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GENERAL STUDIES (TEST CODE : 861)

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Medium Hindi/Eng.	ENGLISH	Registration Number	13709
Center	ORN	Date	13/9/17

INDEX TABLE

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	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are **FOURTEEN** questions printed in **ENGLISH & HINDI** इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं।
- All questions are compulsory.
सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
- Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
- Any page or portion of the page left blank in the Question Cum-Answer Booklet must be clearly struck off.
उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

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EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Answer the following questions in not more than 150 words each:

1. (a) Examine how role models influence ethical behaviour. What actions can leaders take to integrate ethical conduct in their organisations? 10

परीक्षण कीजिए कि आदर्श व्यक्तित्व (रोल मॉडल), नैतिक व्यवहार को कैसे प्रभावित करते हैं? अपने संगठनों में नैतिक आचरण समाहित करने के लिए नेतृत्व कर्ताओं द्वारा क्या कदम उठाये जा सकते हैं?

Ans.

Ethical behavior is the righteous behavior and role models are famous person/personality we value and look up to.

Role models influence ethical behavior by setting an example and inspiring people. Role models like Gandhiji taught us to be moral & courageous men in the most compelling situations.

Role models also influence ethical behavior by questioning status quo & raising voice against wrongdoings & injustice. If the role model is rewarded, it further creates cascading effect by motivating more people to follow.

Even if our role model is punished for a rightful cause, it further makes him an icon & inspires others like Ashok Khemka.

Leaders can take the following actions →

- i) They should lead & practise ethical conduct themselves before preaching merely.
- ii) They should make steps to incentivise ethical behavior & strict & prompt action against unethical conduct.
- iii) Training, orientation program, appraisals can be organised to reinforce it.
- iv) Further even selection of ethical candidates helps in better socialization in long run -

1. (b) According to Aristotle, for persuasion, not only Ethos (credibility of the speaker) and Logos (logical argument) but Pathos (emotional connection to the audience) is equally important. Comment. 10

अरस्तू के अनुसार, अनुनयन के लिए न केवल इथोस (वक्ता की विश्वसनीयता) एवं लोगोस (तार्किक दलील) अपितु पैथोस (श्रोतागणों से भावनात्मक सम्पर्क) भी समान रूप से महत्वपूर्ण है। टिप्पणी कीजिए।

Ans

Persuasion is the ability to change the thoughts, behavior & attitude of the target audience in the required direction.

Ethos is necessary for persuasion as people are more likely to confirm if the source is credible & trustworthy. For example, we are more likely to pay heed to a politician who is viewed as upright & honest rather than a tainted politician.

Logos is necessary as the people should see merit in being persuaded. Rational arguments & inspirational appeals are prominent tools of social persuasion. For example, people will take sanitation issues more

Seriously when informed of the dangers of various diseases underlying its neglect.

But Ethos & Logos are not merely enough. Pathos is equally important as it enables fuller absorption of the message and avoids misunderstanding or limited understanding. It also helps the people connect better and relate to the message & the speaker. It creates a bond which results in everlasting impact, like the visuals and appeals of Prime Minister himself wielding a broom to drive home the idea of Swachh Bharat.

2. (a) With appropriate examples, discuss various ethical challenges associated with the utilization of public funds in India. Suggest strategies to effectively deal with these challenges. 10

उपयुक्त उदाहरणों के साथ, भारत में सार्वजनिक निधियों के उपयोग से संबंधित विभिन्न नैतिक चुनौतियों की चर्चा कीजिए। इन चुनौतियों से प्रभावी तौर पर निपटने के लिए रणनीतियां सुझाइए।

Ans - Utilization of public funds in India faces many challenges & former Prime Minister himself had said that of every Rs 1 released, only 15 paise reaches the intended beneficiaries.

Ethical challenges in utilization of funds.

- i) Complex procedures ~~are~~ with full of restrictions as well as loopholes which facilitate diversion of funds.
- ii) Implementation discretion which makes people to act in self interest.
- iii) Conflict of interest & crony capitalism & nexus. In a diverse country like India, nepotism & community based particularism also hampers equitable utilization.

- iv) lack of real-time oversight mechanisms
- v) lack of public participation & empowerment
also contributes to this.

Strategies to deal with these challenges →

- i) Simplification of procedures as with more emphasis on decentralization & public participation.
- ii) social accountability by stakeholders.
For example → Audit of NREGA by Gram Sabha.
- iii) Digitisation & promotion to e-governance
- iv) More focus on boosting transparency & accountability of the organization.
- v) Reinforcement of moral education to check the rising moral degeneration & corruption.
- vi) Proper institutional & legislative measures like → WhistleBlower Protection, lokalayata, RTI, CIC, CWC etc.

2. (b) With proliferation of social media, people have got the opportunity to express their views anonymously and more freely. (a) What according to you, is its effect on the social and political culture of the country? (b) Discuss the role of social media in changing one's attitude, particularly the youth. 10

सोशल मीडिया के प्रसार के कारण लोगों को अज्ञात रूप से एवं अधिक स्वतंत्रता के साथ अपने विचारों को प्रकट करने का अवसर मिल गया है। (a) आपके अनुसार राष्ट्र की सामाजिक और राजनीतिक संस्कृति पर इसका क्या प्रभाव पड़ा है? (b) एक व्यक्ति की अभिवृत्ति, विशेष रूप से युवाओं की, को परिवर्तित करने में सोशल मीडिया की भूमिका की चर्चा कीजिए।

Ans.

Social media is the virtual world of internet based platforms enabling exchange of ideas & people to people connect.

Social media has proliferated immensely with presence of ~~technology~~ social media giants like Facebook, Google, Twitter, Whatsapp, Instagram, etc.

~~People now can express~~

Impact →

1) On social culture.

People can connect to far-off people and exchange views freely.

But it has also led to rising cases of online harassment especially against women & breeding violence in this world of fake news & post-truth.

~~It has also~~

It has also led to weakening of family structures due to social media addiction

a) Political culture

It has given one man voice & channel to express his opinions. It has enabled greater Government to people connect like Twitter samvaad, Narendra Modi app, etc. But, also led to political warfare in virtual arena & the rural & marginalised community based parties are losing out.

b) Youth are more impacted by social media. On one hand it has enabled global exposure to them & global ideas. On the other hand it has also led to social media addiction, victimisation etc. For example - Targetting of Children for Blue whale game.

Hence, it has youth more aware of world happening & more connected with leaders but also causing rising depression & stress.

3. (a) What are the various components of an organization's work culture? What are key issues that need to be addressed in any organisation to create a more developmental and performance oriented culture? 10

किसी संगठन की कार्य संस्कृति के विभिन्न अवयव क्या हैं? एक अधिक विकासात्मक एवं कार्य निष्पादन उन्मुख संस्कृति का विकास करने के लिए किसी संगठन में किन महत्वपूर्ण मुद्दों को संबोधित करने की आवश्यकता होती है?

Ans.

Work culture of an organization refers to the common idea of the ~~share~~ common objectives, ideals & practices of the organization.

Various components of work culture →

- i) Hierarchy / Organisational structure defines the ~~the~~ vertical distance between top & bottom management
- ii) Outcome orientation measuring not just output but qualitative outcome.
- iii) People orientation
- iv) Resourcefulness,
- v) Direction & Initiative taking for ensuring not just compliance.
- vi) Communication channels for effective feedback.
- vii) Formalisation institutionalised role definition.

Key issues that needs addressing →

- i) Vertical distance should be minimised & top management should have better communication with ground staff.
- ii) ~~lookade~~ Francis Fukuyama says discretion could be provided in proportion to organisational effectiveness.
- iii) Promoting inter-personal relationships among workers for effective team work.
- iv) 2nd ARC also recommends incentivising top performers.
- v) Need is also to ensure more accountability, transparency & responsiveness.
- vi) Grievance redressal mechanisms & 360° review appraisal is also helpful.

3. (b) There is a difference between what a person has a right to do and what the right thing to do is and often there is a conflict between these two. (a) Illustrate with examples the ethical issues that can arise because of such a conflict. (b) How does this conflict play out if someone wants to protest against injustice? 10

किसी व्यक्ति को क्या करने अधिकार है तथा क्या करना सही है के मध्य एक अंतर होता है, और प्रायः इन दोनों के बीच एक विरोधाभास होता है। (a) इस प्रकार के विरोधाभास के कारण उत्पन्न हो सकने वाले नैतिक मुद्दों को उदाहरण सहित स्पष्ट कीजिए। (b) यदि कोई व्यक्ति अन्याय का विरोध करना चाहता है तो यह विरोधाभास किस प्रकार अपनी भूमिका निभाता है?

Ans.

A person has many rights provided like fundamental rights, statutory rights & even basic materials human rights. But what a person has right to do is not necessary what is the right thing to do. For example we have a right to freedom of expression but using this to rouse enmity & hatred between communities is not the right thing to do. Even on a personal level, telling a lie is not illegal per se but is immoral.

Hence, The ethical issue of legality vs morality comes into play here. The issue of maintaining peace & prosperity also arises.

b) If someone wants to protest against injustice, normal protests are guaranteed by the Constitution under right to freedom. But to protest against injustice we must also choose the right way to do it. Like protesting using violence & reason is not the right thing.

For example -

Moreover, what is the right thing to do is also subject to subjective interpretations & should not be used to justify ~~whatever~~ ^{only because} we have the right to do so.

4. (a) It is vain to talk of the interest of the community, without understanding what is the interest of the individual. Discuss the statement in the present context. 10

व्यक्तिगत हित को समझे बिना कि वे क्या हैं, किसी समुदाय के हित की बात करना व्यर्थ है।
वर्तमान संदर्भ में इस कथन पर चर्चा कीजिए।

Ans

This is the Hobbesian idea that good of the individual is reflected in the good of the community because the community is made up of individuals. Hence, the interests of individual & the society are overlapping.

For example maintaining law & order in the society is not just important for individual safety but also for maintaining peaceful community.

In the economic space also it is vain if we talk of collective wealth gain despite rise in inequalities. This will lead to not just deprived individuals but will also lead to social instability.

Hence, interest of individual & community is interlinked as man is essentially a social animal, linked to his social environment. This has been best utilized in the administrative space through Self Help Groups, where empowered community is leading to empowered individuals.

4. (b) Vision and intentions are necessary components of political ethics. However, equally important are the process of implementation, tools used and the established system. Elaborate with examples. 10

दूरदर्शिता और इरादों राजनीतिक नैतिकता के आवश्यक घटक हैं। हालांकि, कार्यान्वयन की प्रक्रिया, प्रयुक्त विधियाँ (उपकरण) और स्थापित व्यवस्था भी समान रूप से महत्वपूर्ण हैं। उदाहरण प्रस्तुत करते हुए विस्तारपूर्वक बताइए।

Ans.

Gandhi said that politics without principles is a sin and this is also the idea behind political ethics.

Vision & intentions are necessary for both - to guide the political class in their work and for the awareness of the people for better participatory & representative democracy. It is important to define their idea to the people.

Implementation is highly important as ~~may~~ without this, the mission statements are merely hollow words. Proper implementation is key to achieve the ideals of the vision.

For example - The vision of corruption free world will be bleated if we do not implement well the legislature & institutional mechanisms for example by keeping political parties out of purview of RTI.

Tools used are equally important as not just the end but the means are equally important in achieving a vision. The established system is important because it provides both resistance to change & institutional memory for the governance.

For example → To achieve Uniformed Code force based top-down legislation is not a good tool whereas consensus based programs starting with minimum common Agenda is the right tool to overcome established system for the vision of truly secular & equal India.

5. (a) Swami Vivekanand brought religion to the centre-stage and gave a new meaning to it while stressing the need for harmony among faiths. In this context, discuss the relevance of his teachings in contemporary society. 10

स्वामी विवेकानंद ने धर्म को केंद्रीय मंच पर लाकर खड़ा कर दिया और इसे एक नया अर्थ प्रदान किया और साथ ही विभिन्न धर्मों के बीच सामंजस्य की आवश्यकता पर भी जोर दिया। इस संदर्भ में, समकालीन समाज में उनकी शिक्षाओं की प्रासंगिकता की चर्चा कीजिए।

Ans. Swami Vivekananda started his Chicago Address in 1893 by saying "My dear brothers & sisters of America." This statement itself describes/reflects his ideas of common brotherhood & harmony. He brought to centre stage & stressed on the commonality between faiths by giving examples and thus the need for harmony among faiths. He called for amalgamation of spiritualism of the East with Materialism of the West.

In contemporary society also his teachings are as relevant. In this era of so many religion based on sect based on caste based differences, his ideas of unity & fraternity

is important.

In light of growing intolerance amongst various religious communities or unwelcoming attitude towards refugees, his ideals of accommodation & tolerance is important.

He also stressed upon eradication of poverty saying that it is foolish to teach religion to a starving man. In this case, presence of poverty & attempts of proselytisation of poor is both against the ideals of Vivekananda & hence he is relevant here.

In this global age, developing international ties is important & Vivekananda showed the right way.

5. (b) Access to quality basic services plays a critical role in enhancing individual capabilities to participate fully in the growth of the nation. (a) Discuss the statement in the context of vulnerable sections of India. (b) Analyse the challenges with regard to quality service delivery in India. 10
- गुणवत्तापूर्ण आधारभूत सेवाओं तक पहुंच वस्तुतः राष्ट्र के विकास में पूर्ण भागीदारी करने हेतु व्यक्ति की क्षमता को बढ़ाने में एक महत्वपूर्ण भूमिका का निर्वाह करती है। (a) भारत के सुभेद्य वर्गों के संदर्भ में इस कथन की चर्चा कीजिए। (b) भारत में गुणवत्तापूर्ण सेवाएं प्रदान करने के संबंध में आने वाली चुनौतियों का विश्लेषण कीजिए।

Ans

- Access to quality basic services is essential for public participation in growth of the nation.
- i) The poor & the impoverished cannot contribute to the growth and they represent colossal waste of human resources if not empowered well. They cannot contribute economically and are rather dependent on the state for welfare.
- ii) The illiterate & rural people will not be able to make meaningful intervention without empowering themselves ~~with~~ to hold the government accountable.
- For example - Illiterate & unaware people will not be able to use tools like RTI.

iii) Access to quality basic services will also lead to inclusive growth ~~growth~~ development for the real growth of the nation.

b) Challenges for quality service delivery →

i) Lack of adequate resources

For example → Food security bill alone is accounting for Rs. 5 lakh crore

ii) Bureaucratic red tape & delays leading to dissatisfaction among people.

iii) Corruption, leakages, etc.

For example → Shanta Kumar committee pointed to 40% leakage in Public Distribution system.

iv) Passive citizenry acting as mere beneficiary & not empowered to hold the Government accountable.

v) Lack of transparency & complex rules & regulations.

vi) Poor oversight mechanism ✓

6. Is Emotional Intelligence influenced by cultural moorings? How would you differentiate the applicability of Emotional Intelligence in Indian society from that of Western society? 10

क्या भावनात्मक बुद्धिमत्ता सांस्कृतिक जड़ों से प्रभावित होती है? भारतीय समाज की भावनात्मक बुद्धिमत्ता की प्रयोजनीयता को आप पश्चिमी समाज की भावनात्मक बुद्धिमत्ता से किस प्रकार पृथक करेंगे।

Ans.

Emotional intelligence (EI)
refers to the ability to manage
our emotions & that of others.

EI is influenced by
cultural moorings.

For example in Indian society
emotional intelligence plays a
more influential role due to its
family-structure & interdependence
of people. It helps in maintaining
family relations.

7. Evaluate the success of RTI in bringing governance reforms in the country. Examine whether it has served the purpose it was meant for. 10

देश में शासन संबंधी (गवर्नेंस) सुधार लाने में सूचना के अधिकार (RTI) की सफलता का मूल्यांकन कीजिए। परीक्षण कीजिए कि जिन उद्देश्यों के लिए इसे लाया गया था, क्या यह उनको पूरा कर पा रहा है?

Ans.

RTI has been used by 20% of the population ever since it came into being since 2005.

Success →

- i) It has been able to imbibe a sense of accountability in the government officials. Leading to dutiful decision making.
- ii) It has also enabled people's participation in governance.
- iii) It has also served as a monitoring & scrutinizing mechanism & unearthed various scams.
- iv) It has led to reduction in corruption in governance. for now they have the fear of getting caught & reduced official secrecy.

However, still more can be achieved through RTI by →

- i) Bringing political parties under it as said by Central Information Commission
- ii) Empowering CIC & SIC with more resources & manpower.
- iii) Instilling a culture of proper record keeping & creating other channels of Grievance redressal.
- iv) Empowering the people & increasing awareness.

However, RTI should also not be ~~misused~~ allowed to be misused for eg by causing policy paralysis which is antithetical to its objectives.

8. The decisive role that money plays in elections creates a vicious cycle of corruption. (a) Elaborate in the context of India. (b) Discuss whether state funding of elections can help in curbing the menace of political corruption in India. 10

चुनावों में पैसे द्वारा निभाई जाने वाली निर्णायक भूमिका भ्रष्टाचार के एक दुष्चक्र का निर्माण करती है। (a) भारत के संदर्भ में इस कथन की विस्तृत व्याख्या कीजिए। (b) चर्चा कीजिए कि चुनावों के लिए राज्य द्वारा वित्तपोषण किए जाने पर क्या भारत में राजनैतिक भ्रष्टाचार के इस अनिष्ट को रोकने में सहायता प्राप्त हो सकती है।

Ans.

Money plays a crucial role in elections despite the monetary caps mandated by the Election Commission (EC).

- i) Money is used for directly bribing the voters, buying their votes for Cash.
- ii) Money is also used to gift freebies to voters to influence them.
for example - gifting of mixies, grinders, television sets in Tamil Nadu.
- iii) Money is used to garner manpower & muscle power which is sometimes used to intimidate voters.
- iv) Money also used for fake news & self promotion.

Money power creates a vicious cycle as the elected politicians then seek to fill their coffers by public resources to overcome their expenditure & prepare for next election. This also creates nexus & crony-capitalism & also leading to criminalisation of politics.

b) State funding of elections refers to the state covering the election expenditures of the political parties. However, EC itself is against this idea as it believes that there is no guarantee that it will stop private flow of money into elections. Moreover, it will also be a burden on the Government & public resources should be better utilized for public welfare & social programs.

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

9. You are the officer in charge of development planning of a state whose capital is the technology hub of the country. However, the capital city is overcrowded and marred by traffic congestion. A group of top MNCs have approached you and showed their interest in expanding their operations in the capital provided that the highway connecting the SEZ to airport is widened. This has been cited as an important business requirement. The expansion of MNC operations is expected to create numerous jobs and would bring in huge revenues to the State. At the same time, the road connectivity in rest of the state, especially the rural areas, is abysmal and is in need of urgent attention. Media has been highlighting the incidents of deaths due to delay in hospitalization and other such issues which can be directly attributed to poor condition of roads. As the officer in charge of the development planning you find that the road widening project will entail huge cost and would severely curtail the rural road development programme currently being undertaken by the state. 20

(a) What challenges do you face as the officer in charge, in this situation?

(b) State your priorities and discuss how you plan to achieve them in the context of given challenges.

आप एक ऐसे राज्य की विकास योजना के प्रभारी अधिकारी हैं, जिसकी राजधानी, देश का प्रौद्योगिकी हब है। हालांकि, राजधानी शहर में जनसंख्या बहुत है और यह ट्रैफिक जाम की समस्या से ग्रस्त है। शीर्ष बहुराष्ट्रीय कंपनियों (MNCs) का एक समूह आपसे मिलता है और राजधानी में अपने कार्य संचालन का तेजी से विस्तार करने में रुचि प्रदर्शित करता है, लेकिन शर्त यह है कि विशेष आर्थिक क्षेत्र (SEZ) को हवाई अड्डे से जोड़ने वाले राजमार्ग को और अधिक चौड़ा किया जाए। इसे एक महत्वपूर्ण व्यापारिक आवश्यकता के रूप में उद्धृत किया गया है। बहुराष्ट्रीय कंपनी के संचालनों का विस्तार होने से अनेक रोजगार उत्पन्न होने एवं राज्य को भारी मात्रा में राजस्व प्राप्त होने की संभावनाएं हैं। इसके साथ ही, राज्य के शेष भागों- विशेष रूप से ग्रामीण क्षेत्रों में, सड़क संपर्क निम्नस्तरीय है और इस पर तत्काल ध्यान दिए जाने की आवश्यकता है। मीडिया, अस्पताल में भर्ती होने में देरी के कारण होने वाली मृत्यु की घटनाओं एवं अन्य इसी तरह के मुद्दे जो सीधे सड़कों की दयनीय स्थिति से जुड़े हैं, को उजागर करता रहा है। विकास योजना के प्रभारी अधिकारी होने के नाते आप पता लगाते हैं कि सड़कों को चौड़ा करने की परियोजना में बहुत लागत आएगी और परिणामस्वरूप वर्तमान में राज्य में संचालित किए जा रहे ग्रामीण सड़क विकास कार्यक्रमों में भारी कटौती होगी।

(a) इस परिस्थिति में प्रभारी अधिकारी के रूप में आप किन चुनौतियों का सामना करते हैं?

(b) अपनी प्राथमिकताएँ बताइए एवं चर्चा कीजिए कि प्रस्तुत चुनौतियों के संदर्भ में उन्हें प्राप्त करने के लिए आप किस प्रकार योजना निर्माण करेंगे।

Ans.

The case involves my role as the officer in charge of development planning of a state with poor rural roads but overcrowded capital city. Further, road expansion in capital city is being requested as an important business requirement but which will compromise on the rural development.

The stakeholders are the MNCs, employees, urban population & the rural population & the media.

a) In this situation, I face the challenge of promoting the requirements of the state, its people & various stakeholders.

I face the challenge of planning the development of rural connectivity where more deaths are being reported due to this.

I also face the challenge of an overcrowded city & proper urban development planning for decongestion & expansion.

Moreover, I face the challenge of facilitating business which will create more employment & bring revenues for the Government.

The challenge is these issues are not independent of each other & due to limited resources, favouring one will entail cost cutting for the other & thus hampering it.

b)

In this case my priority would be as follows →

~~1. Taking care of~~

1. Rural road development program

2. Decongesting the city by urban planning & expansion in a planned manner.

3. Widening of SEZ - Airport highway.

4. Expansion / diffusion of SEZs & business away from the capital to other parts of the state.

In this case the steps that I will take is →

1. I will ~~exp~~ try to expedite the rural road development program and complete it with full sincerity without any cost cutting.

2. Along with expanding rural road connectivity, I will also ensure reparing the poor condition of roads.
3. Then I will shift my attention to urban planning & steps to expand the city along these rural-urban connecting highways to decongest. & ~~to~~
4. It will also involve traffic planning, management & surveys to check the need of flyovers, etc..
5. ~~Then~~ I can also check the feasibility of the SEZ-Airport highway to validate its benefits. If true, after rural & urban planning this could be taken up.
6. To fund this, even Public Private Partnership & Corporate Social Responsibility channels could be made use of.

F. I will also try to ensure that development is not isolated & concentrated in the capital & diffuses to the rest of the state as well for equitable & inclusive development.

10. You are the SP of a district where a large number of followers of a particular sect reside. The district also hosts a large Ashram where regular gathering of the followers take place. The leader of the sect has been under the scanner of the judiciary for his involvement in illegal activities. Now the court has ordered his immediate arrest and an order pronouncing the same has been sent to you. You have been asked to comply with the orders within two days. A large number of followers, which include women and children, have already thronged the Ashram in anticipation of arrest of the leader. Intelligence units have informed about the presence of not only large stock of food and water but also ammunition, inside the Ashram. Your request urging the followers to vacate the site has failed. 20

(a) What could be the reason for people's defiance?

(b) List the issues involved in the case.

(c) What will be your plan of action?

आप एक ऐसे जिले के एस.पी. हैं जहाँ एक विशिष्ट सम्प्रदाय के अनुयायी बड़ी संख्या में निवास करते हैं। जिले में एक वृहद् आश्रम भी है जहाँ उस सम्प्रदाय के अनुयायी नियमित रूप से एकत्रित होते हैं। अवैध गतिविधियों में संलिप्तता के कारण उस सम्प्रदाय का नेता न्यायिक निगरानी में है। अब न्यायालय ने तत्काल उसकी गिरफ्तारी का आदेश दिया है और ऐसी व्यवस्था करने वाला आदेश आपको भेजा गया है। आपको दो दिनों के अंतर्गत आदेशों का अनुपालन करने के लिए कहा गया है। उक्त नेता की गिरफ्तारी की आशंका में महिलाओं और बच्चों समेत अनुयायियों की एक बड़ी संख्या पहले से ही आश्रम आ पहुँची है। खुफिया इकाइयों ने आश्रम के अंदर न केवल भोजन और पानी के पर्याप्त विशाल भण्डार बल्कि अस्त्र-शस्त्र होने की भी सूचना दी है। आपके द्वारा अनुयायियों से स्थल को खाली करने के लिए किया गया निवेदन विफल रहा है।

(a) लोगों द्वारा अवज्ञा किए जाने का कारण क्या हो सकता है?

(b) इस मामले से जुड़े मुद्दों को सूचीबद्ध कीजिए।

(c) आपकी कार्य-योजना क्या होगी?

Ans.

The case involves my role as the SP who has been ordered to arrest a religious leader with large followers who are defying authority & even stocking ammunition. The followers include women & children as well & also I have been given only 2 days.

The stakeholders are the leader, followers, court, the district & the ~~people~~ security personnel & general public.

- a) i) The foremost reason for the defiance of people, against court order and against my appeals, is deification of authority. This results into reverence of these leaders like "godmen" and refusal to believe that they could involve in any such wrongdoings.

u) This may also be representative of poor education levels & belief in superstition to blindly follow such leaders who have been even involved in illegal activities.

u) Another reason could be their (lack of fear) of the police & the state and acting as independent & parallel state themselves. They could also have been unscrupulous to believe the same.

b) The issues involved in the case are —

i) It involves the issue of people trying to shield a criminal disregarding the state & the rule of law.

ii) This also ~~involves~~ involves the issue of mindlessly following such leaders.

iv) It also reflects these leaders & Ashrams acting as power centres themselves & disregarding the state institutions like police & judiciary.

iv) Stocking of ammunition also presents the issue of illegal weapon accumulation which has the potential to cause loss of life & disturb peace.

v) Involvement of women & children further complicates the issue.

c) My plan of action would be as follows →

i) Firstly, I will stop all the inward movements to the district and put blockage on travelling to the district & to the Ashram in particular.

- ii) I will ask the Centre for extra troops & since I have only 2 days, I will try for Central Reserve Force & also ask neighbouring states for extra security support.
- iii) Then, I will purify the Ashram and make ~~repeated~~ ^{surrender} appeal to the leader to ~~offer~~ ^{surrender} himself for arrest and the people to vacate.
- iv) I will also order a shutdown of the core areas and issue advisory for people to stay indoors. Curfew may also be imposed.
- v) Then, ~~after~~ I can restrict the availability of basic amenities to the Ashram like water, electricity in a bid to evacuate & also hold flag march outside the Ashram.

vi). However, if still situation doesn't ease, then Informing my seniors & the Centre, I can plan a coordinated move to go inside the Ashram & arrest the leader.

vii) Care should also be taken that the leader doesn't escape in the resulting chaos.

viii) The followers would later also be booked for illegally storing ammunition & preventing a public servant from doing his duty.

11. Ramesh, a very hardworking person, is the sole bread earner in his family. He has worked with an oil company's local affiliate for several years, and has established a strong, trustworthy relationship with Suresh, manager of the local facility. Suresh has recently recommended Ramesh to be recruited as the corporate consulting engineer for the company, which would be a position of greater responsibility along with a stable income. During a casual conversation, Suresh mentions an incident in the 1960s wherein 10,000 gallons of a petrochemical was leaked into the local environment by the company due to negligence, though at the time no damage was found, and no mention of this leak was made to the press. When Ramesh mentions that the state law requires him to report all spills, Suresh reminds him that no harm had been done and reminds him that the company can't have a consulting engineer who does not value loyalty and respect confidentiality.

20

- (a) Identify the ethical issues involved in the given case.
- (b) What are the options available to Ramesh in this situation? Evaluate each of them.
- (c) Had you been at Ramesh's place, what would have been your course of action? Give reasons for the same.

रमेश जो कि एक बहुत-ही मेहनती व्यक्ति है, अपने परिवार में पैसा कमाने वाला एकमात्र व्यक्ति भी है। उसने कई वर्षों से एक तेल कंपनी की स्थानीय सहबद्ध इकाई में कार्य किया है और उस कंपनी के स्थानीय सुविधा के प्रबंधक सुरेश के साथ एक मजबूत एवं विश्वसनीय संबंध स्थापित किया है। हाल ही में सुरेश ने कंपनी के कॉर्पोरेट परामर्शी इंजीनियर के रूप में नियुक्ति हेतु रमेश के नाम की अनुशंसा की है, यह पद स्थिर आय के साथ ही साथ अधिक जिम्मेदारी का पद होगा। एक अनौपचारिक बातचीत के दौरान सुरेश 1960 के दशक में घटित एक घटना का उल्लेख करता है, जिसमें कंपनी की लापरवाही के कारण 10,000 गैलन पेट्रो कैमिकल्स का स्थानीय पर्यावरण में रिसाव हो गया था, लेकिन उस समय उसके कारण कोई क्षति ज्ञात नहीं हुई थी और प्रेस को इस रिसाव की कोई जानकारी नहीं दी गयी थी। जब रमेश उल्लेख करता है कि राज्य के कानून के अनुसार उसे तेल रिसाव (स्पिल्स) की सभी घटनाओं को दर्ज कराना आवश्यक है तो सुरेश उसे याद दिलाता है कि उस घटना कोई हानि नहीं हुई थी और उसे पुनः स्मरण कराता है कि वह ऐसा परामर्शी इंजीनियर नहीं रख सकता जो गोपनीयता का सम्मान नहीं करता हो।

- (a) दिए गए मामले से जुड़े नैतिक मुद्दों की पहचान कीजिए।
- (b) इस परिस्थिति में रमेश के पास कौन-से विकल्प उपलब्ध हैं? उनमें से प्रत्येक का मूल्यांकन कीजिए।
- (c) यदि आप रमेश के स्थान पर होते, तो आपकी कार्यवाही क्या रही होती? उसके लिए कारण दीजिए।

Ans.

The case involves Ramesh, who is offered a stable position in the company. ~~but is distressed~~ ~~not comfortable~~ However, his Manager is asking him to keep the secret of an old leak and to respect confidentiality. Ramesh is also the sole bread earner of the family.

Stakeholders are Ramesh & his family, his managers, the old company & local affiliate, the Government & the general public.

a) The ethical issues involved in the case is loyalty to the company or ~~his own~~ ~~no~~ ethicallity

Also, involves the issue of damaging public resources due to negligence & lack of accountability & responsibility

Since law requires reporting of all spills, it is also illegal as well as immoral and restricts the Right to Information of the people & the Press.

b) The various options available to Ramesh are →

1) Do not report and maintain silence

It will ensure him the stable job and also his relationship with the manager.

But, this is not the right thing to do. and will cause him personal guilt and also not bring the guilty to the book.

ii) Convince the Manager to report
 This would be legal
 & also prevent future embarrassment
 if it is found out. Also, he would
 be doing his duty as giving the
right advice as consulting engineers

But, The Manager is unlikely to
comply and might even cost him
 his job.

iii) Leak the news to media
 It will ensure that
 this grave incident gets duly
 highlighted.

But, will ~~it~~ cause trouble
 for the company which might even
 shut down. It will also ignite people's
anger against it.

iv) Talk to the seniors and report
the leak →

This might cause him to lose his job & your relation and also affect ~~conceal~~ the oil company.

c) If I had been at Ramesh's place, first I will try to make a survey and analyse the impact of the leak and its severity. I will prepare a scientific report and will try ~~to~~ to persuade the Manager to report it.

However, if he doesn't agree then I will not hesitate to go ahead & publish the report as mandated by the law and as my embued ethics also taught me to do as the right thing.

12. You are the CEO of a social media company that has a wide user base. The social network offered by your company has emerged as a platform for people to interact with each other and share news, opinions etc. However, at the same time, women are being repeatedly harassed and cyber bullied through this network. Whenever any instance of harassment is brought to notice of the company, your staff members immediately deactivate the account of the culprit. However, since new accounts can be created easily, such incidents continue to happen. Also, the system to verify one's account details has been deemed lax by public authorities and human rights groups. But in order to increase the user base, you have to ensure that it is easy for a new user to sign up. Increase in the user base leads to more advertisements on your network, which is a source of huge annual turnover for the company. At the same time, in wake of increasing instances of harassment, you also need to tighten the process of creating new accounts and deactivate or delete the ones being misused. 20

(a) Highlight the options available to you in this scenario and evaluate each of them. What course of action will you take and why?

(b) Is there a need for having reasonable restrictions on social media for it to remain a platform of healthy and fruitful engagement. Analyse from the viewpoint of different stakeholders.

आप एक सोशल मीडिया कंपनी के मुख्य कार्यकारी अधिकारी (CEO) हैं जिसके उपयोगकर्ताओं की संख्या (यूजर बेस) बहुत अधिक है। आपकी कंपनी द्वारा प्रस्तुत किया गया सोशल नेटवर्क वस्तुतः लोगों को एक दूसरे के साथ संवाद करने और समाचार एवं राय इत्यादि साझा करने के लिए एक मंच के रूप में उभरा है। लेकिन, साथ ही साथ इस नेटवर्क के माध्यम से महिलाओं को बार-बार परेशान किया जा रहा है और वे साइबर बुलिंग (बदमाशी) की शिकार हो रही हैं। जब कभी परेशान किए जाने की कोई घटना कंपनी के ध्यान में लाई जाती है, आपके कर्मचारी वर्ग के सदस्य तत्काल ही दोषी व्यक्ति के खाते को निष्क्रिय कर देते हैं। लेकिन, नया खाता आसानी से बनाया जा सकता है इसलिए इस प्रकार की घटनाएँ जारी रहती हैं। साथ ही, अपने खाते के विवरणों को सत्यापित करने की प्रणाली सार्वजनिक अधिकारियों एवं मानवाधिकार समूहों द्वारा शिथिल मानी गयी है। किन्तु अपने उपयोगकर्ताओं की संख्या बढ़ाने के लिए आपको यह सुनिश्चित करना है कि नए उपयोगकर्ता के लिए साइन अप करना (सोशल नेटवर्क से जुड़ना) सरल हो। उपयोगकर्ताओं की संख्या में वृद्धि होने पर आपके नेटवर्क पर अधिक विज्ञापन आते हैं, जो कंपनी के लिए भारी मात्रा में वार्षिक प्रतिफल का स्रोत सिद्ध होते हैं। साथ ही, परेशान करने की घटनाओं में वृद्धि को ध्यान में रखते हुए आपको नए खाते बनाने एवं दुरुपयोग करने वाले व्यक्तियों के खातों को निष्क्रिय करने या मिटा देने (डिलीट करने) की प्रक्रिया को सुदृढ़ करने की भी आवश्यकता है।

(a) इस परिदृश्य में आपके समक्ष उपलब्ध विभिन्न विकल्पों पर प्रकाश डालिए और उनमें से प्रत्येक का मूल्यांकन कीजिए। आप कौन-सी कार्यवाही अपनाएंगे और क्यों?

(b) क्या स्वस्थ और उपयोगी संलग्नता का एक मंच बने रहने के लिए इस हेतु सोशल मीडिया पर युक्तियुक्त प्रतिबंध लगाए जाने की आवश्यकता है? विभिन्न हितधारकों के दृष्टिकोण से विश्लेषण कीजिए।

Ans.

The case involves my role as the CEO of a ~~big~~ social media company with wide user base but with growing problems of cyber harassment, especially women users. The steps taken by my company has been deemed lax & inadequate but I also face the constraint of restructuring/discouraging expanding user base if these ~~meas~~ stringent measures are followed -

a) The options available to me are →

a) Continue with the present measures with more intensity →

I can continue with promptly ~~dis~~ deactivating the accounts of culprit and deploy more manpower & resources to take care of this growing problem

But, already these measures have been proved inadequate.

- ii) I will make stringent rules for account verification

This ~~will~~ has potential to address anonymous bullying but will also restrict expansion of users and affect revenue.

- iii) I will make personal appeal & ~~open~~ make the platform open to more feedback →

Personalised appeal will publicize the gravity of the situation & also align/persuade people to comply. ~~no~~ More feedback mechanisms & will also ensure quick action against cyber harassers.

But it may have limited impact as long as it is not implemented properly.

b)

Although social media has expanded our voice & provided ~~the~~ wider channels to express our freedom of expression, there is a need to have reasonable restriction to avoid its misuse.

i) Women →

Reasonable restrictions required to avoid growing crimes against women like cyber stalking, voyeurism, online harassment, nudity & blackmail.

ii) Children →

For safety of children like falling prey to Blue Whale Challenge over social media.

iii) General users →

To have an atmosphere of peace without hateful content & maintaining social fabric of the country.

iv) Government →

To ~~check~~ check security concerns like online terrorist radicalisation.

v) Company itself →

to be relevant in the
long run, it is important to take
steps to avoid degeneration of the
social media platform which will
only discourage users.

Hence, the course of action that
I will take is →

I will make a personalised
appeal & make the entry norms
more stringent. I will also order
for verification of all existing accounts.

I will also coordinate with
the state authorities so that they
are adequately punished and such
incidents are not repeated in
future.

13. You and your friend are living together in a metropolitan city and preparing for civil service examinations. While you manage to meet your daily targets, you sense that your friend is unable to cope up with the pressure of the exam. Fear of not passing the exam and meeting the expectations of his family is stressing him further. You realise that with time your friend is losing interest in everything and often talks about committing suicide if he is unable to meet his goal. He is also missing out on meals and prefers to stay indoors when asked to venture out. When you sought professional help, the doctor diagnosed your friend with clinical depression. Being aware that your friend needs professional counselling and psychiatric care, you reach out to his parents who reside in a rural area. They rebuff you for suggesting counselling and instead reiterate that nothing is wrong with him. They sternly mention that your bringing up the matter will only make people engage in loose talk. They also ignore you when you politely inform them that it is not wise to ignore one's mental health. Your friend's parents see his state as a sign of failure and decide to call him home where he can continue with his preparation. You are aware of the gravity of the situation if your friend goes back to his house. You also know that there is very little awareness about mental health and that the solution is not to ignore it but to take necessary measures to tackle it. 20

(a) As a concerned friend and an aspiring civil servant who can frame policies for the public in the future and has a moral duty towards them, what are the options available to you in such a situation?

(b) Evaluate each of these options and choose the option you would adopt, giving reasons

आप और आपके मित्र दोनों एक महानगर में एक साथ रह रहे हैं और सिविल सेवा परीक्षाओं की तैयारी कर रहे हैं। जबकि आप अपने दैनिक लक्ष्यों को पूरा करने की प्रक्रिया का उचित प्रबंधन कर लेते हैं किन्तु आपको भान होता है कि आपका मित्र परीक्षा का दबाव सहने में असमर्थ है। परीक्षा में उत्तीर्ण न होने का भय एवं अपने परिवार की अपेक्षाओं को पूरा न कर पाने की चिंताएं उसे और भी अधिक अवसादग्रस्त कर रही हैं। आपको भान होता है कि समय के साथ सभी चीजों में आपके मित्र की रुचि समाप्त होती जा रही है और वह प्रायः अपना लक्ष्य प्राप्त न कर पाने पर आत्महत्या करने की बात करता है। वह कई बार खाना भी नहीं खाता है और बाहर घूमने जाने के लिए कहने पर कमरे अंदर ही रहना पसंद करता है। जब आपने एक पेशेवर डॉक्टर की सलाह ली तो डॉक्टर ने आपके मित्र का नैदानिक परीक्षण कर उसे नैदानिक अवसाद (क्लिनिकल डिप्रेशन) से पीड़ित बताया। इस बात से अवगत होते हुए कि आपके मित्र को पेशेवर परामर्श एवं मनोचिकित्सीय देखभाल की आवश्यकता है, आप ग्रामीण क्षेत्र में रहने वाले उसके माता-पिता से मिलने गए। पेशेवर परामर्श का सुझाव देने पर उन्होंने न केवल आपकी बातों को सिरे से नकार दिया अपितु बार-बार यही दोहराते रहे कि उसे कुछ नहीं हुआ है। उन्होंने कठोरतापूर्वक उल्लेख किया कि आपके द्वारा इस मामले की चर्चा करने से लोगों को मनगढ़ंत बातें बनाने का अवसर ही मिलेगा। जब आप उनसे विनम्रतापूर्वक निवेदन करते हैं कि किसी के मानसिक स्वास्थ्य की

उपेक्षा करना बुद्धिमत्तापूर्ण कार्य नहीं है तब भी वे आपकी उपेक्षा करते हैं। आपके मित्र के माता-पिता उसकी स्थिति को विफलता का संकेत मानते हैं और उसे (आपके दोस्त को) वापस घर बुलाने का निर्णय करते हैं जहां वह अपनी तैयारी जारी रख सकता है। यदि आपका मित्र अपने घर वापस जाता है तो आप उस परिस्थिति में उत्पन्न होने वाली समस्या की गंभीरता से अवगत हैं। आप यह भी जानते हैं कि मानसिक स्वास्थ्य के संबंध में बहुत कम जागरूकता है एवं इसका समाधान इसकी उपेक्षा करना नहीं बल्कि इससे निपटने के लिए आवश्यक उपाय करना है।

(a) मित्र के कल्याण के लिए चिंतित एवं सिविल सेवक बनने की आकांक्षा रखने वाले व्यक्ति के रूप में, जो भविष्य में जनता के लिए नीतियों की रूपरेखा तय कर सकता है और जिसकी उनके प्रति नैतिक जिम्मेदारी होती है; ऐसी स्थिति में आपके पास कौन-से विकल्प उपलब्ध है?

(b) इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए और कारण बताते हुए वह विकल्प चुनिए जो आप अपनाएंगे।

Ans

The case involves me and my friend who are both aspiring civil servant and my friend facing from clinical depression & his family unable to understand the situation & unable to support him.

The stakeholders are me, my friend & his family, civil service aspirants & public in general & mental health patients in particular.

1) The various options available to me are →

1) Try to further persuade my friend's family by making them aware of mental health →

Clearly the family's response is stemming from their ignorance & I can help generate awareness on mental health. This will enable them to support him better.

But, already they are rebuffing me and, walking it as failure & negating mental health as a matter of "honour" & social talks.

2) Try to counsel my friend & help him overcome his depression

As a friend I can be supportive and help him in his studies to boost his confidence & to bring him out of depression.

But I am aware that he needs professional help and also his parents are calling him home.

m) Try to talk to teachers or well society leaders about him.

They can help him get access to quality professional psychiatric care and also can advise him better.

But with limited parental support, he cannot recover easily.

b) In view of all the above options I will first try to talk to my teachers and ask their guidance and ask for their help in counselling my friend. I can also generate

awareness amount mental health
to his parents & say that this
is nothing to be ashamed of or
to be stigmatised. I can also
ask the teachers to speak to
his parents.

Meanwhile, I can arrange
for his ~~proper~~ psychiatric care
on my own but there is limited
scope for this as I am also a
student myself.

Hence, ~~with~~ in my personal
space I can provide him
temporary care but my long term
goal would be to persuade his
parents & create awareness about
mental health in general in public

14. You are the Managing Director of a multinational company that prides on hiring people from diverse backgrounds. The company also chooses multiple projects under Corporate Social Responsibility that are geared towards social inclusion and empowerment of vulnerable sections of the society. Miss 'X' who works in your office tells you that she has been diagnosed with HIV. It happened due to malpractice by a medical practitioner who re-used a contaminated syringe that led Miss 'X' to contract the disease. The company has strict policies about toleration and you ensure Miss 'X' that she can continue with her job in the company without facing any form of discrimination. A few days after the revelation, Miss 'X' angrily submits her resignation letter. She states that she has faced discrimination at the workplace everyday after the revelation. Her colleagues are hesitant to eat lunch with her, they make sure they do not drink water from the same source and the females in the office comment on her marital status. She is also asked to sit separately during departmental discussions. She intends to sue the company for mental harassment. If she takes the step, the public image of the company will be maligned and its non-discriminatory policies will be questioned. The following are some suggested options for you to deal with the situation as a Managing Director of the company. Evaluate the merits and demerits of each of the options: 20

(a) You accept her resignation and suggest a compensation package so that she refrains from suing the company.

(b) You persuade her not to submit her resignation and transfer her to another department.

(c) You ask her to continue with her job and take strict action against the colleagues who discriminated against her. Also, state (without necessarily restricting to the above options) your course of action, giving proper reasons.

आप एक ऐसी बहुराष्ट्रीय कंपनी के प्रबंध निदेशक हैं जो विविध पृष्ठभूमि के लोगों को काम पर रखने में गर्व करती है। कंपनी कॉर्पोरेट सामाजिक उत्तरदायित्व के अंतर्गत समाज के सुभेद्य वर्गों के सामाजिक समावेशन एवं सशक्तिकरण की दिशा में कार्य करने वाली विविध परियोजनाओं का भी चयन करती है। आपके कार्यालय में कार्य करने वाली सुश्री 'X' आपको बताती है कि वह एच.आई.वी. (HIV) से ग्रस्त हैं। उन्हें HIV का संक्रमण एक चिकित्सा पेशेवर के गलत अभ्यास के कारण हो गया था, जिसने एक संक्रमित सुई का पुनः उपयोग किया जिससे सुश्री 'X' को यह रोग लग गया। सहिष्णुता के संबंध में कंपनी की नीतियां कठोर हैं और आप सुनिश्चित करते हैं कि सुश्री 'X' किसी प्रकार के भेदभाव का सामना किए बिना कंपनी में अपना जॉब करती रह सकती है। HIV से संबंधित जानकारी प्रकट करने के कुछ दिनों के बाद सुश्री X क्रोधपूर्वक अपना त्यागपत्र जमा करती हैं। वह कहती हैं कि HIV से संबंधित जानकारी प्रकट करने के बाद उन्हें कार्यस्थल पर प्रतिदिन भेदभाव का सामना करना पड़ा है। उनके सहकर्मी उनके साथ भोजन करने में संकोच अनुभव करते हैं, वे यह

सुनिश्चित करते हैं कि जिस जलपात्र से वह पानी पीती है उसके वे पानी न पिएँ और कार्यालय की महिलाएँ उसकी वैवाहिक स्थिति पर टीका-टिप्पणी करती रहती हैं। विभागीय चर्चाओं के दौरान उनसे अलग बैठने के लिए भी कहा जाता है। वह मानसिक उत्पीड़न के लिए कंपनी पर मुकदमा करना चाहती हैं। अगर वह यह कदम उठाती हैं, तो कंपनी की सार्वजनिक छवि को क्षति पहुँचेगी और इसकी गैर-भेदभावपूर्ण नीतियों पर प्रश्न उठेंगे। कंपनी के प्रबंध निदेशक के रूप में इस स्थिति से निपटने के लिए आपको सुझाए गए कुछ विकल्प निम्नलिखित हैं। इनमें से प्रत्येक विकल्प के गुणों और अवगुणों का मूल्यांकन कीजिए:

- (a) आप उनका त्यागपत्र स्वीकार कर लेते हैं और उन्हें एक क्षतिपूर्ति पैकेज का सुझाव देते हैं ताकि वह कंपनी पर मुकदमा न करें।
- (b) आप उन्हें अपना त्यागपत्र जमा नहीं करने के लिए मनाते हैं और दूसरे विभाग में उसका स्थानांतरण कर देते हैं।
- (c) आप उन्हें उनका जॉब जारी रखने और उनके विरुद्ध भेदभाव करने वाले सहकर्मियों के विरुद्ध कठोर कार्रवाई करने के लिए कहते हैं। साथ ही (अनिवार्य रूप से केवल उपर्युक्त विकल्पों तक ही सीमित रहे बिना) उचित कारण बताते हुए अपनी कार्यवाही भी बताइए।

Ans. — The case involves my role as the MD of an MNC which is known for its non-discriminatory policies & CSR activities. Despite this and despite allowing an HIV positive employee to work freely, she has faced discrimination in the company & plans to sue for the same.

The stakeholders are the lady, employees, the company & the people benefiting from CSR activities.

The various options available are →

a) Option 1

The merit would be that the public image of the company will not be maligned and not cast shadow over its good works.

But, it will not undue to harassment done to the lady despite the monetary package & will not do justice to the cause as well.

b) Option 2.

By merely persuading her I will not be providing any resolution to her concern and merely by transferring she may be away from these people but it will be akin to victimisation of the victim.

Also, there is no guarantee that she won't be victimised there as well.

c) Option 3.

This will ensure that action is taken against those people and she also doesn't suffer. It will also send a message to others.

But mere institutional action can have repercussions and she might be further isolated by the people.

Hence, the ideal course of action will be —

In the immediate term, I will persuade the lady not to resign and also take stringent action against the employees who went against the inclusive character of company.

Also, I will ~~pers~~ try to promote awareness on HIV so as to bring about behavioral & attitudinal change against discrimination.

Also, HIV awareness could also be taken up as part of my company's CSR activities.

