

# VISION IAS

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## GENERAL STUDIES (TEST CODE : 861)

Name of Candidate	Rahul Bhatt.		
Medium Hindi/Eng.	English.	Registration Number	25459.
Center	RN	Date	12/9/2017

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।

75, 3<sup>rd</sup> Floor, Old Rajinder Nagar Market, Near Axis Bank, New Delhi – 110060

103, 1<sup>st</sup> Floor, B/1-2, Ansal Building, Behind UCO Bank, Dr. Mukherjee Nagar, Delhi – 110009

## 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?

Role models are leaders who fire a flame of passion and enthusiasm in their followers.

- ① Their conduct inspires youth.
- ② Their speech strikes cognitive conscience of masses. e.g. Nehru, Gandhi.
- ③ Their consistent behaviour leads to their legitimacy.
- ④ Children emulate their role models, their actions and their lifestyle. e.g. Benjamin Franklin's book inspires youth to emulate that lifestyle.
- ⑤ They instill their own values in their followers. e.g. Anna Hazare fired anti-corruption attitude among youth.



Actions that leaders can take:

- ① Consistency in their all behaviour, speech, tenor, actions.
- ② Idealism and role modelling
- ③ Oversight mechanism, self regulation and self-auditing
- ④ Strong reproval and zero tolerance for unethical stunt, non-uprightness, hypocrisy in the party.
- ⑤ Equality, free speech and external democracy to let everyone feel important and recognised



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।

Persuasion is an emotionally intelligent tack, knack or art to let others convince about your argument. These can be positive and negative persuasion both.

Pillars of Persuading personality are

- ① Credibility - eg. Gandhi, Nehru, Patel
- ② Logical argument - eg. Sardar

But what is most needed is an emotional connect.

Emotions are cognitive abilities

which arise enthusiasm and

inter-personal connection between persons

eg. Sri Ramkrishna, Sadgurus have many followers. because they not only have logical arguments and Credibility but also connect emotionally to their audience, feel them, care for them, bless them, listen to their grievances, feel empathetic and compassionate towards them, respect their arguments and opinions and never react but respond to their queries.  
Buddha had this similar art of persuasion



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।

Ethical challenges are:-

- ① Corruption among civil servants.
- ② greed and wants, desires
- ③ Unaccountability, Non-transparency
- ④ Public apathy
- ⑤ Insensitivity to public issues, social issues
- ⑥ Non-compassion for weak, marginalised
- ⑦ No strong penal laws, no deterrence to corrupt
- ⑧ Lack of social audit and NGO audit (Lack of vertical accountability)

Strategies to deal are:-



- ① Feedback mechanism — social media
- ② Code of ethics to be enacted.
- ③ Public service code to be implemented (2nd ARC)
- ④ Citizen-state collaboration  
↳ social audit
- ⑤ PCA to be enacted → Corruption to be defined comprehensively.
- ⑥ Prudal law, Lokpal to be constituted.
- ⑦ Internal reform, sensitivity and compassion for weak.
- ⑧ Public duty spirit and commitment to duty — Values like these will lead to efficient utilisation of funds, alloy with deployment of e-governance technology.

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।

### Positive effects on social and political culture

- ① Free expression, vibrant democracy
- ② Citizen feedback to politicians
- ③ Accountability → mygov.in
- ④ Consultations to public on important issues
- ⑤ Engaged and better informed citizenry
- ⑥ Active citizenry and activism on media

### Negative effects:-

- ① Cyber bullying, cyber crime, attacks
- ② Pornography and mental harassment to teenagers, women



③ Communal flare, trolling, abusing  
eg. Muzaffargarh riot, Kashmir  
escalation

④ ~~lack~~ Political Propagandas - post  
truth era - note book politics  
→ social division.

⑤ Role of social media:

① Visuals appeal more and strike  
cognition

② Forms opinion - eg. articles, newsfeed

③ NGOs change attitude like women  
issues. eg. acid attacks, respect  
for women etc.

④ But commoditisation also increases.

⑤ Addiction and virtual relationships  
evolve.



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?

### Various components of organization's work culture :-

- ① Inclusivity. (Its extent)
- ② diverse talent pool.
- ③ Positivity.
- ④ Professional integrity.
- ⑤ Loyalty to law, procedures and work ethos. of company.
- ⑥ shared goals and dreams, targets.
- ⑦ Corporate governance and impartiality
- ⑧ Conflict of interest.
- ⑨ Non-discrimination and democratic work culture.
- ⑩ Clear cut roles, responsibility to everyone

- ⑩ No bossy culture.
- ⑪ fairness, transparency and answerability

Issues to be addressed :-

- ① goal orientation
- ② Nepotism issues
- ③ Meritorious rewarding.
- ④ Action against discrimination
- ⑤ shared feelings, goals, aspirational.
- ⑥ neutral, objective appraisals.
- ⑦ Intra-party democracy.
- ⑧ Gender equity and equitable participation of all sexes.



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?

In Germany, Nazis had the right to discriminate against Jews, exterminate them. lawfully. But it is certainly not a right thing to do.

In India, Section 377 empowers some law agencies to convert a ~~gay~~ gay. But it is not a right thing to do.

Ethical Issues:

① Law v/s conscience

② Immoral rules v/s voice of conscience

These ethical issues involving law of the land.



basic human values and human rights

perception create conflict.

Q If govt want to protest against  
Section 377, they are repressed.

But lawful protest, negotiations,  
active and awakened persuasion  
often leads to fruitful results.

e.g. recent Right to privacy  
judgment also respects  
sexual orientation of LGBT.

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।

Individuals form a community. But tradition says that individual has to conform to societal norms, rules in order to survive.

In Indian context, this statement can be explained follows:

- ① If, i.e., interest of a Khat community or Haryana is to communicate a couple, it will be vain exercise. In this case, we ought to know the interests of the couple. who may be a love.

- ② But in positive case, interest of community should be respected.

E.g. an individual wants to follow freedom and walk naked, nude on road, flouting public moral principles and norms. Here, interests of society, community matter more - than those of free will of individual.

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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 विधियां (उपकरण) और स्थापित व्यवस्था भी समान रूप से महत्वपूर्ण हैं। उदाहरण प्रस्तुत करते हुए विस्तारपूर्वक बताइए।

Gandhi's vision was to see Swaraj  
(Rule of the self) for nations. His  
intentions were pure, non-violent  
and non-aggressive. There was no  
selfish motive... ~~or self~~ or vested ~~interest~~  
gains out of it. This led to  
political ethics and characterised  
politics (Rashtreeniti)  
Means are effective and important  
tools to achieve ends. Ends  
should not justify means.  
Means also need to be ethical.  
e.g. Gandhian Swaraj struggle

was non-violent and based on  
change of hearts.

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।

Relevance of Vivekananda's thought :-

- ① Tolerance, universal acceptance
- ② Communal harmony.
- ③ Mutual brotherhood.
- ④ Poverty alleviation.
- ⑤ Religion as parameters of science.
- ⑥ Removal of ignorance.

Present society :-

- ① mob lynchings, Dalit oppression
- ② Communal riots - Kashmir Crisis -
- trust deficit.
- ③ Ignorance, inequalities, poverty.



④ Blind faith, Radicalisation

To remove such social evils,  
we need Vivekananda's vigour,  
soul and spirit to take up  
one idea on our lives and  
make that noble idea our  
life and mission

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।

vulnerable sections like PWDs,  
women, children, Dalits, minorities  
still face social discrimination  
and there is not fair access to  
resources to involve themselves  
in an inclusive economic growth  
trajectory of India.

Access to basic services like  
water, food, nutrition, jobs,  
skills, education, medication,  
health, insurance and social  
benefits will assure them of

level playing field to compete  
on equal terms and achieve  
their aspirations equitably.

Challenges in service delivery

① Intolerant mindset.

② Lack of ethics. my public officials

③ No strong citizen's charters

④ Lack of accountability mechanisms

⑤ Carefree attitude.

⑥ No feedback mechanism and  
complaint or grievance redressal  
mechanism

⑦ Corruption, moral debasement

⑧ Diversion of funds, mismanagement  
and unprofessional attitude and  
lack of public service attitude



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।

Emotional Intelligence is balance of instincts, compassion, empathy in sync with objectivity, rationality.  
It is influenced by following:-

- ①  upbringing - parents, environment, teachers, friends, relatives, media, pictures.

Here, some people have dark emotions only while others possess healthy, happy emotions. Some are sensitive while others are reactionary.  
Emotional Intelligence can be cultivated as follows:-

- ① Self awareness
- ② Self management
- ③ Social skills

### Differentiating EI.

In India, there is more poverty,  
more superstitions, more ignorance,  
blind faith etc. Hence, in India  
EI is more challenging on the whole  
of lack of education in ~~so~~ society.  
In western societies, EI is  
easy to apply due to better  
rational thinking, less prevalence  
of orthodox religious, more  
modernity and value for education.  
But in India, diversity also acts  
as a challenge. Hence EI in  
India is a must need.



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?

RTI is a landmark act to bring accountable and transparent governance in India. It has empowered citizenry even more. Participatory democracy as increased. Corruption has been checked. Informed citizenry, awakened masses, rights based approach and legal statutes to make politicians answerable has strengthened the social audit process in India. It has led to governance to become more good and ethical in character.



Fear of law has deterred officials  
to conceal information.

But it has not fully served the  
purpose it was meant for

① RTI activists' murders.

② No strong Whistleblower Protection Act

③ Parties and judiciary not under RTI.

④ Official Secrets Act, 1923 still

conceals proactive information.

⑤ Lack of PPO training leads to  
apathy.

⑥ No mass awareness and no education  
about how to file RTI very youth  
way forward is

More awareness and more teeth to  
RTI will bring governance more  
close to democratic

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।

a) Election Campaigning require money  
But competitive electoral politics  
in India has led to vulgar  
money power, muscle power and  
criminalisation of politics in India.  
R K Nayan By polls - bribery to  
voters, Nironty Moya's hired  
news for electoral gains reveal  
the stark picture of ner-level play  
electoral politics in India. It leads  
to flouting democratic ethos of  
polity leading to 'no free and  
fair elections'



State funding:-

- ① Level playing field.
- ② Elimination of mafias, corporate lobbying.
- ③ Elimination of criminal politics.
- ④ free and fair elections.
- ⑤ Austerity → social welfare measures.

Cost

- ① More fiscal stress
- ② India's taxpayers will pay for elections → more poverty

State funding can be thought.  
But long term solution ⇒ building  
code of ethics, good, ethical human  
capital to check moral debasement  
of character - both of candidates  
as well as that of voters (electorate)



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।

Q Issues and challenges that I face:

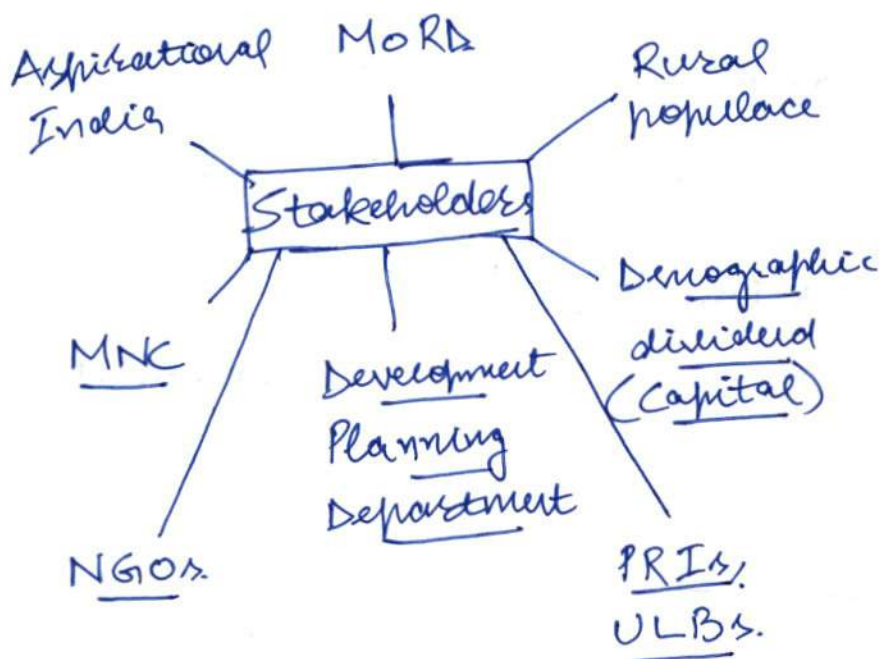
The case study is about rural-urban divide and concentrated development in few pockets, especially catering to urban class, hence, jeopardizing rural interests and creating class inequalities. Few issues:

- ① Rural - Urban migration.
- ② Huge population density and related urban woes. i.e. traffic, congestion etc.
- ③ Requirements of MNC i.e. widening of Highway for better logistical and communication network increasing efficiency.
- ④ State exchequer and revenues. plus job generation, skills etc.
- ⑤ Poor road development and infrastructural



Capacity in rural hinterlands

- 6) Jeopardizing rural infrastructure project in lieu of widening highway to cater to MNC's needs. What should be the solution. is a great challenge in such scenario.



- 7) My priorities, being an officer in charge of Development Planning of entire state shall be as follows:-



- ① Equitable development across regions.
- ② Smart City Planning to eliminate congestion in capital.
- ③ Catering to the needs of aspirational India by welcoming top MNCs.
- ④ Facilitating Ease of Doing Business
- ⑤ Coordination across various ministries and departments. e.g. ULBs, PRIs, MoRD etc.

These priorities will be achieved in following manner:-

- ① Curbing rural-urban migration to ease transportation traffic on highways  
This shall be done by coordinating with various departments.  
Example:- ① Ministry of Health will

help in ~~infrastructure~~ development like  
PHCs, CHCs in rural areas.

① MoRD will plan road network under  
Pradhan Mantri Gram Sadak Yojana,  
utilizing funds optimally.

② When this will happen, the need for  
widening state highway will not arise  
and if still arises will lead to  
marginal costing, not jeopardizing  
rural interests while simultaneously  
centering to Ease of Doing Business.  
This shall raise confidence among  
MNCs. in Make in India Project.

③ I shall involve NGOs and citizen  
participation in rural development  
projects for better accountability and



transparency

- ④ Devolution of funds to ULBs and PRIs to help manage urban concerns like traffic will be the next move.
  - ⑤ Car pooling, better road design and cyclist lane will be envisaged to build a truly Smart Capital where aspirational India will get jobs.
  - ⑥ This shall involve PPP projects and shall lead to profits, economic activity and better revenues.
- On the whole, such steps will lead to equitable, inclusive and sustainable development of my state.



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 बृहद् 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?

Q Reasons for people's defiance:

- ① Conservatism, Orthodoxy, Blind faith
- ② Implicit attitude.
- ③ Unconscious mindset, low cognitive abilities, lack of education and poverty.

④ Few favours done by the Ashram for followers can be one cause.

⑤ Culture, norms and tradition

⑥ Blind beliefs and inquesting mentality are some reasons for

this defence. Social influence.

⑦ Wrongful propaganda by Sect and dissemination of an idea among followers that 'state is against their faith'.

Easy belief through emotional and frenzy speeches of Sect's leader.

⑧ Lack of belief in constitutional capacity of the state.

5) Issues involved in the case :-

① Religion v/s law.

② Rule of law v/s Rule of tradition, faith.



- ③ Building mass awareness and consciousness among blind followers is a challenge.
  - ④ Persuasion and striking cognitive beliefs and conscious mentality of people to help them discern right and wrong.
  - ⑤ How to deal with women and children inside the Ashram?
  - ⑥ Presence of ammunition. Hence possible issue of law and order in the district.
  - ⑦ Following duty, orders of secular judiciary or capitulating to sect's pressure is an ethical dilemma.
- ② Plan of action, being an SP of the concerned district will be as follows:
- Possible alternatives:-



① Arresting all, using brute force  
and complying with court's orders.

Merits: ① Rule of law prevails.

② Illegal activities curbed.

Demerits: ① Vulnerable women, children  
can be exploited.

② This may lead to heavy reaction  
and human toll on both sides.

② Capitulating to sect's pressure.

Merits: ① Law and order, peace.

② Women, children safe.

Demerits: ① Violation of Rule of Law.

② Belittling judiciary

③ Accentuating blind faith.

④ Violating duty, sacrifice

⑤ Social injustice. and proliferation  
of criminal activities.

- ③ Get on the ground myself, calling in Rapid Action Force, paramilitary force, bringing in media along with security and announcing on loudspeakers about the possible legal consequences of the conglomeration. inspite of Section 144. Persuade, influence by being emotionally intelligent so that mass's cognitive abilities become conscious. Asking them to follow Rule of Law.

Example ÷ I would say them -  
'If ~~you~~ <sup>our</sup> leader of the sect is pure like a gold, he should not fear the flame. In fact ~~if~~ <sup>he</sup> ~~also~~ should come forth and prove the institution of the state wrong. This will raise the stature of the sect even more'.



This calibrated speech will surely  
help bring peace and swift implementation  
and execution of court's orders.

In emergency situation, deployment  
of forces will take care of the  
issue.

This case, in last resort, will  
have to be dealt with sternly according  
to Rule of law to prevail social  
justice to all. Long term solution  
is education, removing poverty and  
inculcating values, ethics and  
emotional intelligence, rationality and  
scientific temper among our people.

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.

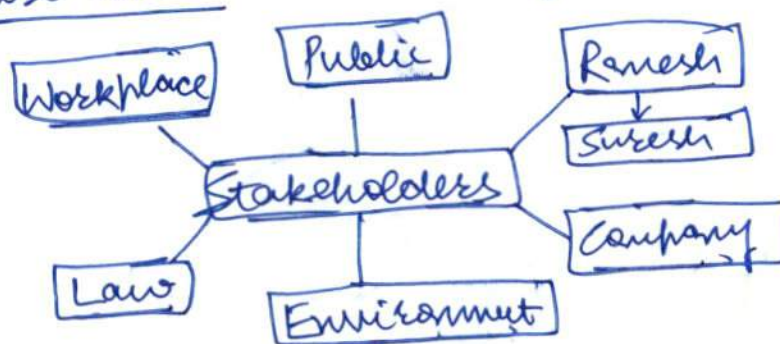
रमेश जो कि एक बहुत-ही मेहनती व्यक्ति है, अपने परिवार में पैसा कमाने वाला एकमात्र व्यक्ति भी है। उसने कई वर्षों से एक तेल कंपनी की स्थानीय सहबद्ध इकाई में कार्य किया है और उस कंपनी के स्थानीय सुविधा के प्रबंधक सुरेश के साथ एक मजबूत एवं विश्वसनीय संबंध स्थापित किया है। हाल ही में सुरेश ने कंपनी के कॉर्पोरेट 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।



Q2 Ethical issues involved in the given case :

- ① Job requirement (sole bread earner)  
✓/s voice of conscience
- ② transparency and accountability of the company.
- ③ Rule of law has to be respected.
- ④ Loyalty > blind faith ✓/s Loyalty to state
- ⑤ Public Welfare.
- ⑥ Work culture, professional integrity and negligence issues.
- ⑦ trust issues with manager.



6. Alternatives available are;

① Obey manager

Merits ① Respected hierarchy at workplace

② Promotional opportunities and job security

③ Loyalty, trust maintained

Demerits ÷ ① guilt conscience

② No transparency, No - accountability

③ Violation of state law requirements

④ Loss of professional integrity

② Disobey him and report it and  
registering it in law books and media.

÷ External whistleblowing

Merits ÷ ① Professional integrity, honesty

② Rule of Law

③ Accountability ensured

Demerits ÷ ① Job loss threat

② work culture vitiated

③ Decision taken in haste (emotional state)



③ Convince managers about the futility of not registering the event in law books. In case, it becomes available to media, NGO without any official intimation, the company's image will suffer badly (Even when there is a claim that spill did not harm anyone). Social persuasion, emotional intelligence and composed speech and managerial skills are required to strike his cognitive consciousness and help prevail accountability and proactive professional conduct at workplace.

Merits: ① This will lead to transformed work culture, more trust and loyalty for well being of not

just inter-personal communications (relations)  
but also of professional needs. too.

② Accountability ensured, professionalism  
will lead to my growth. internally.

③ Had I been in his place, I would  
have proceeded with third option.

In the last resort, whistleblowing  
is the option. But I am sure

of the convincing abilities which  
will resolve the issue amicably.

As the case is very old (1960s)  
and no environmental damage has

been found, proactive approach to  
register in law books will only  
enhance company's reputation. This

shall also save my job. In any case,



I shall perform my duties to  
the best of my abilities and  
conscience. and should not  
capitulate to any sort of pressure.  
I shall do the job without fear  
or favour.

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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 हैं। 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।

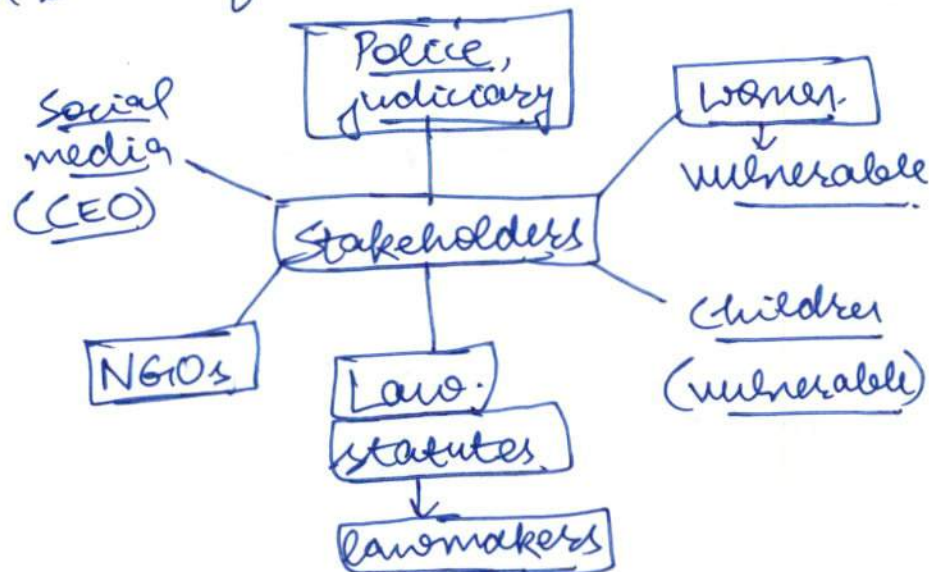
(a) इस परिदृश्य में आपके समक्ष उपलब्ध विभिन्न विकल्पों पर प्रकाश डालिए और उनमें से प्रत्येक का मूल्यांकन कीजिए। आप कौन-सी कार्यवाही अपनाएंगे और क्यों?

(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।



Issues at stake:-

- ① Gender sensitivity
- ② Cyber attack, cyber bullying
- ③ Revenue potential of social media  
↳ business ethics
- ④ Freedom of speech, suppression
- ⑤ Law, negligent authorities. (Vigilance issues)
- ⑥ Capacity to deal with such issues  
on law enforcement agencies.

a) Options available:-

① I will enable opening new accounts easily

Merits: ① Revenue, business, profit

② Freedom of speech.

③ Internet freedom.

Demerits: ① Violating business ethics.

② Jeopardizing social interests.

③ Selfish Attitude to social issues

④ Greed, want.

⑤ Gender insensitivity.

⑥ Irresponsible and non-accountability

② I shall hire ethical hackers, best

software engineers to design vigilant

software designs to filter speech,

and report abuse.

I shall, then, collaborate with  
the respective nations' ~~to~~ leadership  
and concerned ministry to ask them  
about their cyber laws and the need



to strengthen them in accordance to various international conventions like Budapest, Tallin Manual etc.

I, within my sphere can think of an innovative 'social media task force' [cyber police personnel of my own company] whose job will be to remain vigilant enough. This mammoth task can be done by innovation like Artificial Intelligence

Freedom of speech with reasonable restrictions is what I desire to be done via these steps. Hence, I shall go with the 2nd option.

Definitely. Art 19(1)(a) talks about free speech, expression. But Art 19(2)

talks about respecting public order,  
public morality, decency and foreign  
relations, unity, integrity and sovereignty

Abuse leads to social tensions which  
can tear apart society. It leads to  
depression and other mental agony whose  
foremost victims are women and children.  
They have a right to life and personal  
liberty. Judiciary has laid down  
right to privacy as a fundamental right.  
They ought to live a life of  
dignity and honour. Our Fundamental  
duties also call for curbing derogatory  
remarks to our women.

Our laws, statutes should be  
reformed. E.g. IT Act, 2000 should be  
amended.



NGOs should disseminate awareness about sensitive usage of social media platforms for engagement, dialogue and not for trolling, abusing and bullying

Police reforms are must to make them capable enough to be vigil on cyber crime cases. Freedom plus discipline is order in society

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।

### Issues:

- ① Pressure, expectations, fear of failure.
- ② Depression of the friend.
- ③ Ignorance about mental health.
- ④ Implicit attitude, lack of education or capacity to deal with health issues.
- ⑤ Healthcare system's inability in India to cater to such needs.
- ⑥ Unawareness and stigma attached to depression.

⑦ Social pressure, social influence (loose talks)

↓  
attitude of society

(Log Kya Kahenge) →

→ mental trauma by society, relatives

Options available;

Q and  
A

①

Warning parents of the gravity of  
the situation and leaving to prepare  
for Civil services.

Merits : ① I did my job.

② I will prepare my CSM.

Demerits : ① Irresponsible and unethical  
friend as well as non-potential  
Civil servant. (Careless and  
carefree attitude)

②

Forcibly ask the friend not to go  
to his home

Merits : ① I can take care of situation.

② Gravity of situation can be controlled.



Benefits : ① No long term change  
② Society's attitude to  
this persisting problem will  
remain unchanged.

③ Friend and his family may  
cultivate even more suspicions  
about my intentions. Hence  
accentuating trust-deficit and  
enhancing their rigid attitude to  
change.

③ I shall take the help of various  
stakeholders in such a case.

I shall call a potential NGO  
who can better counsel the friend  
and his parents.

I shall develop contacts with potential  
prof mental health professionals without

agonising my friend that he has a  
mental problem. I shall follow the  
principles of amended Mental Healthcare  
Act, 2017

I shall, on my part, surf videos and  
show him the videos of celebrities  
who are successful but have in their  
lives gone through mental trauma  
and depression. e.g. Dipika Padukone.

I shall help him listen to our  
Prime Minister's Mam Ki Baat where  
he says: 'Depression: Let's talk'.

Good Parenting shall be ensured.  
Care, conversation, engagement and  
fun with friends for a time being,  
dining out and having a change -  
may be a short vacation to the  
mountains may



Relieve pressure.

I shall, with my cultivated  
emotional intelligence and calibrated,  
composed speech respond accordingly  
to the parent's concerns and deep  
held beliefs. I shall engage them  
in a fruitful debate and experienced  
conversation with professional yet  
humane, empathetic and caring,  
compassionate NGOs will surely  
mould their beliefs and help them  
take care of their child better.

Panchayats of the rural village  
can be taken into confidence  
so that societal trauma subsides.

Carrying out these steps, will surely  
develop an ecosystem where susitunity  
will foster and depression will be  
treated as a lifestyle disorder which  
can very well be treated and that  
too very easily, with care as well  
as slight medication. Let us talk,  
negotiate and discuss more  
about it



- ✓ 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 जाँब 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।

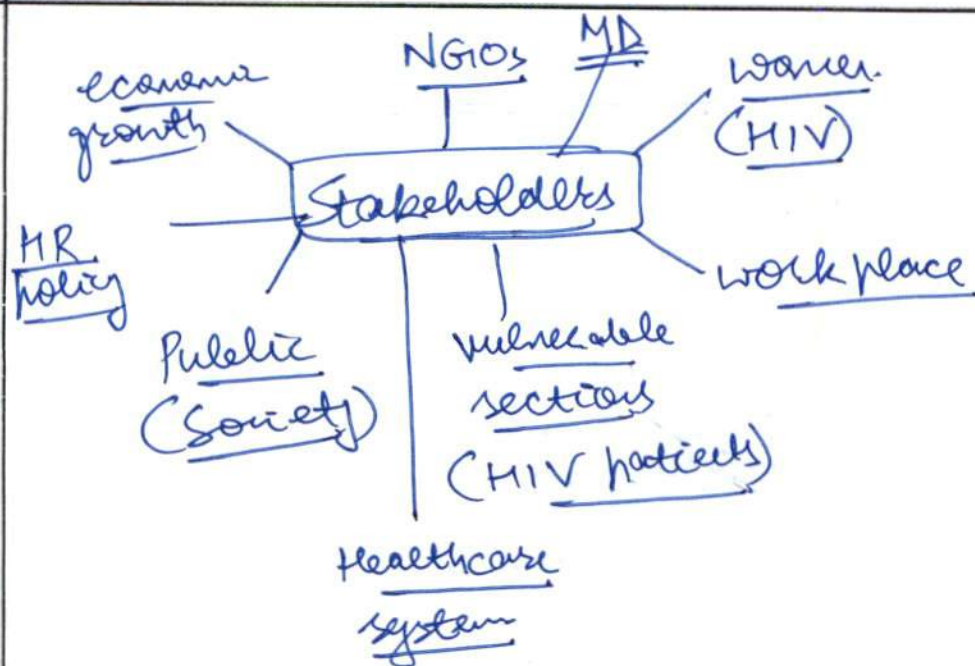
(b) आप उन्हें अपना त्यागपत्र जमा नहीं करने के लिए मनाते हैं और दूसरे विभाग में उसका स्थानांतरण कर देते हैं।

(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।

### Issues:-

- ① Discrimination on arbitrary grounds
- ② Inclusive growth of company
- ③ Implicit Attitude of workforce.
- ④ Gender Insensitivity and violation of Right to privacy, Life of dignity.  
(marital status questioning)
- ⑤ Company's image and reputation.
- ⑥ diverse talent pool.
- ⑦ Social norms, prejudices and stereotypes





a) Accept resignation and compensation  
to avoid suing

Merits:

- ① Workplace will continue with their job without trivial and loose talks.
- ② Company's reputation saved via compensation.

Demerits: ① Gender insensitivity

② No long term change in the implicit attitude of company.

③ depicts hypocrisy of company's image

④ Material compensation for ~~low~~ discrimination  
shows selfish attitude and false glory  
about inclusivity

Q Persuasion and transference to other department  
Merits: ① No more agony and mental trauma  
from known department.

② New department will not know of  
her disease

Demerits: ① No long term solution  
② By revelation will lead to more  
harassment in new department

Q Continue job and strict action against  
discriminators

Merits: ① security of her life, liberty.  
② Social justice.

③ Penalisation to discriminators  
Demerits: ① More reaction by workforce.  
② Mutual hatred, intolerance more



Best possible course of action

- ① I shall arrange for training modules for all workforce in company to make them more sensitive to such issues.  
Explicit Attitude will be invoked.  
 and Gender sensitivity modules will be executed periodically.  
Simultaneously, stern message by HR team via e-mails will be disseminated about HIV Aids Bill to learn about the legal consequences of held under discriminatory clauses.  
 This shall ensure inclusivity and sustainable growth of company. and respecting the dignity of women also





