

PSC-MA-CSCCE-22-V**2025****PAPER—V****GENERAL STUDIES—IV**

Time : 3 hours]

[Full Marks : 250

- Notes :** (i) There are TWELVE questions divided in TWO SECTIONS and printed in ENGLISH.
- (ii) Answer **all** questions.
- (iii) The number of marks carried by a question/part is indicated against it.
- (iv) Answers must be written in the medium authorized.
- (v) No marks will be given for answers given in medium other than the authorized one.
- (vi) Keep the word limit indicated in the questions in mind.

**SECTION—A**

1. (a) Elaborate the roles of family, society and educational institutions in inculcating values. (Answer in 150 words) 10
- (b) Deliberate the ethical dilemmas encountered in the context of social media use. (Answer in 150 words) 10
2. (a) How do the changing moral values impact political behavior? (Answer in 150 words) 10
- (b) Elaborate the utility and application of emotional intelligence in administration and governance. (Answer in 150 words) 10

3. Mentioned below are three quotations of great Indian thinkers. What message do you get from each of these quotations?
- (a) "The greatest religion is to be true to your own nature." – Swami Vivekananda. (Answer in 150 words) 10
- (b) "Every neighbouring State is an enemy and the enemy's enemy is a friend." – Kautilya. (Answer in 150 words) 10
- (c) "Prejudices are what fools use for reason." – Voltaire. (Answer in 150 words) 10
4. (a) Delineate the relevance of Right to Information (RTI) Act with reference to corruption in public institutions. (Answer in 150 words) 10
- (b) 'United Nations Charter is the legal and moral foundation for maintaining ethical issues in international relations.' – Elucidate. (Answer in 150 words) 10
5. (a) In what ways do ethical principles influence decision-making during public service dilemmas? (Answer in 150 words) 10
- (b) Effective utilization of public funds is crucial to meet development goals. On this premise, discuss the reasons for underutilization and misutilization of public funds. (Answer in 150 words) 10
6. (a) Corruption is nothing but using position of authority for private gains. Describe the strategies to tackle it. (Answer in 150 words) 10
- (b) Tolerance and compassion towards the weaker sections should be possessed by bureaucrats. Justify your view upon this with suitable examples. (Answer in 150 words) 10

SECTION—B

7. The Government of a State planned to disinvest the State Electricity Board phase wise and to encourage the private entities to invest in power generation as well as distribution in the State. The aggrieved employees of the board have given the call for strike opposing this move. Mr. Rejoyson is the head of the employee's union of that electricity board. In a meeting, the officers of the State Electricity Board and electricity department had informed him

about all the aspects in the board like corruption, inefficiency, nexus and moreover, the degraded service quality in electricity distribution to the consumers. Mr. Rejoyson also shared the viewpoints and grievances from employees' side to the management and officers about annual increment, irregular payment of salary, bonus and non-monetary facilities.

There is an impasse between the board management and the employees where both the parties do not want to concede. To break this stalemate, the management offers bribe and lucrative perks to Mr. Rejoyson so that he will agree to the decision for phase wise disinvestment. Presently, the electricity board of that State is in shambles and also there is a strong discontentment among the public including the consumers.

- (a) Put forth the moral dilemma encountered by Mr. Rejoyson.
- (b) Analyse critically Mr. Rejoyson's role and duties along with your suggestion for the course of action.

(Answer in 250 words) 20

8. Dr. Anjali, an upright IAS officer, is appointed the Director of the State Health Department. Upon assuming office, she uncovers large-scale irregularities in the procurement of life-saving medical equipments for Government hospitals. A contract for ventilators was awarded to a private company despite failing safety and quality standards, leading to patient deaths. Dr. Anjali finds that the tendering process was manipulated to favor this company and the procurement file was approved under suspicious circumstances by her retired predecessor. Junior officials know of these malpractices but fear speaking up due to possible repercussions.

A journalist with leaked evidence approaches Anjali and offers to publish an expose but warns that powerful interests may suppress the story. At the same time, an activist group files a complaint demanding immediate legal action. Dr. Anjali faces subtle pressure from senior bureaucrats to drop the investigation, warning her of possible transfer or career jeopardy. Some colleagues advise her to focus on future governance rather than revisiting past decisions.

- (a) What are the ethical issues involved in the case?
- (b) What options are available to Dr. Anjali as a conscientious civil servant?

(Answer in 250 words) 20

9. You are the Managing Director (MD) of a premier automobile firm in India. Your company has introduced a new brand of diesel car with new design and features. This brand is first of its kind in India and therefore has become an instant hit among the buyers. One lakh cars have already been sold by your company and there is advance booking for half lakh more. However, just after two months of launching, the head of Automotive Research Unit of your company informs you that the car has been fitted with the defeat device which is causing higher emission of nitrogen oxide. More than permissible level of nitrogen oxide in the ambient air can result in nausea, eye burning, irritation and other environmental issues.

However, this problem is not easily identifiable. Till now, your company is not in receipt of any grievance in this connection. This technical problem can be removed from the sold out cars but it involves huge cost. Moreover, for that, you need to recall the one lakh sold out cars. The glitch can be rectified in the upcoming cars and the chance is very less that it will get caught in the already sold cars. This puts you in a dilemma since the calling back of one lakh sold cars can have significant repercussions.

With justification, suggest your actions to resolve this situation.

(Answer in 250 words) 20

10. Pavitra, a project manager at a fast-growing tech company in Chennai, found that her team was struggling : deadlines were being missed, communication had broken down and morale was low, despite her technical expertise. Instead of focusing only on imposing stricter processes or technical fixes, Pavitra decided to address the root of the issue—emotional undercurrents within the team.

She began by practicing self-awareness. Pavitra noticed that her default stress response was to become more task-focused and emotionally withdrawn, which further disconnected her from her team. Realizing this, she consciously practiced self-regulation : when projects fell behind, she paused to manage her immediate emotional responses, maintaining calm during interactions rather than venting her frustration.

When a key team member, Raman, missed a deadline, Pavitra chose empathy over reprimand. She spoke with Raman one-on-one, listened to his personal struggles and offered support—temporarily adjusting his workload and suggesting counseling resources. This empathetic action improved Raman's morale and performance.

Pavitra also enhanced her social skills by building stronger intra-team relationships. She organized informal meetings, encouraged open sharing of challenges and acknowledged small wins to boost the team's collective motivation.

Over the next six months, team deadlines were met consistently, morale improved dramatically and team members like Raman and Jessica (a previously reticent developer) became more engaged and innovative. Pavitra's shift from a purely task-driven manager to an emotionally intelligent leader transformed her team and their results.

- (a) What specific actions did Pavitra take to apply emotional intelligence as a leader?
- (b) What might have happened if Pavitra had ignored the emotional dynamics of her team?

(Answer in 250 words) 20

11. Ms. Aparna has been appointed as the Secretary at Environmental Ministry of Government of India. Some time back, the Chief Minister and some other ministers of the Delhi Government raised their voice regarding the increased level of air pollution in the national capital region. As such, the ranks for the capital city Delhi and India on different environmental indicators, are not very encouraging in international scenario.

One of the major determinants behind the high level of air pollution is stubble burning by the farmers of adjacent States of Delhi like Haryana and Punjab. Stubble refers to the straw which is left behind after the harvesting of paddy and wheat. But 'stubble burning' is a very traditional practice in these States to keep the farm lands ready for the upcoming sowing season. Moreover, many farmers have the belief that stubble burning can strengthen the fertility level of their field. As such, stubble burning is a cheaper and faster way to dispose of post-harvest waste.

Aparna's ministry has received grievance from the Delhi Government in connection with the increasing level of air pollution. She has been directed to prepare a report along with recommendations for controlling the level of air pollution in Delhi. Ms. Aparna is in a state of dilemma since any decision on her part may have serious fallouts.

Critically analyse the situation from diverse perspectives and put forth your recommendations.

(Answer in 250 words) 20

- 12.** Mr. Sharma is the District Collector of an industrial town. A major chemical factory in the town has repeatedly flouted environmental regulations, causing health issues among local residents. Several complaints have been filed and newspaper reports highlight rising respiratory illnesses. However, the factory provides direct employment to 5000 families and supports ancillary small businesses. The local political leadership and industry association urge Mr. Sharma to limit strict actions, citing economic disruptions.

Government guidelines require immediate closure for non-compliance but shutting down the plant could lead to mass unemployment and local unrest, affecting law and order. Residents are demanding urgent preventive action, citing public health risk. Meanwhile, some influential politicians pressurize Mr. Sharma to overlook certain violations for the 'greater good'. NGOs approach him with evidence, requesting intervention.

What should Mr. Sharma do?

(Answer in 250 words) 20

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