

NEXT IAS

Ethics Enhancer Test 2024

(To be filled by candidate)

TEST CODE : EE2401

Test No. : 01

Name of Candidate: Ashi Sharma Mobile No.Roll No. : MT23FLTPA002 Start Time End Time.....Date of Examination: 06.08.24 Medium : English ☒ Hindi ☐

Q. No.	Maximum Marks	Marks Obtained
1.(a)	10	
1.(b)	10	
2.(a)	10	
2.(b)	10	
3.(a)	10	
3.(b)	10	
4.(a)	10	
4.(b)	10	
5.(a)	10	
5.(b)	10	
TOTAL MARKS - 100		

Q. No.	Maximum Marks	Marks Obtained
6.(a)	10	
6.(b)	10	
6.(c)	10	
7.	20	
8.	20	
9.	20	
10.	20	
11.	20	
12.	20	
TOTAL MARKS - 150		

GRAND TOTAL -/ 250

EVAL CODE: EVAL DATE:

GENERAL INSTRUCTIONS

- Immediately on receipt of the QCA booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.
- Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
- Candidate is expected to attempt all 12 questions within the given timeline.
- Answers must be written in the medium authorized at the time of admission.
- Candidates must write answers for the specific question under the respective question itself. Any answer written outside the space allotted may not be given credit.
- Please write neatly. Avoid illegible writing.
- Do not write/mark irrelevant matters in the QCAB.

सामान्य निर्देश

- QCA पुस्तिका प्राप्त होने पर कृपया तुरंत जांच लें कि इस QCA पुस्तिका में कोई पृष्ठ या सामग्री आदि गलत छपी हुई या फटी हुई या गायब तो नहीं है। यदि ऐसा है, तो इसे एक नई QCA पुस्तिका से बदल लें।
- अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा।
- अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
- प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
- अभ्यर्थियों को विशिष्ट प्रश्न के उत्तर संबंधित प्रश्न के नीचे ही लिखने होंगे। आवंटित स्थान के बाहर लिखे गए किसी भी उत्तर को क्रेडिट नहीं दिया जाएगा।
- कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
- QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS:

FOR OFFICE USE ONLY

<u>Student Concerns / Query</u>	<u>Evaluator's Feedback / Response</u>
1	1
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2	2
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3	3
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MARKING SCHEME *

Marks Per Ques	Below Average	Average	Above Average
10 Marks	Below 3.00	3.00 - 3.75	4.00 and above
15 Marks	Below 4.50	4.50 - 5.75	6.00 and above

* Subject to change without prior notice.

<u>IMPORTANT QR CODES</u>	
 Topper's Copy	 Common mistake and Correct Filled QCAB
 Copy Scanner App	 Next IAS Test Centre Location

MACRO COMMENTS

The Purpose of evaluation@nextias.com is to provide constructive suggestions on 'How to improve Answer Writing and thereby score better marks.

STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT



IMPROVEMENT SUGGESTIONS

खण्ड-A / Section-A

1. (a) लोक सेवा मूल्यों (public service values) और लोक प्रशासन नैतिकता (public administration ethics) के बीच संबंध स्पष्ट कीजिए। क्या आपको लगता है कि लोक सेवा मूल्य विभाग के मिशन/उद्देश्य को महिमामंडित करने के लिए केवल वाक्पटु कथन (eloquent statements) हैं, या लोक सेवकों के लिए उनकी कोई उपयोगिता है? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- Explain the relationship between Public Service Values and Public Administration Ethics. Do you think public service values are only eloquent statements for glorifying the Department's mission, or do they have any utility for public servants? Discuss. (Answer in 150 words) 10 Marks

Public service values are the foundational blocks for guiding ethical behaviour in public servants.

Relationship between values & ethics

- ① help us differentiate between right & wrong.
 - eg value of honesty → to be truthful + avoid dishonesty
- ② form the basis of work culture.
 - eg professionalism → efficiency at workplace.
- ③ provide clarity regarding organisational goals and roles
 - eg CBI motto → industry, integrity, impartiality

Utilitarian Purpose

- ① encourage strong sense of commitment and devotion to duty
 - eg Seema Dhaka (Delhi police) rescued 70 kids, got an out of order promotion as a reward.

- ② help inculcate selflessness and deter abuse of power by individuals.
- ③ instill rationality & objectivity for better decision making
- ④ strengthen integrity of character in public servants guiding them to effectively deal with ethical dilemmas @ personal gain v/s organisational gain.
- ⑤ help create a sense of leadership and ownership in the progress of organisation/department
- ⑥ highlight the significance of accountability deterring abuse of discretionary powers and transparency in public service.

To successfully ensure that values are translated into the conduct of public servants, we need a code of ethics as suggested by 2nd ARC.

1. (b) विवेकपूर्ण लोक सेवक (conscientious public servant) प्रतिस्पर्धी विचारों को कैसे छांटता है और "सही काम क्या करना है" का निर्धारण कैसे करता है? जब जनता की सेवा करने की बात आती है, तो कोई अपने मूल्यों को व्यवहार में कैसे लाता है? उदाहरणों के साथ समझाएँ। (150 शब्दों में उत्तर दीजिए) 10 अंक

How does the conscientious public servant sort through competing considerations and determine "the right thing to do?" When it comes to serving the public, how does one put one's values into practice? Illustrate with examples. (Answer in 150 words) 10 Marks

Public servants perform complex tasks under demanding situations with competing considerations, ethical knowledge helps them determine what is right to do.

Doing the right thing

- ① public servants ensure they adhere to constitutional & legal values & provisions
- ② They objectively assess the merits of the situation through—
 - 2.1 Cost benefit analysis
 - 2.2 Utilitarianism: (greater good of greater number)
- ③ they ensure their decisions ensure justice for the marginalised & vulnerable (ex. elderly, disabled etc) as per care ethics
- ④ they strive to uphold values as per virtue ethics.

Putting Values into Practice

- ① lead by example by showing transformational leadership.

- eg) TN Deshan displayed impartiality & non partisanship in ensuring free & fair elections as CEC.
- ② upholding the values in daily practice & business. eg) an officer valuing professionalism would ensure she is punctual at work.
- ③ displaying integrity and staying true to one's values even in the face of adversity.
eg) Satyendranath Dubey regarded honesty as a virtue and exposed corruption at NHAI even at the cost of personal safety.
- ④ motivating others to follow shared values.
eg) Sam Manekshaw's patriotism and devotion to duty inspired countless others in the army.

Ensuring translation of values into actions needs robust ethical management; Mission Karamyogi is a step in the right direction.

2. (a) लोक प्रशासन और निगमों (corporations) में सुशासन से आप क्या समझते हैं? वे कैसे भिन्न हैं? कॉर्पोरेट संस्थानों (corporate setting) में सुशासन के लिए आधार के रूप में कार्य करने वाले तीन सिद्धांतों की पहचान कीजिए और उन्हें समझाएँ। (150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by good governance in public administration and corporations? How do they differ? Identify and explain three principles that can act as a foundation for good governance in a corporate setting. (Answer in 150 words) 10 Marks

Good governance is defined as the exercise of power in the management of economical & social resources for development; this concept has relevance for both private & public sectors.

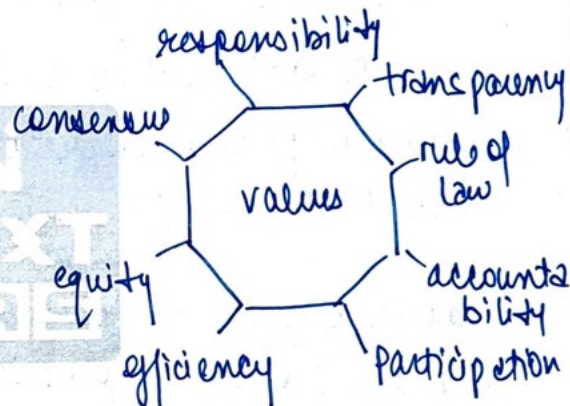
Good Governance in

I. Public Sector

- ① ensures proper use of public resources
- ② concern for public interest and well being of citizens
- ③ upholding laws rules & regulations.

II. Corporations

- ① ensuring maximum possible profit levels
- ② concern for financial return for stakeholders and shareholders
- ③ ensuring efficiency, effectiveness and economy in operations.



Foundational principles for Corporates

- ① Accountability: for all actions and lack of action to uphold trust. ④ a company voluntarily recalling a faulty product and taking full responsibility for the lapse in quality control.
- ② Transparency: in all operations and taking steps to deter malpractices like insider trading, greenwashing, ~~or~~ surrogate advertising etc.
- ③ Fairness: in treatment of all employees without discrimination, favouritism, nepotism and in ensuring parity in treatment for big & small shareholders + investors alike.

Commerce without morality is a social sin as per Gandhiji, corporates must practice ethical capitalism upholding these foundational principles.

2. (b) सुशासन की एक पहचान सरकारी विभागों द्वारा सार्वजनिक कार्यक्रमों के लिए वस्तुओं और सेवाओं की खरीद करते समय सख्त नैतिक मानकों का पालन करना है। खरीद प्रक्रिया की अखंडता को बनाए रखने के लिए जिन नैतिक सिद्धांतों का पालन किया जाना चाहिए, उनकी पहचान कीजिए और उनकी व्याख्या कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

One hallmark of good governance is government departments' adherence to strict ethical standards when procuring goods and services for public programmes. Identify and explain the ethical principles that must be respected to maintain the integrity of the procurement process.

(Answer in 150 words) 10 Marks

Management of public funds for public activities with utmost integrity is *sine qua non* for ethical governance.

Ethical Principles Involved

① Transparency : ensuring proper access to all information regarding the tender like qualifications, quality standards etc.

During the scrutiny stage, transparency ensures openness regarding metrics for qualification and disqualification.

② Objectivity : enables merit based decision making ensuring value for money and guarantee of best quality of product/service.

③ Impartiality : ensures rationality in decision making. It ~~is~~ deters against indulging in favouritism in choosing vendors and motivates choices in public interest.

④ Selflessness: With great power comes great responsibility. public servants should refrain from making purchase choices to advance self interest; instead they should act in a selfless manner to ensure professionalism and public interest.

⑤ Honesty: public servants should honestly report the costs without overreporting or underreporting the figures to ensure financial propriety.

To ensure ethical procurement, we can leery the potential of technology, the Government e-marketplace is an excellent example.

3. (a) प्रशासनिक निर्णय लेते समय लोक सेवकों को हितधारकों के हितों, आधिकारिक दायित्वों और शासन मूल्यों के बीच किस तरह से नैतिक संतुलन बनाना चाहिए और इनमें से किसको सबसे अधिक नैतिक महत्व दिया जाना चाहिए?

(150 शब्दों में उत्तर दीजिए) 10 अंक

How should public servants ethically balance stakeholder interests, official obligations and regime values when making administrative decisions, and which of these should be given the most moral weight?

(Answer in 150 words) 10 Marks

Public servants often have to walk the tight rope between conflicting demands of stakeholder interests, official obligations and regime values in governance.

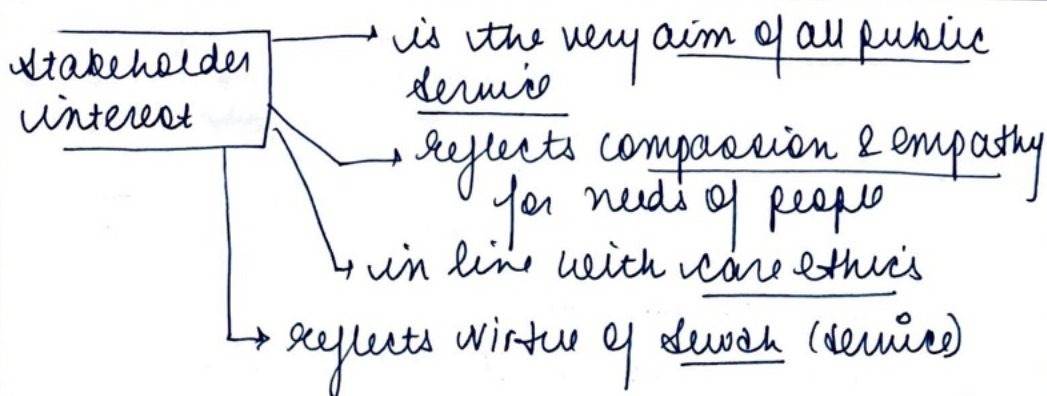
Balancing All Three

- ① By paying heed to their voice of conscience guiding them towards doing the right thing
- ② By staying true to their core values of public service. e.g. honesty, impartiality, integrity etc.
- ③ By upholding the rule of law in letter & spirit
- ④ Seeking advice from experts or seniors

e.g. if an old destitute widow without a ration card comes seeking help to get access to food subsidy, public servants should uphold her interest + ensure she gets the help she needs.

Maximum Moral Weight

All three are important and need to be balanced, but in my opinion stakeholder interest should be prioritised because →

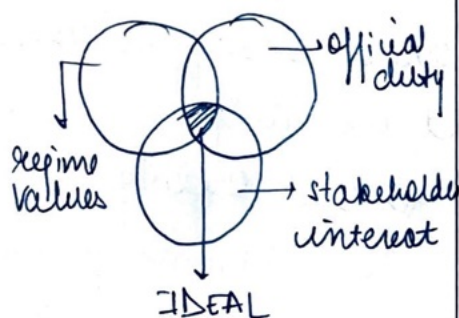


on the other hand,

regime values: may not always align with democratic values @ regime values of Nazi party promoted anti-semiticism.

official duties: often prescribe the minimum and are not exhaustive in nature; creating possibilities of escapism by officials.

Need of the hour is ethical management to ensure public servants make the right choice in the right situation.

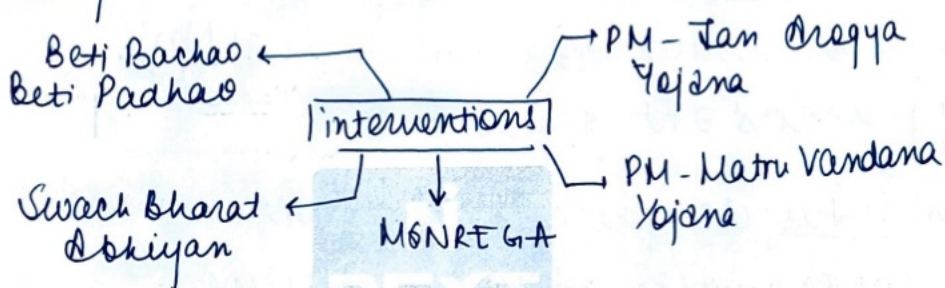


3. (b) हाल में शोधकर्ताओं ने तर्क दिया है कि आत्म-जागरूकता (self awareness) और सहानुभूति (empathy) के भावनात्मक कौशल (emotional skills) के बिना सरकार के स्वास्थ्य और सामाजिक-आधारित हस्तक्षेप काफी कम प्रभावी हैं। क्या आप सहमत हैं? प्रासंगिक उदाहरणों के साथ अपने उत्तर की पुष्टि कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Recent researchers have argued that the government's health and social-based interventions are significantly less effective without the emotional skills of self-awareness and empathy. Do you agree? Justify your answer with relevant examples. (Answer in 150 words) 10 Marks

India ranks poorly at 134 in the human development index, highlighting the need for health & social interventions.



Need for emotional skills

1) Self Awareness : enables objective assessment of one's strengths, weaknesses, knowledge etc. It also helps in assessing & scanning our social reality.

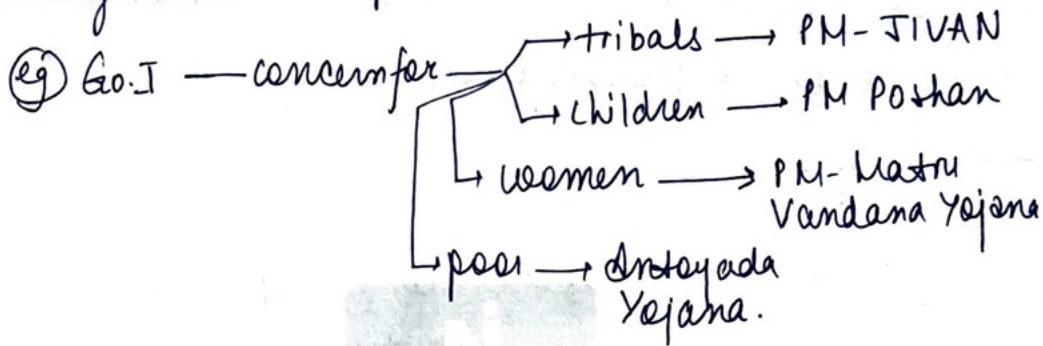
This can help in identifying social impediments like sexism, patriarchy, casteism etc. Retarding policy progress.

② to ensure success of Beti Bachao Beti Padhao and overcome son bias, the #Selfie with daughter campaign was started to break social stigma against girl child.

should be prioritised because →

II) Empathy: enables us to feel the emotions, pain & suffering of others. It heightens our sensitivity towards the struggles of others.

In public interventions it can help address issues of equity and working for the marginalised as per the care ethics.



To achieve our sustainable development goals in addition to investments in physical and human capital we also need to promote emotional intelligence for policy success.

4. (a) प्रासंगिक उदाहरणों के साथ चर्चा कीजिए कि सिविल सेवकों के राजनीतिक और नैतिक दृष्टिकोण उनके कार्य नैतिकता (work ethics) और दैनिक प्रशासनिक निर्णय लेने को कैसे प्रभावित करते हैं।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Discuss with relevant examples how civil servants' political and moral attitudes impact their work ethics and daily administrative decision-making. (Answer in 150 words) 10 Marks

While core competency of civil servants is an important determinant of their performance, their cognitive attitude also has a role to play in their professional life.

Role of Attitude

- ① Political Attitude: Shapes their perception regarding key government initiatives; influences their value formation regarding public service.
- ② Moral Attitude: can act as a moral compass guiding ethical behaviour even during a crisis.

Impact on

① Work ethics

A biased political attitude may prioritise regime values over democratic values.

Compromising on efficiency, integrity, and non-partisanship.

② Prioritising of ~~old~~ older regime schemes over the newer regime schemes

A moral attitude can help

→ manage relationships at work

→ adhere to organisational values.

- use discretion wisely.
- respect coworkers + encourage participative management

② Daily Administrative Decision Making

Political attitude helps navigate the relationship with political executives. ensuring cooperation; and providing them with objective and effective advice.

⑨ a conscientious civil servant with an ethical political attitude will share her knowledge & expertise with the Minister without fear or favour.

Moral attitude helps us

- display courage in taking bold decisions
- conduct ourselves with the highest standards of professionalism
- to not abuse our authority for personal gain and selfish interest.

A strong and ethical political and moral attitude can pave way for good governance.

4. (b) "उद्देश्य (motive) का कार्रवाई की नैतिकता (morality of the action) से कोई लेना-देना नहीं है।" उपरोक्त कथन के प्रकाश में, क्या आपको लगता है कि किसी कार्रवाई की नैतिकता निर्धारित करने में उद्देश्य अप्रासंगिक है? प्रासंगिक उदाहरणों के साथ अपनी स्थिति स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- "The motive has nothing to do with the morality of the action." In light of the above statement, do you think motive is irrelevant in determining the morality of an action? Explain your position with relevant examples. (Answer in 150 words) 10 Marks

Several scholars of the consequentialist thought argue that it is the ends that matter and the means adopted or the intrinsic motivation guiding actions are irrelevant.

Arguments in favour

Selfish and unethical motives may drive individual actions. Such actions are immoral as ends & means cannot be separated (Gandhiji).

① use of violent means for protesting against colonialism by revolutionaries was deemed immoral by Gandhiji

Arguments in favour against

Studying the motive can shed light on the intent of taking actions which can help in ascertaining immorality

② during Pokhran tests India tested nuclear weapons not to wage war but to protect its sovereignty, such action was considered moral by global community.

Therefore motives are a key determinant in evaluating morality of actions, interestingly both ethical and unethical motives can lead to moral actions.



5. (a) जैन तीर्थंकरों के व्रत-आधारित नैतिक दर्शन (vow based moral philosophy) की समकालीन प्रासंगिकता की व्याख्या कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- Explain the contemporary relevance of Jain Tirthankaras' vow-based moral philosophy. (Answer in 150 words) 10 Marks

There were 24 Jain Tirthankaras from Rishabhadeva to Mahavira who took mahavratas and anuvratas to lead life as per a Vow based moral philosophy.

Contemporary Relevance

- ① Satya: to adhere to value of truth and honesty in thought, word and deed. It can help
- 1.1 decrease spread of misinformation on the internet
 - 1.2 decrease corruption in administration
 - 1.3 provide mental peace to individuals.
- ② Aparigraha: or non attachment is the anti thesis to greed; guides need based consumption. This can help deal with
- 2.1 issue of hyper consumerism fueling the climate crisis
 - 2.2 address economic inequality by adopting the Trusteeship theory (bandhji)
- ③ Ahimsa: or non violence can enable peace within ourselves and in the world. It can help —

3.1 deal with ongoing unrest in Ukraine, UK, Israel & Bangladesh

3.2 deter environmental degradation (eg: deforestation)

3.3 deter communalism in society

④ Acharya: non stealing urges us to not take what is not ours. It can help in

4.1 guiding against money laundering by fugitive economic offenders like Vijaya Malaya

A vow based moral philosophy holds individuals accountable and guides ethical behaviour by creating positive peer pressure.

5. (b) अंतराष्ट्रीय संबंधों में आर्थिक प्रतिबंधों के उपयोग से कौन सी नैतिक दुविधाएँ उत्पन्न होती हैं, और नीति निर्माता इन चिंताओं को अवैध व्यवहारों को दंडित करने और राजनीतिक परिवर्तन को बाध्य करने की आवश्यकता के साथ कैसे संतुलित कर सकते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

What ethical dilemmas arise from the use of economic sanctions in international relations, and how can policymakers balance these concerns with the need to punish illegal behaviours and compel political change? (Answer in 150 words) 10 Marks

The G7 group of countries have levied various economic sanctions on Russia since the onset of war, but such actions raise some concerns as well.

Ethical Dilemmas

① Respecting Sovereignty v/s Advancing global interest

All countries are sovereigns, economic sanctions threaten to undermine this sovereignty.

Therefore nation states must carefully assess the need to protect global interest.

② Singular Interest v/s Collective Interest

Sanctions hurt the economic interest of the country but can potentially ensure global peace & security.

③ Short term gain v/s long term gain

Sanctions can disrupt supply chains, global trade but in the long term can restore order & peace.

Balancing these concerns

- ① Sanctions should be levied only as the last resort when all forms of dialogue & diplomacy fail to bring in political change.
- ② Sanctions should be reasonable in their strictness so as to not antagonise the country into taking impulsive actions.
- ③ Sanctions should be time bound and should be lifted as soon as normalcy is restored.
- ④ Sanctions should not be used as a tool to coerce other countries for the sake of power play.
- ⑤ In addition to sanctions, alternate mechanisms like peace-building, refugee rehabilitation etc should also be explored.
- ⑥ Peace summit in Switzerland to handle Russia Ukraine conflict
- ⑦ Like minded countries should mobilise as a pressure group to use persuasion as a tool to bring in positive change
- ⑧ ASEAN 5 point agenda → Myanmar.

Ensuring global peace is not only a necessity but also a moral imperative, we must remember the value of Vasudha Kutumbakam

वर्तमान समय में निम्नलिखित उद्धरणों की प्रासंगिकता पर चर्चा करें।

Discuss the relevance of the following quotes to the present times.

6. (a) "युद्ध मनुष्यों के मन में शुरू होते हैं, और उन मनों में, प्रेम और करुणा ने शांति की रक्षा का निर्माण किया होगा।"

(150 शब्दों में उत्तर दीजिए) 10 अंक

"Wars begin in the minds of men, and in those minds, love and compassion would have built the defences of peace."

(Answer in 150 words) 10 Marks

Our cognitive faculties are capable of both starting wars and in building strong defences of peace.

War begins in the minds

Negative values of hatred, jealousy, ego cloud our judgement and nudge us to resort to violence.

① Hate for pandavas in the mind of kauravas led to war in mahabharata.

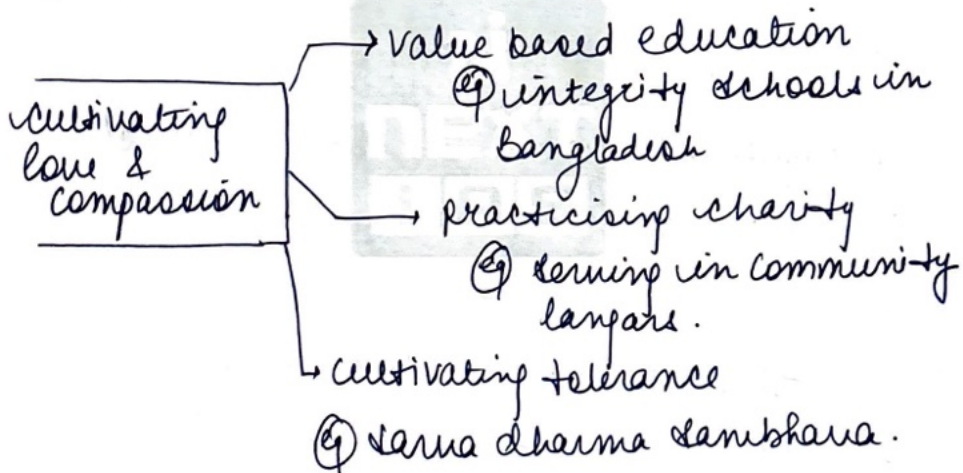
Defences of Peace

At the same time, a mind which houses values of love and compassion helps fight away these negative values acting as a strong wall against any tendency to resort to violence.

② Despite facing racism in South Africa, Gandhiji chose satyagraha & ahimsa as a route for reformation.

Relevance

- ① mental health issues in people can be tackled by focusing on love for oneself to fight away pessimism bias.
- ② hate speech and ethnic clashes can be avoided if we cultivate feeling of fraternity and love for one other.
- ③ love for humanity can help put an end to ongoing clashes in Ukraine and Israel



A solid reservoir of love & compassion in our minds can help fight any war and bring in peace.

6. (b) "आप अपना जीवन ऐसे जिएँ जैसे कि आपके कार्यों का सिद्धांत (उपड व लवनत बजपवदे) सार्वभौमिक कानून बन जाए।" (150 शब्दों में उत्तर दीजिए) 10 अंक

"May you live your life as if the maxim of your actions were to become universal law." (Answer in 150 words) 10 Marks

This quote highlights that we ought to live in such a manner that may be adopted as the universal standard.

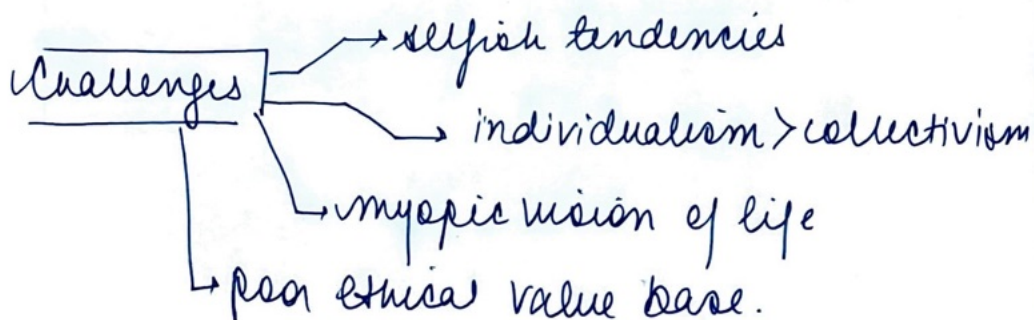
① We should behave with others in such a way in which we expect others to behave with us (Kant).

② If we want respect from others, we must first respect others.

③ If each one of us conducts ourselves in such a manner then moral behaviour will become the universal norm.

④ If everybody practices compassion, intolerance will cease to exist and love will become the norm.

⑤ It guides us to "be the change we wish to see in the world" - Mahatma Gandhi



To ensure we lead our lives ethically we must

- ① instill strong values in our children
- ② teach kids ethics
 - ⑨ TN → ethics curriculum for class XI
- ③ heed to our voice of conscience while making decisions
- ④ learn moral philosophy from religion
 - ⑨ middle path → buddhism
 - ten commandments → christianity
 - Sanatan dharma → hinduism
- ⑤ adhere to constitutional values (secularism, equality, justice) and duties (article 51A).

Charity begins at home, similarly the process to create a better world also begins with self improvements.

6. (c) आचरण का सुनहरा नियम (the golden rule of conduct) पारस्परिक सहिष्णुता (mutual toleration) है, यह देखते हुए कि हम सभी कभी एक जैसा नहीं सोचेंगे और हम हमेशा सत्य को टुकड़ों में देखेंगे और दृष्टि के विभिन्न दृष्टिकोण बनाएंगे। (150 शब्दों में उत्तर दीजिए) 10 अंक

The golden rule of conduct is mutual toleration seeing that we will never all think alike and we shall always see Truth in fragment and form different angles of vision.

(Answer in 150 words) 10 Marks

There is a famous Chinese saying which says that there are 3 truths; my truth, your truth and 'the' truth.

All human beings are unique psycho-social individuals. Our subjective experiences and diverse value systems make us perceive our reality differently.

Two people facing the same situation will recall it very differently ~~and~~ and likely disagree over whose truth is true.

This is dichotomy and lack of agreement is the ultimate truth. This is also highlighted in the Jain doctrine of anekantavad.

- ① We must cultivate mutual tolerance to agree to disagree
- ② We must remain open to alternate view points of reality.
- ③ We must respect difference of opinions

and enjoy in hearty dialogue rather than violent confrontations over differences

④ Abdus Sabir Khan → debates over different religious doctrines respectfully

⑤ we must not impose our version upon others and dismiss their opinion

⑥ we must constantly learn from one another rather than fighting amongst each other.

Tolerance is what sustains society and diversity. It is tolerance which has ensured the survival of our historic civilization to this day.

खण्ड-B / Section-B

7.

आपने हाल ही में बीटा टेक्नोलॉजीज के सीईओ का पदभार संभाला है, जो 1990 में स्थापित भारत की एक प्रसिद्ध आईटी सेवा और परामर्श कंपनी है। पिछले तीन दशकों में, कंपनी उत्तरी अमेरिका, यूरोप और एशिया में ग्राहकों के साथ एक वैश्विक खिलाड़ी (global player) के रूप में विकसित हुई है। अत्याधुनिक समाधानों और मजबूत ग्राहक संबंधों के लिए जानी जाने वाली बीटा टेक्नोलॉजीज आईटी क्षेत्र में एक बाजार नेतृत्व कर्ता (मार्केट लीडर) रही है।

आपके कार्यभार संभाले तीन सप्ताह हो चुके हैं, और एक दिन, कंपनी के कानूनी प्रमुख आपके पास एक रिपोर्ट लेकर आए, जिसमें उन्होंने कंपनी के वित्तीय विवरण में विसंगतियों की खोज की थी।

पांच साल तक, कंपनी के वित्तीय अधिकारी (सीएफओ company's financial officer), श्री राहुल मेहता ने अपनी आय रिपोर्ट में हेरफेर किया है। राजस्व को बढ़ाकर और खर्चों को कम करके, उन्होंने स्टॉक की कीमतों को बढ़ाने और अधिक निवेश सुरक्षित करने के लिए वित्तीय स्वास्थ्य की एक झूठी छवि बनाई है।

इसके अलावा, यह पाया गया कि श्री मेहता ने कंपनी के कुछ विक्रेताओं (vendors) में महत्वपूर्ण व्यक्तिगत निवेश किया है। इन विक्रेताओं को आकर्षक अनुबंध दिए गए थे, जो अनुकूलित शर्तों और अक्सर बढ़ी हुई कीमतों पर थे और कंपनी के लिए हानिकारक थे। श्री मेहता के कार्यों ने खरीद प्रक्रिया को प्रभावित किया है और कंपनी को वित्तीय नुकसान पहुंचाया है।

सीईओ के रूप में, आपको एक महत्वपूर्ण निर्णय का सामना करना पड़ा। आपको वित्तीय अनियमितताओं और विषम खरीद प्रक्रिया से भी जूझना पड़ा।

नए सीईओ के रूप में:

(a) आपके पास कौन से निर्णय विकल्प उपलब्ध हैं?

(b) उपरोक्त मामले में क्या मुद्दे शामिल हैं?

(c) आप किस तरह की कार्रवाई का विकल्प चुनेंगे और क्यों? (250 शब्दों में उत्तर दीजिए) 20 अंक

You recently took over as CEO of Beta Technologies, a renowned IT services and consulting firm in India established in 1990. Over the past three decades, the company has grown into a global player with clients in North America, Europe, and Asia. Known for cutting-edge solutions and strong client relationships, Beta Technologies has been a market leader in the IT sector.

It has been three weeks since you took over, and one day, the company's legal head came to you with a report that they had discovered discrepancies in the company's financial statement.

For five years, the company's financial Officer (CFO), Mr. Rahul Mehta, has manipulated its earnings reports. By inflating revenues and understating expenses, he has created a false image of financial health to boost stock prices and secure more investment.

Further, it was found that Mr. Mehta has significant personal investments in some of the company's vendors. These vendors were awarded lucrative contracts, often at inflated prices and with favourable terms detrimental to the company. Mr Mehta's actions have compromised the procurement process and led to financial losses for the company.

As CEO, you were confronted with a critical decision. You also had to contend with financial irregularities and a skewed procurement process.

As a new CEO:

(a) What decision options are available to you?

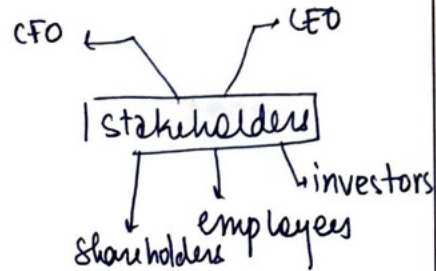
(b) What are the issues involved in the above case?

(c) What will be your chosen course of action and Why?

(Answer in 250 words) 20 marks

This case study deals with lapses in corporate governance and indulging in the social sin of commerce without morality.

a) Decision Options Available



① Maintain status quo

by not taking any action

company's reputation would be protected,

losses to investors would be avoided, job security for all employees

But this would lead to issues of
② insider trading, more financial losses and deteriorate work culture

② fire CFO

This would hold him accountable for his actions by misusing his powers and authority

But this would not provide a solution to the economic crisis at hand.

③ Conduct thorough enquiry

of all the people involved in the irregularities to identify loopholes and pose solutions.

④ Blow the whistle

It would expose the scam to the world and force corrective measures but this would

harmish company reputation and cause huge losses.

b) Ethical Issues

- ① abuse of authority & power by CFO violating the value of fiduciary
- ② issue of favoritism in awarding contracts
- ③ Insider trading by misusing information for personal gains.
- ④ poor work-culture in the organisation as for the past 5 years no one noticed such lapses by the CFO.
- ⑤ poor character of CFO; committing the social sin of knowledge without character.
- ⑥ lack of regard for transparency in governance
- ⑦ indulging in dishonesty by manipulating the financial performance
- ⑧ personal greed of CFO undermining the collective interest and wellbeing of the company.
- ⑨ abuse of discretionary powers while procuring goods & services.

c) Chosen Course of Action

① First, I would order an in house investigation to ascertain the scale of irregularities and identify all responsible culprits.

② Then I would terminate all those who are found guilty and report them to law enforcement authorities so that they are held responsible for their actions.

③ Then I would issue a press release clearly communicating the details of the situation and actions taken thereof to uphold the trust of people in the company name.

In the long run →

① establish proper recruitment methods to prevent people with corruptible consciousness from occupying leadership roles.

② establish checks & balances

④ 3rd party audit of financial statements

③ invest in improving core operations to increase revenues and decrease losses ethically and honestly.

④ cultivate a work culture based on honesty.

Profits are important for corporates but
never at the cost of ethics. Ethical corporate
governance is the way to go.



8. एक ऐसे जिले में जिला विकास अधिकारी (DDO) के रूप में, जो अपनी शुष्क परिस्थितियों के लिए जाना जाता है, पिछला वर्ष विशेष रूप से चुनौतीपूर्ण रहा है। बारिश न होने के कारण, इस क्षेत्र में पानी की भारी कमी का सामना करना पड़ा, जिससे कृषि में भारी गिरावट आई और भूख से मौतें हुईं। मेरी महत्वपूर्ण जिम्मेदारियों में से एक मध्याह्न भोजन योजना की निगरानी करना, यह सुनिश्चित करना शामिल है कि यह सुचारू रूप से चले और लक्षित लाभार्थियों - स्कूली बच्चों तक पहुँचे।

चल रहे संकट के बीच, मैंने तीन विशिष्ट ब्लॉकों में मध्याह्न भोजन योजना में एक विसंगति देखी। खाद्यान्न की खपत नामांकित छात्रों की संख्या से काफी अधिक थी। यह विसंगति लगभग एक महीने से लगातार बनी हुई थी, जिसने मुझे इस असामान्य पैटर्न के पीछे के कारणों का पता लगाने के लिए गहन जांच शुरू करने के लिए प्रेरित किया।

जांच में एक आश्चर्यजनक लेकिन दिल दहला देने वाली सच्चाई सामने आई। इन ब्लॉकों के गांव के स्कूल समुदाय में भूखे परिवारों को खिलाने के लिए अतिरिक्त खाद्यान्न का उपयोग कर रहे थे। यह अनधिकृत कार्रवाई, करुणा से प्रेरित होने के बावजूद, आधिकारिक तौर पर दंडनीय अपराध थी। स्कूल गंभीर भूख से पीड़ित लोगों को राहत प्रदान करने के लिए विशेष रूप से छात्रों के लिए निर्धारित संसाधनों को डायवर्ट कर रहे थे।

जैसे-जैसे स्थिति सामने आई, आप खुद को नैतिक दुविधा में पाते हैं। एक तरफ, डीडीओ के रूप में, मैं उन नियमों से बंध हुआ था जिनके तहत मुझे सरकारी संसाधनों का उचित उपयोग सुनिश्चित करना था। अपने नेक इरादे के बावजूद, खाद्यान्न का अनधिकृत डायवर्जन प्रोटोकॉल का उल्लंघन था जिसके लिए अनुशासनात्मक कार्रवाई की आवश्यकता थी, जिसमें शामिल स्कूल अधिकारियों का निलंबन भी शामिल था।

दूसरी ओर, इन स्कूल अधिकारियों की कार्रवाई मानवता और करुणा की गहरी भावना से प्रेरित थी। उन्होंने अपने समुदाय की तत्काल जरूरतों को प्राथमिकता देने का फैसला किया, गंभीर परिस्थितियों को पहचाना और आगे भूख से होने वाली मौतों को रोकने की तत्काल आवश्यकता को पहचाना। संकट के प्रति उनकी मानवीय प्रतिक्रिया के लिए उन्हें दंडित करना न केवल कठोर था, बल्कि सार्वजनिक सेवा की भावना के भी विपरीत था।

- (a) उपरोक्त मामले में नैतिक मुद्दे क्या हैं?
- (b) एक वक्ता के रूप में, आपके पास क्या विकल्प उपलब्ध हैं?
- (c) अपनी चुनी हुई कार्य-विधि के साथ-साथ अपने कारणों की व्याख्या कीजिए।
- (d) उपरोक्त मामले को देखते हुए, मानवीय संकट की स्थितियों से निपटने के लिए सबसे अच्छा नैतिक सिद्धांत क्या होगा?

(250 शब्दों में उत्तर दीजिए) 20 अंक

As a District Development Officer (DDO) in a district known for its arid conditions, the past year has been particularly challenging. With rains failing to arrive, the region faced an acute water shortage, leading to a severe agricultural downturn and reported starvation deaths. One of my critical responsibilities includes supervising the mid-day meal scheme, ensuring that it runs smoothly and reaches the intended beneficiaries – schoolchildren.

Amidst the ongoing crisis, I observed an anomaly in the mid-day meal scheme in three specific blocks. The consumption of food grains was significantly higher than the number of students enrolled. This discrepancy had been persistent for about a month, prompting me to initiate a thorough inquiry to uncover the reasons behind the unusual pattern.

The investigation revealed a surprising yet heart-wrenching reality. The village schools in these blocks were using the extra food grains to feed starving families in the community. This unauthorised action, while driven by compassion, was officially a punishable offence. The schools were diverting resources intended exclusively for students to provide relief to those suffering from acute hunger.

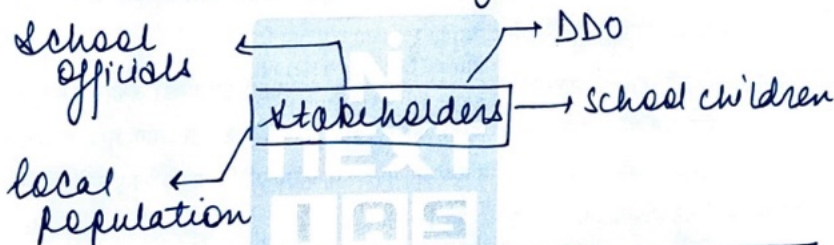
As the situation unravelled, you found yourself in a moral quandary. On one hand, as the DDO, I was bound by regulations that required me to ensure the proper use of government resources. Despite its noble intent, the unauthorised diversion of food grains was a breach of protocol that necessitated disciplinary action, including the suspension of the school officials involved.

On the other hand, these school officials' actions were driven by a deep sense of humanity and compassion. They chose to prioritise the immediate needs of their community, recognising the dire circumstances and the urgent need to prevent further starvation deaths. Punishing them for their humane response to the crisis seemed not only harsh but also contrary to the spirit of public service.

- What are the ethical issues in the above case?
- As a DDO, what are the options available to you?
- Explain your chosen course of action, along with your reasons.
- Given the above case, what would be the best ethical theory for handling human distress situations?

(Answer in 250 words) 20 marks

Climate change not only poses economical and environmental problems but can also pose ethical problems as given in this case.



a) Ethical issues involved in this case

- ① threat to human life which is sacrosanct
- ② misappropriation of public resources by diversion to other stakeholders.
- ③ violation of established laws, rules, regulations and protocol
- ④ violation of DDO's categorical imperative to do his duty in case of not taking action

b) Options Available

- ① Ignore the discrepancy

It would provide some much needed respite to the locals and prevent my cognitive dissonance

But it would attract disciplinary action against me; set a bad precedent for administration

②. Take Action against Officials

It would ensure school children get their basic nutrition; punish those responsible for irregularities

But it would increase suffering of the locals and cause me moral discomfort

③. Resource Mobilisation

Ensure access to food from other neighbouring areas to ensure food & nutrition for all.

It would be a win win situation.

c) Chosen Course of Action

I would go with a combination of option 1 & option 3 because

① the situation is dire

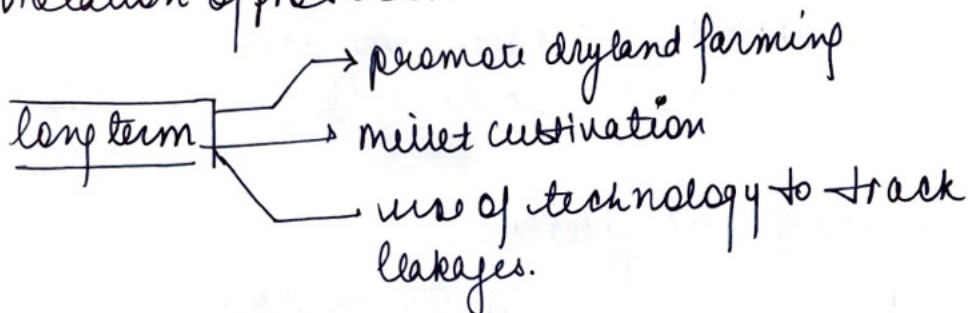
② "to be moral is more important than upholding the law" in this case

③ ensure wellbeing of people

④ decrease their suffering

⑤ uphold public values of concern for humanity, compassion, empathy

but at the same time I would also be prepared to defend myself in court for violation of protocol.



d) Ethical Theory

The best ethical theory in such situations would be Care ethics, which

- ① strives to ~~use~~ address the unique & special needs of individuals.
- ② promote value of human relationships
- ③ highly regards value of human life & dignity
- ④ inculcates empathy for the suffering of others and motivates us to take action for their redressal.
- ⑤ it encourages us to go beyond the call of duty or legal limitations to ensure public interest.
- ⑥ breeds a sense of service; service before self

To deal with such challenging situations public servants must develop courage to take the right decision even if it comes at a personal cost.



9. एक शांतिपूर्ण जिले में पुलिस अधीक्षक (एसपी) के रूप में, मैं छोटी-मोटी चोरी, संपत्ति पर अतिक्रमण और छोटे-मोटे झगड़ों जैसे छोटे-मोटे अपराधों को संभालने का आदी था। अपराध दर कम थी और लोग आम तौर पर अपने काम से काम रखते थे, जिससे यह अपेक्षाकृत आसान कार्यस्थल बन गया। हालाँकि, पिछले महीने से, मेरे कार्यालय को एक अलग तरह की शिकायत मिलनी शुरू हो गई, जो समुदाय में एक अधिक जटिल मुद्दे को जन्म दे रही थी।

ग्रामीणों से बड़ी संख्या में शिकायतें प्राप्त हुईं, जिन्होंने बताया कि उनकी जानकारी के बिना उनके बैंक खातों से पैसे गायब हो गए। ये शिकायतें चिंताजनक थीं, खासकर इसलिए क्योंकि वे ऐसे जनसांख्यिकीय समूह से आए थे जो काफी हद तक अशिक्षित और आधुनिक बैंकिंग प्रथाओं से अपरिचित थे। ग्रामीण भ्रमित और व्याकुल थे, उन्हें समझ में नहीं आ रहा था कि उनकी मेहनत की कमाई कैसे गायब हो रही है।

प्रारंभिक जाँच करने पर, हमें पता चला कि पैसे वास्तव में चोरी नहीं हो रहे थे, बल्कि राज्य सरकार की बीमा योजना के तहत पॉलिसियों के लिए बीमा प्रीमियम के रूप में काटे जा रहे थे। ग्रामीणों को इस बात की जानकारी ही नहीं थी कि उन्होंने ऐसी पॉलिसियों के लिए साइन अप भी किया था, जिससे इन लेन-देन की वैधता पर संदेह पैदा हो गया।

गहन जांच से पता चला कि सरकारी बैंकों के एजेंट बीमा योजना को आक्रामक तरीके से आगे बढ़ा रहे थे। इन एजेंटों को योजना के लिए सरकारी लक्ष्यों को पूरा करने का निर्देश दिया गया था, जिसके कारण वे उचित सहमति के बिना लाभार्थियों को जोड़ रहे थे। अधिकांश ग्रामीण अशिक्षित थे और उन्हें उन बीमा पॉलिसियों की कोई समझ नहीं थी, जिनमें वे नामांकित थे। कटौती कानूनी थी, लेकिन ग्रामीणों की सहमति प्राप्त करने के लिए इस्तेमाल किए गए तरीके अत्यधिक संदिग्ध थे।

आप कार्रवाई के तरीके के बारे में सोच रहे थे, क्योंकि कटौती कानूनी थी, और एजेंट तकनीकी रूप से निर्देशों का पालन कर रहे थे। लेकिन, इस प्रक्रिया में, वे गरीब ग्रामीणों का शोषण कर रहे थे।

- उपरोक्त मामले में नैतिक मुद्दे क्या हैं?
- एक एसपी के रूप में आपके पास क्या विकल्प उपलब्ध हैं?
- अपनी चुनी हुई कार्रवाई के तरीके की व्याख्या कीजिए।
- यदि आपको बीमा योजना को बढ़ावा देने का कोई बेहतर तरीका सुझाना हो, तो वह क्या होगा?

(250 शब्दों में उत्तर दीजिए) 20 अंक

As the Superintendent of Police (SP) in a peaceful district, I was accustomed to handling minor crimes such as petty thefts, property encroachments, and small fights. The crime rate was low, and the people generally kept to their business, making it a relatively easy workplace. However, over the past month, my office began receiving a different kind of grievance that indicated a more complex issue brewing in the community.

A significant number of complaints were received from villagers who reported losing money from their bank accounts without their knowledge. These grievances were alarming, especially since they came from a demographic that was largely illiterate and unfamiliar with modern banking practices. The villagers were confused and distraught, not understanding how their hard-earned money was disappearing.

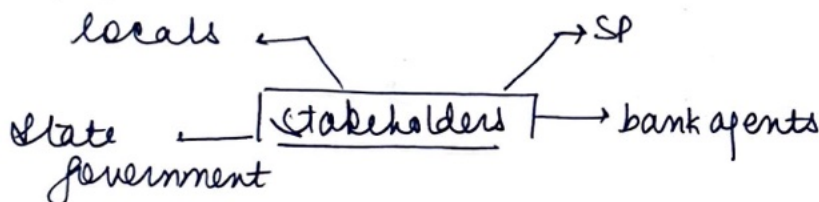
Upon conducting a preliminary enquiry, we discovered that the money was not exactly being stolen but was being deducted as insurance premiums for policies under the State Government's Bima Yojna. The villagers were unaware that they had even signed up for such policies, raising suspicions about the legitimacy of these transactions.

A deeper investigation revealed that agents from government banks were aggressively pushing the Bima Yojna. These agents had been instructed to meet government targets for the scheme, leading them to add beneficiaries without proper consent. Most of the villagers were illiterate and had no understanding of the insurance policies they were enrolled in. The deductions were legal, but the methods used to obtain the villagers' consent were highly questionable.

You were wondering about the course of action, as the deductions were legal, and the agents were technically following instructions. But, in the process, they were exploiting the poor villagers.

- What are the ethical issues involved in the above case?
- What are the options available to you as an SP?
- Explain your chosen course of an action.
- If you have to recommend a better way of promoting the bima yojna, what would that be?
(Answer in 250 words) 20 marks

The purity of ends is contingent on the purity of means adopted as per Gandhiji



a) Ethical Issues

- ① use of coercion as a tool for compliance and enrolment in public policy
- ② disregard for autonomy of individuals and their right to consent or dissent
- ③ increasing the suffering of local villagers.
- ④ abuse of power by bank agents
- ⑤ lack of accountability mechanisms
- ⑥ lack of transparency in policy implementation
- ⑦ autocratic ~~and~~ high handedness of the government officials

Op/b) Options available as SP

① Know the matter

As it is part of policy implementation of an important initiative which will provide safety nets for people in the long run.

But this would lead to loss of hard earned money of locals in the short term

② Lodge an FIR

against the responsible bank agents to restore the money back into the bank accounts of people.

But this would delay roll out of policy and harshly punish agents who were only following orders.

③ Seek advice from DC

regarding dealing with the situation to make a well informed decision.

(c) Chosen course of action

Option 3 ~~to~~ seek advice. Based on the advice I would further try to

① Conduct financial awareness programmes for the villagers educating them about the details of e-banking

② I would collaborate with SHGs, NGOs etc to raise awareness regarding the Bima Yojana.

③ I would write the state secretariat urging them to incorporate informed consent in Bima Yojana and all other future policies.

this would

- ① protect agents from harsh action
- ② educate locals of the need for enrollment in the scheme, decreasing their apprehensions and anxiety.

d) Better Way

- ① A robust marketing campaign on TV, social media, print media hearings etc
- ② Proper training of bank agents to ethically enroll beneficiaries after receiving due consent
- ③ Bank agents → also act as financial advisors
- ④ Bank Sakshis
- ⑤ Set up grievance redressal mechanisms for people to communicate their issues
- ⑥ State governments should not chase targets instead focus on long-term outputs and outcomes.

Transparency is the cornerstone for good governance and should not be compromised under any circumstance.



10. पिछले पाँच वर्षों से जल आपूर्ति विभाग में एक जूनियर इंजीनियर के रूप में, मेरी जिम्मेदारियों में पानी की गुणवत्ता सुनिश्चित करना और नियमित वितरण के लिए आपूर्ति लाइनों को बनाए रखना शामिल था। जिस जोन में मैं तैनात था, वहाँ लगातार पानी की कमी की समस्या थी, खास तौर पर गर्मियों के दौरान जब आपूर्ति अनियमित हो जाती थी। निवासियों को पानी के टैंकों पर बहुत ज्यादा निर्भर रहना पड़ता था, जिससे उनका वित्तीय बोझ और असुविधा बढ़ जाती थी।

पिछले कुछ सालों में, मैंने देखा है कि पानी की आपूर्ति में व्यवधान सिर्फ तकनीकी समस्याओं या प्राकृतिक कमी के कारण नहीं थे। सावधानीपूर्वक निगरानी और डेटा संग्रह के जरिए, मैंने ऐसे सबूत खोजे जो बताते थे कि टैंकर मालिकों का एक गिरोह जानबूझकर कृत्रिम कमी पैदा कर रहा था। यह गिरोह पानी की आपूर्ति लाइनों से छेड़छाड़ करता था, जिससे व्यवधान पैदा होता था और फिर बढ़े हुए दामों पर पानी बेचकर स्थिति का फायदा उठाता था। इस गिरोह की गतिविधियाँ न केवल अवैध थीं, बल्कि बेहद अनैतिक भी थीं, जो निवासियों की पानी की बुनियादी जरूरत का शोषण करती थीं।

अपने पास पर्याप्त सबूत होने के बाद, मैंने गिरोह के खिलाफ कार्रवाई करने का फैसला किया। मैंने जिले के पुलिस अधीक्षक (एसपी) से मुलाकात की और अपने निष्कर्ष प्रस्तुत किए। एसपी चिंतित दिखे और उन्होंने दोषियों के खिलाफ कार्रवाई शुरू करने का वादा किया। हालाँकि, दो हफ्ते बीत जाने के बाद भी कोई उल्लेखनीय कार्रवाई नहीं की गई। निराशा और दृढ़ निश्चयी होकर, मैंने देरी को समझने के लिए एसपी के साथ एक और बैठक निर्धारित की।

हमारी मुलाकात के दौरान, एसपी ने स्थिति को स्पष्ट रूप से समझाया। उन्होंने समस्या और मेरे साक्ष्य की वैधता को स्वीकार किया, लेकिन कार्टेल के मजबूत राजनीतिक संबंधों और प्रभाव के कारण कार्रवाई करने में अपनी असमर्थता व्यक्त की। अगर वे ऐसे शक्तिशाली हितों के खिलाफ गए तो उन्हें अपने लोगों की सुरक्षा और अपने करियर पर संभावित नतीजों का डर था। इस रहस्योद्घाटन ने मुझे मुश्किल स्थिति में डाल दिया, क्योंकि मैं एसपी की मजबूरी को समझता था, लेकिन समुदाय की खातिर इस मुद्दे को संबोधित करने की गहरी जिम्मेदारी भी महसूस करता था।

- उपरोक्त स्थिति में आपके पास क्या विकल्प उपलब्ध हैं?
- आप किस तरह की कार्रवाई चुनेंगे?
- मामले में शामिल नैतिक मुद्दों की पहचान कीजिए।
- लोगों की जरूरतों का फायदा उठाने वाले कार्टेल से निपटने के लिए कुछ उपाय सुझाएँ।

(250 शब्दों में उत्तर दीजिए) 20 अंक

As a junior engineer in the Department of Water Supply for the past five years, my responsibilities included ensuring water quality and maintaining supply lines for regular distribution. The zone I was posted in had persistent water shortage issues, particularly exacerbated during the summer when the supply became erratic. Residents had to rely heavily on water tankers, which added to their financial burden and inconvenience.

Over the years, I observed that the disruptions in water supply were not merely due to technical issues or natural scarcity. Through careful monitoring and data collection, I uncovered evidence suggesting that a cartel of tanker owners was deliberately creating an artificial shortage. This cartel would tamper with the water supply lines, causing disruptions and then capitalise on the situation by selling water at inflated prices. The activities of this cartel were not only illegal but also highly unethical, exploiting the residents' basic need for water.

With substantial evidence in hand, I decided to take action against the cartel. I met with the district Superintendent of Police (SP) and presented my findings. The SP appeared concerned and promised to initiate action against the culprits. However, two weeks passed without any noticeable action being taken. Frustrated and determined, I scheduled another meeting with the SP to understand the delay.

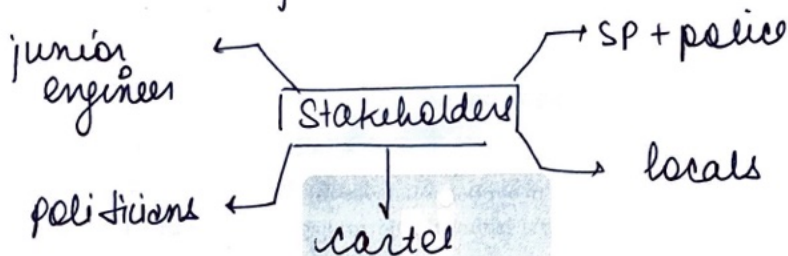
During our meeting, the SP candidly explained the situation. He acknowledged the problem and the validity of my evidence but expressed his inability to act due to the cartel's strong political connections.

and influence. He feared for the safety of his men and the potential repercussions on his career if he went against such powerful interests. This revelation left me in a difficult position, as I understood the SP's predicament but also felt a deep responsibility to address the issue for the sake of the community.

- What are the options available to you in the above situation?
- What will be your chosen course of action?
- Identify the ethical issues involved in the case
- Suggest some measures for handling cartels who prey on people's needs.

(Answer in 250 words) 20 marks

Recent water shortages in cities like Bangalore and Delhi has brought to light the menace of cartels.



a) Options

1. Ignore the issue

As the SP has expressed his inability to take any action. This would increase suffering of people at the hands of cartels.

2. Go to the DC

As the SP has refused, going to DC may force him to take action. But at the same time the DC too may express similar concerns.

3. Alert the media

It would amplify the issue and may force action against the cartel owing to public pressure. But this may come at

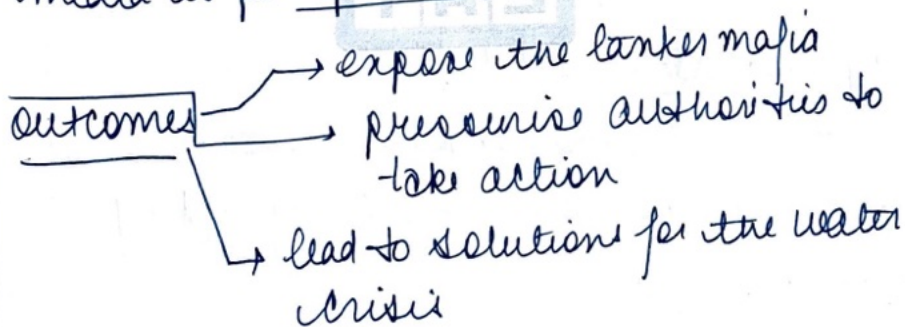
the cost of my professional and personal security.

b) Chosen Course

I would first exhaust all possible official course of actions. I would use option 2 and speak to the DC.

And if no action is taken by him as well then I would try to contact the local MLA, MP.

If even they refuse to take action then I would blow the whistle and alert the media as per option 3.



c) Ethical Issues

- ① lack of courage in the SP to do his duty without fear or favour
- ② safety first & risk averse approach of SP to save his skin first rather than ensure public interest

- ③ politicisation of criminals and criminalisation of politics
- ④ violation of basic human rights of people increasing their suffering
- ⑤ exploitation of vulnerabilities of people during distress by cartel
- ⑥ indulging in commerce without morality (social sin)
- ⑦ violation of formula of the ends as people are being used to enhance profits rather than as ends in themselves.

Measures for handling cartels

- ① steps to decriminalise politics to destroy the political patronage enjoyed by cartels
- ② ensuring safeguards & protections for civil servants to protect them for political pressure while taking action against them.
eg establish civil service board
- ③ emboldening police with courage to do what is right without fear of political pressure. eg Kerian Bedi → took prison reforms fearlessly.

- ④ Create robust public infrastructure to decrease scope for abuse by cartels
- ⑤ media should do more investigative journalism to expose cartels.

NITI Aay estimates 40% of the population may face water scarcity by 2030, we must take strict action against cartels now to avoid a crisis in the future.



11.

AquaTech एक सरकारी रक्षा अनुबंध फर्म (government defence contracting firm) है जो पुलिस और सैन्य उपयोग के लिए रोबोटिक सिस्टम बनाने में माहिर है। यह बम-निष्क्रिय करने वाले रोबोट बनाने और अन्य वर्गीकृत परियोजनाओं पर काम करने के लिए जानी जाती है। एक महत्वपूर्ण परियोजना में एक रोबोट विकसित करना शामिल था जो बारूदी सुरंगों को साफ करने और छिपे हुए विस्फोटकों का पता लगाने में सक्षम हो। रक्षा मंत्रालय के शीर्ष अधिकारियों के समक्ष परियोजना प्रदर्शन के लिए एक कार्यशील प्रोटोटाइप तैयार करने हेतु सात महीने की कठोर समय सीमा थी।

कर्मचारियों की कमी और अन्य अप्रत्याशित मुद्दों के कारण परियोजना में देरी हुई, जिसके परिणामस्वरूप दो सप्ताह की देरी हुई। जैसे-जैसे समय सीमा नजदीक आती गई, परियोजना के नेता ने टीम पर कम से कम आराम के साथ लंबे समय तक काम करने का दबाव डाला। इन चुनौतियों के बावजूद, टीम प्रदर्शन के लिए समय पर प्रोटोटाइप पूरा करने में कामयाब रही।

प्रदर्शन के दौरान, रोबोट को खदानों का पता लगाने और उन्हें स्प्रे से चिह्नित करने के लिए एक सक्रिय बारूदी सुरंग में तैनात किया गया था। शुरुआत में, रोबोट ने उम्मीद के मुताबिक प्रदर्शन किया, खदानों की पहचान की। हालांकि, साइटों को चिह्नित करने के बजाय, इसने विस्फोटों को ट्रिगर किया, जिससे ऑपरेटिंग इंजीनियर को घातक चोटें आईं। प्रदर्शन को तुरंत रोक दिया गया, और जांच शुरू की गई।

जांच में पता चला कि सॉफ्टवेयर में खामी के कारण यह खराबी हुई, जिससे यह दुखद दुर्घटना हुई। सॉफ्टवेयर डेवलपमेंट टीम ने तर्क दिया कि ऑपरेटर ने मिश्रित आदेश जारी किए, जिससे यह खराबी हुई। कुल मिलाकर, प्रत्येक टीम जिम्मेदारी से बचती रही, लेकिन घातक त्रुटियों के लिए किसी न किसी टीम को जवाबदेह बनाया जाना था।

(a) यदि आप एक्वाटेक के नैतिकता अधिकारी हैं, तो आप इस घातक दुर्घटना के लिए किसे जिम्मेदार ठहराएंगे? क्यों?

(b) आर्टिफिशियल इंटेलिजेंस का उपयोग करते समय उत्पन्न होने वाले कुछ सामान्य नैतिक मुद्दों पर चर्चा करें।

(250 शब्दों में उत्तर दीजिए) 20 अंक

AquaTech is a government defence contracting firm specialising in manufacturing robotic systems for police and military use. It is known for producing bomb-defusing robots and working on other classified projects. One critical project involved developing a robot capable of sweeping minefields and detecting hidden explosives. The project had a stringent seven-month deadline to produce a working prototype for a demonstration to top defence ministry officials.

The project encountered delays due to staff shortages and other unforeseen issues, resulting in a two-week lag. As the deadline loomed, the project leader pressured the team to work extended hours with minimal rest. Despite these challenges, the team managed to complete the prototype on time for the demonstration.

During the demonstration, the robot was deployed in an active minefield to detect mines and mark them with a spray. Initially, the robot performed as expected, identifying mines. However, instead of marking the sites, it triggered explosions, causing fatal injuries to the operating engineer. The demonstration was immediately halted, and an inquiry was launched.

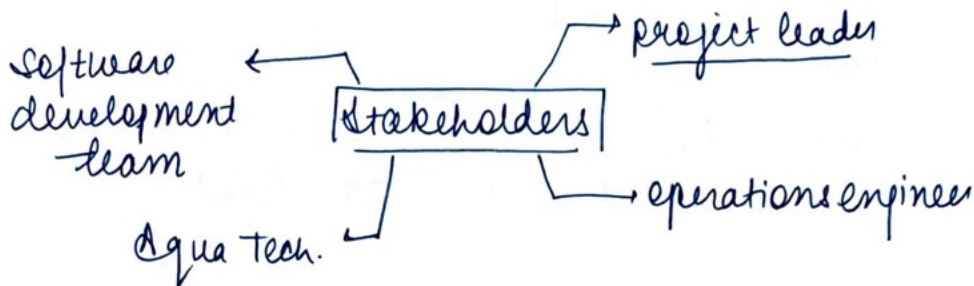
The investigation revealed that a software flaw caused the malfunction, leading to the tragic accident. The software development team argued that the operator issued mixed commands, which contributed to the malfunction. Overall, each team kept deflecting responsibility, but somebody or a team had to be made accountable for the fatal errors.

(a) If you are the ethics officer of AquaTech enquiring, who will you hold responsible for the fatality? Why?

(b) Discuss some common ethical issues that arise while using artificial intelligence.

(Answer in 250 words) 20 marks

Robots were designed to improve the quality of human life but sometimes they end up being the reason for our problems.



2) Responsibility of Fatality

'Single drop never feels responsible for the flood'

The issue at hand is not the doing of any single individual but all those involved.

① Project Leader

- forced team members to work extra hours
- Created a toxic work environment and disrupted the work life balance of individuals
- Compromised on quality by forcing everybody to work in a high pressure situation.

② Software Development Team

- creating a faulty software
- endangering human life which is sacrosanct
- failure to incorporate safeguards like

Manual Overrides

I would thus hold both of them accountable.

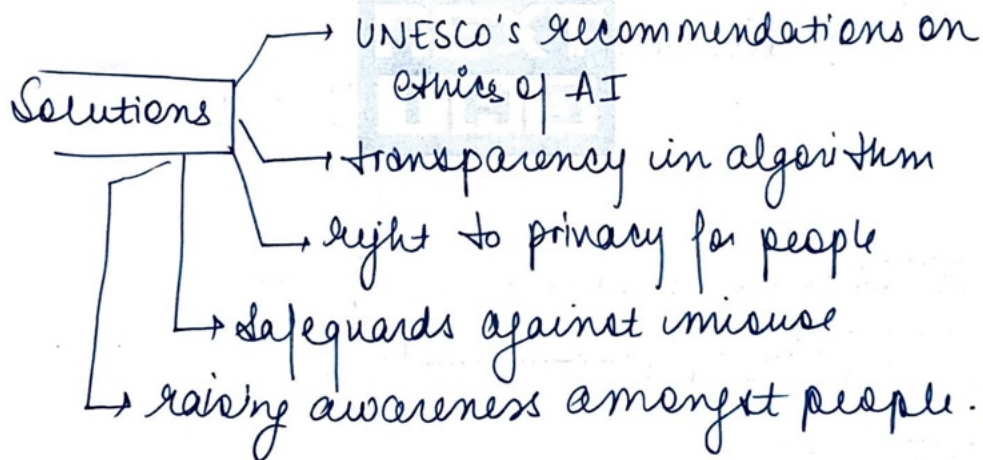
I would not hold the operations engineer accountable as—

- ① he was not familiar with the working of the robot as this was the first demonstration
- ② His "mixed commands" were not guided by malice but mere confusion.

b) Common ethical issues while using AI

- ① lack of transparency regarding the data sets used for training algorithms
- ② concerns for privacy as personal and private data is used to train AI
- ③ issue of discrimination as algorithms reflect the inherent biases of their creators.
- ④ undermine autonomy of humans especially in the case of unmanned weapon systems
- ⑤ undermine human creativity by infringing on the copyrights of creative materials
 - ⓐ protests by Hollywood screenwriters against AI

- ⑥ increase inequality between haves and have nots
- ⑦ increase suffering as AI can lead to massive job losses due to automation
- ⑧ uses environment as means, because AI & systems are energy intensive releasing massive amounts of GHG.
- ⑨ potential for misuse, AI can be used to create deep fakes to spread misinformation and destroy reputations.



AI is the future, but it should be channelised to help humanity not destroy it. The EU's AI Act is a good reference point to create guardrails against misuse of AI.

12. आदिवासी गांवों के वर्चस्व वाले जिले में जिला विकास अधिकारी (DDO) के रूप में तैनात होने के बाद, मैंने क्षेत्र की विशिष्ट समस्याओं को समझने के लिए सभी ब्लॉक विकास अधिकारियों (BDO) से मुलाकात की। पहचाने गए प्राथमिक मुद्दे पानी की कमी, खराब शैक्षिक बुनियादी ढाँचा, मध्याह्न भोजन योजना में अनियमितताएँ और सड़कों का न होना थे। सीमित बजट के साथ, मैंने इन दबाव वाली समस्याओं के समाधान की योजना बनाना शुरू कर दिया।

BDO की बैठक के कुछ सप्ताह बाद, मैंने पुलिस अधीक्षक (SP) के कार्यालय का शिष्टाचार दौरा किया। हमारी सौहार्दपूर्ण बातचीत के दौरान, एसपी ने जादू-टोना से संबंधित अपराधों का जिक्र किया, जिससे मुझे आश्चर्य हुआ क्योंकि किसी भी बीडीओ ने इस मुद्दे को नहीं उठाया था। मेरी चिंता यह जानकर बढ़ गई कि इन अपराधों की ज्यादातर पीड़ित महिलाएँ थीं।

एक हफ्ते बाद, नियमित निरीक्षण के लिए एक ब्लॉक का दौरा करते समय, मैं स्कूल के शिक्षकों, आशा कार्यकर्ताओं और स्वयं सहायता समूहों (एसएचजी) की महिला बुजुर्गों से मिला। चर्चाओं के माध्यम से, मुझे पता चला कि जादू-टोना समुदाय में गहरी जड़ें जमाए हुए हैं। आशा कार्यकर्ताओं ने लगभग हर महीने घटनाओं की सूचना दी, हालाँकि आधिकारिक तौर पर कोई भी दर्ज नहीं की गई।

स्थिति की गंभीरता को समझते हुए, मैंने जादू-टोना से संबंधित अंधविश्वासों से निपटने के लिए विकास निधि का एक हिस्सा आवंटित करने का फैसला किया। स्थानीय गैर सरकारी संगठनों और एसएचजी ने पहल का स्वागत किया, लेकिन दो हफ्ते बाद, आपको एक आरटीआई मिली जिसमें शिक्षा, सड़क और पानी की आपूर्ति जैसे महत्वपूर्ण क्षेत्रों की कीमत पर जादू-टोना से संबंधित मुद्दों के लिए धन आवंटित करने के लिए स्पष्टीकरण मांगा गया था।

- उपरोक्त मामले में क्या मुद्दे शामिल हैं?
- आपके पास सीमित बजट होने के बावजूद, आपने जादू-टोना से संबंधित अंधविश्वासों से निपटने के लिए धन आवंटित करने का फैसला किया। आप समुदाय और हितधारकों के समक्ष अपने निर्णय को कैसे उचित ठहराएंगे?
- यह देखते हुए कि जादू-टोना से संबंधित अपराधों की शुरुआत में बीडीओ द्वारा रिपोर्ट नहीं की गई थी, आप इस संचार की कमी को कैसे दूर करेंगे और कैसे आगे चलकर बेहतर रिपोर्टिंग और पारदर्शिता सुनिश्चित करेंगे?

(250 शब्दों में उत्तर दीजिए) 20 अंक

After being posted as the District Development Officer (DDO) in a district dominated by tribal villages, I met with all the Block Development Officers (BDOs) to understand the region's specific problems. The primary issues identified were water scarcity, poor educational infrastructure, irregularities in the midday meal scheme, and non-existent roads. With a limited budget, I began planning solutions for these pressing problems.

A few weeks after the BDOs meeting, I made a courtesy visit to the Superintendent of Police's (SP) office. During our cordial conversation, the SP mentioned witchcraft-related crimes which surprised me as none of the BDOs had brought it up. My concern grew knowing that most victims of these crimes were women. *patri*

A week later, while visiting a block for a routine inspection, I met with school teachers, ASHA workers, and women elders from Self-Help Groups (SHGs). Through discussions, I learned that witchcraft had deep roots in the community. ASHA workers reported incidents almost every month, though none were officially recorded.

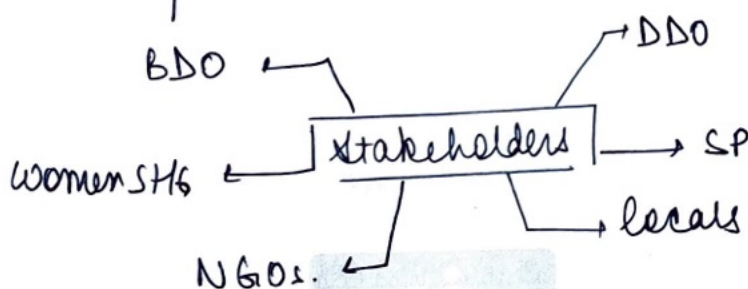
Realising the gravity of the situation, I decided to allocate part of the development funds to tackle witchcraft-related superstitions. Local NGOs and SHGs welcomed the initiative, but two weeks later, you received an RTI wanting an explanation for allocating funds for witchcraft-related issues at the cost of critical areas like education, roads, and water supply.

*SP
Cover

Supers

- (a) What are the issues involved in the above case?
- (b) ↑ With a limited budget at your disposal, you decide to allocate funds to tackle witchcraft-related superstitions. How would you justify your decision to the community and stakeholders?
- (c) Given that witchcraft-related crimes were not initially reported by the BDOs, how would you address this lack of communication and ensure better reporting and transparency moving forward?
- (Answer in 250 words) 20 marks

Cultural practices enrich our lives and souls but sometimes they are the root cause of evil as in this case.



a) Issues involved

Administrative

- ① underreporting and lack of reporting of crimes against women.
- ② false misguidance provided by the BDOs hiding a core issue
- ③ lack of funds for development
- ④ misappropriation of funds from MDM scheme.
- ⑤ lack of sense of duty and poor work culture
- ⑥ misuse of RTI

Ethical

- ① persistence of superstitions & dogma

reflecting lack of scientific temper and rationality

- ② issue of patriarchy leading to crimes against women.
- ③ corruption ~~against~~ by public officials
- ④ dishonesty by BDOs.

b) Justification

- ① witchcraft violates formula of the ends wherein people are used as a sacrifice/means rather than as an end in themselves
- ② it violates human life which is sacrosanct
- ③ it is against dignity of individuals
- ④ it promotes pseudo values and decreases rationality in popular mentality.
- ⑤ it is discriminatory as most victims are women
- ⑥ it violates right to equality, right to life, right against discrimination etc.

I would communicate these issues associated with witchcraft to people and my superiors.

I would take the help of SHG members in raising awareness regarding this issue.

c) Solutions

- ① use technology to develop fast channels
- ② Management Information Systems
- ③ Capacity building of BDOs to make them aware of their responsibilities.
- ④ conducting regular meetings with all stakeholders
- ⑤ PRAGATI meetings
- ⑥ empower people by raising their awareness about their rights to encourage reporting of any crimes
- ⑦ Take action against BDOs withholding critical information
- ⑧ explore option of community policing to promptly address these issues in the future.
- ⑨ proactive management by walking around to self identify any issues.

Ensuring proper communication will not only prevent escalation of such

issues in the future but also enhance
esprit de corps of administration.



