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GENERAL STUDIES (TEST CODE : 1512)

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Center	ONLINE	Date	12 th Dec '21

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	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 TWELVE questions printed in ENGLISH & HINDI इसमें बारह प्रश्न हैं 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।
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Total Marks Obtained:			
Remarks:			
Signature of Examiner			

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EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

SECTION - A

1. (a) Persuasion plays an important role in public administration. Discuss. Also highlight the various elements of effective persuasion.

(150 words) 10

लोक प्रशासन में अनुनय-विनय (या समझाना-बुझाना) महत्वपूर्ण भूमिका निभाता है। चर्चा कीजिए। साथ ही, प्रभावी अनुनय-विनय के विभिन्न तत्वों पर भी प्रकाश डालिए।

Persuasion refers to the act of social influence to encourage, motivate and convince people to undertake socially desirable actions.

As public officials charged with ensuring social welfare, those in administration frequently need to persuade people to behave a specific way. Eg: Swachh Bharat Abhiyan persuaded people to give up open defecation.

Persuasion is the best method of social control as it is inclusive, participatory, non-coercive and socially acceptable.

eg: while punishing for ~~the~~ not
noting is likely to meet survival,
convincing people to exercise their
right is considered empowerment.

In order to effectively persuade
people, public officials must bear
Aristotle's pointers in mind:

- i Ethos: public must trust the official
↳ honesty, integrity, leadership
- ii Logos: there must be logic in their
arguments
↳ objectivity, non-partisanship
- iii Pathos: they must convey arguments
effectively.
↳ oratory, leadership.

Hence persuasion requires a balance
of logical, effective communication
and public trust to achieve socially
desirable outcomes.

1. (b) "Never do anything against the conscience even if the state demands it." In this context, discuss the role of conscience in taking ethical decisions in administration. (150 words) 10

"कभी भी अंतरात्मा के विरुद्ध कुछ न कीजिए, भले ही राज्य इसकी माँग करे।" इस संदर्भ में, प्रशासन में नैतिक निर्णय लेने में अंतरात्मा की भूमिका की विवेचना कीजिए।

Ethics are the self-imposed standards of human conduct that direct a person's actions and decisions in life. They are particularly important in administration, since those occupying public office face unique challenges.

Conscience is the best insurance of ethical decisions. As Aristotle said "Laws are not needed in societies where people don't lie". Public officials can also making ethical decisions by following the 'Mirror Test' — before every decision, they must ask themselves if they can look themselves in the mirror after doing it.

Conscience helps in the following ways:

1. It can help us decide between
compassion and formality of procedure
→ eg: helping an old woman struggling
for pension even if not your job.
2. It can prevent taking adverse decisions
→ eg: not signing file where correct
procedure not followed.
3. It ensures administration remains
citizen-friendly and non-partisan.
→ eg: IAS Officer Satyand Dubey
exposed scam in NHAI contract

In order to invoke our conscience,
Gandhi suggested we follow his Talisman
the public servant
— before every action ~~we~~ must assess
whether his action will help the
poorest of the poor.

2. (a) Raja Ram Mohan Roy's liberal views on social and religious issues have much relevance in present day India. Discuss. (150 words) 10

सामाजिक और धार्मिक मुद्दों पर राजा राम मोहन राय के उदार विचारों की वर्तमान भारत में काफी प्रासंगिकता है। चर्चा कीजिए।

Raja Rammohan Roy is often hailed as the 'Father of Modern India' and 'Pioneer of Indian Renaissance'. This is because he advocated the following principles in the 19th century which are relevant even 200 years later.

1. Tolerance for differing views

→ increasing religious and caste polarisation: Eg: lynching of Akhlaq

2. Respect for freedom of expression

→ eg: media often considered pro- or anti-Govt.

3. Respect for women's rights and their liberation from social evils.

→ continued cases of child marriage, female foeticide, rape. eg: Mathura rape.

4. Scientific and rational thought

→ belief in superstitions like
black cat crossing road, etc.

5. Cosmopolitan View

→ eg: NRIs are often criticized
as having 'betrayed the nation'

6. Education and Literacy

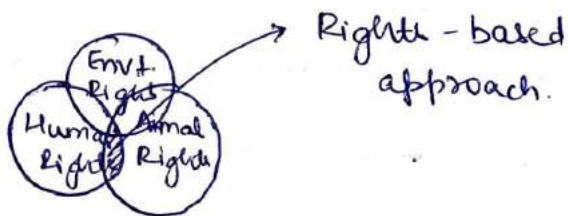
→ 26% of our population is
still illiterate.

Hence Raja Rammohan Roy envisioned
a modern India based on inclusive,
rational and liberal principles. Even
200 years later the project is a
work-in-progress

2. (b) The moral circle of humanity has been expanding constantly over time. Discuss in this context whether non-human entities should have the same rights as humans beings. (150 words) 10

समय के साथ मानवता का नैतिक दायरा निरंतर विस्तृत होता जा रहा है। इस संदर्भ में, चर्चा कीजिए कि क्या गैर-मानव जातियों के मनुष्यों की भांति समान अधिकार होने चाहिए।

Debates around rights after 1970s, have increased continuously, from human rights to environment rights to animal rights, etc.



Rights cannot be limited to humans alone.

The animal rights activist Peter Singer said that the test should not be 'whether they can think'; instead it should be 'whether they can feel'. Therefore entities capable of feeling pain must be protected & their rights safeguarded.

Eg: An elephant crying in pain in Kerala
after stepping over like-wise → pain
same as that of humans.

Moreover, the Supreme Court has
invoked 'Public Trust Doctrine' in several
times to advocate environmental rights.

It has advocated rights for rivers,
rights for forests, etc. New Zealand
was the first country to announce
rights for ~~waters~~ rivers against pollution.

Moreover, with advent of technology
like robots, rights of robots are
not far behind. Eg: Sophie as first
robot citizen in Saudi Arabia. Further,
nation-states at about too enjoy rights
like sovereignty, territorial integrity, etc.

Hence, rights are more enabled
to ensure the world order. And world
includes every being on earth, not just humans.

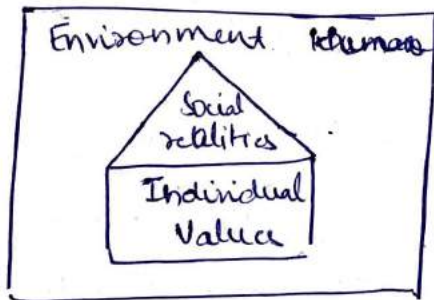
3. What do each of the following quotations mean to you?

निम्नलिखित में से प्रत्येक उद्धरण के आपके लिए क्या साबने हैं?

(a) "Each individual is capable of transforming his immediate environment by attempting a radical transformation inside him". — J Krishnamurti
(150 words) 10

"प्रत्येक व्यक्ति अपने अंदर आमूल-चूल परिवर्तन का प्रयास कर अपने समीपवर्ती परिवेश को रूपांतरित करने में सक्षम है।" - जे. कृष्णमूर्ति

Society is a mere aggregate of individuals. As a result, the sum of individual values and judgements provide the foundation for social realities.



The social morality of any time reflects what individuals believe in.
eg: in medieval times, Sati prevailed because individuals considered women subordinate to men.

Hence any change in social realities must begin with change in individual beliefs and morals.

→ Mahatma Gandhi said India can only prosper if Indians give up caste divisions.

A positive change in individual beliefs can radically alter how society operates and laws are often changed to reflect new realities.

→ eg: Medical Termination of Pregnancy Act has increased time-limit for abortion due to evolution of debate on women's body rights.

Hence, the prerequisite for change in society is change in individual thinking.

Aristotle said, "Laws are not needed in society where people do not lie."

3. (b) "True compassion means not only feeling another's pain but also being moved to help relieve it". - Daniel Goleman (150 words) 10

"सच्ची सहानुभूति का अर्थ न केवल दूसरों की पीड़ा महसूस करना, अपितु उस पीड़ा से राहत दिलाने में सहायता के लिए आगे बढ़ना भी है।" - डैनियल गोलमैन

Compassion is the act of relating to the pain and reality of someone.

However, compassion by itself is not enough if it is not supplemented with action to aid those in need.

An act of kindness involves the twin components of Compassion and Assistance. Compassion without Assistance is meaningless, while Assistance without compassion is merely formality.

Kindness = Compassion + Assistance

Eg:

Dr. Rajendra Prasad gave up a lucrative lawyer's practice in order to help in the struggle for Indian Independence. Mere support for the movement

without active assistance would have changed little.

Similarly, Immanuel Kant suggests duty must be done for duty's sake (Deontological ethics).

And if one were to consider helping a man in need as duty, it progresses from mere formality to a good act.

Compassion in public administration is particularly important. Since public duty is ultimately aimed at social welfare, public servants must empathize with the masses, otherwise as ~~Atch~~ J. L. Nehru said it will lead to "fossilisation of bureaucracy".

~~Where~~^I compassion is supplemented with action, ~~the~~ society can be more harmonious.

4. (a) An important requisite for ensuring probity in governance is absence of corruption. Analyse. (150 words) 10

शासन व्यवस्था में ईमानदारी (प्रोबिटी) सुनिश्चित करने के लिए एक आवश्यक तत्व भ्रष्टाचार का अभाव है। विश्लेषण कीजिए।

Probity refers to the non-compromising belief in one's ideals and values, with compromising them with changing realities.

Probity is an important aspect of a citizen-friendly governance. However in recent times, it faces a major challenge in India in the form of corruption.

Kaushik Basu has suggested that India is plagued by the 'Sanitization of Corruption' — i.e. it has become a way of life in India, with widespread social acceptability. Its evidence in governance can also clearly be seen:

- i bribery is rampant at various levels. eg: 2G Scam
- ii nepotism and favouritism in govt. working → conflict of interest
→ eg: contracts are often awarded to firms of friends and family.
- iii crony capitalism
→ aiding industrialists by defying law. eg: ELA norms violated
- iv roadblocks in reforms — red tapism
→ eg: Rafale acquisition not done for 17 years.

In order to ensure probity, it is necessary to rid the governance structure of the corruption. While certain measures like performance-based promotions & 360° appraisal can be done, one must cultivate a 'culture of intolerance' for corruption, such as the efforts of IAS officer U. Sagayam, whose door has a plaque — 'Do not bribe'

4. (b) The right to information (RTI) and the right to privacy (RTP) complement each other in holding the government accountable to the people, however, in cases of conflict, they can be reconciled keeping public interest in mind. Discuss.

(150 words) 10

सूचना का अधिकार (RTI) और निजता का अधिकार (RTP) सरकार को लोगों के प्रति जवाबदेह बनाए रखने में एक-दूसरे के पूरक हैं, तथापि, संघर्ष की स्थिति में, जनहित को ध्यान में रखते हुए उनमें सामंजस्य स्थापित किया जा सकता है। चर्चा कीजिए।

Accountability and transparency in governance is necessary for upholding public trust. Two important rights in this regard provided to citizens are : Right to Information (RTI) and Right to Privacy (RTP)

While RTI ensures that citizens can ask public officials and organisations for information relevant in everyday administration. RTP, on the other hand, safeguards public from State excesses, by preventing unnecessary interference in private lives.

However, RTI and RTP can come into conflict in certain circumstances:

- i Private lives of bureaucrats v/s their role as administrators
- ii Safeguarding some info for national interest
- iii Boundary between public duty and private duty
eg: as Personal Assistant to CM.

In this regard, in furtherance public interest, a delicate balance can be ensured by restricting RTI to matters fundamental to governance. Moreover, as public officials; administrators can be encouraged to ~~keep~~ ^{engage} with masses.
eg: IFS officer Parveen Kasman engages through Twitter. This can help balance two conflicting interests.

5. (a) Explain the ethical issues involved in spending government funds for advertisement campaigns and publicity. (150 words) 10

विज्ञापन अभियानों और प्रचार के लिए सरकारी धन खर्च करने में शामिल नैतिक मुद्दों को स्पष्ट कीजिए।

As a parliamentary democracy, Indian government is ^{headed} ~~elected~~ ^{on} ~~through~~ parties and elections. However, in order to provide level playing field to all, government and party must be kept separate by politicians in power.

Using government funds for election campaigning involves the following issues:

- i Misuse of government machinery
→ no level playing field
- ii Breach of public trust.
→ Public funds for private use
- iii Violates norms of parliamentary democracy →

- iv Exposes lack of integrity among political class
- v Lack of transparency and accountability of governing class
- vi Breach of Constitutional oath
↳ Corruption

Using public funds for private ~~fund~~ campaign is must a violation of Indian democratic principles. Hence the ethical wrong has also been given legal backing by making it an electoral offence under RPA 1951. Supreme Court in Indira Gandhi v/s Raj Narain Case also jailed the former for such an offence.

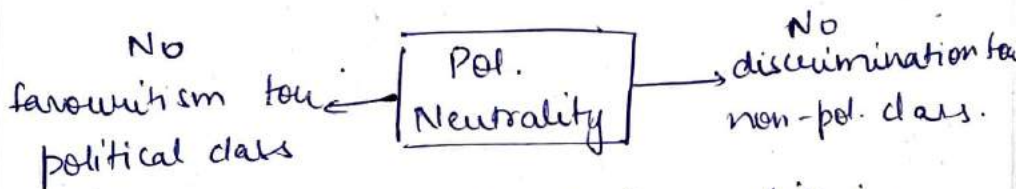
But as the problem is largely political, the solution too is to inculcate a sense of accountability through public capacity building, Model Code of Conduct etc.

5. (b) Explaining the concept of political neutrality, discuss its significance in administration. Also, highlight how the Central Civil Services (Conduct) Rules seek to ensure political neutrality in the civil services.

(150 words) 10

राजनीतिक तटस्थता की अवधारणा की व्याख्या करते हुए, प्रशासन में इसके महत्व की विवेचना कीजिए। साथ ही, इस बात पर भी प्रकाश डालिए कि कैसे केंद्रीय सिविल सेवा (आचरण) नियमावली सिविल सेवाओं में राजनीतिक तटस्थता सुनिश्चित करने का प्रयास करती है।

Political Neutrality refers to taking decisions objectively on the basis of observable facts, without any partisanship towards the political class.



→ eg: IAS officers abstain from liking social media posts of pol. parties

Political neutrality is necessary for public servants because:

- i to ensure credibility among public → no political leaning
- ii to provide stability in administrative framework in electoral democracy.

- iii to ensure non-partisanship
→ no favours to politicians
- iv bureaucrats are public servants,
not political → must work with
whomever in power.
- v to resist demands by politicians
for unethical actions like corruption,
nepotism, etc.

The Central Civil Service Rules ensure
political neutrality by through following

- (a) ~~public~~ ^{Public} servants to not express
political preferences in public
- (b) Public servants can't be members
of political parties
- (c) Public servants to keep private &
public lives separate.

eg: NSA Ajit Doval does not have
social media account.

Hence political neutrality is the bedrock
of Indian governance.

6. (a) In light of the recurring issues, there is a constant need to search for better ethical frameworks and models of corporate governance. Discuss with adequate examples and evidence in support of your arguments.

(150 words) 10

आवर्ती मुद्दों के आलोक में, कॉर्पोरेट शासन के बेहतर नैतिक ढांचे और मॉडलों की खोज करने की निरंतर आवश्यकता है। अपने तर्कों के समर्थन में यथोचित उदाहरणों और साक्ष्यों के साथ विवेचना कीजिए।

Corporate Governance is a broad concept where a business operates in a manner that is inclusive, looking after the interests of all stakeholders, and supplements profit-seeking with Corporate ethics.

Corporate ethics keep evolving as new issues are brought to light.

- ↳ Initially, efforts were made to ensure the service provided was priced reasonably
eg: Firms penalised for price-gouging during Great Depression

- Then focus shifted to ensuring good product quality is not compromised
eg: Nestle penalised for lead content in Maggi
- In the last ^{few} decades, corporate obligation towards society has been highlighted
eg: ^{In} India, companies must contribute CSR funds for social welfare
- In recent years, demands for companies to be environmentally sustainable.
eg: Apple ~~not~~ giving chargers for phones to go green.

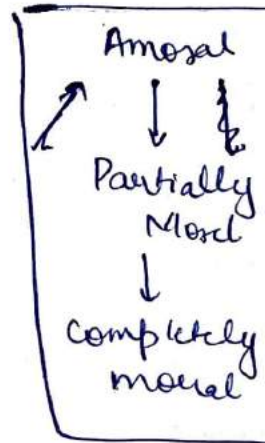
The current ethical framework emphasizes a 'Triple Bottom Line' of — People, Planets and Profit.

However, in all times, the central demand from companies in terms of ethical conduct is what Gandhi called 'commence with kindness'

6. (b) Gender inequality begins at home and then gets institutionalised at the societal level. Discuss. (150 words) 10

लैंगिक असमानता घर से शुरू होती है और फिर सामाजिक स्तर पर संस्थागत हो जाती है।
चर्चा कीजिए।

Socialisation as the process of value - inculcation by a child proceeds in stages, as Lawrence Kohlberg suggests. In this regard, family plays an important role in what values a child internalizes, before he goes into society.



It is contended that gender inequality is engrained in a child's mind through casual sexism in Indian households:

- Girls are often given pink dresses and dolls to play with, while boys are given guns → implying girls are weak
- Boys are often told that "Boys do not cry"

iii 'Transgender' is often used as an insult in Indian households.

iv Women are seen by child to work in kitchens, while men go to office.

After observing this in the house, a child internalizes pre-conceived notions of what it means to be a man or woman.

This socialization is further enforced in society through

- i schools making boys and girls sit separately
- ii women being only offered care jobs, receptionist, etc.
- iii Governments usually including men.

Hence, gender inequality is largely a social construct, requiring reimagining how our family & society are set up.

6. (c) Stakeholder Capitalism is suggested as a way forward in wake of social, economic and environment challenges posed by Shareholder Capitalism. Examine the relevant arguments in this debate. (150 words) 10

हितधारक पूँजीवाद को शेयरधारक पूँजीवाद द्वारा उत्पन्न की गई सामाजिक, आर्थिक और पर्यावरणीय चुनौतियों के मद्देनजर आगे की राह के रूप में सुझाया जाता है। इस वाद-विवाद से जुड़े तर्कों का परीक्षण कीजिए।

Capitalism as a business model is generally associated with profit. However, in recent times, it is being reimagined as business communities being not just shareholders but also stakeholders in social development.

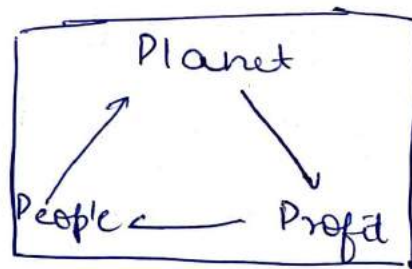
There is increasing emphasis of contribution by businesses towards social development and environmental preservation.

- In India, companies are mandated to contribute ~~ESR~~^{cor} funds from profit as Corporate Social Responsibility for social welfare.
- Companies like WIPRO & TATA make considerable philanthropic contribution.

→ Companies are also asked to go green in their day-to-day & manufacturing operations
eg: replacing plastic bottles in meetings with washable glasses.

These steps are driven by the understanding that we are merely holding the environment in trust. Capitalists are encouraged to follow the 'triple bottom line' approach of 3Ps

Committees like
Uday Kotak Committee



having highlighted their potential to contribute to social welfare.

Narayan Murthy suggests Indian growth can touch new heights if it is premised on "Compassionate Capitalism"

SECTION – B

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

7. Mr. X is a renowned Architect. He receives a contract of Rs. 500 crores to design and lead a building project that would not only be an architectural landmark but also involves engineering challenges the solutions for which would change the industry. The building would house the headquarters of a successful company Fictitious Corp. Its chairman, Mr. Y is renowned for his acumen as well as temper. After spending time on the drawing board, Mr. X comes up with an innovative design which in itself is a masterpiece. His office had to lay out the plan and then coordinate with the engineering firms to execute it to perfection. The building is constructed in record time and is praised for its ingenuity and the experts also look at it as an engineering milestone.

After six months of its construction, Ms. Z, a doctoral student of mathematics, visits the building for her work on structural engineering calculations. She has immense respect for Mr. X's work. However, she finds that her calculations do not satisfy the requirements of structural integrity for which the building has been widely hailed. She realizes that the building's structure has a deficiency based on the bolted beams used for structural support; this was inadequate if the impact of vertical winds on the building is taken into account. It not only created a threat for the building and its occupants but also the buildings and people nearby.

Mr. X is informed of these calculations by the student and her supervisor. However, Mr. X, meticulous as he is, has confidence on his work and detailed design. He looks at the issue seriously and spends time on the design. He indeed finds no flaw in his design and also notes that his design entails the use of welded rather than bolted beams. At the time he is negotiating the construction of another building where the issue of welded versus bolted metal beams is a sticking point. Mr. X. prefers welded beams as they are twice as strong as the requirements are. However, the engineering firm responsible for actual construction job and procuring the steel beams points out that double bolted beams are strong enough to meet the requirement, are cost effective and also fulfill the building code requirements. After the meeting Mr. X visits the Fictitious Corp building, and to his horror he realizes that bolted rather than welded beams have been used in the construction of the building. He asks for the design that his office has used after final approval. He notices that indeed the final designs show the use of bolted beams. These beams are classified as trusses which do meet the regulatory requirements but not the structural capacity as envisaged by Mr. X initially. He further enquires and is told that the engineering firm responsible for construction work had also given similar arguments about the sufficiency, cost effectiveness and regulatory

compliance of the bolted beams, which were accepted, and final design was passed by the buildings department. Mr. X goes into isolation and looks at the final building blueprint and compares it with the original. He quickly identifies the repercussions; the city faces a strong cyclone once in 16 years on an average. If such a cyclone was to hit, the building would sway and may collapse on the nearby buildings. He visits the building in the night again and realizes that a relatively small intervention on the 30th floor would resolve the issue. However, this would mean approaching the Fictitious Corp leadership and new construction approvals from the buildings department. It entails an almost certain risk of litigation and his license for practicing structural engineering being revoked.

(a) Identify the most pressing issues? Which ones would you address on priority?

(b) What would be your advice to Mr. X and Mr. Y.? Also, sufficiently clarify the reasons for such an advice. (20)

श्री X एक प्रसिद्ध वास्तुकार हैं। उन्हें एक भवन परियोजना को अभिकल्पित (डिजाइन) करने और उस कार्य पर आगे बढ़ने के लिए 500 करोड़ रुपये का एक अनुबंध प्राप्त हुआ है, जो न केवल वास्तुकला की दृष्टि से एक मील का पत्थर सिद्ध होगा, अपितु उसमें अभियांत्रिकी संबंधी चुनौतियाँ भी शामिल हैं, जिसका समाधान इस उद्योग की रूपरेखा को बदलकर रख देगा। यह भवन एक सफल कंपनी फिक्शियस कॉर्प का मुख्यालय बनेगा। इसके अध्यक्ष श्री Y अपनी कुशाग्रता के साथ-साथ गुस्से के लिए भी प्रसिद्ध हैं। ड्राइंग बोर्ड पर कुछ समय बिताने के बाद, श्री X को एक अभिनव डिजाइन सूझती है जो अपने आप में एक उत्कृष्ट कार्य है। उनके कार्यालय को योजना निर्माण और फिर इंजीनियरिंग फर्मों के साथ समन्वय करना था ताकि इसे पूर्णता तक निष्पादित किया जा सके। भवन का रिकॉर्ड समय में निर्माण किया जाता है और उसकी सरलता के लिए उसकी प्रशंसा की जाती है तथा विशेषज्ञ भी इसे इंजीनियरिंग संबंधी एक उपलब्धि के रूप में देखते हैं।

इसके निर्माण के छह महीने बाद, गणित में डॉक्टरेट करने वाली एक छात्रा सुश्री Z संरचनात्मक इंजीनियरिंग गणना पर अपने काम के लिए इस भवन का दौरा करती हैं। उनके मन में श्री X के काम के प्रति बहुत सम्मान है। हालांकि, वह पाती हैं कि उनकी गणना संरचनात्मक अखंडता की आवश्यकताओं को पूरा नहीं करती है जिसके लिए भवन की व्यापक रूप से प्रशंसा की जाती है। वह अनुभव करती हैं कि भवन की संरचना में कमी है जो संरचनात्मक सहारे के लिए प्रयुक्त बोल्टयुक्त बीम पर आधारित है; यदि भवन पर ऊर्ध्वाधर पवनों के प्रभाव को ध्यान में रखा जाए तो यह अपर्याप्त है। यह न केवल भवन और उसमें रहने वालों के लिए खतरा पैदा करता है बल्कि आसपास के भवनों और उनमें रहने वाले लोगों के लिए भी खतरा पैदा करता है।

छात्रा और उसके पर्यवेक्षक द्वारा श्री X को इन गणनाओं के बारे में सूचित किया जाता है। हालांकि, श्री X को अपने काम और विस्तृत डिजाइन पर विश्वास है। फिर भी, वह इस मुद्दे को गंभीरता से देखते हैं और डिजाइन पर पुनर्विचार के लिए पुनः समय देते हैं। वह वास्तव में अपनी डिजाइन में कोई दोष नहीं पाते हैं और यह भी ध्यान देते हैं कि उनके डिजाइन में बोल्टयुक्त बीम के बजाय वेल्डेड बीम का अपरिहार्य उपयोग किया गया है। उस समय वह एक

और भवन के निर्माण कार्य पर आगे बढ़ रहे थे, जिसमें वेल्डेड वनाम बोल्टयुक्त धातु की बीम का मुद्दा पेंच फंसाए हुए था। श्री X वेल्डेड बीम पसंद करते थे क्योंकि वेल्डेड बीमों आवश्यकता जितनी मजबूत होती हैं। हालांकि, वास्तविक निर्माण कार्य और इस्पात की बीम की खरीद के लिए जिम्मेदार इंजीनियरिंग फर्म कहती है कि डबल बोल्टयुक्त बीमों आवश्यकता पूरी करने के लिए पर्याप्त मजबूत और लागत प्रभावी होती हैं तथा साथ ही भवन-निर्माण संहिता की आवश्यकताओं को भी पूरा करती हैं। बैठक के बाद श्री X फिक्शियस कॉर्प के भवन का दौरा करते हैं और उन्हें अनुभव होता है कि भवन के निर्माण में वेल्डेड के बजाय बोल्टयुक्त बीम का उपयोग किया गया है। श्री X वह डिजाइन माँगते हैं जिसका उनके कार्यालय ने अंतिम अनुमोदन के बाद उपयोग किया था। वह पाते हैं कि वास्तव में अंतिम डिजाइन में भी बोल्टयुक्त बीम का उपयोग हुआ है। इन बीमों को टेक के रूप में वर्गीकृत किया गया था जो विनियामकीय आवश्यकताओं को तो पूरा करती हैं लेकिन संरचनात्मक क्षमता को नहीं जैसा कि शुरू में श्री X द्वारा परिकल्पना की गई थी। वह आगे पूछताछ करते हैं और उन्हें बताया जाता है कि निर्माण कार्य के लिए जिम्मेदार इंजीनियरिंग फर्म ने भी बोल्टयुक्त बीम की पर्याप्तता, लागत प्रभावशीलता और नियामकीय अनुपालन के बारे में भी इसी तरह के तर्क दिए थे, जिन्हें स्वीकार किया गया था तथा भवन विभाग द्वारा अंतिम डिजाइन को पास किया गया था। श्री X एकांत में चले जाते हैं तथा भवन के अंतिम निर्माण ब्लूप्रिंट पर नजर डालते हैं और इसकी मूल डिजाइन के साथ तुलना करते हैं। उन्हें जल्दी ही दूरगामी परिणाम के बारे में पता चल जाता है; शहर को औसतन 16 वर्ष में एक बार प्रबल चक्रवात का सामना करना पड़ता है। अगर भविष्य में इस तरह का चक्रवात भवन से टकराता है तो भवन हिल जाएगा और आसपास के भवनों पर गिर सकता है। वह रात में फिर से भवन का दौरा करते हैं और अनुभव करते हैं कि 30वीं मंजिल पर एक अपेक्षाकृत छोटा सा हस्तक्षेप इस समस्या का समाधान कर देगा। हालांकि, इसका मतलब फिक्शियस कॉर्प के नेतृत्व से संपर्क करना और भवन-निर्माण विभाग से नया निर्माण अनुमोदन प्राप्त करना होगा। यह मुकदमेवाजी का लगभग निश्चित जोखिम अपरिहार्य बनाता है और संरचनात्मक इंजीनियरिंग की प्रैक्टिस करने का उनका लाइसेंस वापस ले लिया जाएगा।

(a) इस प्रकरण में सम्मिलित सर्वाधिक अहम मुद्दों की पहचान कीजिए? आप प्राथमिकता के आधार पर किसे संबोधित करेंगे?

(b) श्री X और श्री Y को आपकी क्या सलाह होगी? साथ ही, पर्याप्त रूप से इस तरह की सलाह के कारणों को स्पष्ट कीजिए।

Disaster Risk Reduction (DRR) is a crucial component of Disaster Management. With India prone to natural disasters like cyclones and floods, DRR through mitigation & adaptation has been the focus of

National Disaster Management Authority (NDMA) guidelines, especially with respect to building regulations and by-laws.

1.(a) In the above scenario, there are certain pressing issues like:

- i Regulatory requirements v/s Structural integrity of the building.
- ii Risk of building collapse and loss of life and property
- iii Negligence of engineering company
- iv Cost cutting at the cost of occupants' safety
- v Reputation of the luxury architect who faces potential litigation & loss of license
- vi Regulatory approvals as possible roadblock for structural adjustments.

The issue can be addressed by looking at short-term and long-term priorities :

• Short Term : (Address on priority basis)

- i Need for structural intervention on 30th floor to ensure occupant safety
- ii Fast-tracking of additional approvals to ensure effectiveness

Long Term

- i Thorough investigation into negligence by engineering company and architect
- ii Fixing accountability and taking necessary punitive measures against erring officials

- 1 (b) In light of the new realities
my advice to the two stakeholders
Mr X. and Mr Y would be :

MR X

1. To prioritise public duty and
professional integrity over
personal interest.
↳ Saving lives must be immediate
priority
2. To effectively communicate to Mr Y
the urgency of the situation
3. To take responsibility for his
negligence in verifying the engineering
work
↳ can help ensure that blame
game does not ensue
4. To make sure structural intervention
rectifies deficiency.

MR. Y

1. To approach the issue not as one of cost of construction but jeopardy to human lives
2. To hear ~~the~~ Mr. X with patience and objectivity, demonstrating leadership through long-term vision
3. To provide the necessary support in making intervention — monetary, manpower and for fast-tracking new approvals.

I will explain to him that his actions will not only help save life & property, but also build his reputation as a visionary, decisive leader.

Disasters can be avoided if mitigation and adaptation steps are taken on time and effectively.

8. In a recent survey around social and economic indicators, a certain state in the country was found grossly underperforming. The state is marred with the issues of poverty, hunger, social backwardness, lawlessness and underdevelopment. In about seven decades since gaining independence, this state has continued to perform poorly across various indices. In the past, the Chief Minister had set up a fact finding Committee to report on the chief causes of the backwardness of the State. After years of ground research and surveying, it was found that the one of the main causes of the state's backwardness was its huge population that amplified resource scarcity to unimaginable proportions. Taking a clue from the facts presented in the report, the State Cabinet constitutes a panel of policy makers to consider this question of growing population and suggest suitable revisions to the State's Population Policy. The Panel recommends legislating a Population Control Bill that has a contentious provision in the form of 'One Child' norm. You are the Chief of this Panel and the recommendations of the Panel require your approval to be tabled in the Chief Minister's Office.

In this context, answer the following questions:

(a) What are the ethical issues related to population control of a compulsory nature that you would consider before approving or rejecting the recommendation?

(b) What would be your course of action in the aforementioned case? Suggest reasons for the same. (20)

सामाजिक और आर्थिक संकेतकों के इर्द-गिर्द एक हालिया सर्वेक्षण में, देश में एक राज्य को बुरी तरह से आशा से कम प्रदर्शन करते हुए पाया गया। यह राज्य गरीबी, हंगर (भुखमरी), सामाजिक पिछड़ेपन, अराजकता और अल्पविकास की समस्याओं से ग्रसित है। स्वतंत्रता मिलने के बाद से करीब सात दशकों में यह राज्य विभिन्न सूचकांकों पर खराब प्रदर्शन करता आ रहा है। अतीत में, इस राज्य के मुख्यमंत्री ने राज्य के पिछड़ेपन के मुख्य कारणों पर रिपोर्ट देने के लिए एक तथ्यान्वेषी समिति का गठन किया था। वर्षों के जमीनी अनुसंधान और सर्वेक्षण के बाद, यह पाया गया कि राज्य के पिछड़ेपन का एक मुख्य कारण इसकी विशाल जनसंख्या है जिसने अकल्पनीय अनुपात में संसाधनों की कमी को बढ़ाया है। रिपोर्ट में प्रस्तुत किए गए तथ्यों से सुझाव लेते हुए, राज्य मंत्रिमंडल ने बढ़ती जनसंख्या के इस प्रश्न पर विचार करने और राज्य की जनसंख्या नीति में उपयुक्त संशोधन का सुझाव देने के लिए नीति-निर्माताओं का एक पैनल गठित किया। पैनल ने जनसंख्या नियंत्रण कानून बनाने की अनुशंसा की है जिसमें 'एक बच्चे' के मानदंड के रूप में एक विवादास्पद प्रावधान है। आप इस पैनल के प्रमुख हैं और पैनल की अनुशंसाओं को मुख्यमंत्री कार्यालय में प्रस्तुत करने के लिए आपके अनुमोदन की आवश्यकता है।

इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) अनिवार्य प्रकृति के जनसंख्या नियंत्रण से संबंधित वे नैतिक मुद्दे क्या हैं जिन पर आप अनुशंसा को अनुमोदित करने या अस्वीकार करने से पहले विचार करेंगे?

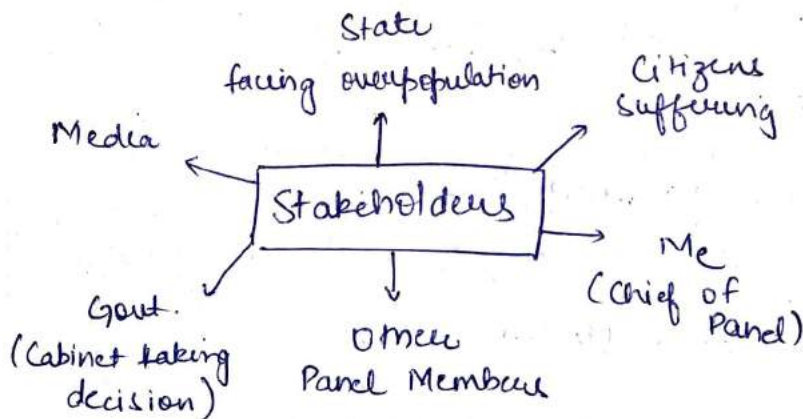
(b) उपर्युक्त मामले में आपकी क्या कार्रवाई होगी? इसका कारण बताएँ।

India has 2.4% of world's land area, yet it has about 17% of world population. As a result of this overpopulation, India faces numerous issues of poverty, inequality, underdevelopment, hunger, unemployment etc.

(a) As Chief of Panel recommending 'One Child Norm' changes to State Population Policy, I face the following ethical dilemma:

- i Need for controlling overpopulation v/s doing so through non-coercive means
- ii Sending best possible suggestions v/s sending most acceptable suggestions.
- iii Social norms v/s Law of children

- iii Narrow view of Panel's mandate
v/s larger view of social welfare
- iv Professional integrity v/s Personal
interest (considering consequences
of suggestion)
- v Chief as head or chief as first
among equals (whenever participatory
approach)



(b) My course of action must involve a delicate balance between what is necessary to control overpopulation and what is most practical, effective and socially acceptable

Therefore I would take the following steps:

- i Invite other panel members for discussion on 'One Child Norm' suggestion
→ to understand ^{the} rationale, communicate apprehensions, make progressive consensus-based
- ii Attempt to explain the possible ramifications — media backlash, invoking 'forced sterilization' memory from 1980s, adverse consequences in China

iii Invite voting in case failure to build consensus.

iv Make changes to report, only adding discussion on 'One Child Norm' as an addendum

→ highlighting the arguments in favour and against, and the voting outcome of the panel

v Add a 'Chief's Note', suggesting it is not a practical suggestion due to its adverse spillover effects on demography and social unacceptability.

While laws have statutory authority, no law can be effective if it lacks the foundation of social acceptability, since ethics and morality are ultimate authority.

9. You are working as a Divisional Forest Officer in an area which is home to tigers. Recently, there have been reports of a tiger venturing into agricultural fields and also killing livestock of villagers. Unfortunately, 2-3 villagers have been killed by some wild animals in last few weeks. Villagers claim that the tiger has killed their fellow villagers and request you to protect their lives and property by either relocating or killing the man-eater tiger. They also obstructed investigation of forest officials to ascertain whether it was the work of tiger or some other animals. Your attempts to trap the tiger have not been successful. Concerned over the delay in killing or relocating the tiger, villagers hire a private hunter to kill the tiger on their own and argue that they have a right to defend themselves and their property. In this context, answer the following questions:

(a) Identify the issues involved in this scenario.

(b) What steps would you take as the Divisional Forest Officer to ensure villagers' safety along with protection of tigers? (20)

आप एक ऐसे क्षेत्र में मंडल वन अधिकारी के रूप में कार्यरत हैं जो बाघों का निवास स्थल है। हाल ही में, खेतों में एक बाघ के घुसने और ग्रामीणों के पशुधन को नुकसान पहुँचाने की खबरें आई हैं। दुर्भाग्य से, पिछले कुछ हफ्तों में कुछ जंगली जानवरों द्वारा 2-3 ग्रामीणों को मार डाला गया। ग्रामीणों का दावा है कि एक बाघ ने उनके साथी ग्रामीणों को मारा है और आपसे अनुरोध किया गया है कि या तो उस आदमखोर बाघ को स्थानांतरित करके या मार कर उनके जीवन और संपत्ति की रक्षा करें। उन्होंने यह पता लगाने के लिए वन अधिकारियों की जाँच में भी बाधा डाली कि यह बाघ का काम है या कुछ अन्य जानवरों का। बाघ को फँसाने या पकड़ने की आपकी कोशिशें सफल नहीं रही हैं। बाघ को मारने या स्थानांतरित करने में देरी से चिंतित होकर ग्रामीणों ने अपने दम पर बाघ को मारने के लिए एक निजी शिकारी की सेवाएँ ली हैं तथा उनका तर्क है कि उन्हें अपनी और अपनी संपत्ति की सुरक्षा करने का अधिकार है। इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) इस परिदृश्य में शामिल मुद्दों की पहचान कीजिए।

(b) बाघों की सुरक्षा के साथ-साथ ग्रामीणों की सुरक्षा सुनिश्चित करने के लिए एक मंडल वन अधिकारी के रूप में आप क्या कदम उठाएंगे?

Human - wildlife conflict is a result of numerous competing scalities: an urbanising landscape encroaching on animal habitat, a man's relations with nature, rights of forest dwellers, etc. which must be managed and balanced

to reach a viable solution.

1(a) In the above scenario, there are the following conundrums:

- i Human safety v/s Animal rights & profession
- ii Rights of villagers to reside in an area v/s putting themselves in danger.
- iii Killing the tiger as a Man's attempt to tame nature
- iv Villagers obstructing official investigation
↳ law & order issue
- v Inability to trap the tiger
↳ professional ineffectiveness by Forest Department
- vi Villagers hiring private hunter
↳ villagers as law unto themselves
and lack of public trust.
- vii Compassion for villagers v/s objective decision-making

- 1.(b) As Divisional Forest Officer
Realizing the sensitive nature
of the situation, I will undertake
certain measures on priority basis:

Short Term Measures on Priority

1. Myself head a team to talk to
the villagers and explain the delay
and the need to avoid decisions like
recruiting private hunter.
2. Communicate to local administration
the possibility of a law and order
situation, requesting adequate protection
if needed
3. Talk to village head / Sarpanch
explaining and suggesting:
i Relocation of villagers to temporary
shelters while operation to trap
tiger is on

- ii need to ~~to~~ calm agitated villagers
- iii explain possible legal consequences under WPA 1972 and EPA 1986 if tiger killed despite Forest Department warnings :
- 4. Asking influential local ^{personalities} ~~and~~ ^{and} environmentalists to come to village and engage with villagers.
- 5. Communicating to seniors in Forest Department of need for additional assistance to trap the tiger.
- 6. Recruiting best wildlife operations experts and professionals for the job
- 7. ^{Orders for} Killing the man-eater as the last-resort and if it causes any further damage to life & property.

Long Term Measures

1. ~~Under~~ Requesting state govt. to provide adequate compensation to families of those killed and who suffered losses
2. Structural changes such as bio-fences, wildlife corridors, etc.
3. Investigating causes for delays during operation
4. Recruiting top quality animal trappers and hunters for any future situation.

Forests are no longer homes for animals alone. They are sites of human stay, areas of material benefit, and regions of potential conflict. These realities must be balanced for effective forest management.

10. You are a District Magistrate of an area which has seen a huge surge in COVID-19 cases during the second wave of pandemic in India. The health infrastructure is already overburdened. Hospitals are overwhelmed, crematoriums and burial sites are regularly running out of space, and covid testing is struggling to meet the demand. Also, the vaccination drive is at the risk of going off-track due to the demand-supply mismatch. During this difficult time, you come to know that there are some people who are engaging in black marketing, hoarding and profiteering by using every trick in the book to cheat, ransom and swindle Covid-19 patients and their kin in the name of scarcity of drugs, oxygen and hospital beds.

Black marketing, hoarding and profiteering are a classic case of market failure, which highlights the significance of state intervention in a crisis situation. How can state effectively play the role of a regulator as well as service provider in such cases of market failure?

20

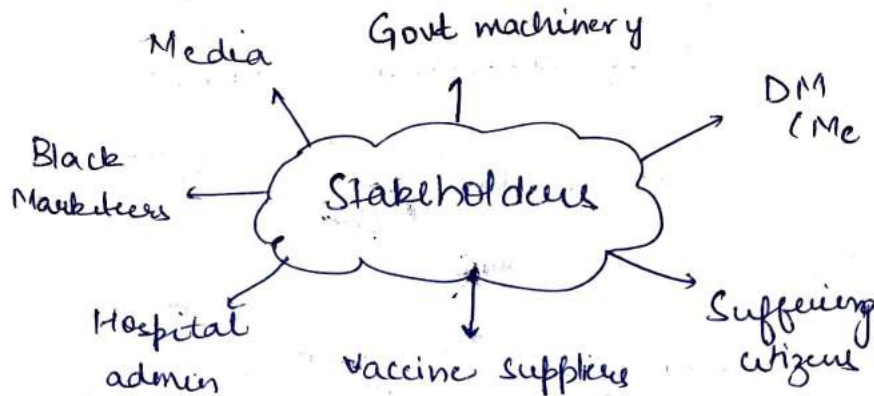
आप एक ऐसे क्षेत्र के जिलाधिकारी हैं जिसने भारत में महामारी की दूसरी लहर के दौरान कोविड-19 के मामलों में भारी वृद्धि देखी। स्वास्थ्य अवसंरचना पर पहले से ही अधिक बोझ है। अस्पतालों में भीड़ लगी है, शवदाहगृहों और शवाधान स्थलों में नियमित रूप से जगह की कमी चल रही है तथा कोविड की जाँच संबंधी माँग पूरी नहीं हो पा रही है। साथ ही, माँग-आपूर्ति असंतुलन के कारण टीकाकरण अभियान का पटरी से उतरने का खतरा बना हुआ है। इस कठिन समय में, आपको पता चलता है कि कुछ लोग दवाओं, ऑक्सीजन और अस्पताल में बिस्तर की कमी के नाम पर कोविड-19 के रोगियों एवं उनके परिजनों को ठगने के लिए धोखा देने, धन ऐंठने और अन्य तरीकों से भी जालसाजी करने हेतु कालाबाजारी, जमाखोरी व मुनाफाखोरी में लिप्त हैं।

कालाबाजारी, जमाखोरी व मुनाफाखोरी बाजार की विफलता का एक आदर्श उदाहरण है, जो संकट की स्थिति में राज्य के हस्तक्षेप के महत्व को रेखांकित करता है। बाजार की विफलता के ऐसे मामलों में राज्य प्रभावी ढंग से कैसे विनियामक होने के साथ-साथ सेवा प्रदाता की भी भूमिका निभा सकता है?

Price-gauging and black-marketing during disaster is as old as the first human disaster. However, it presents challenges for ^{regulation} state even in normal times, even more so during crisis.

Ethical Dilemmas involved in
Profiteering during crisis :

- i Public welfare v/s Private profit.
- ii Profiteering from someone's misery.
- iii State's competing roles of regulator and service provider
- iv Public faith in government during crisis.
- v Officials going beyond duty of office or only meeting targets.
- vi Compassion v/s Neutrality
- vii Compensating sufferers v/s setting bad precedent.



In such a crisis, the State has dual role of a regulator as well as service provider

Regulatory Role

1. ensuring no hoarding or black-marketing
2. preventing law & order situation due to agitated families and victims
3. Enforcing lockdowns in hotspots, etc.

Service Provider

1. Providing vaccines and medicine at low cost, easily accessible
→ through Govt vaccine contracts.
2. Ensuring enough beds for patient
3. Adequate testing either at home or at center

As the District Magistrate representing State machinery, I can ensure effective response through following measures

1. Search operations against ~~bandits~~^{followed} black marketers, profiteers, with punitive measures.
2. Ensuring adequate testing through local centres, expanding testing infra by fast-tracking acquisition proposals, etc.
3. Prioritising testing, hospital beds and vaccines for the most vulnerable — those in hotspot, old, diabetic, etc.
4. Ensuring lockdowns are enforced in hotspot by coordinating with local police machinery.

5. Ensuring crematoriums operate overtime to clear backlog, while following all COVID protocols.
6. Involving local media and platforms like radio, social media, posters etc. warning against ilack-marketing and need for testing and vaccination.
7. Curating database of vaccine centers & supply status for vaccines, hospital beds, etc. for public convenience & to avoid crowding.

The Govts too can be pro-active by signing contracts for vaccines with manufacturers, drafting laws to protect doctors & medical community, etc.

Only a multi-pronged coordinated response can be effective in such crisis.

11. You work as a marketing consultant for a multinational company that specializes in various products including nutrient supplements, diet pills etc. The company pays its employees extremely well and provides satisfactory fringe benefits. Your manager has hinted that he will recommend you for overseas company transfer, which will improve your job profile. This has motivated you to work harder and perform better.

The company has to advertise and sell a new weight loss pill 'X'. As per in-company research, it has minimal or no side effects and has no adverse impacts on health, which is its unique selling point (USP). You are given the responsibility of heading the marketing team for advertising pill 'X'. Due to a well-crafted marketing strategy including endorsement by a renowned celebrity, the product has generated considerable public attention. However, while working on an advertisement campaign for the pill, you find out that the in-company research findings of pill 'X' are fabricated. While it indeed has no side-effects, there are no proven benefits of taking the pill as well. It merely acts as a placebo.

When you bring up the issue with your manager, he promptly tells you to keep the facts to yourself. He also indirectly brings up the fact that your performance review date is approaching and hints that you will get transferred overseas if you prove your loyalty to the company.

Based on the given information, address the following:

- Identify the stakeholders in this situation.
- State the ethical issues that arise in this case.
- Discuss your options in this scenario and mention your next step.

(20)

आप पोषक तत्व पूरक आहार, डाइट पिल्स (आहार की गोलियों) आदि सहित विभिन्न उत्पादों में विशेषज्ञता प्राप्त एक बहुराष्ट्रीय कंपनी के लिए विपणन सलाहकार के रूप में काम करते हैं। कंपनी अपने कर्मचारियों को बहुत अच्छा वेतन देती है और संतोषजनक अतिरिक्त लाभ भी प्रदान करती है। आपके प्रबंधक ने संकेत दिया है कि वह आपकी विदेश में स्थित कंपनी में स्थानांतरण के लिए अनुशंसा करेगा, जिससे आपकी जॉब प्रोफाइल में सुधार होगा। इसने आपको और अधिक मेहनत तथा बेहतर प्रदर्शन करने के लिए प्रेरित किया है।

कंपनी को वजन घटाने वाली एक नई गोली 'X' का विज्ञापन और बिक्री करना है। अंतः-कंपनी अनुसंधान के अनुसार, इसका कम से कम या कोई दुष्प्रभाव नहीं है और इसका स्वास्थ्य पर कोई प्रतिकूल प्रभाव नहीं पड़ता है, जो इसकी विक्रय की खास खूबी है। आपको गोली 'X' का विज्ञापन करने के लिए विपणन टीम का नेतृत्व करने की जिम्मेदारी दी जाती है। एक प्रसिद्ध सेलिब्रिटी द्वारा विज्ञापन सहित अच्छी तरह से तैयार की गई विपणन रणनीति के कारण, इस उत्पाद ने जनता का काफी ध्यान आकर्षित किया। हालांकि, इस गोली के लिए एक विज्ञापन अभियान पर काम करते हुए, आपको पता चलता है कि गोली 'X' का अंतः-कंपनी अनुसंधान निष्कर्ष मनगढ़ंत या जाली है। हालांकि, इसका वास्तव में कोई दुष्प्रभाव नहीं है, लेकिन इस गोली का कोई प्रमाणित लाभ भी नहीं है। यह केवल प्रायोगिक औषध के रूप में कार्य करती है।

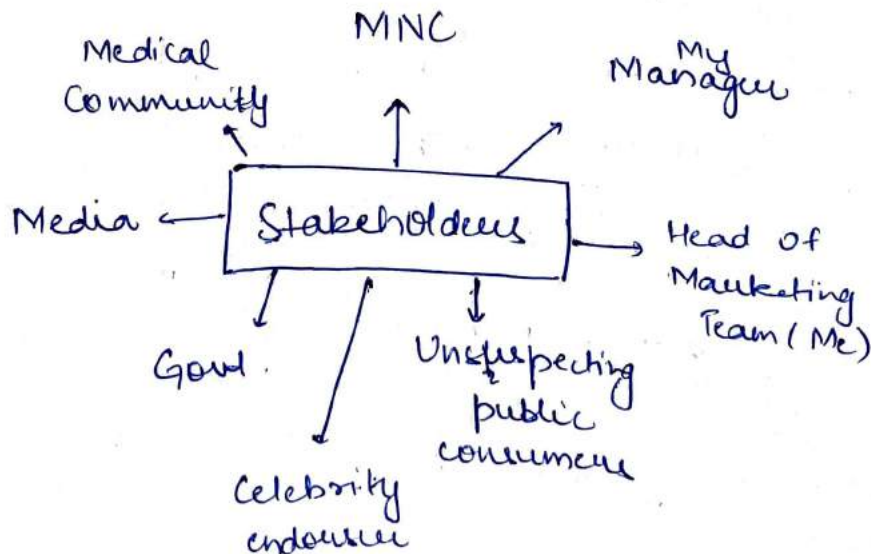
जब आप यह मुद्दा अपने प्रबंधक के सामने लाते हैं, तो तुरंत आपको तथ्यों को अपने तक सीमित रखने के लिए कहा जाता है। परोक्ष रूप से यह इंगित किया जाता है कि आपके प्रदर्शन की समीक्षा की तारीख निकट आ रही है और संकेत दिया जाता है कि यदि आप कंपनी के प्रति अपनी निष्ठा सिद्ध करेंगे तो आपको विदेश स्थानांतरित कर दिया जाएगा।

दी गई जानकारी के आधार पर, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- इस स्थिति में हितधारकों की पहचान कीजिए।
- इस प्रकरण में उत्पन्न होने वाले नैतिक मुद्दों का उल्लेख कीजिए।
- इस परिदृश्य में अपने विकल्पों की विवेचना कीजिए और अपने अगले कदम का उल्लेख कीजिए।

Marketing gimmicks operate on the principles of attractive campaign, fantastical claims to solve every-day problems, and on unsuspecting and desperate public. However, ^{seldom if ever are} ~~most~~ such products like weight-loss pills, hair growth formula ever true.

fr(a) (a)



(b) The ethical dilemmas involved in marketing a 'weight-loss' pill with no benefits are :

i professional integrity v/s private interest (promotion)

ii profit-driven capitalism v/s compassionate capitalism

iii Breach of public trust by marketing placebo

iv Organisation ethos in conflict with private morality

v Transparency v/s secrecy (consumers' right to know)

vi Celebrity merely an employee endorsing on party to breach of trust.

vii No adverse health effect : whether relevant justification for marketing pill

(C) In such a scenario, I as the head of marketing have the following options:

(1) Refuse to market the pill and act as whistle-blower

<u>Pros.</u>	<u>Cons</u>
i. uphold private morality	i. breach of organisational ethos
ii. safeguard public trust & welfare	ii. professional consequences → no promotion, discrimination

(2) Continue marketing pill and keep finding to myself

<u>Pros</u>	<u>Cons</u>
i. Will get good performance review	i. accomplice in immoral act
ii. uphold organisational ethos	ii. will breach public trust

(3) Resuse myself from the project

Pros

- i. will not have to make tough decision
- ii. hold up both- private & professional morale

Cons

- i. promotion unlikely
- ii. demonstrated lack of leadership skills
→ undecisive, dishonest.

In this scenario, I will chose option (i).
since profit-oriented approach must be balanced by ethical considerations.
Moreover, the Whistleblowers Protection Act (2014) provides adequate safeguards to those exposing corruption in ^{organisations} public.
This is also likely to dissuade other
MNCs from taking consumers for granted,
and celebrities from endorsing products
without verifying their efficacy

12. The COVID-19 pandemic has forced universities, schools and other educational institutions around the world to shut down their campuses indefinitely and move their educational activities onto online platforms. These institutions were not prepared for such a transition and their online teaching-learning process evolved gradually. Though students considered online learning advantageous because of flexibility and convenience, there have been reports that the students prefer learning in physical classrooms to online education. The students feel that online education is stressful and affects their health and social life. Moreover, not all students have equal access to, and expertise on, digital technologies. Although these inequalities existed earlier, the COVID-19 pandemic has exposed this digital divide. Considering yourself as the Chairman of a Committee, constituted by the government, to suggest measures to improve the quality and accessibility of online education, answer the following questions:

(a) What are the key ethical issues at stake here?

(b) Highlight the principles and values that will guide your recommendations to the government.

(c) Suggest measures to improve the quality and accessibility of online education in the country. (20)

कोविड-19 महामारी ने दुनिया भर के विश्वविद्यालयों, स्कूलों और अन्य शैक्षिक संस्थानों को अनिश्चित काल के लिए अपने परिसरों को बंद करने तथा अपनी शैक्षिक गतिविधियाँ ऑनलाइन प्लेटफॉर्म पर स्थानांतरित करने के लिए मजबूर किया है। ये संस्थान इस तरह के संक्रमण के लिए तैयार नहीं थे और उनकी ऑनलाइन शिक्षण-अधिगम प्रक्रिया धीरे-धीरे विकसित हुई। हालांकि, छात्र लचीलेपन और सुविधा के कारण ऑनलाइन लर्निंग को लाभप्रद मानते हैं, लेकिन इस बात की रिपोर्टें आई हैं कि छात्र ऑनलाइन शिक्षा की तुलना भौतिक कक्षाओं में पढ़ना अधिक पसंद करते हैं। छात्रों को लगता है कि ऑनलाइन शिक्षा तनावपूर्ण है और उनके स्वास्थ्य एवं सामाजिक जीवन को प्रभावित करती है। इसके अलावा, सभी छात्रों की डिजिटल प्रौद्योगिकियों तक समान पहुँच और विशेषज्ञता नहीं है। हालांकि, ये असमानताएं पहले भी मौजूद थीं, लेकिन कोविड-19 महामारी ने इस डिजिटल खाई को उजागर कर दिया है। अपने आप को ऑनलाइन शिक्षा की गुणवत्ता और पहुँच में सुधार लाने के उपाय सुझाने के लिए सरकार द्वारा गठित समिति का अध्यक्ष मानते हुए, निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) यहाँ दांव पर लगे प्रमुख नैतिक मुद्दे क्या हैं?

(b) सरकार को की जाने वाली अपनी अनुशंसाओं का मार्गदर्शन करने वाले सिद्धांतों और मूल्यों पर प्रकाश डालिए।

(c) देश में ऑनलाइन शिक्षा की गुणवत्ता और पहुँच में सुधार लाने के उपायों का सुझाव दीजिए।

The Right to Education is a fundamental right under Article 21-A of Indian Constitution. However, this right ~~for~~ involve not such admission to schools, but also accessibility, affordability and capability to benefit from it (Capability Approach of Amartya Sen)

12. (a) The ethical issues involved in 'digital fatigue' are:

- i. Educational Digital equality v/s Digital Divide
→ equal access to digital education irrespective of caste, class, gender
- ii. Prioritizing health or education
- iii. Traditional approach v/s Embracing technology
- iv. Resource management v/s State responsibility as service provider

v Long term vision v/s Short term approach

(Can education be compromised in pandemic)

vi Passive education v/s Active, Value-based education

(b) As Chairman of the Committee, my suggestions will be driven by following considerations:

- i ensuring that education is available, accessible and affordable for all irrespective of their socio-economic status
- ii embracing new technology and integrating with traditional approach
→ balanced ^{forward-looking} approach
- iii adequate attention to all facets of education: value-based education

social development, etc.

iv ~~adequate~~ prioritizing health of children

v leaving resource constraints of govt. in mind

vi inclusive approach in formulating suggestions.

→ consulting all stakeholders :
children, families, school admin, etc.

(c) I will suggest the following measures to the govt :

i Regulate timings of online classes with adequate breaks between classes to counter digital fatigue

ii Engage families through local admin to ensure adequate opportunity for studying ^{is} being given to the child, especially girls

- iii Implementing the Delhi High Court order — making a database of students without any device to access classes, & providing them laptops, mobiles, etc.
- iv Collaborating with local CSCs, ^{colleges} ~~emph~~ currently closed for providing students access to Internet & computers
- v Integrating govt. initiative like SWAYAM portal, SWAYAM Prastha DTH channels, MOOCs, etc. with curriculum
- vi Increasing awareness of govt. initiatives by engaging with school administration.
- vii Modifying exam framework to make it less stressful during pandemic.

India's demographic potential can only be realized if its youth is educated.