

# NEXT IAS



## Ethics Enhancer Test 2024

(To be filled by candidate)

TEST CODE : EE2401

Test No. : 01

Name of Candidate: DIKSHA RAI Mobile No. [REDACTED]

Roll No. : GSMACT24A1593 Start Time 10:50 AM End Time 2:20 PM

Date of Examination: 07.08.24 Medium : English  Hindi

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

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

GRAND TOTAL - ...../ 250

EVAL CODE: ..... EVAL DATE: .....

### GENERAL INSTRUCTIONS

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

<u>Student Concerns / Query</u>	<u>Evaluator's Feedback / Response</u>
1 .....	1 .....
.....	.....
.....	.....
.....	.....
2 .....	2 .....
.....	.....
.....	.....
.....	.....
3 .....	3 .....
.....	.....
.....	.....
.....	.....

<u>MARKING SCHEME *</u>			
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

 <p style="margin-top: 10px;">Topper's Copy</p>	 <p style="margin-top: 10px;">Common mistake and Correct Filled QCAB</p>
 <p style="margin-top: 10px;">Copy Scanner App</p>	 <p style="margin-top: 10px;">Next IAS Test Centre Location</p>

**MACRO COMMENTS**

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

**STRENGTHS OF THE CANDIDATE**

**AREAS OF IMPROVEMENT**



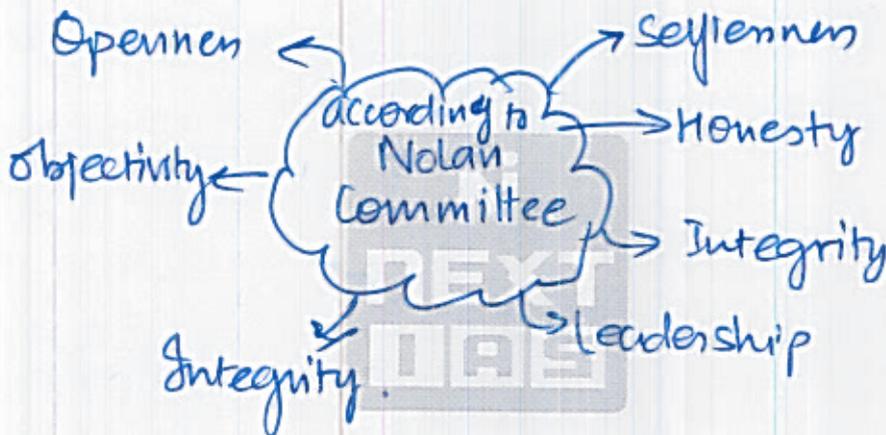
**IMPROVEMENT SUGGESTIONS**

खण्ड-A / Section-A

1. (a) लोक सेवा मूल्यों (public service values) और लोक प्रशासन नैतिकता (public administration ethics) के बीच संबंध स्पष्ट कीजिए। क्या आपको लगता है कि लोक सेवा मूल्य विभाग के मिशन/उद्देश्य को महिमामंडित करने के लिए केवल वाक्पटु कथन (eloquent statements) हैं, या लोक सेवकों के लिए उनकी कोई उपयोगिता है? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Explain the relationship between Public Service Values and Public Administration Ethics. Do you think public service values are only eloquent statements for glorifying the Department's mission, or do they have any utility for public servants? Discuss. (Answer in 150 words) 10 Marks

Public Service values refer to the fundamental values required in public services.



These values are sine qua non for Ethics in public administration, which refers to upholding ~~Ethics~~ ethic principles while discharging public service duties.

Instead of being just eloquent statements, public service values play a significant role in public administration ethics.

1) Upholds objectivity and impartiality

(eg) - Being objective ~~is~~ while exercising discretionary powers

- 2) Brings probity in administration.  
eg - IAS U Sagyam. voluntarily declared his assets
- 3) fosters public ~~trust~~ trust and enhances social capital eg: Metro Man E Sreedharan upheld values of Integrity.
- 4) Improves efficiency in administration  
eg - V Kurien spearheaded white Revolution
- 5) Makes governance accountable  
eg: Lal Bahadur Shastri resigned after Rail ~~is~~ accident upholding value of integrity.
- 6) Fosters healthy work culture Jawahar Lal Nehru listened to constructive criticism showing value of openness.
- 7) Improves Public service delivery  
eg - P Nataraj's brainchild Ladli Laxmi Yojana.
- 8) Transparent Governance  
ex - Jan Soochna portal of Rajasthan.

The current socio-economic situation in India requires the steel frame of India to uphold public service values in order to bring true socio-economic justice to people

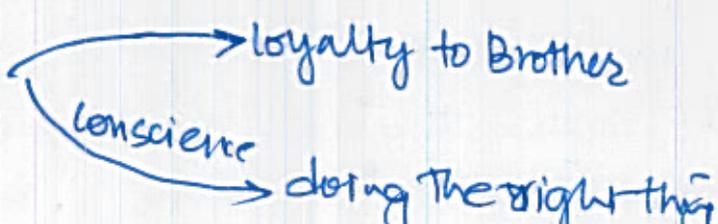
1. (b) विवेकपूर्ण लोक सेवक (conscientious public servant) प्रतिस्पर्धी विचारों को कैसे छांटता है और "सही काम क्या करना है" का निर्धारण कैसे करता है? जब जनता की सेवा करने की बात आती है, तो कोई अपने मूल्यों को व्यवहार में कैसे लाता है? उदाहरणों के साथ समझाएँ। (150 शब्दों में उत्तर दीजिए) 10 अंक

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 no higher court than Court of Conscience"  
— Mahatma Gandhi.

Conscience refers to the inner voice which guides individuals in making ethical decisions.

Conscience supporting Public servants' ethical decision making

- 1) Enable moral reasoning Conscience guides ~~eg~~ public servant in making critical choice
- 2) upholding integrity  
eg - Kiran Bedi IPS ordered towing of PM Gandhi's car
- 3) Crisis of Conscience helps in refraining from making morally incorrect choices  
eg - refraining from taking bribes.
- 4) Conscience serves as guiding light in resolving ethical dilemmas  
eg Vibhishan 
- 5) Brings the value of fortitude  
eg - Ram Mohan Roy listened to his conscience in

opposing practise of sati.

②

Putting one's values into practise, in public services

Public servants are guided by Constitutional and professional values however, personal values play a critical role too.

→ Dealing with ethical dilemmas

eg- Objectivity Vs Compassion - in helping poor people in need of help

→ upholding integrity and probity

eg- ~~Bharat~~ TV Seshan upheld his personal value of integrity.

→ Compassion in public services

eg- Swarochin Somanishi IAS installed the AC of his office in Nutrition Rehabilitation Centre.

→ Upholding Justice

eg- Aruna Roy ~~is~~ fighting for cause of justice due to her personal value of truth.

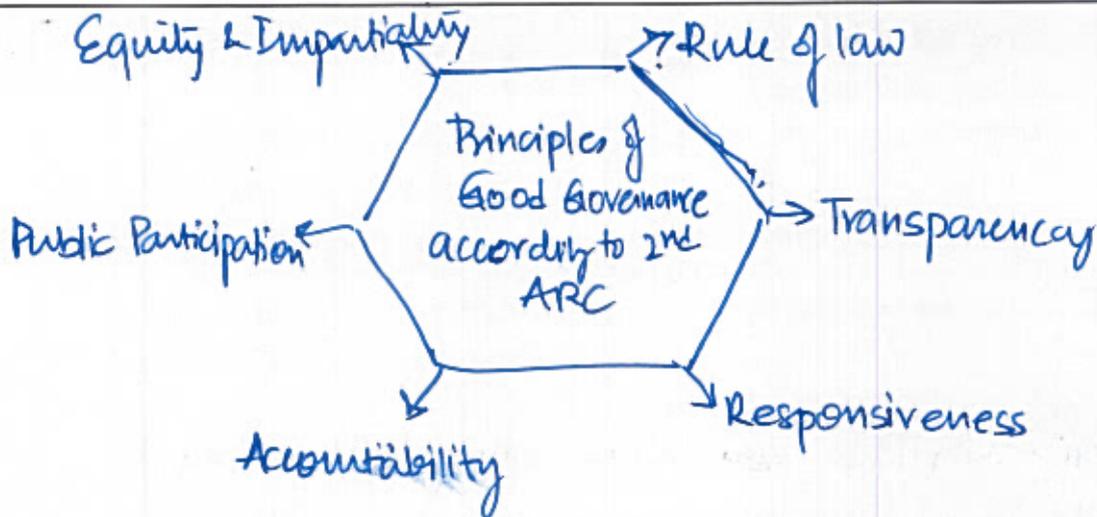
→ Courage and Conviction eg- Iron Sharmila's hunger strike for 16 years against AFSPA.

Thus personal values serve as a guiding light in public services

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 in public administration & corporations refers to practices, institutions and mechanisms facilitating overall fulfilment of respective objectives and serving common good

Good Governance in Public administration	Good Governance in Corporations
→ Equity and Inclusivity	→ Efficiency and effectiveness
→ Compassion and Empathy	→ Healthy work culture
→ Provision of welfare	→ Provision of products
→ No consideration on paying ability of recipient	→ Paying ability is important.
→ Comprehensive approach	→ narrow approach.
→ Stakeholders <del>are</del> the whole society	→ <u>Stakeholders</u> generally shareholders



### Principles acting as foundation of good governance in corporate setting

① Transparency is with full disclosure to shareholders and transparent decision making. leading to healthy corporate work culture  
eg- B Listing Agreement (SEBI)

② Responsiveness towards the stakes of stakeholders and responsible actions for people, profit and planet  
eg- B BRSR norms.

③ Inclusivity and Impartiality  
eg- Diversity norms of recruitment in Microsoft.  
leads to innovation and efficiency.

Corporate Governance must be guided by the axiom of trusteeship given by Gandhi ji

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।

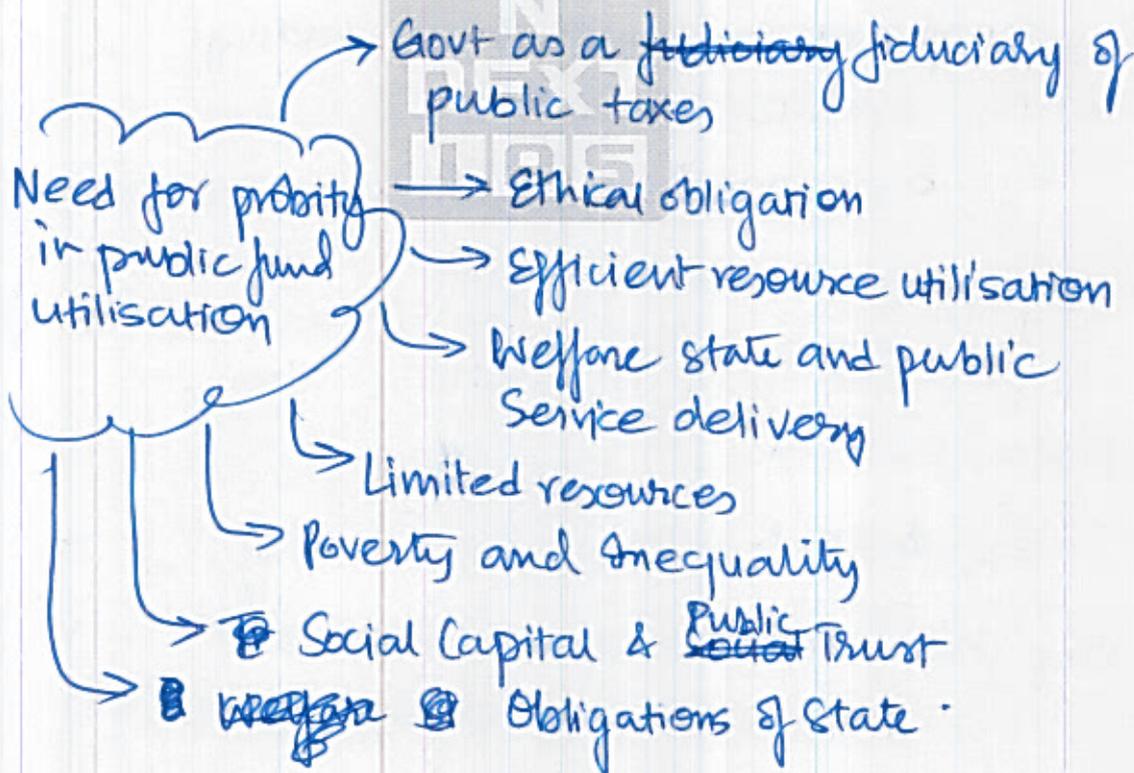
(150 शब्दों में उत्तर दीजिए) 10 अंक

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

Public Services ~~are~~ have ethical obligation of probity and effective utilisation of public funds

Thus Good Governance requires strict adherence to ethical standards in public procurement.



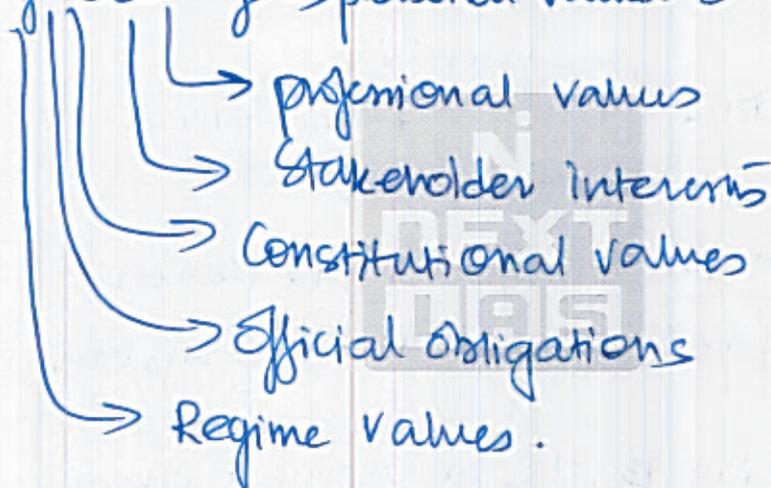
Ethical principles to be ~~respe~~ maintained

- ① Transparency - using e-governance technologies  
eg- GEM for public procurement.
- ② Impartiality - no special treatment to any supplier  
eg- competitive auctions of coal blocks.
- ③ Efficiency procurement must ensure efficient  
utilisation of public funds
- ④ Quality maintain <sup>2nd</sup> <sup>not compromising</sup> quality of public service  
delivery
- ⑤ Checking corruption eg- Shanta Kumar  
Committee flagged corruption in PDS system.
- ⑥ Openness making ~~to~~ the procurement process  
open eg- public disclosures (Article A RTI Act)
- ⑦ Scrutiny and audit procurement process should  
be subject to external scrutiny and 3<sup>rd</sup> party  
audit

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 involves balancing competing interests and values.

Decisions and actions of public servants are guided by → personal values



### Balancing the different values

- 1) Making constitutional values as the northern star to balance competing values.
- 2) upholding foundational civil services values such as integrity, impartiality, tolerance non-partisanship.
- 3) Prioritising public interests

- 4) Conscience as guiding light in resolving ethical dilemmas.
- 5) ~~as~~ ~~not~~ Not allowing personal interests to intrude in professional obligations.
- 6) Dealing with ethical dilemmas using ~~the~~ help of Code of Conduct and Service rules.
- 7) Taking guidance from seniors.
- 8) Being morally upright & upholding integrity.

According to me, all the values are equally important however official obligations and stakeholder interests must be prioritised over any partisan obligations towards the regime.

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

Jacinda Arden, ex PM of New Zealand resigned showing self awareness and emotional intelligence ("not enough fuel in tank left")

According to recent studies emotional intelligence plays very crucial role in effective implementation of govt interventions

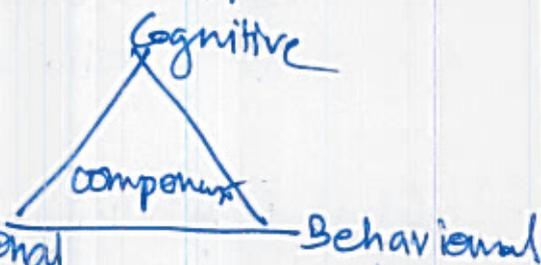
- 1) Emotional intelligence leads to better balancing and management of emotions. Therefore leading to better mental health.
- 2) EI leads to self awareness.  
eg- Health seeking behaviours more in EI person.
- 3) an emotionally intelligent person is more ~~&~~ open to state interventions



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 refer to learned, enduring predisposition towards attitude object and events.

eg- positive attitude of Indians towards guests (Atithi devo Bhava)



Political & Moral attitudes impacting work ethics of civil servants

### ① Political Attitudes

- 1.1. Civil Servants with favourable political attitude of inclusion conducting free and fair elections.
- 1.2. Misalignment of political attitudes of civil servants & political leadership leads to clash and ~~to~~ dissonance.
- 1.3. Political Neutrality - foundational value of civil services. suffers if a person mixes his political attitude with professional duties.  
eg- Judge of HC resigned to join political party.

## 2) Moral Attitudes

### 2.1. Compassion & Empathy.

eg- Armstrong Pame guided by his moral attitude of alleviating suffering built 100 km road without public funds.

### 2.2. Integrity

eg- M Visvesvaraya maintained two sets of candles for personal & professional work.

### 2.3. Moral Attitude of Justice

eg- Kiran Bedi working for Tihar Jail inmates.

### 2.4. Attitude of being accountable

Additional Solicitor General Fali S Nariman resigned during Emergency.

2.5. Courage - Satyendra Dubey showed courage in unravelling corruption.

This civil servants are guided by their moral & political attitudes however constitutional & administrative values must always be prioritised.

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

Motive refers to the intention of doing a particular act.

In ethics it represents a classic dilemma of motive vs consequence.

However in my opinion motive is as relevant as morality of action.

~~So~~ An action cannot be morally tenable if it was done with wrong intention:

- ~~eg~~ Helping others in order to gain social media followers by uploading reels
- Persuasion using manipulation.
- Lying in order to save oneself (ethical egoism)
- ~~B~~ Cheating in exam in order to make parents happy (good motive but immoral action)
- Further an action can be ~~done~~ <sup>ill-intended</sup> still can lead to moral action sometimes.  
eg- Saving a drowning person (intention to impress friends & gain popularity)

If the motive of an action is ill-intended,  
it instantly makes the action immoral  
(deontological school of thought)

For an action to be morally correct, the  
~~action~~<sup>intention</sup> should also be ~~well~~ good and moral.

~~According to~~ D



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

Jainism belongs to heterodox school of philosophy which originated in 6th century BC in India.



### Contemporary relevance of vow-based moral philosophy

The 5 vows of Jainism is the guiding light for a Jain's everyday moral life

1) Asteya - not stealing others's property  
eg- 2G Scam, Commonwealth Scam.

2) Satya - speaking truth

~~Relevance~~ Relevance - Transparency & voluntary disclosure in governance

3) Ahimsa - non violence

Relevance - Global Peace (Israel Hamas war)

Communalism (Godhra riots), violent protests (Bangladesh)

4) Aparigraha - non-appropriation

relevance - trusteeship model,

corporate governance, minimalism, compassionate commerce.

5) Brahmacharya - Absitence. (added by last Jain Tirthankar)

Relevance - Declining relevance except amongst Jain monks and Gurus.

not feasible for common folks.

In the global context of Russia-Ukraine war & West Asia's instability, Jain views serve as guiding light for global peace.

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

Recent Weaponisation of trade by China  
& Economic sanctions by west on Russia  
highlight role of Economics in International  
relations.

### Ethical dilemmas from use of economic sanctions in IR

- 1) Sovereignty Vs Human rights
- 2) Rights of people affected from sanctions.
- 3) Human rights vs upholding Rule of law  
e.g. Iran - poverty, hyperinflation in Venezuela.
- 4) Against Global principles of Sovereign  
equality of states and mutual non-interference
- 5) Principles Vs Profit

## Balancing the concerns

- 1) Not using economic sanctions to settle geopolitical scores
- 2) Resorting to such measures only in case of breach of international rule of law
- 3) Using it to protect human rights for eg - genocide.
- 4) ~~not~~ Involving UN and consensus based approach.



Thus, Ethical relations in International arena must be balance sovereign rights of state & human rights.

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

Recent geopolitical instability brings to focus ethics of warfare.

The given quote highlights how war as well as peace are products of human mind.

### Examples

- 1) German aggression in WW2 was due to evil minds of Nazis
- 2) Cold war between two countries due to ideological rigidity and lack of value of acceptance & tolerance.
- 3) India - Pak war of 1948 and 1965 due to lack of values of tolerance and interdependence

On the contrary,

- 1) Gandhi espoused peace and non-violence  
eg- withdrawal of Chauri Chaura movement
- 2) ~~Rev~~ Nelson Mandela - Truth and Reconciliation  
after ~~Apas~~ end of Apartheid regime.
- 3) Ashoka's renunciation of war after  
witnessing destruction of Kalinga war.
- 4) Peaceful reign of Amoghavarsha.

Thus War and Peace are products  
of human minds ~~and~~ thus, an intentional  
choice

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 given statement ~~is~~ beautifully encapsulates the ideas of Immanuel Kant.

Kant gives the ~~first~~ categorical imperative of actions being such that it can become universal law.

eg- He gives example of the Inn-keeper and need to value ~~to~~ truth and not lying.

Similarly Bhagavad Geeta espouses the principal of "Do unto ~~us~~ others what you want done to urself."

The whole society and social capital is based on this value of mutual trust.

Trust can only emanate if there is understanding among people that one will treat others as one wants to be treated oneself.

Confucius too espouses the idea of treating ~~one~~ others in the same manner as one would like to be treated by them.

## Relevance

- leads to Social Harmony & Trust
- World Peace & non-violence.
- Tolerance & Equity

Thus as Thus the maxim of Immanuel Kant is of critical importance in ~~maintain~~ ethical ~~the~~ decision making



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

"I may not agree with what you said, but I will defend to death, your right to say so"

Mutual toleration leads to

- acceptance of diverse perspectives
- enrichment of ideas eg - Diff. moral schools of thought
- mutual respect
- Greater understanding of issues due to diverse ideas
- Tolerance and social harmony  
eg - 6 major religions ~~exist~~ - exist in India in peaceful manner

Jain philosophy of Syadvada emphasises how truth can never be absolute as there is always scope of counter perspective.

Relevance in present times

- ↳ dealing with communal polarisation
- ↳ Harmony within society
- ↳ Dealing with hate speech



## खण्ड-B / Section-B

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

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

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

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

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

नए सीईओ के रूप में:

- 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.

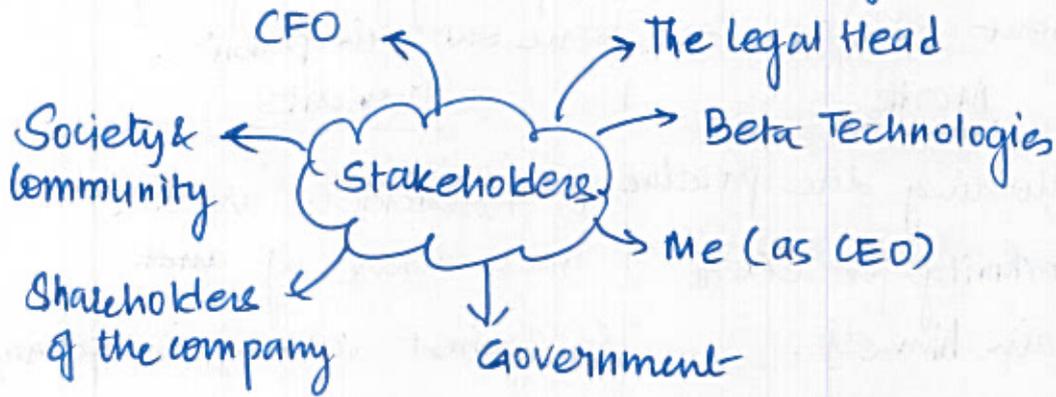
Further, it was found that Mr. Mehta has significant personal investments in some of the company's vendors. These vendors were awarded lucrative contracts, often at inflated prices and with favourable terms detrimental to the company. Mr Mehta's actions have compromised the procurement process and led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

This <sup>given</sup> case study involves the corporate malpractice of stock manipulation and financial irregularities.



a) Options available to me

① Do nothing and deal with the matter privately to save company's brand name.

Merits

- 1) Company's brand image doesn't get hurt
- 2) Shareholders don't lose their share value in the near term.
- 3) opportunity for CFO to explain himself through internal mechanisms

Demerits

- 1) Goes against rule of law
- 2) Against ~~the~~ Ethical Corporate Governance
- 3) Against interest of the company as well as the Shareholders.
- 4) ~~It~~ Will appear to be giving leeway to unethical practices as a leader (CEO)

2) Initiate an enquiry against CFO and terminating him from his post if found guilty without bringing the issue out in public.

### Merits

- ① Following due procedure
- ② opportunity for CFO to explain himself.
- ③ Saves the firm from public image destruction
- ④ Firm's financial standing & image unaffected in near term.

### Demerits

- ① Shareholders are not made aware of ~~and~~
- ② against value of Transparency
- ③ Against my personal value of integrity.
- ④ Against a healthy work culture

③ After ~~an~~ ~~a~~ ~~short~~ a transparent enquiry, take action on CFO as well as transparently communicating the same to shareholders & reporting the accounting & other malpractices to relevant authorities

### Merit

- ① Upholding value of transparency.
- ② Rule of Law. (CFO getting punished for wrongdoing)
- ③ Corporate Ethics upheld.
- ④ Shareholders given relevant information.

### Demerit

- ① Company's share and brand value suffers
- ② My leadership as CEO might get questioned.

b) Issues involved in the given case

- ① Corporate Malpractices - The actions of CFO amounts to breach of trust of shareholders.
- ② Illegal practice of financial manipulation.  
Enron Executives had failed precisely due to illegal accounting malpractices.
- ③ Breach of trust of shareholders.
- ④ using one's position to garner private gains by awarding contracts at inflated price.
- ⑤ Setting wrong precedent and harming work culture of the firm
- ⑥ Against Trusteeship model of Mahatma Gandhi.
- ⑦ Lack of Integrity and Probity on the part of CFO
- ⑧ Failure of Audit system and internal checks of the company in detecting the fraud (went on for 5 years!)

C) My chosen course of action.

As the CEO of the company I have the duty to the right thing (as Kant argues) irrespective of short term setbacks.

- 1) I will immediately initiate enquiry and subsequently proceedings against the CFO
- 2) Will report the issue to the Board of directors ~~along with the action taken~~ <sup>for further</sup>
- 3) Report the matter to authorities since account manipulation is illegal.
- 4) Send out an e-mail to all stakeholders explaining the whole matter and maintaining full transparency.
- 5) Initiate actions to strengthen auditing practices of the firm so that such fraud doesn't recur
- 6) Ethical competency training to the staff (Karan Agarwal Committee)
- 7) Through social media and other platforms, an initiative will be undertaken to come out clean about the incident and assuring stakeholders about the ethical and professional competence of the firm.

Corporate misgovernance is an issue which not only affects the propinquous stakeholders and company management but rather harms society as a whole as well.

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

India, unfortunately is home to the largest population of undernourished people.

The given case studies deals with the classical dilemma of public services ~~which leads~~ involving choosing between the values of objectivity and compassion

#### a) Ethical Issues in the given case

- 1) Human life and Dignity (Kant)
- 2) Right to access to safe and nutritious food (Article 21 of constitution)
- 3) Capability approach of Amartya Sen.  
(lack of access to avenues to bolster capabilities to starving people)
- 4) Issue of diversion of public resources without due permission.
- 5) Ethical dilemma between empathy & compassion on one hand and objectivity and rule of law on the other.

b) Options available to me as DDO

Option 1: Punish the school officials involved.

Merits

- 1) Rule of law upheld
- 2) Public service value of Objectivity upheld.
- 3) Not appearing to pardon wrongdoing
- 4) Sets a precedent in administration that regulations need to be followed

Demerits

- 1) Human values of empathy and compassion gets punished
- 2) Against the dictum of not punishing the helping hand
- 3) May deter people in helping others in distress <sup>approach in</sup>
- 4) Too rigid following regulations!

Option 2: Letting off the school officials with a warning

Merits

- 1) Not punishing officials who only tried to save people from hanges.
- 2) Upholding the Kantian value of human dignity.
- 3) Prioritising empathy & compassion in administration

Demerits

- 1) Setting a wrong precedent of not following procedures and regulations
- 2) Difficult to ascertain in future cases that whether such diversion from rules is altruistic or <sup>with</sup> vested interest
- 3) Spiralling effect on administration.

**Option 3** Seek advice from seniors with an intention of minimizing the punishment to the officials

### Merits

- 1) Gaining balance between not setting a bad precedent in administration as well as not letting the companionate officials suffer disproportionately
- 2) My inner conscience is upheld
- 3) Companionate Bureaucracy

### Demerits

- 1) Rule of law necessitates that no special treatment is given to any class of people
- 2) Not following regulations and action on non-existent discretion sets a bad precedent.

c) **My chosen course of action**

~~This case involves~~

- 1) Making sure, first of all, that the suffering families get access to PDS ration as soon as possible.
- 2) Determining whether there was any wrong intent in deviation with rules by the relevant authorities.
- 3) Giving show cause notice to them and providing chance to them for explaining their actions.
- 4) Ask for seniors' counsel in the case so that the officials are not punished disproportionately
- 5) Conducting a survey in the district on inclusion and exclusion of needy sections of society from govt schemes.

6) Strengthening implementation of National Food Security Act 2013 in my district.

7) Advising subordinate authorities to consult seniors ~~and~~ in such cases instead of ~~divers~~ direct breach of protocol.

8) Ensuring that ~~no~~ there is no malpractices and leakage in food distribution schemes along with elimination of exclusion errors.

d) In the given case, Immanuel Kant's concept of upholding human dignity and Prof. Amartya Sen's theory of capability approach to elimination of poverty and hunger seems most relevant.

Right to food is a basic right of each ~~and~~ person to lead a fulfilling and dignified life. Similarly a person's capability to lead a purposeful life is limited by lack of access to food.

In the context of the govt officials helping the needy people (although by breach of protocol), Swami Vivekanand's philosophy of Daridra Narayan is most relevant. Public service cannot be too rigid when it's the question of upholding human life & dignity.

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

(Answer in 250 words) 20 marks

India has one of the lowest rate of insurance penetration amongst the G20 countries.

This case study involves the issue of ethicality of the insurance agent's actions although intended for the common good.

① Ethical issues involved

1) Means vs ends <sup>deceptive</sup> means intended for will intended ends.

2) Common good vs individual agency :

3) using humans (illiterate villagers) as means to fulfil ends (to meet govt. targets) goes against Kantian dictum.

4) Issue of financial illiteracy and subsequent exploitation.

5) Issue of illiteracy - villagers not even aware that they ~~are~~ got enrolled in an insurance scheme

6) lack of awareness about importance of insurance covers

b) Options available to me

1) As the actions of the ~~iss~~ agents were legal, do nothing and ~~try to~~ explain the situation to villagers.

### Merits

- 1) Government targets met
- 2) Insurance penetration in the village improves.

⊕

### Demerits

- 1) Breach of right to individual agency of villagers
- 2) Villagers lose money without even consciously choosing to do so.
- 3) Against my ethical duty to uphold & protect rights of villagers.

a) Initiate proceedings against bank agents for deception

### Merits

- 1) ~~Deal~~ Upholding value of human agency.
- 2) ~~Deal~~ Deals with unethical practise of agents in meeting targets

### Demerits

- 1) not a legally tenable solution
- 2) against state objectives
- 3) will be against social welfare measures.

- 3) Warning the bank agents of strict actions if such practices recur and ~~no~~ giving option of villagers to opt out, if they want, from the scheme

### Merits

- 1) Upholds financial independence of villagers
- 2) Stern warning will make sure that such practices don't recur.
- 3) most practical solution.

### Demerits

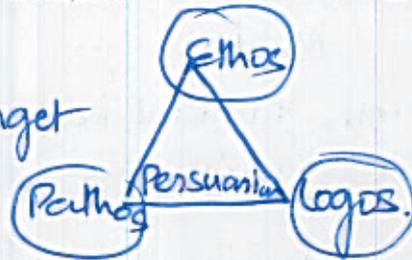
- 1) Insurance coverage may go down.

- e) My chosen course of Action I will choose the 3<sup>rd</sup> course of action. in the following ways.
- Facilitating opting out of the Scheme for the villagers who don't want to continue in it
  - Stern warning to bank agents
  - Involving bank management and advising them that meeting govt targets should not involve coercive or deceptive methods.
  - Spreading awareness ~~there~~ about insurance schemes in association with relevant line department
  - ~~Facilitating~~ Facilitating financial literacy campaigns in the village with the help of district administration.

d) For better promotion of Prisma yojana following steps can be taken

1) Bring out social change should not be coercive rather persuasive

1.1. the <sup>awareness</sup> campaign should target emotions (pathos) of protecting family from hardships



1.2. Logic: of ~~minimal~~ minimal deduction & long term benefit

1.3. Ethos: The persuader should be a person of moral standing who ~~commands~~ <sup>commands</sup> respect in the community.

2) Explaining the benefits to people coming to banks, in a thorough manner.

3) Financial literacy drives using ICT and Common Service centres.

4) Literacy is prerequisite for financial literacy, thus Adult Literacy drives is also necessary.

A welfare state has the duty to provide the necessary social protection to its citizens. But the method of achieving the same shall be transparent which respects the agency of people.

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 टैंकरों पर बहुत ज्यादा निर्भर रहना पड़ता था, जिससे उनका वित्तीय बोझ और असुविधा बढ़ जाती थी।

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

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

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

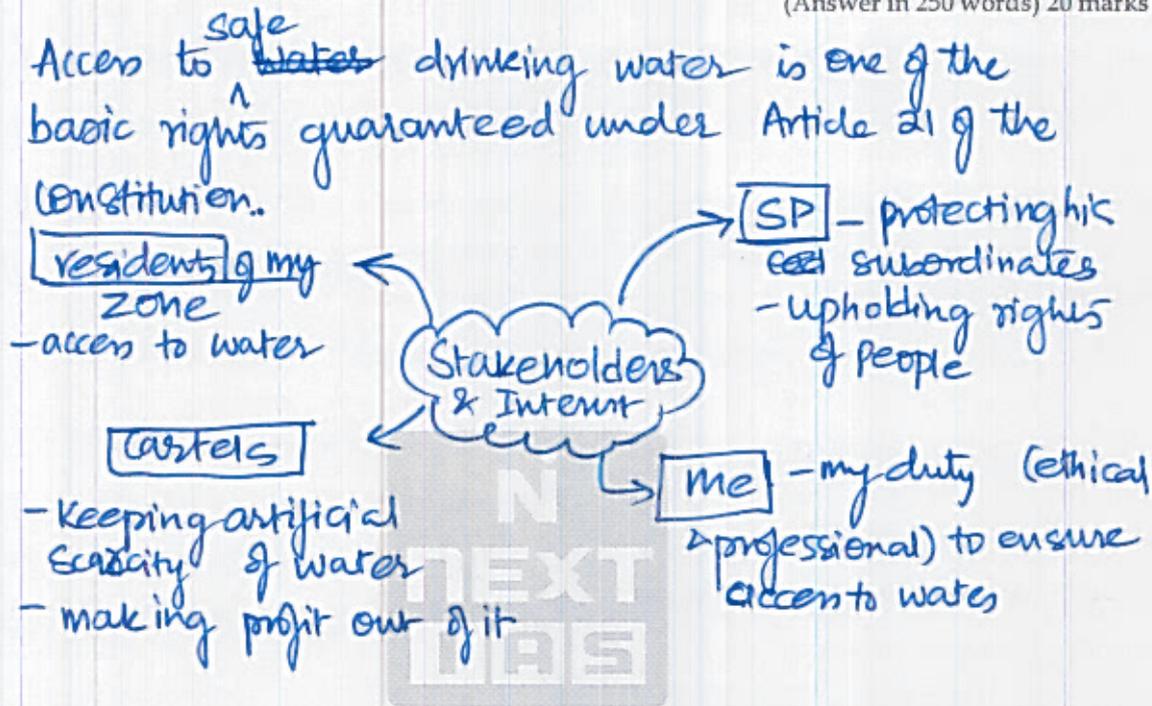
With substantial evidence in hand, I decided to take action against the cartel. I met with the district Superintendent of Police (SP) and presented my findings. The SP appeared concerned and promised to initiate action against the culprits. However, two weeks passed without any noticeable action being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



a) Options available to me

1) Maintain Status Quo as SP advised

Merits

- 1) Safety of my life and career
- 2) Safety of SP and his men from threats of politically ~~more~~ powerful elements
- 3) Not ruffling feathers of powerful people

Demerits

- 1) Against my personal & professional duty
- 2) Shows lack of integrity & fortitude on my part
- 3) Crisis of Conscience.
- 4) Breach of public trust
- 5) Doing nothing to ~~the~~ showing cowardice.
- 6) Problems not solved.

2) Give the evidence to press, secretly, and not doing anything in formal manners.

### Merit

- 1) Public outcry will lead to proceedings by authority
- 2) No professional harm to self

### Demerit

- 1) cowardly and running away from duties
- 2) against professional ethics
- 3) against Kantian imperative of following duty
- 4) Problem may not get solved.

3) Sending a detailed report about the wrongdoings along with evidences ~~and seek~~ to senior authorities and seeking police support in a writing

### Merit

- 1) Action against the culprits
- 2) Common good of access to water upheld.
- 3) Unethical business practices dealt with
- 4) Public trust upheld
- 5) Rule of law upheld

### Demerit

- no substantial demerit except political threats.

My chosen course of action I will go with the 3rd option, as it upholds my duty of ensuring access to water to people

- The police has the duty of maintaining rule of law
- Administration cannot cower down on the face of perceived political threats.

- + ~~Guidance from~~ <sup>Keeping</sup> seniors in loop for advice in case of threats and political repercussions.
- + Doing nothing would have gone against my virtues and integrity.
- Access to water to villagers and exploiting their predicament amounts to the worst form of sin (commerce without morality)

### e) Ethical Issues involved

- + Human dignity and access to basic needs
- + Personal Interest Vs Public interest (safety)
- + Probity in public service
- + Cardinal virtue of courage and fortitude (Plato) - SP advising inaction due to perception of threat
- + upholding integrity examples of Shanmugam Manjunath & Satyendra Dubey who didn't fear for their lives even though they faced threats to their lives
- + Profit Vs Principle - The ~~the~~ water supply cartel exploiting people only with the goal of profiteering (wealth without work).
- + Right of access to common goods such as water

### d) Measures for handling cartels

- 1) Strict and Quick ~~an~~ action against ~~the~~ such cartels by district administration.
- 2) Public awareness and Community policing
- 3) Not allowing them to thrive through <sup>use of</sup> human intelligence
- 4) Encouraging a culture of ~~corpo~~ Ethical Commercial practices through community participation using devices such as boycott and naming & shaming
- 5) cutting their umbilical cords with political power (Politician - criminal nexus - Vohra Committee)
- 6) Grievance redressal cell at District administration  
So that people are able to report such malpractices

Commerce without morality is one of the 7 deadly sins according to Gandhi. Ethical practices in business is sine qua non for a healthy & harmonious society -

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

The given case study deals with the ~~issue~~ <sup>significance</sup> of fostering a healthy work culture for successful operation of any organisation.

<u>Stakeholders</u>	<u>Stakes</u>
Project Leader	<ul style="list-style-type: none"> <li>Leading the team</li> <li>meeting deadline</li> </ul>
Staff	<ul style="list-style-type: none"> <li>right to safe <del>and</del> work environment</li> <li>protection from exploitation</li> </ul>
Aqua Tech firm.	<ul style="list-style-type: none"> <li>Efficiency and Profits</li> </ul>
Government	<ul style="list-style-type: none"> <li>access to latest Defence technologies</li> <li>upholding National security.</li> </ul>

a) As an ethics officer of Aqua Tech ~~an~~ firm I will undertake the following steps:

- 1) launch a transparent and detailed enquiry to ascertain the ~~case~~ <sup>case</sup> person responsible for the tragedy.
- 2) Giving each holder chance to put forth their perspective (natural justice) & to defend themselves.
- 3) Ascertain whether the software flaw was due to human error or just a malfunction.

- 4) Ascertain whether the accident was avoidable or was it an unfortunate malfunction.
- 5) Ascertain whether there was due diligence by team responsible for dry run of the software as well as the software developers
- 6) Ascertain whether (i) the malfunction was due to human error; it was due to the coercion (pressure) of the project leader for making the staff work for extended hours.

Thus I will try to fix the accountability based on the findings of my enquiry.

Developing defence technologies involves crucial responsibilities

- Efficient for protecting national interest
- The technology is safe for the operator.

Thus pushing the people of working in the project to work for long hours. with minimal rest has following

issues lack of rest

- leads to decreased productivity & focus.
- Can compromise safety of the technologies
- can be fatal
- compromises national security

Thus as the ethics officer of Aquatech firm I will advise the management to undertake action against the project leader for breaching

rights of the people involved in the project and for potentially being responsible for the fatal injuries to the operating engineers.

I will also undertake measures to foster healthy work culture in the firm which balances the needs of productivity & efficiency with safety of the workers and the technology.

### b) Ethical issues involved in using AIs

- Issue of Data privacy and protection  
AI & machine learning feed on large amount of data.
- Issue of Bias in algorithms - Amazon's AI recruitment software <sup>(2014-15)</sup> was biased against women candidates
- Issue of Individual agency ex- Meta's feature of tagging persons automatically.
- Issue of national interest & sovereignty Big tech companies spearheading AI revolution encroaching on sovereign powers & function of state eg- non-cooperating in criminal investigations
- Issue of monopoly (oligarchy) <sup>or</sup> ~~some~~ only a few companies dominate this domain

- + Ethical issue of human intelligence vs "artificial intelligence" - humans trying to create a sentient technology and related ethical issues
- + Ethical issue of equitable access to AI technology & accountability
- + Ethical issue of responsibility if anything illegal or unethical done by AI.

Thus government regulations should evolve at a <sup>a</sup> pace similar to the pace of developments of AI, if not faster, in order to deal with the ethical issues involved.

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 आर्टीआई 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

The given case represents the dilemmas involved in the allocation of public funds in administration.



a) Issues involved in the case

- ① Allocation of public funds for competing requirements
- ② Accessibility to basic services. — education, health, water, roads.
- ③ Witchcraft and related crimes, — against scientific temper (Fundamental rights) duties
- ④ Practices derogatory to women (Fundamental duties)

## b) Allocation of funds

Due to presence of competing requirements of development in the community ~~the~~ ethical dilemma arises in allocation of funds.

My justification for allocating a part of the development fund to witchcraft related superstitions

- 1) The practice of witchcraft goes against the scientific and rational values
- 2) Witchcraft related crimes lead to breach of human dignity
- 3) without conducive social milieu and harmony other development efforts can't flourish.
- 4) The other developmental imperatives won't be compromised as adequate allocations shall be made.
- 5) will write to relevant authorities for special sanction of funds given the gravity of the crimes
- 6) Supplement govt funds by roping in NGOs and CSOs working in the related field.

- c) Measures for improving horizontal as well as vertical communication in the department along with improvement of transparency
- 1) Fostering healthy work culture
  - 2) Gaining trust of subordinates through interpersonal relations.
  - 3) Issuing a circular ~~to~~ asking relevant authorities to report such incidents in a forthwith manner and warning of action if such incidents are intentionally withheld.
  - 4) Developing in-house mechanisms for ~~com~~ communication on a continuous basis
  - 5) Being available through phone ~~and~~ and e-mail.

Witchcraft is a menace in our modern societies. Public officials have moral as well as professional duty to deal with the menace in a comprehensive manner.

Candidates must not  
write on this margin



# **NEXT IAS**

---

*Space for Rough Work*

**NEXT IAS**

---

*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.

## NEXT IAS

<b>ग्रहत्वपूर्ण निर्देश</b>	
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>

<b>ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध</b>
<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>

