ensures 'Sarvodaya' & collective growth of all.

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6(a)

Monopolisation of space resources has led to rise of serious ethical issues.

Ethical Issues

- ① Space colonisation - fear of sovereign countries claiming private ownership over space resources
- ② Militarisation of space could lead to space wars Eg USA has constituted Space Command
- ③ Commodification of space for tourism & resource extraction could lead to widening inequality between poor & rich nations

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- ④ Overtlooks social needs - Increased expenditure on space research diverts resources for health, education, etc
- ③ Non-sharing of space research among countries could lead to duplication of efforts & wastage of resources
- ⑥ Space debris could affect new satellite launches & damage existing resources

Ethical guidelines such as Artemis Accords can be followed to achieve equitable development from space research.

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6 (b)

(i) Ethical congruence means overlapping of ethical values & theories to commit a actn. Eg giving charity is justified by deontology as well as teleology

(ii) Conflict of interest is when two or more actions or values compete with each other because of one different outcomes they produce.

Eg. short-term gain v/s long-term gain

(iii) Compassion in public life refers to empathy & dedication towards improving lives of most vulnerable sections in society.

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(iv) Crisis of conscience is a phenomenon when action taken is against one's ethical values as per conscience.

eg firing at Unarmed protestors due to senior's orders

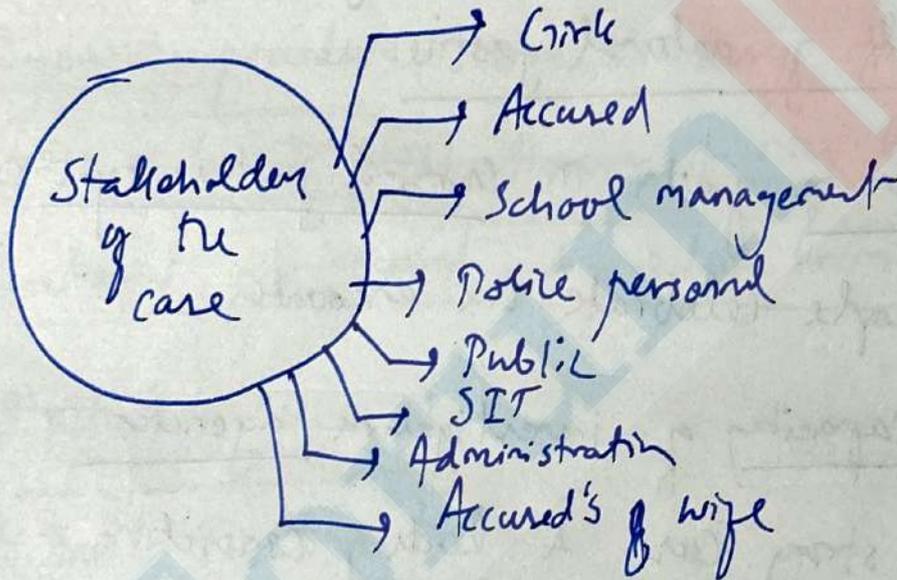
(v) Social capital is the social trust and cohesion that citizens enjoy among themselves.

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⑦ The case highlights the risks of bypassing legal procedures to satisfy public anger and justifying administrative apathy.



④ Ethical Issues

- ① Nonfeasance - School management didn't report incident despite being aware
- ② Police apathy - didn't register case promptly
- ③ Delayed action of suspensions, arrests and SIT only after public outcry shows

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unresponsive government

- ④ Suspected encounter shows chance of human rights violation and goes against principle of natural justice
- ⑤ Erosion of faith in criminal justice system
- as people celebrate the encounter
- ⑥ Poor capacity of investigative agencies to build strong case & lack of conviction

(b) Challenges Faced by Agencies

- ① Political & public pressure puts psychological stress to carry out quick investigation
- ② Delays and thorough investigation may be

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seen as inefficiency & support to criminals

③ Instant justice - people often demand instant justice as they are driven by emotion

④ Bypassing procedure seems as easy option to calm public tempers. However it may lead to punishment of innocent & actual criminal escaping.

⑤ Best Practices

① Use technology like AI, CCTV recordings, latest forensic sciences to build case.

② Investigative agencies must have sound leadership to resist political, public & media pressure

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- ③ Conduct thorough investigation in time-bound manner to secure conviction
- ④ Fast-track courts to be established for quick justice
- ⑤ Political leadership must address public to calm them. Repeat for justice can be fostered by time-bound investigation & trial.

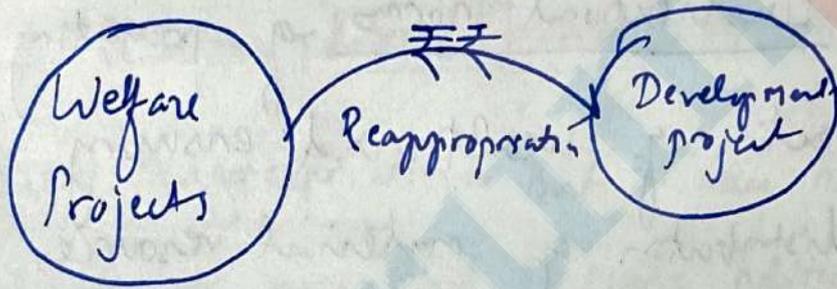
"Justice delayed is justice denied. But justice hurried is justice hurried".

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⑧ The case highlights a critical dilemma wherein development and social welfare are constrained by limited funds availability.

④ Ethical Issues



- ① Undermines social justice as welfare projects largely target marginalised.
- ② Increases inequality as development projects may favour rich at the cost of poor.
- ③ Long-term gain vs short-term pain - Development can lead to jobs, higher incomes & growth of poor in long run.

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- ④ Overall growth (Sarvodaya) v/s Antyodaya
- Development projects aim at collective growth while social welfare focuses on last-man among marginalised
- ⑤ Against constitutional norms of preventing concentration of wealth and ensuring equal distribution of material resources (Articles 39(b) & 39(c))
- ⑥ Undermine Rawls' Theory of difference principle - the poor and marginalised should be given affirmative services
- ⑦ Utilitarianism principle would however prefer developmental projects as it can give greatest of utility in long run

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① Deny reappropriation from NEM. This option upholds principles of social justice. However it may harm India's reputation in markets and lead to political backlash in state.

② Accept reappropriation - But it may harm interests of marginalised & erode political credibility.

Option she should choose:-

① As fund requirement is urgent, it may be reappropriated for the time being.

② However, Sourmija must convince political leadership about needs of social welfare (adapt attitude change)

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(3) She should also impress upon need to uphold election promises & parliamentary accountability.

(4) Hence, govt. must raise fresh resources either in loans or disinvestment proceeds to implement NEM in due course.

A "golden mean" approach can be adopted to balance both needs.

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9) The role of celebrities has often come under scrutiny as they have abused their persuasion skills to promote unethical products & services.

(a) Ethical Concerns in Surrogate Ads

① Promote public vices such as alcoholism, smoking or betting.

② Misfeasance - Under cover of legality, they get away with illegal advertising of such products.

③ Wrong role models - Celebrities use their influence to promote health hazards which can lead to addiction, cancer among their followers.

④ Normalisation of such hazards occurs in society due to association of celebrities. This reduces deterrence from consumption of alcohol, smoking, etc.

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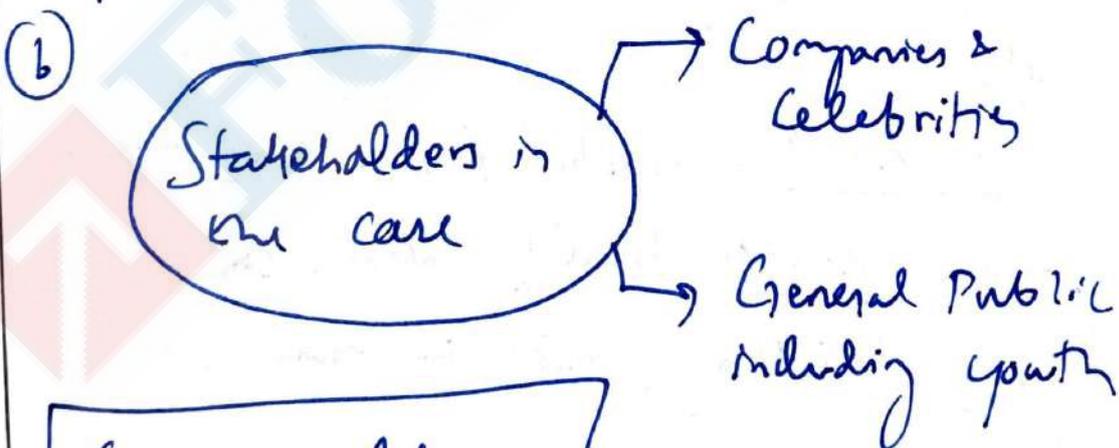
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③ Lack of transparency - These ads often misrepresent products, hiding the dangers of consumption.

④ Profit over morality - Companies & celebrities put profit over ethical norms

⑤ Livelihood v/s public interest - While such products pose risks, they also provide income & jobs.



Course of Action

For Companies & Celebrities

① Show ads at late nights or early morning -

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so that children & youth can't watch them

- (2) Make ads generic so that only those who already know about product get sensitised
- (3) Use disclaimers to show about negative impacts of product
- (4) celebrities should be guided by benignence
Eg Ronaldo removed Coke bottles during press conference to show he doesn't endorse them
- (5) Product diversification Eg IIT diversifying from cigarettes to FMCG

General Public

- (1) Awareness campaign Eg Cigarette box warnings
- (2) Schools must aware regarding harmful impacts of drugs, alcohol, smoking, etc.

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- ② Media campaigns of anti-smoking
ads before movies
- ④ Sin taxes on such products to
discourage consumption

Further, cognitive, affective & behavioral
aspects of attitude of public can
be targeted to drive them away from
such products.

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(10) The issue highlights how burden of care work on women may impact their professional jobs and relations.

(a) Ethical Issues Involved

- ① Gendered nature of care work - Women often are expected to play 'second shift' of care work at home at cost of jobs
- ② Lack of emotional intelligence may lead to frustration & stress like Karan
- ③ Deadline culture & work pressure at startups without adequate mental support may lead to conflicts
- ④ Lack of empathy on behalf of Karan (towards female colleagues) & Neha (in acknowledging frustration due to increased work-load)

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(b) I would take following steps :-

① Discourse ethics - I will talk to Neha, Karan and HR team. I will ask Karan to apologise and request HR to waive punishment as it was first offense.

② Coordinate with HR for a mental health counselling session by trained psychologist. This will help in addressing stress and frustration among team.

③ Request HR for additional staff - keeping in view the deadline, extreme pressure & staff absence.

④ Promote team-spirit through motivation and mindfulness (Buddha's technique)

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to address anger & stress)

⑤ Explore 'work from home' option for

Prigna and Ayesha. I will request them
to contribute based on their consent &
convenience.

⑥ Challenges faced by Women at Workplace

① Double workshift - first at work place
& then care-work at home

② Gender discrimination as women employees may
be seen as lacking commitment towards work

③ Patriarchal attitudes from men as they
blame women without acknowledging
structural inequalities

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How to address?

- ① Gender sensitisation ^{programs} ~~addresses~~ to address biases
- ② Provide work from home facility to women
- ③ Flexible timings at workplace so that women can attend work as per convenience

However, in long run, it must be realised care work is responsibility of both genders equally.

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11

The given case shows that non-adherence to safety norms by Shyam Lal is considered as alibi by management to not grant compensation.
However, it raises serious ethical & humanitarian issues.

a) Option available to Uttarakh

Option I Deny compensation to Shyam Lal's family

Merits	Demerits
1) <u>Legally justified</u> 2) <u>Creates deterrence</u> - next time safety norms won't be violated	1) <u>Lacks empathy & compassion</u> 2) <u>May prolong strike & affect public services</u> 3) <u>Erodes govt. credibility</u>

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Option 2: Grant extra compensation & job to family member

Merits	Demerits
1) Upholds <u>justice</u> , <u>empathy</u> & <u>compassion</u> 2) <u>Strike</u> will be <u>ended</u> 3) Fosters <u>public trust</u> .	1) Legitimises <u>Unsafe</u> <u>behaviour</u> 2) Manage <u>Govt.</u> is indirectly being <u>penalised</u> for worker's <u>lack of safety</u> <u>adoption</u>

Option 3: Properly investigate cause of accident, find actual person responsible for accident & take measures to prevent in future

Merits	Demerits
1) <u>Rights-based</u> <u>approach</u> 2) <u>Impartial</u> <u>approach</u>	1) May be <u>time-taking</u> 2) May continue <u>strike</u>

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(b) Ethical Dilemmas faced

Legality vs compassion - While Shyam Lal was neglected, his family is poor and deserves assistance.

① Management failure - should have ensured adherence of safety standards

③ Public pressure and strike is causing psychological burden to act quickly but it may lead to faulty decision

(c) Course of Action Needed

① Syadarana - Talk to striking workers and assure them justice will be done. Request to call off strike for few days to let management take decision.

② Request management to adopt humanitarian and democratic attitude instead of bureaucratic

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attitude. Hence, maximum compensation & if possible as per rules, job could be given to uphold justice.

- ③ Fix responsibility for non-adherence to safety norms & poor construction quality that led to collapse.

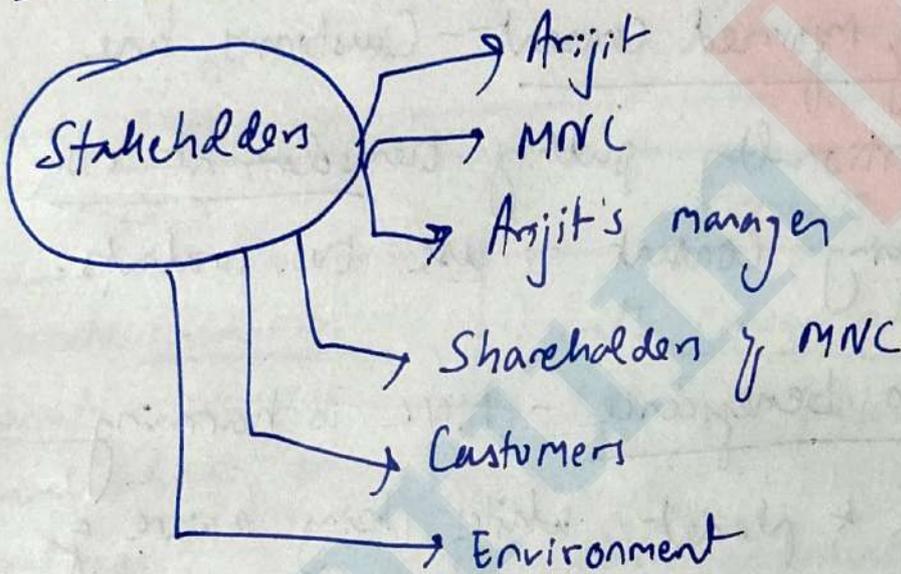
Actions of Utharsh here must be guided by values of empathy, dedication to public service and social justice.

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(12)

The case highlights how MNCs often take public ignorance for granted and indulge in unscrupulous marketing practices.



@ Ethical Issues of Conduct of MNC

- ① Mislabelling & greenwashing - Company shows products as safe & eco friendly despite them being not.
- ② Lack of business ethics (Commerce without morality) as all companies including competitors are adopting similar practices

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- ③ Compliance-based business - While mere regulations are adhered to, laws are not followed in spirit.
- ④ Lack of Informed Consent - Customers are unintentionally putting themselves at risk and giving consent to use the products.
- ⑤ Lacks beneficence - MNC is harming people & planet while being aware of the harm.
- ⑥ Ineffective regulations - They are failing to safeguard public health and environment.
- ⑦ Lacks common good approach - profits prioritized over people & planet.

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6) Optim for Arijit

Optin 1: Press the issue further & whistle blow if company doesn't address it

Merits	Demerits
1) Socratic <u>ideal man approach</u> - sacrifice personal interests for <u>greater good</u> 2) Driven by <u>righteousness</u> & <u>deontological ethics</u>	1) Puts <u>career at risk</u> of jobloss 2) Violates <u>confidentiality clause</u> of not leaking <u>company secrets</u>

Optin 2: Stay Quiet

Merits	Demerits
1) Protects <u>career</u> - may lead to more <u>income</u> 2) Can be justified as all <u>companies</u> doing it <u>legally</u>	1) Against <u>duty</u> & values of <u>integrity</u> 2) <u>Knower-doer split</u> occurs

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Best Course of Action

- ① Arijit should take it up with seniors above manager. Convince them that if the fact gets out, it may harm MNC's credibility & profits in long run.
- ② He can suggest marketing campaign to challenge other companies malpractices and show how its products are superior.
- ③ Further, if MNC doesn't agree, he should whistleblow. Being a talented & hardworking person, he can get a job elsewhere which doesn't harm his career.

Further, regulation like SEBI's Business Responsibility & Sustainability Reporting can be strengthened to accommodate evolving marketing practices.