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04 AUG 2024

NEXT IAS

## Ethics Enhancer Test 2024

(To be filled by candidate)

TEST CODE : EE2401

Test No. : 01

Name of Candidate: RITIKA CHITLANGIA Mobile No. [REDACTED]Roll No. : AIM24GCRA075 Start Time 10:15 End Time 1:20pmDate of Examination: 4/8/24 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

1. 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.
2. Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
3. Candidate is expected to attempt all 12 questions within the given timeline.
4. Answers must be written in the medium authorized at the time of admission.
5. 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.
6. Please write neatly. Avoid illegible writing.
7. Do not write/mark irrelevant matters in the QCAB.

## सामान्य निर्देश

1. 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।
2. अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा।
3. अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
4. प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
5. 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।
6. कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
7. QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS: .....

FOR OFFICE USE ONLY

**Student Concerns / Query**

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**Evaluator's Feedback / Response**

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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.

**IMPORTANT QR CODES**

Topper's Copy



Common mistake and Correct Filled QCAB



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### 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 administration Ethics are primarily concerned with 'doing the right thing', wherein public service values act as an important moral guide.

### Relationship

- 1) Public service values are the foundation for public administration Ethics.

Accountability  $\Rightarrow$  Ethical Governance.

- 2) Values act as an important guide for maintaining integrity of the procurement process and ensuring efficient utilisation of funds.

Eg: Transparency  $\Rightarrow$  Procedural Integrity.



3) values are important for work culture climate.

Eg: collegiality  $\Rightarrow$  Ethical work environment.

4) helps to exercise restraint and avoid conflict of interest in public administration.

Eg: Impartiality  $\Rightarrow$  Neutrality in administration

### Utility of Public service Values

In my opinion, public service values are not mere eloquent statements, but establish a basis for ethical conscientiousness, commitment, consistency and accountability in public administration. It ensures probity and commitment to service delivery.

Therefore, an intricate relationship exists between public service values and the quality and strength of ethics in administration.



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

There are several pathways to determine 'the right thing to do' in public services, with variations in sources of guidance for a conscientious public servant.

### Ways to Practicing the Right Thing

- 1) Following one's duties and obligations to avoid conflict of interest.
- 2) Using legal sources for adherence to procedures  $\Rightarrow$  lawful behaviour.
- 3) Tapping into one's conscience to judge the moral consequences of an action.
- 4) Using emotions as a key to sort competing considerations.
- 5) Employing 'ethics of care' and



love and compassion for all to ensure social justice.

### Putting values into Practice

1) Integrity i.e. the wholeness of virtue is most important for putting values into practice.

Eg: Lal Bahadur Shastri, ensured integrity to uphold his values of transparency into ethical governance.

2) Fortitude is required to keep going in the face of resistance.

Eg: Former election commissioner, TN Seshan had to instill moral courage to ensure reforms in the process of free and fair elections.

Therefore, a conscientious public servant will employ a kind of ethical pluralism to adopt a dynamic and contextual response to moral dilemmas.



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 refers to the responsible exercise of power in the management of economic and social resources.

Good Governance in Public Administration

- 1) Honesty and impartiality in procurement process.
- 2) Accountability and answerability.
- 3) Upholding the Rule of Law.
- 4) Participatory and consensus oriented governance.

Good Governance in corporations

mainly involves the participation of all stakeholders and shareholders, and responsible management of business ethics.

The major difference between



good governance in administration and corporations is the focus on 'humaneness' in administration, while 'profit maximisation' principle in corporates.

### Principles for Good Governance in corporates

- 1) Principle of fairness  $\Rightarrow$  equitable treatment of all stakeholders, with no arbitrary discrimination.
- 2) Principle of transparency  $\Rightarrow$  free flow of information and disclosure of findings.
- 3) Principle of accountability  $\Rightarrow$  answerability to directors, members, employees.

Eg: Failure of Bijli's due to lack of accountability.

Therefore, good governance is essential for administration and corporations equally.



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

Upholding the integrity of procurement process is necessary for efficient allocation of resources and avoiding misutilization of funds.

Importance for Ethical standards in Procurement process

- 1) Transparency in the procurement process.
- 2) Avoiding the difficulties of corruption, kickbacks,  bribery etc. in procurement process.
- 3) Maintaining impartiality, objectivity and neutrality (avoiding biases) in process.

Ethical Principles



1) Following one's duties in procurement.  
As per Kant, performing actions with  
a motive of duty helps avoid  
irregularities in procurement process.

2) Following the accountability  
mechanisms by displaying honesty  
in the process.

Eg: Use of funds should be accessible  
through RTI.

3) Use of conscience in decision-  
making to avoid temptations  
of misutilising funds.

Eg: Parmeshwaran Iyer sir's  
conscientiousness helped in  
management of funds for swachha  
sharat Abhiyan.

Thus, following integrity and  
impartiality, with honesty is  
the key to uphold the  
sanctity of procurement process.



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

A public servant is ethically bounded by stakeholder interest, official obligations and regime values in discharge of their responsibilities.

### ① Stakeholder interest

Following the utilitarian maxim of 'doing no harm' and upholding the greatest good for the greatest number is necessary to accommodate welfare of all stakeholders.

### ② Official obligation

As per the kantian and gandhian imperative of duties, obligations are necessary to maintain professionalism, procedural integrity and respecting human dignity.  
Eg: Treating traffic victims with a



sense of human autonomy and respect.

### ③ Regime Values

This is important to maintain impartiality and neutrality in service delivery, as a public servant's loyalty is to the government, and not to the party in power.

Eg: Use of public servants in election campaigning by former PM Indira Gandhi was an ethically questionable act on behalf of then civil servants.

In my opinion, following the official obligations, while protecting stakeholder's interest is the most important. An integrated approach needs to be devised for the ethical conduct of a civil servant.



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

The integration of public welfare schemes with emotional skills and empathy is required to ensure effecting uptake of services and compassionate grievance redressal.

In my opinion, without emotional self awareness and empathy, government's social-based interventions remains detached from ground realities and lack humaneness.

Even the best policies for societal change will remain ineffective, without acknowledging the role of empathy in human behaviour, as it is central to meaningful



human interactions.

To exemplify, the swachha Bharat Abhiyan constructed toilets for villagers, but only because of the emotional awareness of civil servants, they were able to recognise the attitudinal barriers to use of toilets, and were subsequently able to correct it. Similarly, government's health is dependent on empathetic implementation of schemes and measures.

Eg: During COVID-19, the Delhi Police launched 'Project Niramay' for its own staff support, because a government's functioning has to be empathetic towards its own staff, for healthy service delivery.

Nevertheless, avoiding empathy biases and maintaining regulation of emotions is also necessary for the effectiveness of pro-social schemes.



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

Attitudes are evaluations of our likes and dislikes, which defines our habits and behaviour.

### Impact of Political Attitudes

Political attitudes are the political orientations, likes, preferences etc. of a civil servant, towards political parties, democratic functioning etc.

1) Civil servants are allowed to have political attitudes, but are expected to remain neutral and impartial in service discharge.

Eg: If a civil servant is aligned towards Party A, during election counting, his political attitude may be biased towards Party A, curtailing free and fair election process.

2) Neutrality of political attitude is also necessary to implement policies



that go against one's political ideologies.

### Impact of Moral Attitudes

moral attitudes is also one's reflection of conscientiousness, ability to know right and wrong, and the choice of moral guidance for day to day decision making.

FOR Eg: IAS Prashant Nair started the initiative called 'compassionate koshikode', which is rooted in compassion and humanity for weak and vulnerable  $\Rightarrow$  went beyond his duty to serve humanity  $\Rightarrow$  reflection of moral attitude.

moral attitudes are necessary for probity, uprightness and fortitude in civil services.

Therefore, political and moral attitudes are extremely important to understand the behavioural influences that guides a civil servants decision making.



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

"The motive has nothing to do with the morality of an action", is the essential ethical conception of consequentialism, which believes that moral worth of an action is judged by its outcomes, and not motives.

In my opinion, I don't think that morality of actions is detached from the ethicality of motives and intentions.

As Gandhi said, "I am not interested in the outcomes, rather the means employed in achieving those outcomes". For judging the morality of an action, consequences are important, but the purity and integrity of means



employed is necessary to ensure respect for human dignity, avoiding harm to anyone, and minimising the opportunity costs of actions.

For example, after the violence at Chauri-Chaura, if Gandhi had not recalled the movement, India could have gained independence sooner. But it was the integrity of methods that motivated Gandhi to take a tough decision.

Despite its appeals, sometimes even incorrect motives can lead to good outcomes. To exemplify, Bhagat Singh and Bhatukeshwar Dutt assassinated Rand, but for the awakening of mass nationalism.

Nevertheless, according to me, the morality of an action is intimately related to its motives.



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

Jain Tirthankaras' philosophy of Anuvrata revolved around taking 5 vows:

- 1) Non-possession of property (Aparigraha)
- 2) Truthfulness (Non-lying)
- 3) Not inflicting harm on any living being.
- 4) maintaining celibacy
- 5) Not stealing

### Contemporary Relevance

- 1) It helps to limit greed and materialistic desires.  $\Rightarrow$  ethical conduct based on needs.

Eg: Doping in sports  $\Rightarrow$  greed for winning.

- 2) Truthfulness is essential for maintaining honesty, non-deception and transparency, especially useful in public services.

Eg: Right to Information



3) The vow of not inflicting harm on anyone upholds human dignity and respect for peace culture.

Eg: Not treating rape victims, traffic victims, lower castes etc. as means to end.

4) Promotes sustainability and minimalism in thought and practice.

Eg: Vegetarianism and plant-based diet in the face of climate change.

5) The vow of avoiding stealing helps to ensure anti-corruption behaviour, efficient utilisation of public funds.

However, contemporary complexities of economic, social and cultural landscapes, restrict the practice of

Anuvrata in totality, but despite its limitations, Jaina philosophy still remains extremely relevant in ethical decision-making.



5. (b) अंतर्राष्ट्रीय 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

In the context of Russia-Ukraine war, the USA has imposed economic sanctions on several countries, which raises the question of ethical dilemmas in use of economic sanctions.

### Ethical Dilemmas in Use of Economic Sanctions

- 1) curtailing sovereignty of national interest by foreign powers  $\Rightarrow$  economic sanctions reduce the independence of foreign policy.
- 2) Violates the principle of greatest good for greatest number, as economic sanctions are rooted in vested interests, and may lead to disproportionate negative consequences.
- 3) However, economic sanctions can also be



a disincentivising tool for deviant unethical conduct; a form of humanitarian intervention.

Eg: Isolation of North Korea from world economy due to poor human rights record.

### Balancing sanctions and National Interest

1) National Interest has to be paramount for policy makers.

Eg: India's import of Russian oil despite threat of USA sanctions.

2) Deepening bilateral relations with conflicting parties to persuade a change in behaviour.

3) Rising multilateral engagements to punish illegal behaviours and compelling political change.

For eg: 12V2 → unification of regional rivals i.e. Israel and UAE.

Therefore, use of economic sanctions should be rooted in ethical morality, and be used sparingly as a last resort.



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

This quote reflects on the importance of personal moral attitudes that can create either the ravages of war; or the defences of peace.

Wars begin in the minds of men  
This shows how the reverence for warrior culture is a mental construct, and the agency of choice that leads to violent conflicts.  
Wars, often stem from hatred and hostility of thought, that builds intolerance and the need for starting wars.

To exemplify, it was Hitler's hatred for Jews and unjust ambitions of mono-cultural Germany, that led to the worst humanitarian disaster in history, the holocaust.



## Role of love and compassion in building defences of peace

If the hatred, intolerance and hostility  
is cleansed by the forces of love  
and compassion, the same minds  
can be the beginning of peace culture.  
For instance, 'Chandragupta Maurya' believed  
in war, but it was his love  
for humanity and social justice,  
that led to the transformation of  
'Dhamma Maurya' and the only  
kingdom that created a culture of  
peace.

Therefore, cultivating love, compassion,  
tolerance and acceptance can lead  
to shedding of warrior reverence  
from the minds of men, to  
create a peaceful and just world.



6. (b) "आप अपना जीवन ऐसे जीएँ जैसे कि आपके कार्यों का सिद्धांत (उपड वी 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 stems from the concept of 'Golden Rule' by Confucius, that believes in the respect for differences in human nature.

The Golden Rule believes that one should behave in such a way that our actions were the universal law of the land. The ethical strength of our actions will also be the universal strength of morality of the society.

For eg: If we indulge in lying, killing, stalking, it would be the general rule of the society, and one could also become the victims of them.

Understanding the Golden Rule helps one to generate empathy and



acts as a source for universal and consistent moral conduct.

Eg: President John F. Kennedy mentioned in his anti-racism speech, that one should behave non-discriminatory, because our behaviour defines the general rule of the land.

This same theory can be used in the Indian context to practice gender equality, caste equality and class equality.

However, if a deeply divided world, with varying socio-economic backgrounds, it is difficult to adopt a universalist attitude.

Nevertheless, the actions of our behaviour should always be seen as a reflection of the universal social conduct, and the quality of life that one envisages in such a society.



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

The Jain philosophy of 'Anekantvada' primarily captures the multi-faceted nature of truth, and the only way to navigate through these divisions, is to adopt mutual toleration.

Golden Rule of conduct

Focuses on cultivation of mutual toleration in national and international settings, to establish multi-cultural justice and peaceful co-existence.

Without tolerance, life would be poor, nasty, brutish and short, because it will lead to elimination of diversity, and eventually stagnate the society.



Golden Rule of conduct is also necessary for the development of intellectual humility and tolerance to diverse ideas.

Eg: Hartshorne and Schaeffer were critical of each other's geographical opinions of the world, but were able to refine the discipline due to their tolerance.

Finally, Golden rule of conduct is also necessary to establish a peace culture.

Eg: India was able to overcome the linguistic differences to stay united in face of divisive forces.

Therefore, truth is always relative and contextual, and to ensure that our differences of thought don't become an impediment for human growth, Golden Rule of conduct is imperative.



## 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 नेतृत्वकर्ता (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:

- आपके पास कौन से निर्णय विकल्प उपलब्ध हैं?
- उपरोक्त मामले में क्या मुद्दे शामिल हैं?
- 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:

- What decision options are available to you?
- What are the issues involved in the above case?
- What will be your chosen course of action and Why? (Answer in 250 words) 20 marks



## BETA TECHNOLOGIES CHALLENGES

This case deals with issues ranging from procedural irregularities to abuse of power.

### (a) Options

- 1) Conduct an official enquiry within the company to confirm the extent and culpability of the CFO.
- 2) Relieve Mr. Rahul Mehra from his official obligations and report his irregularities to the legal authorities.
- 3) Issue a statement of apology to the stakeholders involved and put the transparent documents of company's position in the public domain.

### (b) Issues Involved:

- 1) Misutilisation of funds by the



by the CFO  $\Rightarrow$  compromised integrity and professionalism.

- 2) lack of impartiality and integrity in procurement process  $\Rightarrow$  awarding contracts to personal vendors.
- 3) conflict of interest  $\Rightarrow$  use of professional office for personal gain.
- 4) manipulation and lying to the investors by creating false image of financial health.
- 5) displaying favoursitism and embezzlement, kickbacks etc. shows the unethical conduct of CFO.

### (c) Chosen course of Action

As the CEO of Beta Technologies, I would relieve Mr. Mehta of his duties, and report him to the law enforcement, along with the



widance.

Furthermore, I would issue a statement of apology to the investors and bring the transparency back to the market.

Doing so will ensure that any future deviant behaviour is discouraged.

Moreover, good governance in corporations require transparency and accountability, thus it is critical to announce the true state of the company.

Along with that, integrity of the procurement procedure will be upheld by adopting fair and impartial process of giving contracts.

Therefore, my chosen course of action will be rooted in following duties, protecting stakeholder interest and good corporate governance.







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।

- उपरोक्त मामले में नैतिक मुद्दे क्या हैं?
- एक क्वच के रूप में, आपके पास क्या विकल्प उपलब्ध हैं?
- अपनी चुनी हुई कार्य-विधि के साथ-साथ अपने कारणों की व्याख्या कीजिए।
- 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

### DDO DILEMMA

(a) Ethical issues range from breach of obligations, misutilisation of resources, to the conflict between duty and compassion.

① Breach of Protocol and not following the official duties of the scheme. The school authorities did not follow procedural integrity in the implementation of the scheme.

② diversion of resources from intended beneficiaries ⇒ against public service ethics.

③ conflict between duty and



compassion  $\Rightarrow$  ethical dilemma of whether to suspend the officials involved or to recognise the reason for their behaviour, which is rooted in humanity and compassion.

#### 16) Options

- 1) Following the rulebook and suspending the school officials for diversion of food grains from their intended purpose.
- 2) Recognising the uniqueness of the grave situation of human starvation and deaths, an exemption should be provided to the staff for breaching protocols.
- 3) Removing oneself from the situation to maintain a clear conscience and not indulging in procedural irregularities.



### (c) Chosen course of Action

As the DDO, recognising the graveness of the situation, I will try to explain to the authorities to grant an exemption from suspension to the school officials:

1) The district is facing violations of human dignity as people are dying from hunger  $\Rightarrow$  more important to feed them rather than upholding protocols.

2) Public administration and spirit of service demands ethics of care and compassion to ensure flexibility in unique situations.

3) Humanity First Principle  $\Rightarrow$  upholding the human values of empathy and compassion.

4) keeping a check on the use of resources by the school officials and maintaining transparency in



protocol, post the famine.

5) As the DDO, it is also my moral responsibility to protect human life.

(d) Ethical Theory for handling Distress situations

In my opinion, Carol Gilligan's 'Ethics of Care Approach' and Kantian idea of respecting human dignity should be the moral guidance:

- 1) Ethics of care enables one to identify uniqueness of distress situations and adopting an empathetic approach, rather than following bureaucratic procedures.
- 2) Respecting human dignity is paramount in all distress situations, as humans are above protocols and needs to be treated as an end in themselves.

Thus, this will be my approach as the DDO.



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.

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

(Answer in 250 words) 20 marks

### BIMA YOJANA DISCREPANCIES

(a) Ethical issues range from the exploitation of poor beneficiaries to the larger work culture ethics.

① Misguidance of the villagers by insurance agents and bankers  $\Rightarrow$  exploitation of weak and vulnerable villagers, by manipulating them to enroll in Bima Yojana.

② Violation of public service ethics of honesty and transparency by the Bima Yojana agents.

③ Employment of questionable methods by the bankers to meet targets of the yojana  $\Rightarrow$  conflict between procedural correctness but harmful consequences.



### (b) Options Available

- 1) Explain to the villagers of the legal correctness of the procedures and maintain the status quo.
- 2) Report the issue of questionable methods of Bima Agents to higher authorities and ask for de-  
enrolment of beneficiaries who were not willing for the scheme.
- 3) Recede oneself from the position of authority.

### (c) Chosen course of Action

As the SP, I will request for the immediate de-enrolment of the non-consensual beneficiaries, because:

- 1) The ethically questionable methods employed by the Bima Agents are against the spirit of service in public administration.



- 2) maintaining efficiency and effectiveness of govt. schemes is important, but not at the cost of exploiting the weak and vulnerable.
- 3) Respecting the integrity of means employed to achieve social development is important than just attaining welfaristic consequences.

(d) Recommendations for promoting the Bima Yojana

- 1) conducting awareness campaigns in the village, to make the beneficiaries aware about the utility and benefits of the Bima Yojana.
- 2) changing attitudes of the villagers by bridging the trust deficit.
- 3) Utilising the principle of reciprocity to incentivise villagers to enroll in the Bima Yojana.

thus, this will by my approach to ensure the legitimacy of the process and outcomes of welfare schemes.







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। स 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.

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

(Answer in 250 words) 20 marks

## CARTEL'S WATER MONOPOLY

### (a) options Available

1) Maintain the status quo and align one's position with the SP's position ⇒ ethical egoism to protect one's career and duties.

2) Following my duty of service delivery, expose the nexus of the cartels and politicians in the public domain.

3) Resign from the position to have a clear conscience, without jeopardising professional career.

### (b) chosen course of Action

As the junior engineer, I will take legal counsel, and expose



the corrupt nexus between the cartels and politicians, because:

- 1) Violation of human dignity by denying the basic needs of water.
- 2) whistleblowing is important here because of the deep rooted systemic linkages of bureaucratic corruption.
- 3) Exposing the unethical business practices of the cartel and its support by the politicians will invite public scrutiny and discourage any such future abuse of resources.

### (C) Ethical Issues

- 1) Misallocation of resources by the cartel for unethical profit making  
⇒ integrity compromising behaviour.
- 2) Politician - cartel nexus ⇒ lack of honesty, transparency and neutrality in service delivery.



3) Abuse of power by the cartels  $\Rightarrow$  exploiting the beneficiaries, impacting the quality of service delivery.

4) SP's silence and selfish interest of protecting his own career, at the cost of public misery.

(d) Measures for dealing with cartel's behaviour

1) Following transparency in procedure of water delivery  $\Rightarrow$  the stocks, contracts, distribution channels's information should be publically available.

2) Taking strict action against the unethical cartelisation techniques to disincentivise future malpractices.

3) Maintaining impartiality, objectivity and neutrality by the public officers  $\Rightarrow$  SP should have taken action against the cartel owners.



Thus, in this case, whistleblowing is  
most suitable way to deal with the  
unethical networks of cartels.





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। हालाँकि, 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



ADVATECH INQUIRIES

(a) The tragic accident of robot failure has raised important questions related to work culture issues and ethical accountability of the teams involved.

Ethical issues of various teams① Project leader

- 1) lack of foresight and non-response to the staff shortages that led to the delay.
- 2) Imposing toxic work culture environment, unjust pressure and hurriedness  $\Rightarrow$  malfunctions of the robot.

② Software development team

- 1) Malfunctions in code led to the accident  $\Rightarrow$  responsibility of the team to ensure quality work standards.



2) Refusal to accept the ethical accountability for the accident  $\Rightarrow$  software flaw which ultimately led to the accident.

As the ethics officer of AquaTech,  
I will hold the project leader  
accountable for the fatality:

① Being the leader, he should have given a reasonable deadline for completion of the project.

② Realising the pressure on the software team, he should have taken actions to either extend the deadline or recruited new staff to ensure efficiency of the office.

③ Any leader has to take accountability of its mistakes, and the ethical responsibility lies with



the leader, as well as the team.

(b) Ethical issues of using Artificial Intelligence

① Threat to human life due to machine malfunctions.

Eg: Robotic failures during precision surgeries can be fatal.

② Biases in coding and overall performance of AI.

Eg: Racial profiling; male biases etc.

③ Ethical dilemmas in ascertaining accountability of AI failures.

Eg: crash of driverless cars  $\Rightarrow$  is it the responsibility of coder, operator or the regulator?

④ Violation of human dignity and objectification of emotions.

Eg: deepfakes

Therefore, with contemporary challenges of AI, our ethical understanding of technology also needs to be updated.







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.

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.



- (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

### WITCH-CRAFT AND DEVELOPMENT

This is a peculiar dilemma, with issues ranging from procedural biases, superstitions and overall development dilemma.

#### (a) Issues

##### 1) Administrative Issues

→ Allocation of resources for divergent interests ⇒ witchcraft resistance and development issues.

→ Lack of official records for the witch-craft deaths ⇒ procedural irregularities.

##### 2) Professional Issues

→ conflict between prioritization of addressing superstitions or



development projects.

→ Lack of communication by BDO's about witch-craft issues!

### 3) Ethical Issues

→ Female biases in witch-craft related deaths & violence.

→ Violation of human dignity.

### 16) Justification for allocation of Resources :

1) Witch-craft related violence stems from deep rooted superstitions and biases ⇒ delays in the intellectual emancipation and development of scientific temper among the villagers.

2) Protection of human life ⇒ Yes, the construction of roads, water etc. is important, but protection of victims is imperative for their human dignity.



3) Correction of these superstitions and biases is necessary for social and community cohesion, and equitable development of the villages.

(c) Addressing the issues of reporting and transparency

① Bringing in a legal mandate to report the crimes against witchcraft superstitions.

② Cultivating awareness, rationality and scientific temper among the villagers through education, exposure etc.

③ Using ASHA workforce, SHG's and NGO's to maintain database and vigil over the issues of reporting.

④ Bringing in rolemodels like TV stars, religious leaders etc. to improve the attitudinal

biases against witch-craft.  
Thus, the following steps can be  
taken to improve reporting,  
and address the overall  
developmental challenges.





**NEXT IAS**

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*Space for Rough Work*

## **NEXT IAS**

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*Space for Rough Work*



## NEXT IAS

### IMPORTANT INSTRUCTIONS

CANDIDATES SHOULD READ THE UNDERMENTIONED INSTRUCTIONS CAREFULLY. VIOLATION OF ANY OF THE INSTRUCTIONS MAY LEAD TO PENALTY.

#### **DONT'S**

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any pages from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

#### **DO'S**

1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
6. Handover your QCA Booklet personally to the invigilator before leaving the examination hall.

### SPECIAL REQUEST FOR CANDIDATE AVAILING ONLINE FACILITY

1. Scan the QCA booklet properly. We suggest the uses of the app CAM scanner (Scan QR code in page 2) based on our previous experiences.
2. Please scan the QCA booklet in ample light. Copies scanned under moderate light can hamper evaluation quality.
3. Any page/pdf having shadow needs to be rescanned. Please make sure that the pdf that you upload is as clean as possible.
4. **Candidates not using the QCA booklet** must mention their details on the front page. And leave the next page blank for the macro comments. It must be understood that the answer should start from Page no. 3 in of the scanned pdf.
5. Candidates not using the QCA booklet must follow the sequence of the answer as per the question paper.
6. Please check the sequence of the answer and total number of pages in the scanned version. Make sure it is in consonance with the physical version of the same.

महत्वपूर्ण निर्देश	
अभ्यर्थियों को निम्नलिखित निर्देशों को ध्यानपूर्वक पढ़ना चाहिए। किसी भी निर्देश का उल्लंघन करने पर दण्डित किया जा सकता है।	
<b>क्या न करें-</b> <ol style="list-style-type: none"> <li>1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।</li> <li>2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें।</li> <li>3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें।</li> <li>4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।</li> </ol>	<b>क्या करें-</b> <ol style="list-style-type: none"> <li>1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।</li> <li>2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें।</li> <li>3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।</li> <li>4. रफ नोट्स या गणना के लिए, इस पुस्तिका के अंतिम दो खाली पृष्ठों का उपयोग किया जाना चाहिए। रफ नोट्स को बाद में क्रॉस कर देना चाहिए।</li> <li>5. यदि आप किसी कार्य को रद्द करना चाहते हैं, तो उस पर अपना पेन चलाएं या उस पर "रद्द" लिखें, अन्यथा उसका मूल्यांकन किया जा सकता है।</li> <li>6. परीक्षा हॉल छोड़ने से पहले अपनी QCA पुस्तिका व्यक्तिगत रूप से निरीक्षक को सौंप दें।</li> </ol>

ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध	
<ol style="list-style-type: none"> <li>1. QCA पुस्तिका को ठीक से स्कैन करें। हम चाहेंगे कि आप स्कैनिंग के लिए कैमस्कैनर ऐप (CAM SCANNER) का प्रयोग करें। (यह कोई प्रमोशन नहीं है)।</li> <li>2. कृपया QCA पुस्तिका को पर्याप्त रोशनी में स्कैन करें। कम रोशनी में स्कैन की गई पुस्तिकाएं, उनके मूल्यांकन की गुणवत्ता को बाधित कर सकती हैं।</li> <li>3. स्कैन के दौरान छाया वाले किसी भी पृष्ठ/पीडीएफ को फिर से स्कैन किया जाना चाहिए। कृपया सुनिश्चित करें कि आपके द्वारा अपलोड की गई पीडीएफ यथा संभव स्पष्ट हो ।</li> <li>4. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को अपना विवरण पहले पृष्ठ पर देना चाहिए और मैक्रो टिप्पणियों के लिए अगला पृष्ठ खाली छोड़ दें। यह समझना चाहिए कि उत्तर स्कैन की गई पीडीएफ में पृष्ठ नंबर 3 से शुरू होना चाहिए।</li> <li>5. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को प्रश्नपत्र के अनुसार उत्तर के अनुक्रम का पालन करना चाहिए।</li> <li>6. कृपया स्कैन किए गए संस्करण में उत्तर के अनुक्रम और कुल पृष्ठों की संख्या की जाँच करें। सुनिश्चित करें कि यह उसी के भौतिक संस्करण के अनुरूप है।</li> </ol>	



