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GENERAL STUDIES (TEST CODE : 861)

Name of Candidate	KOYA SREE HARSMA		
Medium Hindi/Eng.	ENGLISH	Registration Number	108481
Center	ORN	Date	17/09/17

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	
1(a)	10		1. 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)। 2. There are FOURTEEN questions printed in ENGLISH & HINDI इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं। 3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं। 4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं। 5. 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। 6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए। 7. 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।
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:			

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

103, 1st 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 have great influence in changing behaviour of the organization. They provide a symbol whom staff looks up and imitate in their day to day life.

A hardworking, sincere and honest role model brings positive change in organizations than someone who is always late and keeps his work place untidy.

Example can be taken of E. Sreedharan who with his personal values and integrity had great influence on entire DMRC organization. He was always punctual and honest in duty. Because of this it is now known Delhi Metro has

99% of punctuality. His ethics of being punctual percolated into entire organization.

Actions to integrate ethics and organization

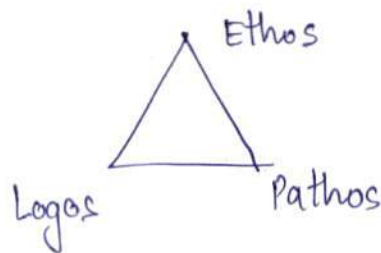
- They should be inspiration through their leadership and their conduct.
- Code of ethics with all stake holders is possible.
- Citizen charter with all stake holders involved.
- Developing capabilities and skills to deal with ethical issues.
- Transparency and impartiality.
- Bringing positive work cultural changes.

All these changes mainly aim at bringing attitudinal changes which are long lasting. Leadership should aim at behavioural-attitudinal changes for greater impact.

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।

Aristotle says persuasion has three components.



This is because the emotional connect will create a long lasting impression and success of persuasion. This shows that speaker respects their cultural and emotions.

Example can be given here of recent accidents in Karnataka. where villages were not willing to construct toilets in their backyard even after brushing the government officials and their knowledge on this cause.

This is because government officials failed to connect to the people's emotions and cultures which calls for prayer of Nagadevata in the backyard. So their persuasion is not fruitful.

For any persuasion to have long impression it needs to have emotional connect. This allows retention of idea in mind of people. This emotions bring change in attitude of people.

The emotion connects with cognitive and belief systems. The logic and knowledge can be argued but emotional connect is needed.

This can be seen in all our river cleaning programs, where people could not have emotional connect and so failure of programs.

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।

With increase in globalization and nature of public sector and changing roles of civil servant, there have been certain ethical challenges associated with utilizing public funds in India. Some examples are.

Land acquisition from tribals and farmers for industrial corridors and mining. The rules says to pay compensation and rehabilitate them but personal ethics says that their culture and natural connect with forest is lost. This poses ethical challenge in delivery of services.

The programs where discretionary powers to be used also pose ethical challenges. The use of technology for public works might be against some personal values of keeping distance

to technology in people relationships. This pose challenges to civil servants.

Corruption and leakages of funds have become major challenge, so this calls for whether to allocate more funds or reduce flow to these policies to reduce corruption.

The ethical challenges are mainly due to.

- Difference in personal and professional ethics
- Multiple justifications
- Superiors and system guidelines, orders.
- Code of ethics.
- Multiple accountability.

Strategies to deal

- One should have his conscience of this challenges and deal with it and not hide.
- Use of technology.
- Capability and skill building
- Transparency and reducing corruption

These ethical challenges have to be addressed for having better service delivery.

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।

Social media has brought significant change in people's attitude and also government functioning. But there are issues of its freedom and regulation and what can be real boundaries. In this context.

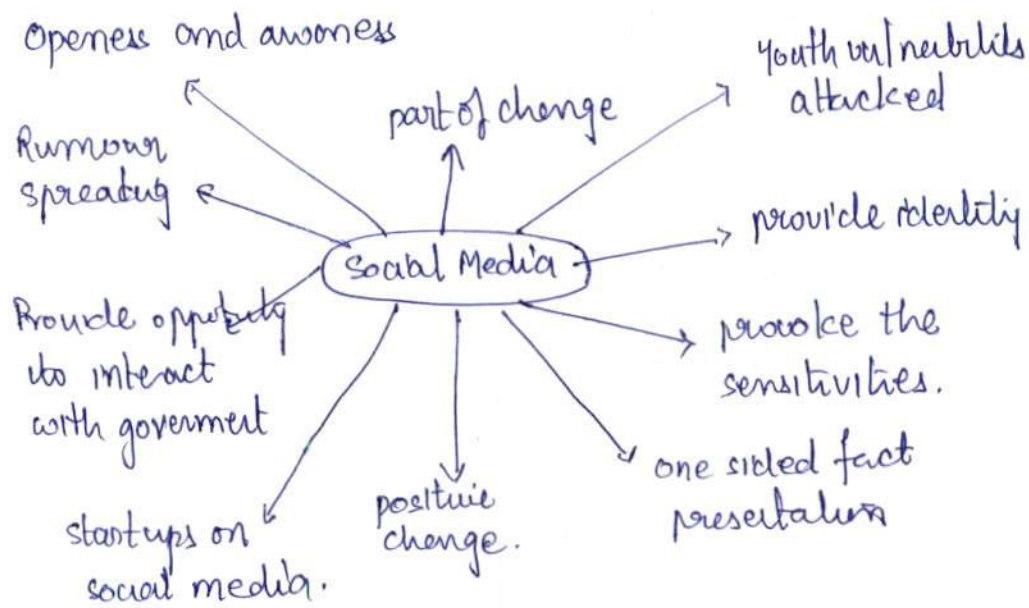
(a) The effect on social and political culture.

- People are well aware of government and political party's programs.
- The media provides quick communication of news and easy access.
- Direct connect with people
eg - Live chat programs.
- Complaint facilities.

This has also brought some negative influence also

- Politicization of all issues
- Marginalization of views of people outside social media.
Example - Polls and survey on social media
- Rumours and violence.
Example - Bengal violence on the issue of facebook post.

(b) Role of social media on youth attitude.



Though social media have significant impact on youth attitude, it also have some chilling impact. It should be regulated so that peoples sensitivities and vulnerabilities are not exploited. should be used for greater good.

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?

work culture refers to the individual and collective understanding of meaning of work, as accepted by all members. This gives character and identity to the people.

The various components of work culture.



A positive and strong work culture is needed to bring substantial improvement in organization productivity and efficiency.

The key issues to be addressed are.

- Leadership - impartiality
- The code of conduct / ethics
- Employee aspirations, needs, skills to be improved
- Conflicts of interest should be reduced.
- Development of groupings / faction for negative purpose
- Understanding the real essence of work.
- Participatory nature should be improved.
- Behavioural and attitudinal change.

The employees should be made to understand the real essence and meaning of work and bring 'attitudinal and behavioural changes for lasting work culture.

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 day to day life as well as organization one come across several ethical dilemmas including what a person has right to do and what is right thing. These pose conflict between two.

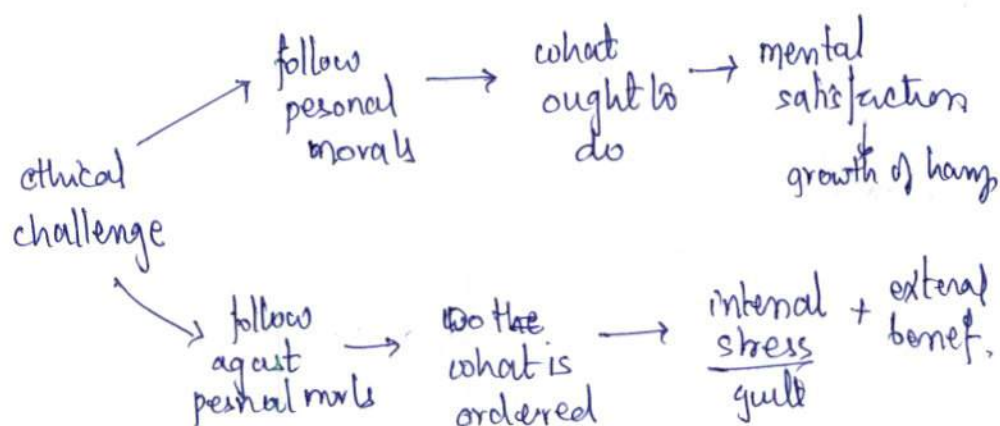
(a) I take example of our Independence / freedom struggle where there were restriction on protest and publishing the views. There were no rights of freedom of expression. But the truth and injustice has to be told - This is the right thing to do.

A true follower of rules would face struggle about how to face this challenge and conflict. This poses ethical issues - of should one follow

rules and get exploited or should one question the rules.

(b) Our national leaders have choose to follow what ought to be done. Not because law exists, they believed in natural law of justice.

They had protested against justice, since the law was immoral they had no guilt and trouble, but in case where law or rules are against ones morals, that might lead to guilt.



thus one can see when one does what ought to be there is satisfaction. But otherwise guilt. So one should raise to occasion and follow what ought to do.

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।

The individual is member of society.

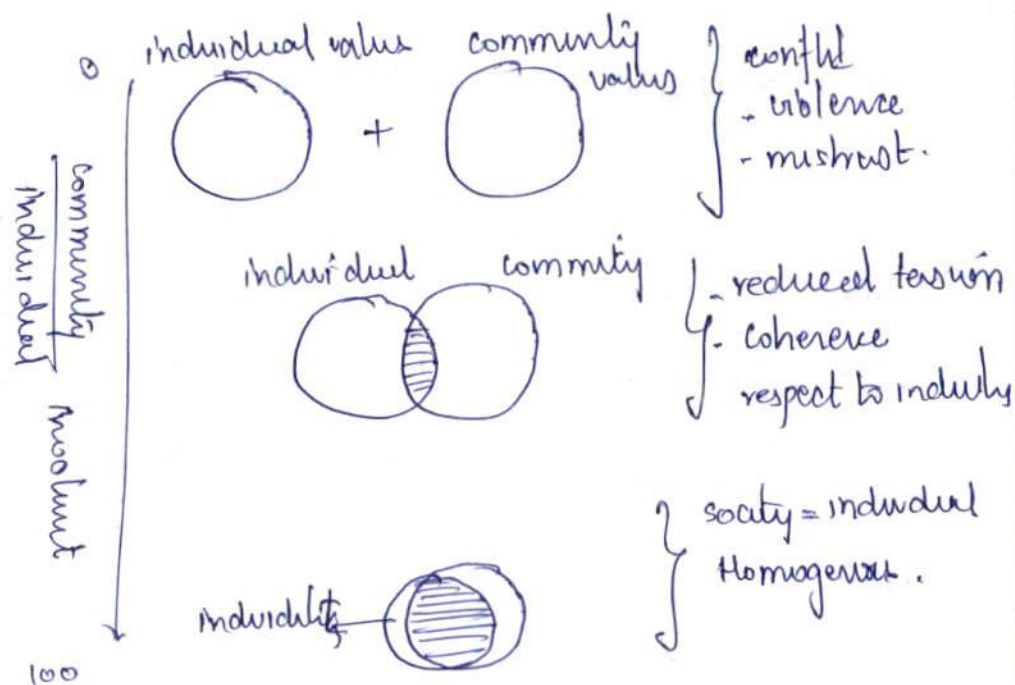
The individuals interests get reflected in the interests of society. So in order to have benefit one has to address interest of individuals.

With growing globalization, diversity, education the interests of people are varying diversely. Different people have got different interests. These have to be addressed properly.

Example -

The interests of people of software hub and locality want greater protection and safety in job and society. The changing trends have to be respected. Community have to move away from traditional setup and conservative

mindset and fulfill interests of society/individual
The conflict between these two could lead to
problems of violence on Jan 1, in Bangalore.
There should be greater overlap of one's beliefs
and value system with community.



There is also need to protect individuality
of the people. This in essence means growth
of diversity as well as coherence with community.

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 इरादें 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।

The actions are manifestations of vision and intention. These have to be right for better results. But these play important part in political ethics. The implementation part also is important.

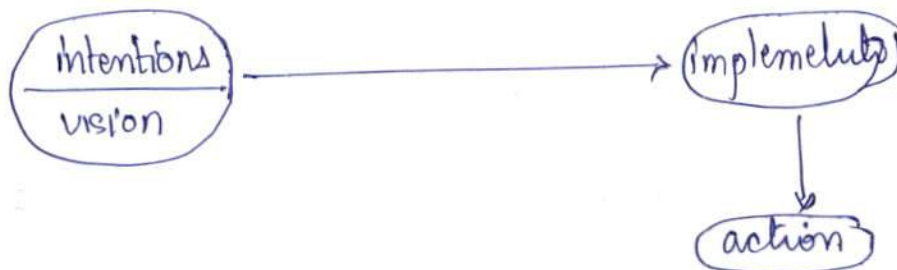
For example:

Many developmental programs in India were launched with aim to establish growth and reduce poverty. PDS system, MGNREGS etc. were meant to provide employment and reduce poverty.

But poor implementation; corruption and leakages had made it fail in reaching real vision.

The implementation is a part of social justice and the political system need to

have strong ethics in order to reduce the deviations from ethics intents.



The recent controversy of use of Aadhar also fall under this setup. The intentions of the government are noble to direct delivery services but implementing tools of policy issues are questionable (the issue worth to decide now).

Thus it can be seen that in political ethics not just intention but also implementation is important. One needs to grow the capacity of implementation agencies for better results.

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।

Swami Vivekananda was one of the greatest thinkers of modern India. His idea of religion was noble one which called for welfare of people and harmony among faiths.

Even after 100 year his philosophy still holds relevance in contemporary India. This is because.

- Increase in mistrust among people, - religious,
- Lack of understanding of real meaning and nature of religion.
- Increase in material aspect.
- Intolerance
- Weakening of morals and value system.

Relevance in contemporary India.

we can take inspiration from his idea of welfare of all. one should collectively fight against poverty and corruption. All religions he says aims for human untegration and harmony.

His idea of harmony between materialism and spirituality helps to overcome the reduced values and morals. The idea of spirituality and religious harmony helps to fight against radicalization.

He calls for peacefull living of all cultures and ultimate aim is betterment of all, one has to liberate and do good.

His ideas of religious harmony thus hold even true today, One has to take best of this and work against poverty.

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।

Man by virtue has some natural rights, and access to basic services are aimed at fulfilling those rights. The programs of Food security, MGNREGS etc were aimed at providing enough work and food so that he can fully participate in growth.

(a) Vulnerable section of society have traditionally deprived of these natural rights and were not provided access to education, occupation etc..

The basic services like Sarva Shiksha Abhiyan etc... were meant to bring them to level playing field with other candidates.

The reservation and health facilities were meant to build capacities and make them part of society.

(b) There are certain challenges in this regard. They are.

- Insensitivity of bureaucracy,
- Corruption and leakages
- Lack of awareness and education.
- Treating them as just beneficiaries
- Patriarchal setup.
- Caste politics
- Poor values and morals.

The challenges hinder service delivery and deprive them of natural rights. We need to overcome these challenges and help them build capacity to participate in governance.

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 a technique aimed at taking better decisions while managing emotions and understanding other emotions for better productivity.

There is a belief that it is influenced by cultural moorings and might not always yield positive results. But in reality Emotional Intelligence calls for self-realisation, self-awareness and so it analyses cultural moorings rationally and acts accordingly. Thus it cannot be completely influenced by cultural moorings but respects the cultures.

The emotional intelligence has some difference in its applicability in Indian society when

composed western society.

For example - Indian society had greater communitarianism system, so when one works about how community feels, the emotions are different to that of west - which is more individualistic.

The emotions might not find role in that western society but are important here. So it is this type of changes that Emotional Intelligence adjusts and provide best results.

This concepts thereby aims at respecting the emotions and their meanings and have positive results.

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?

Right to Information (RTI) Act 2005, was a landmark legislation which aimed at bringing more people participation in governance.

Since then it has been of great success in the governance of country. Some major success points

- Greater Transparency and Accountability.
- Participation of people in decision making
- The scams of 2G and 3G are mainly a result of active RTI petitions.
- For example - Gulu Hydroelectric Project in Chhattisgarh got approval without proper Gram Sabha. The RTI petition brought the realities out and public's voice prevailed.
- The awareness and understanding of people increased.

- A shift from beneficiary to Rights perspective

Though the success is positive, there are some lacunas, they are.

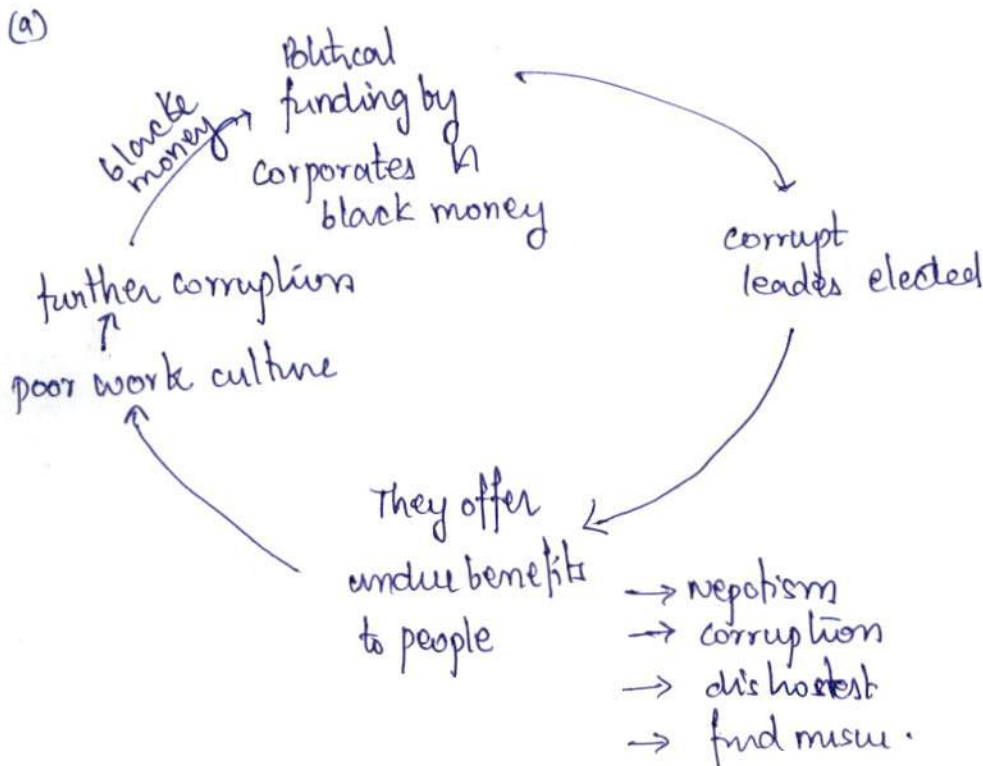
- ✓ The protection to RTI activists
- ✓ The quality of information
- ✓ The delays and capability of agencies
- ✓ Political parties not still under RTI
- ✓ Secrets Act overriding RTI
- ✓ Too many exemptions (sec. 8)

Overall the RTI has done significant good to the people's participation, bringing accountability. But this are minor steps and greater steps include reducing exemptions, bringing political parties under RTI, protection to activists must be implemented in order to have long lasting results.

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 निर्भाई 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।

Election malpractices and use of black money creates a vicious cycle which only grows further in corruption. These corrupt electoral practices are root cause of all corruptions. Any idea to reduce must aim at targeting election reforms.



(b) In this regard the idea of state funding of elections has been put forward. An analysis
Arguments in favour

- Reduces illegal money
- Makes ECI more control over parties
- They have limitations on spending (parties)
- No undue benefits from corporates/black money.

Arguments against state funding.

- This is anti thesis to democracy
- ECI is still not sure of result
- No guarantee of the reduced corruption
- Still corruption ~~ex~~ might continue.
- National parties vs state parties

In order to have transparency first political
parties internal reforms have to be established.

Only then any idea of funding can be thought off.

But this needs greater debates and deliberations
before any implementation. One idea is that
political parties rather than elections can be funded

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.

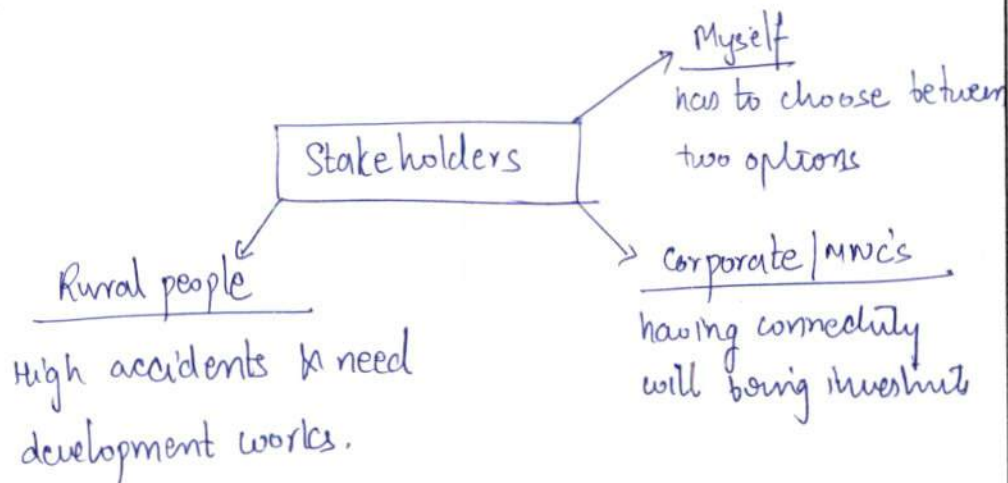
आप एक ऐसे राज्य की विकास योजना के प्रभारी अधिकारी हैं, जिसकी राजधानी, देश का प्रौद्योगिकी हब है। हालांकि, राजधानी शहर में जनसंख्या बहुत है और यह ट्रैफिक जाम की समस्या से ग्रस्त है। शीर्ष बहुराष्ट्रीय कंपनियों (MNCs) का एक समूह आपसे मिलता है और राजधानी में अपने कार्य संचालन का तेजी से विस्तार करने में 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।

The above case is a question of which public works to be focussed, whether to focus on SEZ connectivity and/or rural development. In taking decision I will be guided by rationality, objectivity, impartiality and compassion

stakeholders



a) challenges faced during this situation

- Decision to choose between two objectives rural road and SEZ expansion.
- Media pressure if rural roads are not addressed

- Loss of life of people
- Job creation for large unemployed if not done road widening.
- Funding issues for both roads.

b) Priorities for me.

I would be focussing more to strike a balance between addressing road accidents and quality and job creation through road widening to SEZ.

My priorities would be mainly

- address short term issues - saving lives
- Long term solution for rural problem
- Job creation -
- Funding for development.

My plan of action would be.

1) I would aim to reduce accidents and deaths due to poor road quality.

This can be done by having quick maintenance of rural roads.

- 2) I would also take in considerations of health department to have some mobile emergency units or ambulance facility.
- 3) More vigil for rule following in roads.
- 4) I would aim to continue with current road development work and make sure that they are long lasting - quality.
- 5) Meanwhile, I would rank the crucial roads on their vulnerability and attend priorities adequately.
- 6) I would engage with MNC in order to find an amicable solution for road widening.
I would request them to start investing in area through their contributions through CSR activities.
- 7) I would take into consideration industrial and employment departments in decision making.

- 8) The centre and higher authorities will be appraised and requested for more financial support.
- 9) could give assurance and a viable long term plan of road widening to SEZ.

Thus my decisions will be driven by rationality and optimum utilization of funds and larger interests of people.

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?

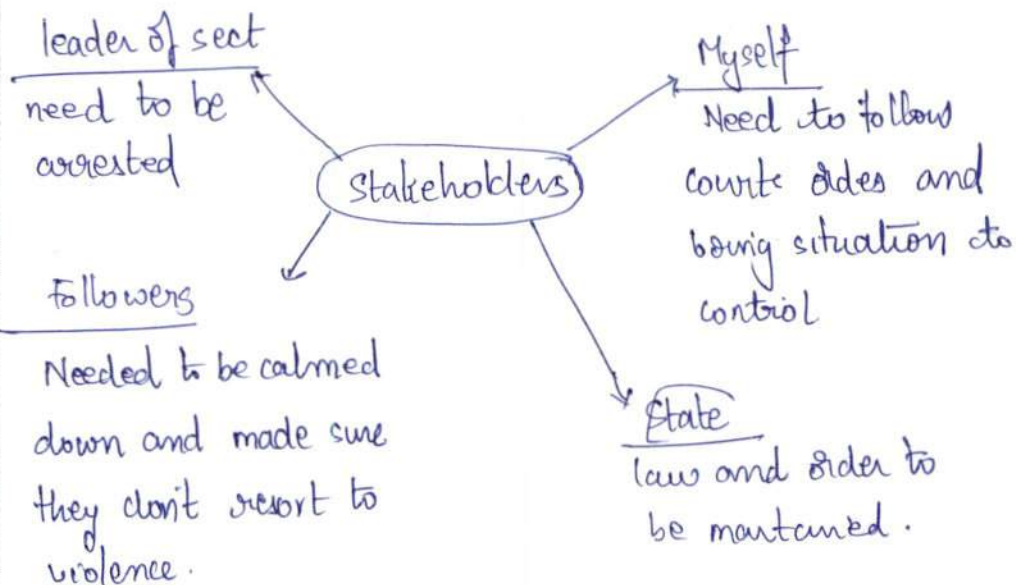
आप एक ऐसे जिले के एस.पी. हैं जहाँ एक विशिष्ट सम्प्रदाय के अनुयायी बड़ी संख्या में निवास करते हैं। जिले में एक बृहद् आश्रम भी है जहाँ उस सम्प्रदाय के अनुयायी नियमित रूप से एकत्रित होते हैं। अवैध गतिविधियों में संलिप्तता के कारण उस सम्प्रदाय का नेता न्यायिक निगरानी में है। अब न्यायालय ने तत्काल उसकी गिरफ्तारी 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?

This is an example where large number of people are defiant of orders and I was tasked to comply and follow court orders. My actions in this case are guided by integrity, non partiality, rule of law and compassion and persuasion.



a) The reasons for people's defiance could be-

- Their belief that their leader is wrongly convicted
- They do not believe in state rule of law in doing its duty
- They might have been forced by some leaders by threat
- They were helpless to make their own decisions
- They were distorted without any rationality by their sect-cult leaders.

b) The issues involved in the case are.

- Courts orders must be followed and no negotiation in this directives.
- Large number of women and children were obstructing this process.
- Intelligence inputs of violence.
- Need to arrest leader at same time bring change in people without violence.
- No action would cause violence to spiral out spread to other regions.

c) The plan of action would be

In this regard I would take into inputs of intelligence, experience of handling such incidents from higher authorities and also local political leaders who could influence people and persuade them. I would be driven by compassion and empathy not to hurt women and children.

- 1) Make a plan to arrest the leader and at some time also negotiate and persuade the people.
- 2) Use large preparatory forces - to identify key sensitive areas and tighten security in these regions.
- 3) Reduce the rumours mongering through restrictions on mobile and internet services
- 4) I would warn the people of consequences and police action if they don't follow rules
- 5) Make some preventive detections about key players and suspects.
- 6) Female police unit would take care of women and the children and control their protests.
- 7) While paramilitary police would scrutinize the area, with weapons.

Thus in this way I would bring a multi
pronged attack to bring situation under
control. The major aim would be persuade people
without force but if they defy further I would not
mind using legal action, because courts order
is ultimate.

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.

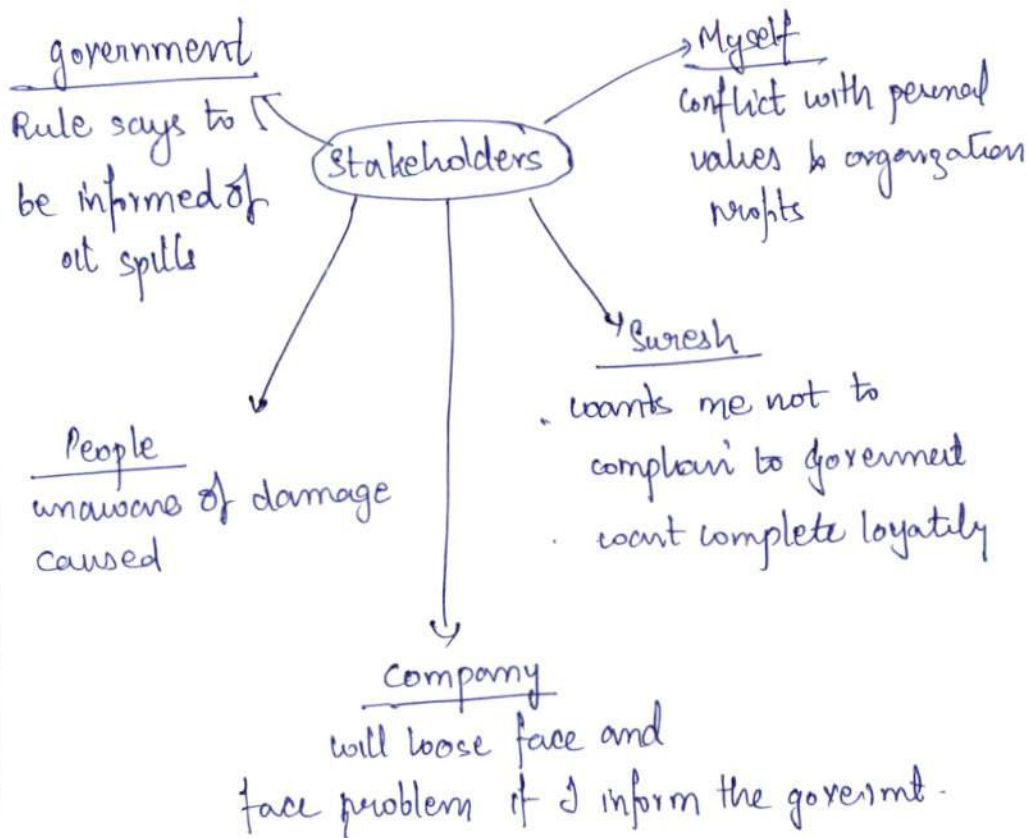
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- (a) Identify the ethical issues involved in the given case.
- (b) What are the options available to Ramesh in this situation? Evaluate each of them.
- (c) Had you been at Ramesh's place, what would have been your course of action? Give reasons for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

This is a case of conflict of personal values and company's interest. I would be driven by impartiality, integrity and do what ought to be done.



a) The ethical issues involved

This calls into question whether I should inform the government about oil spill which

might bring bad name to company, which
had provided me with great opportunity
for

should I stay completely loyal to company and
not inform the government which is against my
moral principles.

b) The options available to Ramesh.

1) Go ahead and inform the government of
leakage of oil and follow/abide by rules.

Merit : This is right thing to do as it would
bring me following ray morals. Accountability will
be fixed and state might bring better legislation
to be prepared for this type of incidents. Environment
also would work if any real damage is done.

Might bring people movement.

Demerit : Company will lose its face and
even revenue. There might be problem to
Ramesh career as this might see end of Ramesh.

2) Follow Suresh's advice and not uniform government.

Merit : Since no damage has not been done, there would not be any problems for me and my career growth. company would be without any trouble.

Demerit : This is against rules of state and also against my morals. Even though happened long back accountability has to be fixed. Further accidents might happen and follow same path.

3) Inform government about the case and also inform them of genuine intent. The state should also be informed of preventive steps taken till then and steps to save environment. Some confidence building measures with less punishment.

Merit - This could help the government and company to find a viable solution. Not damage to company reputation and also ~~more~~ Ramesh.

Demerit : The company might not agree to this offer of Ramesh and see protest from people.

c) If I were Ramesh

I would have followed option 3, as this is right thing and I consider noble mean as told by Aristotle. The government must be informed and cannot be cheated, it is like our parents and teacher.

I would take cue from Gandhiji and Kant who ask me to do right things as right actions will have right results.

This might also bring name to company for being honest. A kind of win-win situation

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?

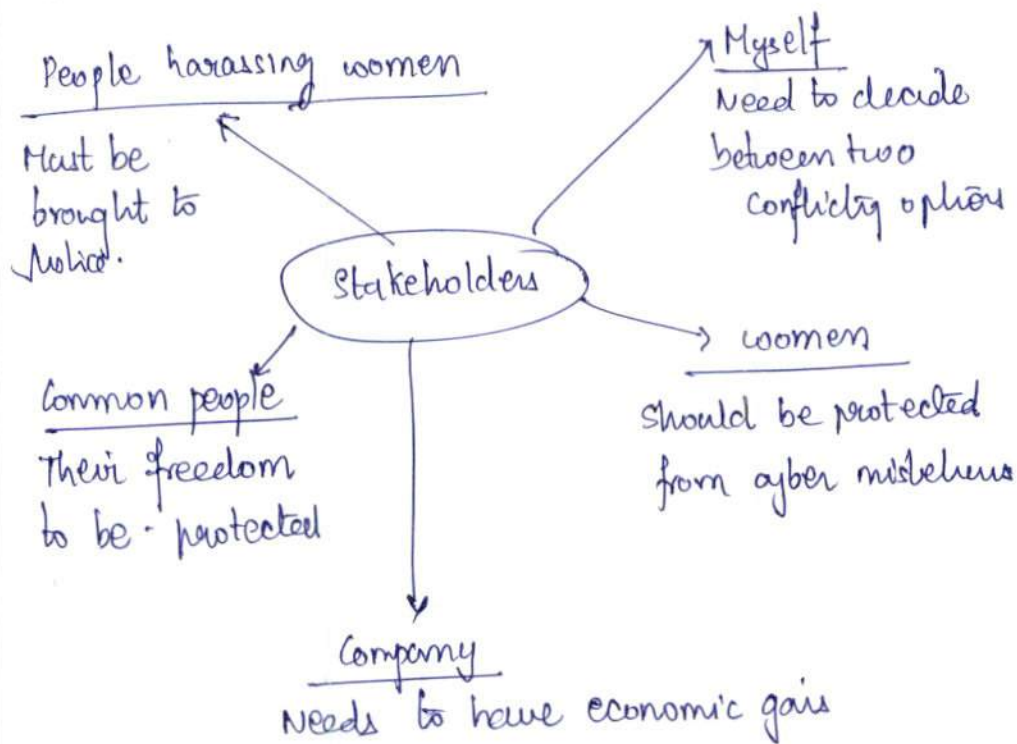
(b) Is there a need for having reasonable restrictions on social media for it to remain a platform of healthy and fruitful engagement. Analyse from the viewpoint of different stakeholders.

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 बुल्लिंग (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।

This is a question of women's rights and respect and also the economic gains of my company. I would be guided by rationality, law of land, compassion, and objectivity.



a) Options available to me

- 1) would follow the idea of increasing company turnover and don't be strict on the account creation.

Merits : This would mean large tomorrows, profits and new employment. This is a free country I cannot restrict anybody's freedom. There are special agencies to deal with them and so they will take care of it.

Demerits : This is against the morals value I believe in. The women should be respected. The wrong does are to be punished. This is against the human value / India values.
It is like I am supporting this abuse.

2) I would be strict on the account creation and deactivate the one being misused.

Merits - would prevent the abuse of respect of women. This is doing my duty and constitutional value of respecting women (FD). women abuse reduces. I

Demerits - Company's tomorrows might get

reduced. I might face pressure from Board.

3) Look for engineering technique to provide use verification his background and past history. I would work with police to identify them about this misused one.

I would use this platform as a media platform to spread awareness and rights of women.

Merits - This would be win-win situation might not be a big loss to profits.

Demerit - This might take some time and delay might be costly.

So I would follow option 3 and would never follow option 1. This is because as constitutional duty says me to respect rights of citizen-women. It is my duty to respect women.

For immediate result I would follow option 2
and switch slowly to option 3.

(b) There is certainly need for media to have
reasonable restriction. This is mentioned in
our constitution, SC Judgements of IT Act.

The issue of different stakeholders

a) CEO and company - Initially might have less
turnover but with more safe system more concern
might participate

• People - Safety in cyberspace would feel them
secure.

• Misusers will be caught and rule of law
is restored.

Overall, having reasonable restriction is
a win-win situation for all stakeholders.

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।

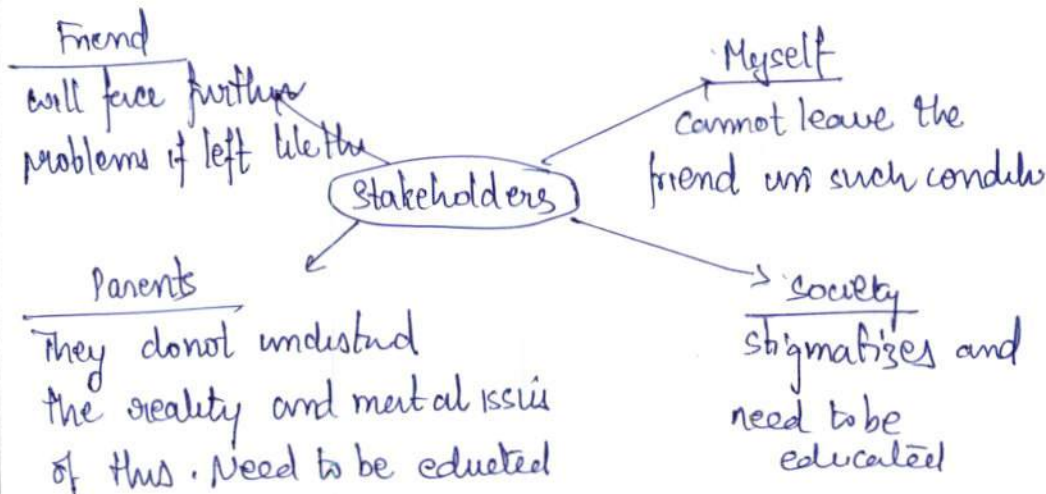
(a) मित्र के कल्याण के लिए चिंतित एवं सिविल सेवक बनने की आकांक्षा रखने वाले व्यक्ति के रूप में, जो भविष्य में जनता के लिए नीतियों की रूपरेखा तय कर सकता है और जिसकी उनके प्रति नैतिक जिम्मेदारी होती है; ऐसी स्थिति में आपके पास कौन-से विकल्प उपलब्ध है?

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

This is an issue of depression which has become a major problem for youth these days.

This has to be dealt carefully, with proper medical attention, family and societal support.

This needs compassion and empathy.



1) The options available to me.

1) Would allow friend to go home and let parents take care. Follow up with them regularly

Merits - This would leave me of some burden and I could concentrate on my preparation and once I become bureaucrat I can help large people.

Parents are best well wishers and so they can handle better.

Demerits - The parents donot understand the seriousness of issue and this might further complicate the problem. Even society might stigmatize him. The economic status would not allow medical care. He might commit suicide.

2) Asking him to stay with me and taking care of his health with regular checkup.

Merits - I am doing what is morally right.

He might recover quickly and back to studies soon.

Medical care would be timely.

- societal pressure would not be there.

Demerits - This might deviate my preparation.
I might not be justifying to my parents if
I don't qualify.

Not sure about economic requirements of
treatment and doctor charges.

3) I would speak with my friend and also
his parents face to face and explain them with
some example. Take help of some senior doctors
or NGO's working in this field. Try to make
parents understand situation and respect his
mental state and provide medical health care
I would ask NAO to support here.

Merits - This would mean I am addressing
both friends and parents cause at same time.

I would not have any financial burden or any disturbance.

Demerits - It needs tough persuasion to change people's belief and might not be very receptive.

b) Out of these options, I would choose option 3, as this gives him opportunity to rehabilitate and also address the parents queries.

This brings awareness among people, nobs and doctors about realities. Had I gone for option 2, this would not be sustainable one of solution.

option 3 is long lasting and also morally correct.

This is in larger interests of society, people and my friend.

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

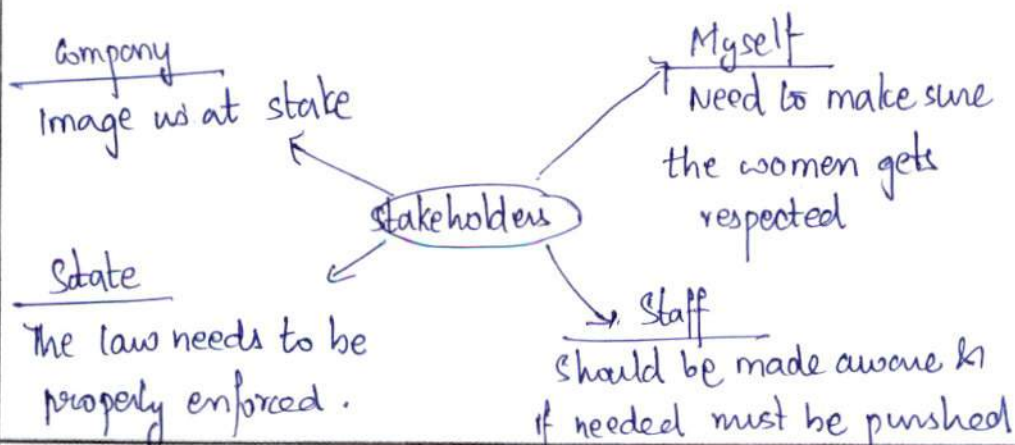
सुनिश्चित करते हैं कि जिस जलपात्र से वह पानी पीती है उसके वे पानी न पिएँ और कार्यालय की महिलाएँ उसकी वैवाहिक स्थिति पर टीका-टिप्पणी करती रहती हैं। विभागीय चर्चाओं के दौरान उनसे अलग बैठने के लिए भी कहा जाता है। वह मानसिक उत्पीड़न के लिए कंपनी पर मुकदमा करना चाहती हैं। अगर वह यह कदम उठाती हैं, तो कंपनी 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।

The above case is social stigmatization against HIV patients. This is against human values. The recent law passed by Parliament will be my guiding principle here. I would also be guided by compassion, empathy and impartiality.



Options Evaluation

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

Merits - The image of company is protected.

I would not face any ire of people and management.

Demerits - This is against human values and also against company principles. Law also mandates against this.

This is only shifting the problem but not addressing it. A kind of cowardice act.

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

Merit - This would bring respite to her and she will be free from this discrimination. I have solved the problem without any problem to

company image.

Demerit - This is against the true spirit of tolerance.

This means shifting the problem but not addressing it. She might still face the problem in other department. Department habits are not changed.

c) You ask her to continue with her job take strict action against colleagues who discriminate against her.

Merit - This appears to be in line with organization values of not discriminating. The staff will learn lesson and might not be repeated. No problem to image but may increase.

Demerit - This might create negative feeling towards company employees. She might feel neglected indirectly. Productivity and efficiency might come down.

d) I would first create a team to look into these kind of complaints. This would bring confidence in people like Miss 'X'.

I would try to understand the reason for staff behaviour and try to educate them. I would take cue from Aristotle - People do wrong because they do not know it.

I would also create awareness and warn people of dire consequences. If this repeats again. Even if repeats I might strictly act against this.

I would follow option 'd' as this aims to bring change in the attitude of people and internal change which is sustainable. All others would only create external changes.

Most importantly I would create a positive and conducive work culture.

