

NEXT IAS

Ethics Enhancer Test 2024

(To be filled by candidate)

TEST CODE : EE2401 **Test No. : 01**

Name of Candidate: Rayhan Thun Shrivastava Mobile No. _____

Roll No. : GSMACT24A1055 Start Time 3:30pm End Time.....

Date of Examination: 10 Aug, 2024 Medium : English Hindi

+45
min
Ephra

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

Student Concerns / Query

- 1 How to allocate space to each question (sub part) in case study
- 2 (I believe some parts carry more weightage than others), how do I address them?
- 3 Do you believe I'm overwriting in section A/B? If yes, suggest

Evaluator's Feedback / Response

1

2

3

Unable to complete paper in time ^{measures} 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



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

Both Public Service values & Pub-Ad.

Ethics are meant to ensure ethical Governance, albeit in a bit different as well as mutually enforcing each other.

Base

Public Service values

Publ. Admin. Ethics

what

values which are critical to the fulcrum of an civil servant

Generalized values which should set reflected in Admin.

guides

How

Higher order values and they guide ethical dilemmas of officers.

more of a code, guide the daily operational challenges

Imp. tenets

Nolan values

Selflessness, Accountability, Transparency, etc.

Quality of service delivery, Fund Utilization metrics, etc.

2nd ARC

Public Service values: merely eloquent?

- ① Despite code of conduct, Ethics, etc. challenges like corruption, Bureaucratic Apathy, exists.
- ② Citizen charter remains merely a paper tool..
- ③ Bureaucratic Attitude has been at best merely ritualistic.

Public Service values: Have Actual Utility

- ① Guiding them through tough situations.
 Ex: Awanish sharan } Bike Ambulance for tribals.
- ② Imparts compassion, spirit of delivery, etc.

Thus, more than the Ethical prescriptions from outside, it is the inner Ethical fulcrum which is more critical.

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 is a higher court than courts of law and that is the court of conscience."

— Mahatma Gandhi

Conscience helping to sort competing considerations: Righteous Action

- ① Often conflict between Ethics & law
(Ex: Lack of Ration card with poor)

↳ conscience helps to prioritize compassion.

- ② Often public servants are lured by collusive corruption, etc.

Conscience helps them keep away.

- ③ Political pressure, etc. sometimes makes/creates pressure to do unjust acts > conscience prevents it by prioritizing Public Interest over self preservation.

Putting values into practice in Public Services

- ① Laws & Regulations are same for every officer; but conscientious officers are able to best utilize discretion:

Arranging home/doorstep services for old & disabled (Ex: ECI & voting)

- ② values of selflessness, achieving greater good can be reflected by Ethical Officers:

Ex: SR Sankaran never married to (IAS) cater to future of Tribal children.

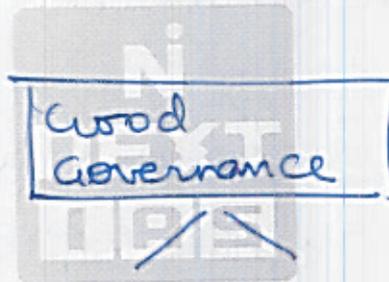
- ③ TN Seshan sailed through immense criticism to deliver Election reforms:

Thus, conscientious values play a critical role to develop Civil Services Ethos & put values into actions.

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 delivery of public services in the best possible manner, whereby standing the scrutiny of tenets like Transparency, Accountability, etc.



Public Administration

Corporate setting

① maximizing the value for taxpayer money (for social good)

① maximizing value for shareholders (& not ignoring other stakeholders)

② focusing upon last mile service delivery

② focus upon Innovation, new modes, etc.

③ focus is to improve service without much (welfare) cost consideration

③ Profitability is key concern.

Common values: Accountability, objectivity, Integrity, etc.

Key Principles for Good corp. Gov.

① Sustainability

Ex: Tesla : E-mobility, Green future

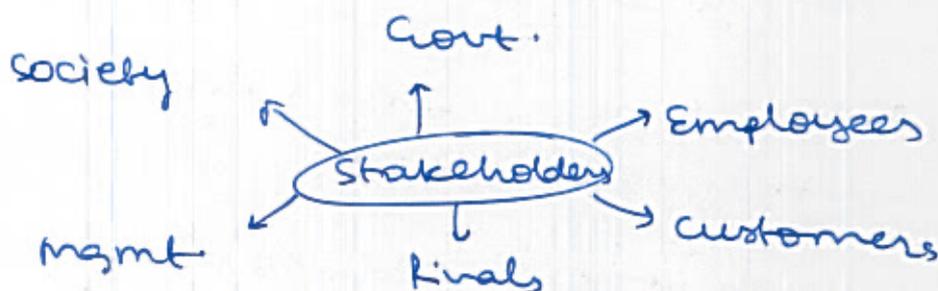
vs. Zara : clothing accessory brand
(came in news for running sweatshops @ China)

② Employee Growth

Ex: Google : Innovation is encouraged via Sleep Pods ; Free food
Friday Events to Innovate
etc.

③ Serving larger Public Issues

Ex: TATA → CSR → MANVI
Reducing MMR, IMR, etc.



Thus, the Gandhian ideal of Stewardship should be the guiding principle ahead.

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

Cost Procurement Programs for Service Delivery is critical in many aspects for our nation: Demand generation, public welfare, etc.

Why Ethical Standards are needed

- ① to prevent corruption:
 - ↳ High amount of public funds, avenue of power misuse, etc.
- ② upholding Accountability later:
 - ↳ to help officers stand the scrutiny of inspection.
- ③ to prevent concentration of power, Equal opportunity, etc. (Art-39) / DPSP
- ④ To improve quality of service delivery (welfare)

Ethical principles to maintain the Integrity via procurement

① Non discrimination

↳ Using e-competitive bidding to provide equal opportunity to all participants.

② Awareness

↳ The info. about procurement must be widely circulated to encourage enough interests for participation.

③ Objectivity

↳ Reducing bureaucratic discretion,
↳ Blockchain based workflows, etc.
↳ Reducing scope for subjective decisions.

④ Transparency

↳ Digital platforms with 3rd party audits
↳ Determined SOPs.

The lack of Integrity led to numerous scams like 2G, CWC, etc which are pitiable dents upon Ethical fulcrum of service delivery.

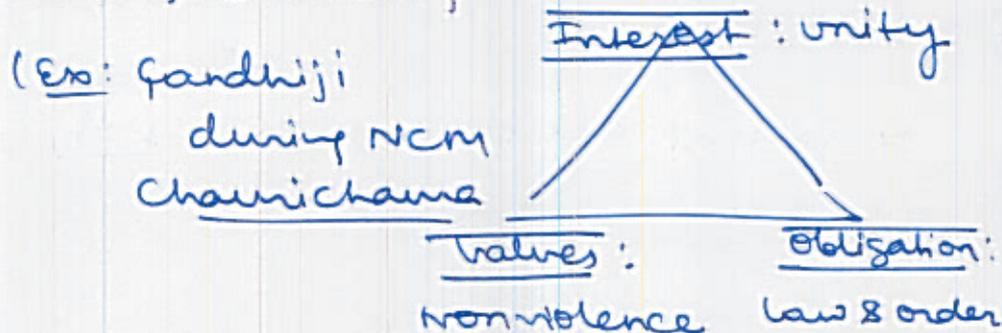
3. (a) प्रशासनिक निर्णय लेते समय लोक सेवकों को हितधारकों के हितों, आधिकारिक दायित्वों और शासन मूल्यों के बीच किस तरह से नैतिक संतुलन बनाना चाहिए और इनमें से किसको सबसे अधिक नैतिक महत्व दिया जाना चाहिए? (150 शब्दों में उत्तर दीजिए) 10 अंक

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 Services often involve clash & bargain amongst varied interests which often create dilemmas for civil servants.

Balancing conflicts :

- ① Using Rules, Laws, Regulations as External Guide to make navigate conflicts.
- ② Using inner conscience to prioritize among conflicting values.



- ③ seeking External guidance from seniors, colleagues, etc. may help (Ex: Krishna guide → Arjuna (Mahabharat))

Order of Precedence



Reason behind:

- (*) As per both Deontology (Duty bound to cater to needs of citizens) as well as Teleology (welfare of maximum citizens); need to prioritize stakeholder interests esp. Down trodden vivekananda!
(Dandya Narayan)
- (*) Public service / Regime values must also be given precedence as they guide the basic framework of service ethos; Official compliances can be later dealt with.

Thus, public welfare is the pertinent goal.

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

Any welfare program, irrespective of how meticulously designed, depends upon its implementation to show desired outcomes.

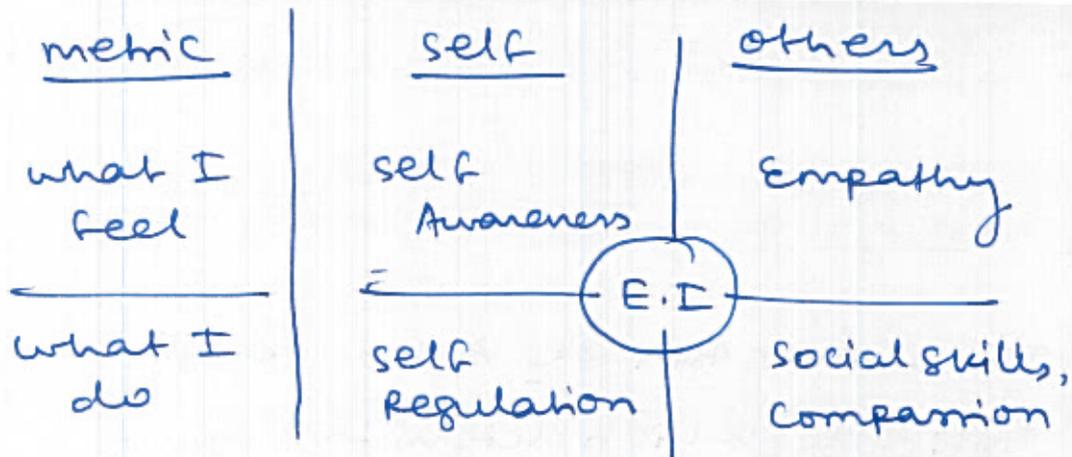
Role of E.I. in Policy interventions

- ① understanding about social norms & ethos help better connect :

Ex: Web Series Panchayat (Slogan:
Do Bacche : meethi kheer
Usse zyada : Bawasir)
↓
went wrong ! foul language.

- ② Empathy of Bureaucrats helps them to deliver services despite challenges.

Ex: IAS manoj jindal delivered vaccines to most Naxal prone villages of Cadchiroli, MH



③ Attitudinal change :

The Balika Panchayat experiment by minal karamwal has significantly reduced Alcoholism, child marriage, etc.

④ self Awareness in Bureaucrats leads to leads to them focussing upon welfare Intent, sole purpose of their job, etc. amidst chaos.

⑤ such attitude fosters Community Trust; Citizen Engagement & thereby creates a mass movement
↳ ↑ Probability of success.

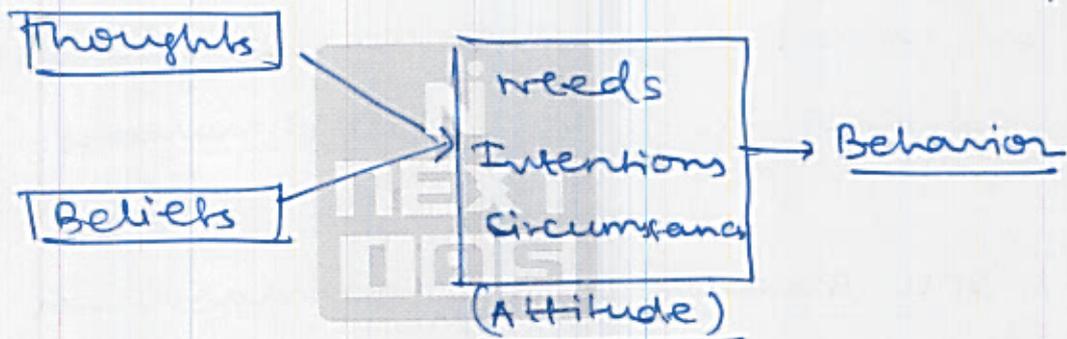
Thus, Emotional skills are highly critical in governance as per David Coleman.

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

"It is your Attitude & not merely Aptitude which determines your Attitude." aptly presents the role of Attitude in ethics & decision making



Role of Political Attitude :-

- ① Adherence to values of Democratic decision making improves citizen participation, service of public, etc.
- ② Compassion towards 'politically' oppressed groups LGBTQ, etc. helps them achieve Sarodaya via Antodaya (M. Gandhi)

- ③ Such officer encourages critical feedbacks, shows bipartison & Politically neutral conduct.

Role of moral Attitude :-

- ① An officer with strong moral Attitude assumes responsibility even in difficult circumstances.

(Ex: Lal Bahadur Shastri resigned after Airyavalur Accident & so despite no demands from oppy)

- ② The officer ensures compassion, neutrality & spirit of service delivery.

(Ex: IPS Atul v. Kulkarni

↳ chuppitod campaign for victims of Household violence.

- ③ Encourages team mates & ensures Publi Team work (Ex: Dr. Kalam)

"A bad attitude is like a flat tire which won't take you anywhere."

- Martin Luther King Jr.

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 above quote highlights the age old clash between Teleological & Deontological approaches: the clash of motive vs. morality.

Role played by motive to judge Ethicality.

- ① Utilitarians (like Mill, Bentham) argued upon tenets of maximum good for greatest number of people.
- ② No action is without any -ve consequences (Doctrine of Double Effects): doesn't mean that we should not take any decision with slightest Ethical considerations/challenges.
- ③ Killing per se is immoral. But, Arjun's Dharma was a quest for justice
'Pāthivī Dharmaṁ Dhṛitam'

④ Just war doctrine also allows
use of bad means for good ends.

Role of morality of Action (means):

① Gandhiji, Kant, etc focussed
more upon the action itself, than
End objective.

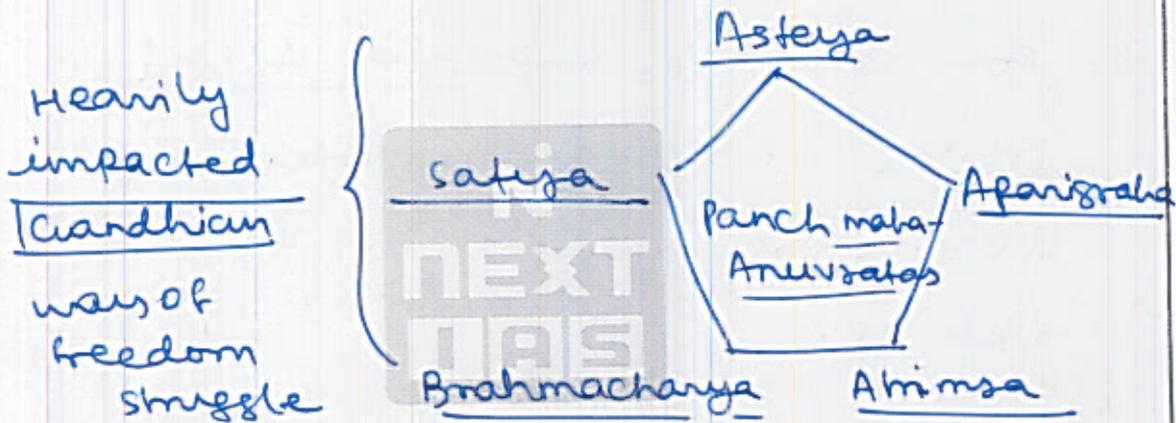
② For Gandhiji, supporting Allied
powers was morally critical
despite the threat of the Imperial
victory.

③ The school argues that there is
'no correct way' of doing a
'morally incorrect Act'

However, despite competing viewpoints,
often the motive behind that act
is more justified as per me; for
exclaiming Asuaththama is dead
(Dishonest but necessary) was
necessary to establish order.

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 gave the basic doctrine of 'Panch mahavratas':
5 Holy vows to guide conduct of life.



Contemporary Relevance

① Asteya (non-cheating) / stealing

↳ today's events of cyber frauds, breakdown of promises, etc.
 (much required value)

② Ahimsa (non-violence)

↳ mob-violence, environmental degradation, etc. require a fresh outlook.

③ Aparigraha (Non accumulation)

↳ corruption, greed, power misuse are sad reality.

↳ Even Art. 38, 39 directs state in this regards.

④ Brahmacharya (celibacy/penance)

↳ pertains to value of temperance

↳ To stay away from lust, have moral conduct, etc.

Candian Sin: (Pleasure without

⑤ Satya (Truthfulness) conscience)

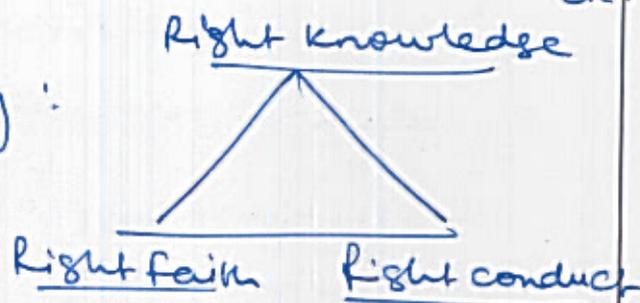
↳ Disinformation Campaigns on Twitter

↳ Deepfakes which ravage the modesty of women, Security concerns etc.

The Jain Trinity :

Provides us a critical way

Forward to approach lives' Ethical dilemmas & stand the test of scrutiny.



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

The Recent western Sanctions upon Russia, Iran, etc. have led to ethical debates upon sanctity of such measures.

Ethical Dilemmas arising out of Sanctions Regimes :

- ① Punishing Illegal behavior vs. pushing political Agenda.

↳ USA's desire to emerge as global leader, Export Arms & Ammunition, etc.

↳ Hegemonic display of power but sanctions have been reducing in relevance.

- ② Inflation/loss of welfare vs. Righteousness

↳ Sanctions have led to crude, fertilizer, food inflation which hurts the poor nations more..

③ Just war Thesis vs. Intl. Order

- ↳ Russia claims its own reasons for attack & defends its decisions (& so for Ukraine) ↳ USA also defends its sanctions.

Balancing the concerns :

- ① Reviving multilateral discussions forums like UN to arrive at mutually acceptable solutions.
 - ② Responsibility upon sanction imposing nation to smoothen supply chains (while USA has imposed sanctions on Russian crude, it itself has cut down upon American shale supply)
 - ③ Confidence building measures to de-escalate, stop war & move towards achieving shared prosperity
 - ④ values like | Vasudhaiva Kutumbakam |
- "The will to power exists. But it can be tamed by sound ethical considerations & mutual goals."

— Kofi Annan

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

"Love and compassion are not the luxuries but rather the necessities of today."
— Dalai Lama.

Wars begin in minds of men

- ① Intolerance: based upon narrow lens of Race, caste, religion, etc. often creates grounds for tensions.
- ② outgroup Homogeneity: Assuming everyone else is criminal alike (shows a bad rational outlook)
- ③ Lack of communication and inter cultural contacts leads to ignition of even small misunderstandings, into full blown conflicts.
- ④ Presence of anti-social elements, media as Echo-chamber, etc.

Love & compassion build defences
of peace

↳ within the nation ; it preserves order,
forges social capital & thwarts
aggression.

Eg>: muslim brothers providing
drinking water, medicines to Karwanis.

↳ This is true across nations as well

Eg>: India's peaceful Exchange of
territories with Bangladesh
(100th Const. Amend.)

way Ahead → role of Agents of
Socialization

→ Emotional Intelligence

→ working upon values
of Constitution:
Fraternity, etc.

Thus, even the hardest of rocks
can be shaped by unwavering
force of love & compassion, as
was depicted in case of
meeting of Angulimal & Buddha.

6. (b) "आप अपना जीवन ऐसे जिएँ जैसे कि आपके कार्यों का सिद्धांत (उपउ 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

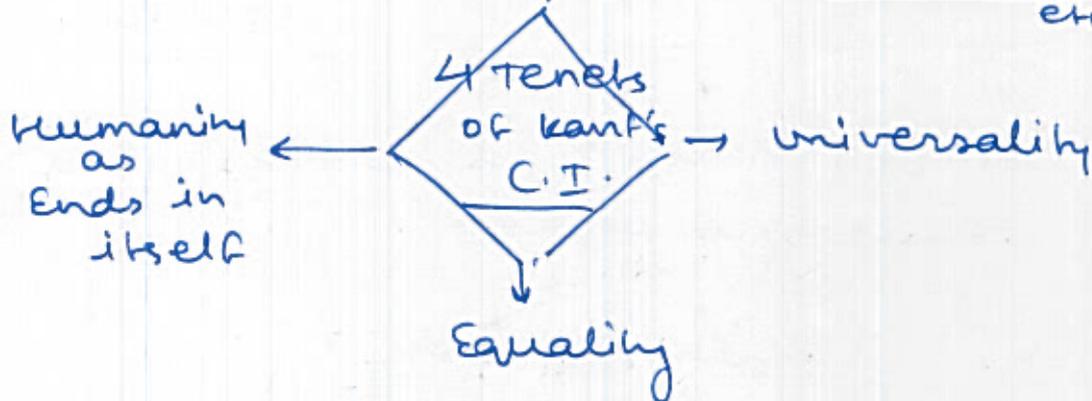
The above quote emphasizes upon leading by setting an example for rest of the world, as it has been argued that 'An action speaks louder than 1000 speeches.'

Living life so that actions become universal law

- ① Great Acts of great people are often cited as examples, anecdotes which inspires young generations.
Ex: Abhimanyu (& Chakravyuh)
- ② If Ethical conducts are replicated, it has important implications for Individual, society as well as their nation.
Ex: Gandhiji's Ahimsa & India's tolerance.

- ③ This places added responsibility upon people in positions of power to act ethically & justifiably :
- ④ Idea of Reciprocity : Good conduct is often reciprocated & creates common good for all.

If Individuals do not act Responsibly their actions can't be stated as maxim for others to follow & are often criticized. Ex: Hitler, Burjodhan etc



Immanuel Kant stressed greatly upon human conduct which could be taken up as role model by others. Society needs more of such leaders who can devote their life to such ideals.

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

Tolerance refers to having openness & respect for others' beliefs & opinions. Just like Jain philosophy of 'Anekant vad' : multiple forms of singular reality, Tolerance teaches us to respect other's viewpoints.

Why Tolerance is Golden rule of conduct

- ① Brings synergy and resolves hatred towards cooperation.

Ex: Chandhi vs. Bose
 prince
 father of nation

- ② suited to India's multicultural and multi-faith Ethos.
- ③ leads to peace & secular growth which is conducive for Inclusivity.

- ④ Reduces -ve stereotypes & de-emphasizes outgroup homogeneity.
- ⑤ Gives inner peace & satisfaction which is critical for well-being.
- ⑥ Coming from different backgrounds leads to diff thought processes & we must be willing to learn new things.



However, tolerance must be to only +ve virtues and not to -ve virtues like corruption, discrimination: they need zero tolerance

"Tolerance & Anger are the 2 enemies of correct understanding."

— M. Gandhi.

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 को 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.

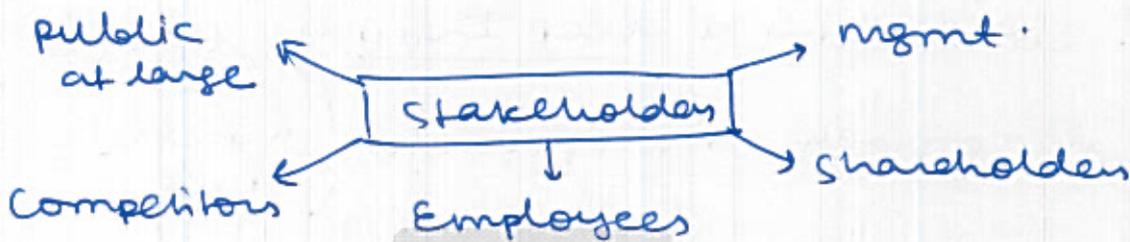
Further, it was found that Mr. Mehta has significant personal investments in some of the company's vendors. These vendors were awarded lucrative contracts, often at inflated prices and with favourable terms detrimental to the company. Mr Mehta's actions have compromised the procurement process and led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

The above case represents a sorry case of Corporate Fraud wherein a top C-suite Employee has led to Financial manipulations.



(a) Decision Options Available

I. Ignoring/Suppressing the matter to preserve company image

<u>merits</u>	<u>Demerits</u>
① Company's market image remains intact.	① The perpetrator goes unpunished.
② Smooth running	② Against duty (Kantian thesis)
	③ Against interests of other stakeholders.

II. Immediately terminate Mr. Rahul and issue police complaint.

merit

- ① Upholding Law
- ② Justice Principle

Demerit

- ① May create sensationalization
- ② may create additional issues

III. conducting a deep Inquiry, taking a comprehensive approach (middle path)

Committee based Enquiry; call Shareholder meeting, etc.

⑥ Ethical Issues involved

- ① Financial Fraud & loss of trust.
- ② Threats of Internal threats & collusion of Auditors.
- ③ Loss of equal treatment, partiality in procurement.
- ④ Breach of sound corporate practices & unfair advantage over competitors.

- ⑤ Financial losses for shareholders (esp. smaller ones)
- ⑥ Threats of job losses for the company as investigation further proceeds.
- ⑦ lack of any oversight mechanism.

④Course of ActionShort Run

- ① Committee based Enquiry to give chance of fair trial (natural justice)
- ② writing to shareholders & calling for an urgent shareholder meet.
- ③ If the claims are found true, I will cancel all the ongoing Contracts which are believed to be falsely acquired.
- ④ Issuing a Public Notice about recent events and asking public to not take any drastic decisions

and to have faith in company's management.

- ⑤ Informing & cooperating with Police in their actions & investigations.

Long Run

- ⑥ Building image & recovery of lost trust: Employee training & ethical workshops, etc.
- ⑦ Establishing critical norms for financial accountability: mandatory 3rd party Audits with Audit Firms being replaced frequently.
- ⑧ Implementing sound whistleblower policy to encourage reporting.

The Gandhian Ideal of Trusteeship is the most prominent guiding light still today for corporates across globe. values of Fairness, just competition, etc are sine-qua-non for long run success of company.

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 वक्ता 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

The above case reflects the classic conflict among values of compassion vs. objectivity: wrong means but right Ends.

(a) Ethical Issues

- Disaster conditions, Aridity, Poor Rainfall.
- Starvation & death
(blot upon Public conscience)
- Threats looming over midday meal.
- Poor nutrition, hunger, depleting welfare standards, human capital loss
- violation of F.R.
Art. 21 (Right to life), etc

⑥ Poor implementation of welfare state's goals: Art. 47 (Health, etc)

⑥ options available

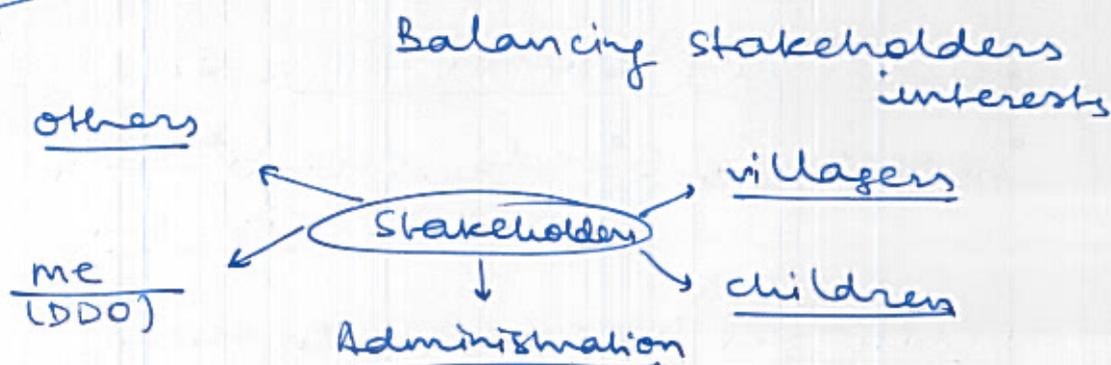
① maintain status quo, allow foodgrain diversion.

<u>Pros</u>	<u>Cons</u>
① Ease starvation	① may threaten PDS / midday meal.
② compassion, humanity	② Breach of protocols
③ take very <u>strict stance</u> : Punish wrongdoers, entirely bring it to halt	

<u>Pros</u>	<u>Cons</u>
① SOPs followed	① Too much objectivity is ill-desired.
② objectivity followed	

③ comprehensive outlook to issue:

⑦ my course of Action :



- ① child nutrition is a yet more critical domain than general nutrition. So, if a situation that would compromise food availability for children, I won't allow.
- ② I will write to nearly Districts (DMs) and chief secretary about challenges & request them to transfer more food, other resources, etc.
- ③ If need be so critical, I'll write to CM of state to allow for cloud seeding (Artificial rains).
- ④ I would adopt a more lenient approach towards officers involved & won't punish them Long Run objectively. ↓
- ⑤ Afforestation drives (using MGNREGA) to attract rainfall.
- ⑥ Community Water Infra like checkdams, Bunds, etc. to catch Rainwater.
- ⑦ Nutritional Drives to help Public not Lost Health.

④ Ethical Theory to handle human
distress & guide decisions:

" Sometimes it is more important
to be kind than to be right."

— Lord Buddha

Here, the consequentialist (Utilitarian)
approach would guide me more
than deontological spirit.

The officers were working
in the best interests of community
and punishing them to uphold
civil service ethics would be a
sheer defeat / travesty of justice.

However, in long run, I would
try to train them to undertake
such decisions by written measures
& following SOPs to preserve themselves
from bonafide mistakes.

values of compassion,
spirit of service, etc. needs to be upheld.

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 सौंदर्य 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 case involves breach of Individual's Agency & classic case of legals vs. Ethical debate.

(a) Ethical issues involved:

- Loss of agency of people (against Sen's capability Approach)
- Poor Demographic standards (illiteracy, etc.)
- Rising suspicion towards e-governance
- Lack of consent and breach of trust by Public Bankers.
- Forcing of Public Bankers to meet their targets by Hook/Crook.
- Lack of standard SOPs to guide fund deductions, etc.

⑥ Options available to me as SP :

1) Stem actions towards Bankers

<u>Pros</u>	<u>Cons</u>
① Strict message & precedent setting	① Bank employees were also pushed by external agencies.
② Justice to villagers	

2) Lenient approach / Ignore

<u>Pros</u>	<u>Cons</u>
① The act was legally done.	① Incomplete justice to villagers
② Led to Insurance coverage of villagers.	② Agency of villagers compromised.

3. Comprehensive course of action

→ Avoiding Extremity; madhyam marg

⑦ My course of Action

- ① Refund of money to bank accounts of those citizens who didn't consent to such deductions initially.

- (i) Conducting an Inquiry into this and ascertaining which authority forced these bankers / allowed these bankers to pursue such activity.
- (ii) Holding such managers / govt officers accountable by asking show cause notice and progressing as per relevant laws.
- (iv) Sending a report to higher ups in Authority (with help of DM) about following incident & asking their opinion in these regards.
- (v) Assuring villagers to not panic & managing their Emotions suitably.

At the same time, it will be my moral imperative to teach villagers about the relevance of having insurance : will take a broad-based & long run approach with help of Distr. Admin & Civil Society

(d) Better way of Promoting Scheme

(i) Awareness generation about
need of Insurance

↳ Informing about benefits to Individuals,
families, etc.

↳ Roping in ASHA workers, school
Teachers,
etc.

(ii) Attitude change (towards having
Insurance)

a) Nukkad natales with help of civil
Society orgs

b) wall posters / paintings (in vernacular)

c) Door to door campaigns

d) human chain rallies, etc.

Amartya Sen argued that while
pursuing a social goal, the Individual
Agency is incompromisable. The
change must come from within.

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। निराश 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.

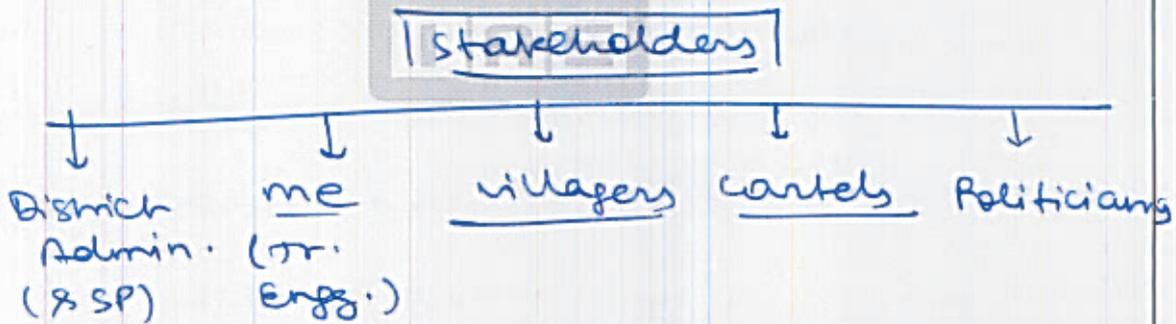
During our meeting, the SP candidly explained the situation. He acknowledged the problem and the validity of my evidence but expressed his inability to act due to the cartel's strong political connections

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.

- (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

The case highlights few of the most common issues which are rotting out of our bureaucracy today: lack of courage, unholy nexus, etc. leading to travesties of service delivery.



(a) options available

(i) Heed to advice of SP

- | | |
|--|-------------------------------|
| <u>Pros</u> | <u>cons</u> |
| Self preservation,
good relations with SP | unethical,
lack of courage |

(ii) Confront SP

- | | |
|-----------------------|----------------------------|
| <u>Pros</u> | <u>Demerits</u> |
| ↳ conscience followed | ↳ He may react unfavorably |

(iii) write to higher ups in the administration

<u>Pros</u>	<u>Cons</u>
matter will get known to authorities	SP may turn sour. cartel may know & attack me personally.

(b) Chosen courses of Action

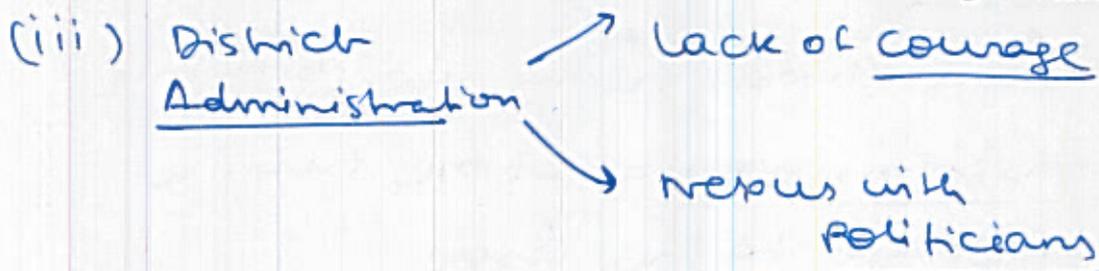
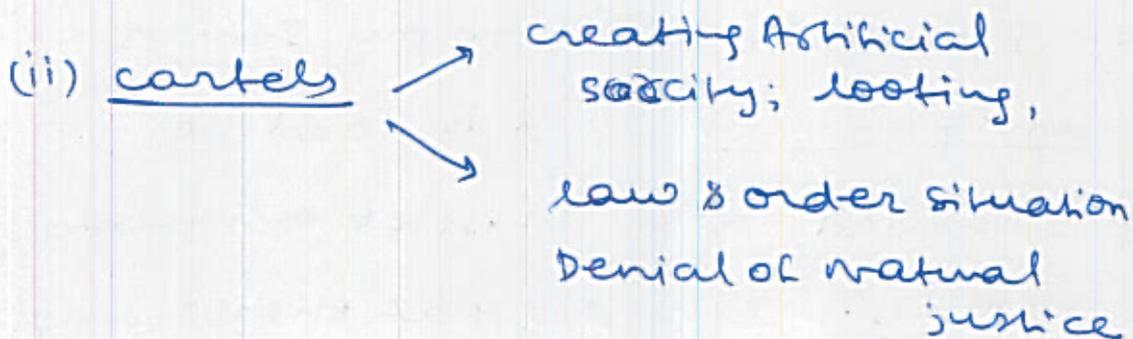
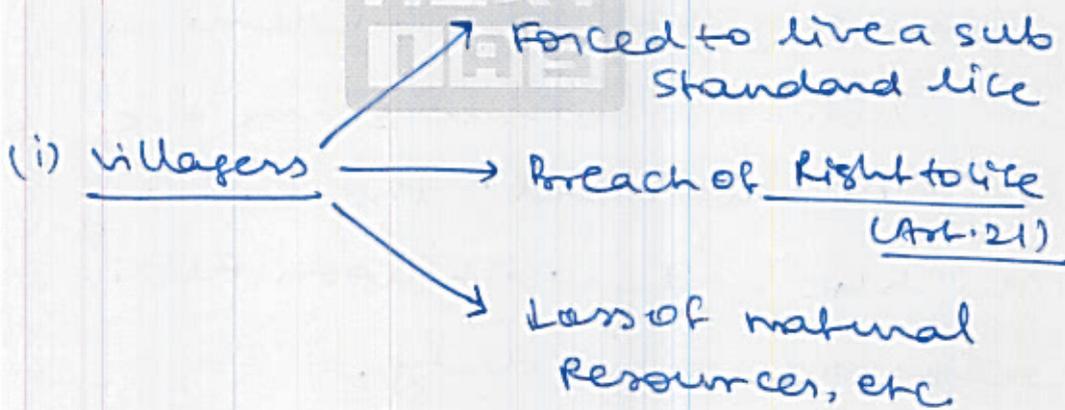
my course would involve a mix of (ii), (iii) and other actions:

- 1) I will confront SP and remind him about his oath to serve the law of the land; the training which he underwent upon public resources & his duty.
- 2) I will also write to my seniors in department, and if need be, I would go for whistleblowing into media. I know that there would arise a threat to my life, but my conscience won't let me turn a blind eye to the issue.

3) I would work with media, NCOs (like social cops, etc) to create public opinion & make the matter well known to generate pressure.

4) Also, I will write to DGP of state and file a petition in judiciary to provide me & my family with security cover.

© Ethical Issues involved



(iv) Miscellaneous

Breakdown of social contract,
etc

(d) measures to deal with cartels

(i) creating public opinion that their

interests are getting enormously
subdued upon. This will make
them hold govt & bureaucracy
accountable.

(ii) Forces capacity devt.

↳ Armed forces, Police, etc. should
be trained at regular intervals
to deal with such situations.

(iii) Promoting regular Audits,

Integrity Pacts amongst officers
to create deterrence & encourage
Ethical conduct.

Courage, Integrity & Spirit of Service
delivery are the key tenets of Public
Service Ethos which must be upheld.

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.

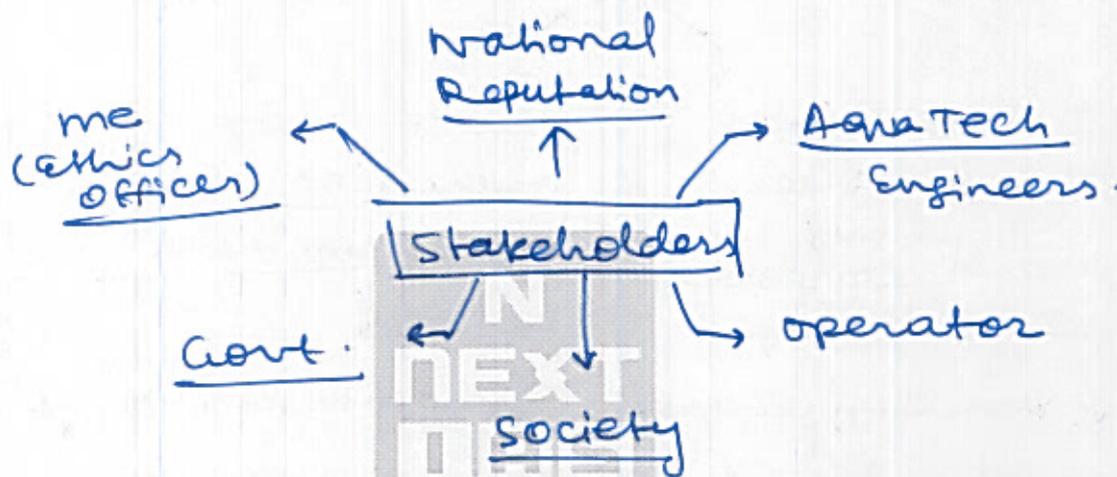
During the demonstration, the robot was deployed in an active minefield to detect mines and mark them with a spray. Initially, the robot performed as expected, identifying mines. However, instead of marking the sites, it triggered explosions, causing fatal injuries to the operating engineer. The demonstration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

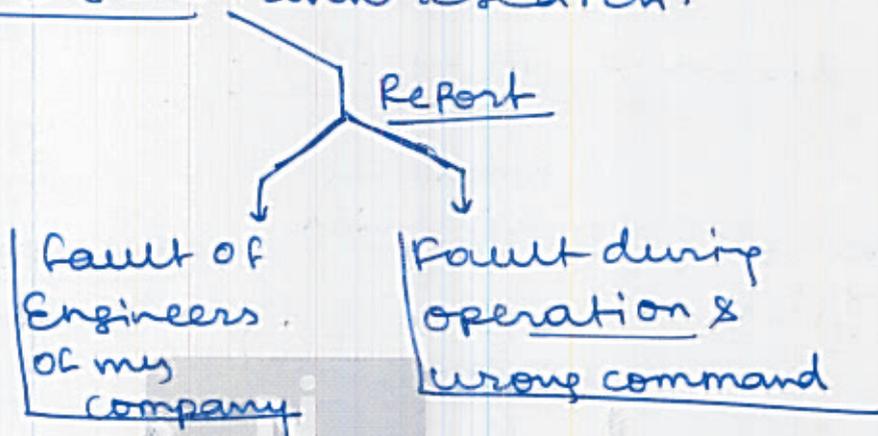
The above case highlights the unfortunate yet not uncommon event of technology backfiring in its purpose, creating need to discuss # safe AI.



① my Role as Ethics Officer

- (i) It is a known fact that project was pushed against deadline, which creates grounds for accusation against software Engineers of team.
- (ii) However, the counter opinion of Engineers: faulty operational testing is also critical & can be not pulled out entirely.

(iii) I would hire an external team of experts from outside & authorize it to conduct a comprehensive investigation into research.



The penalty would be duly imposed & it includes possible actions of Terminate Employment & scrapping off the project.
 Depending upon committee report.

Forward Report to upper mgmt.

+ creating long run SOPs to deal with issues (project delays, operational test, loss & Damage)

Events like such are not trivial & involves national reputation at stake. Thus, a great degree of caution & diligence would be required.

we
Team mgmt
HR
Budget
Insurance
Infra

- ⑥ Common issues arising from use of AI ^(Ethical)
- ① Runaway AI : Situation in which AI is beyond human control & leads to warfare, etc.
- ② Unethical multimedia
- ↓
 - ↳ Deepfakes (Ravage women modesty)
 - ↳ Dis Info Campaigns { (Political Insecurity)
(Security Threats)
- ③ surveillance state & breach of Citizen Privacy.
(Ex: Pegasus)
- ④ concentration of powers in hands of big Tech giants like Open AI.
- ⑤ Lack of Accountability if events lead into disastrous outcomes.
- ⑥ lack of global cooperation :
countries like china, etc are non-signatories to global level efforts.

- 7) job losses : In FY23-24; RIL, DeL, etc. laid-off over 10% of their workforces.
- 8) Technological unemployment to seriously hit the more vulnerable sections like women, old Age, etc.
- 9) Development of Nano Bots, Bio warfare tools, etc. which may not have any sufficient antidote.
- 10) Rise in digital divide, access & usability issues; R-U divide, Inequality, etc.

SC in Seema Halder vs. NCT ruled to promote ethical usage of AI.

India has launched # AI for All Campaign, # AIRAWAT, ARISE, etc programs to ethically use AI.

"AI can be the best or the worst development of humanity till date."

— Stephen Hawking.

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

(a) Issues involved

- ① Poor developmental status of village : poor physical Infra water scarcity (Roads, etc)
- &
- ② Poor social Infra (mid-day meal issues, etc)
- ③ superstitions prevalent in villages.
- ④ Paucity of Public Funds & Resource optimization with prioritization.
- ⑤ Poor Communication standards, gap between Sr.-Jr., etc.
- ⑥ lack of scientific outlook & lack of strong public perception towards such events.
- ⑦ Poor reporting / no official records w.r.t such crimes.

⑥ Justifying my decisions:

- ① I will call a meeting of Gram Sabha immediately and direct for max. possible participation.
- ② In the meeting, I would explain the ill-effects of such practices upon Health of Individuals.
- ③ I would also explain them to have a rational & scientific outlook (as prescribed by our Constitution: Art. 51A.)
- ④ villagers also need to be explained that if such witchcraft continues on, it may lead to law & order situation in area.
- ⑤ The Role of civil society would also be very critical in this regards. Role of SHGs, NCAs, etc. need to be highly utilized. For ex:
Balika Panchayats being used to

spread awareness against Alcoholism,
child marriage, etc. in Maharashtra.

- (vi) my course of action would also involve periodic raids upon such events.
- (vii) I'll announce bounty / cash rewards to inform district admin. about such events.

(c) Improving transparency & communication measures:

"Information is the currency of democracy and transparency is the metric to evaluate it."

— Franklin Roosevelt

(i) I will call a meeting of BDOs and ask them about the reasons behind this non-reporting of events earlier.

(ii) It is possible that earlier DDO may have not encouraged such a process; but I will make them very

clear as to how things would progress ahead & rather encourage them.

(iii) There would be periodic meets of all relevant officers (say weekly), wherein they'd brief me upon all relevant challenges of the area.

(iv) I would also personally & empathetically remind them about civil service ethos of team spirit, cooperation & good faith relationships.

(v) In gradual run, I will install suggestion-boxes at multiple nooks and corners of village, etc. to allow direct communication with villagers + Janta Durbars such events of irrational outlook and poor communication may sound trivial, but have grave consequences which needs to be immediately & comprehensively addressed.

NEXT IAS

Space for Rough Work

NEXT IAS

Space for Rough Work

NEXT IAS

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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.

NEXT IAS

महत्वपूर्ण निर्देश

अभ्यर्थियों को निम्नलिखित निर्देशों को ध्यानपूर्वक पढ़ना चाहिए। किसी भी निर्देश का उल्लंघन करने पर दण्डित किया जा सकता है।

क्या न करें-

1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।
2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें।
3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें।
4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।

क्या करें-

1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।
2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें।
3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।
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।
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।
6. परीक्षा हॉल छोड़ने से पहले अपनी QCA पुस्तिका व्यक्तिगत रूप से निरीक्षक को सौंप दें।

ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध

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)।
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।
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।
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।
5. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को प्रश्नपत्र के अनुसार उत्तर के अनुक्रम का पालन करना चाहिए।
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।

