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GENERAL STUDIES (TEST CODE : 1512)

Name of Candidate	SURBHI SINGHA	Registration Number	227299
Medium Hindi/Eng.	ENGLISH	Date	22/11/2021
Center	ORN		

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(a)	10	
6(b)	10	
6(c)	10	
7	20	
8	20	
9	20	
10	20	
11	20	
12	20	

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

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

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Delhi- 110009

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.

All the Best

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 use of verbal & non-verbal tools to influence the opinion / attitude of others in favour of a specific object. (eg).

Elements of effective persuasion :-

element	effectiveness
1) <u>content of message</u>	Relevant to persuader + presented attractively
2) <u>Characteristics of persuader</u>	<ul style="list-style-type: none"> - Socially influential - Credible to the target audience - Leadership qualities
3) <u>Route used</u>	<u>central route</u> for aware population <u>peripheral route</u> for less aware

4) Presenting
message

- Both sides of argument
to aware population

- single side +
emotive appeal for less
aware
in

Role in public administration

1.) effective implementation of policies
may require behaviour-change persuasion
eg: SBM campaign, BBBP campaigns

2.) Bridging communication gap &
establishing trust among people.
[eg]: During times of a disaster

3.) effective citizen feedback on policy
improvement + acceptance of policy
[eg]: Repeal of 3 farm laws recently
due to lack of effective persuasion

4.) People-centric governance involves
people as active participants via
persuasion. [eg]: success of vaccination
drives led by community in
rural Chhattisgarh

Thus persuasion is an effective tool of
administration

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।

'Everything that is illegal may not be unethical! This is where the role of conscience or inner voice comes in, in taking ethical decisions. eg.

Role of conscience in taking ethical decisions in administration

- 1) Siding with the ethical path, even if state demands otherwise.

Fig:- Refusing to fire on unarmed crowd, even if superiors direct so.

- 2) Delivering complete justice beyond the call of duty.

Fig:- Provision of PDS ration to the needy not having Adhaar

b) A IAS Armstrong Parnab effort to build a road via community funding when official sources could not

3) Main training political neutrality in line with bureaucratic principles & Nolan recommendations.

[eg]: Refusing to favour any political agendas.

4) speaking truth to power if needed.

[eg]: Doctor Anand Ravi's exposure of Vyapar scam in 2013

5) Deciding the correct course of action when laws are silent. - use of conscience

[eg]: Reorienting public funds from infrastructure towards healthcare during COVID

Thus, conscience as a tool must be the supreme guide for ethical decision making.

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 Ram Mohan Roy is rightly known as the 'Father of Indian Renaissance' for his contribution to India's socio-religious reform movement.

Relevance of views in present day India

On Religious Issues:

1) Rational interpretation of religious scriptures, & not ~~never~~ regard them as infallible.

Present Day :- Rights & freedoms for all should precede religious concerns eg:- rejection of religion's view on same-sex couples to decriminalize 577 of IPC.

2) Fundamental one-ness of all religions

Present Day :- Peaceful & harmonious coexistence of multi-cultural societies

3) Adopting best practises from all
religions [eg]: Monotheism &
(butas)
unitarianism (Christianity)

Present Day :- Secular ideologies
from religions (es: Non violence) guide
nations.

Social issues:

1) Renounce practises derogating to
women, establish equality of sexes
Present Day :- issues like harassment at
workplace, glass ceiling & wage gap

2) Opposed rigid caste divisions

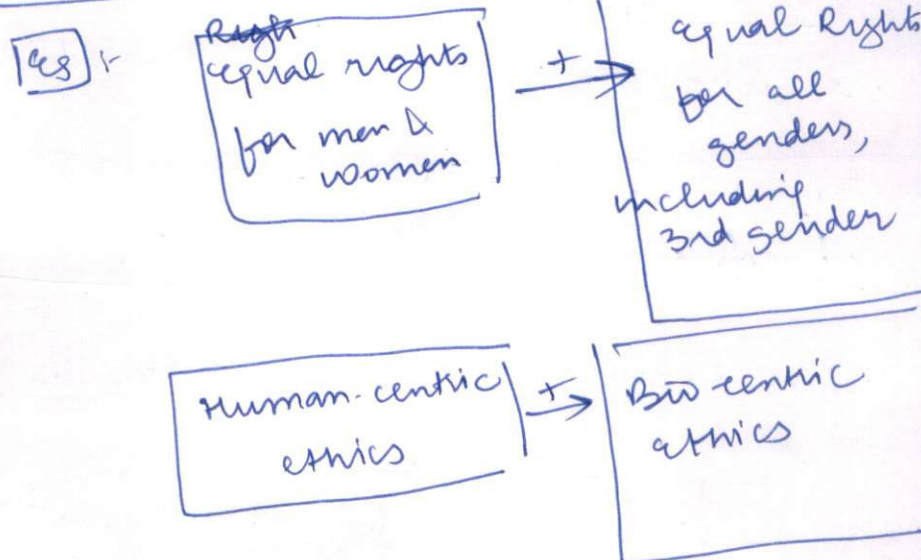
Present Day :- Need to reform
practises like violence against dalit
girls

Thus, ideas of Raja Rammohan Roy
remain much relevant even today &
should act as guide in modern
nation-making.

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 human 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।

Moral circle of humanity has evolved & widened over time to become more inclusive & comprehensive :



Granting equal rights to non-human entities:

(A) Justified:

1) Animals & plants are capable of feeling pain & pleasure, are shown to possess emotions - thus deserve equal rights.

2.) communitarianism & Stewardship
ethics: As human existence is made
possible due to contributions of other
beings. Food from plants
pollination by bees, etc.

3) Deontological ethics demand that it
is our duty to provide rights for
those who can't speak for themselves.

However, there lie challenges in extending
equal rights:-

1) Cases where human rights conflict
with animal rights.

Ex:- Freedom to eat non-vegetarian
& Rights of animals

2) acceptance of equal rights for
animals & plants by institutions
worldwide

While rights for non-human entities is
a must, the extent of these rights should
be decided based on dialog & deliberation.

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

निम्नलिखित में से प्रत्येक उद्धरण के आपके लिए क्या मायने 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

'Be the change you wish to see in the world'. - these words by Gandhi emphasize on the capacity of individuals to transform their surroundings by transforming themselves.

1.) Man is an agent of socialization.
Radical transformation within influences the external environment.

[eg]:- organization's work culture is decided by its individuals.

2.) one radically transformed being can transform an entire community via leadership.

[eg] Gandhi's radical transformation of self, as enumerated in 'my experiments with truth'. led to an entire army of

Satyagrahis fighting for non-violent revolution.

3) New ideas & radical ideas find attractiveness among masses.

4) Individual transformation helps arouse community's conscience

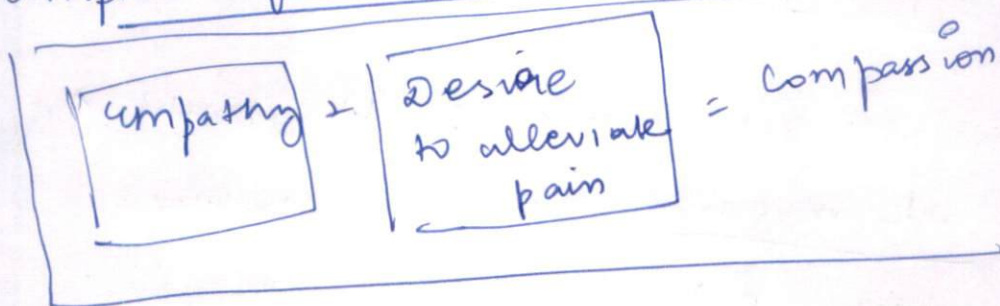
[Ex]: Child activist Arundhati Thakur question to leaders at climate summit.

'Drops of ~~seas~~ water together make an ~~infinite~~ ocean! If each one of us can transform ourselves, the world will be a better place to live - as successfully depicted by lives of Grandin, Mandela & Mother Teresa -

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 refers to an understanding of another's pain coupled with a deep desire to alleviate that pain.
~~The~~ This deep desire is what differentiates compassion from empathy.



2) each one of us feel uncomfortable at the site of albeit poverty or suffering. That is empathy. But only some of us move on to do something about it.

[eg]: Mother Teresa - who dedicated her life to leprosy patients is a manifestation of compassion.

2) Public servants & administrators understand the relevance & importance of the power they hold, to transferring wisdom of others. But only some convert it into deep desire & action.

Ex: IAS Dwijendra Devarajani attempt to learn Bodo - the language of tribals to better understand their suffering & alleviate it.

3) We all are aware of, the plight of climate migrants as well as future generations. But only some, like child activist Greta Thunberg care to bring it in action.

Thus, compassion as a virtue is a powerful tool to enable great changes around us. It can truly change the world into a better place.

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 adherence to highest standards of ethical & moral values - like honesty, integrity & uprightness.

Absence of corruption: An important requisite for probity.

Corruption & probity cannot go hand in hand as:

1.) corruption breeds dishonesty & lack of transparency in procedures.

[eg] :- ~~corruption~~ corruption in awarding contract
⇒ lack of transparent procedures.

2.) Misuse of public funds ⇒ trusteeship principles violated.

3.) compromise with ideals of a welfare state - which is central to governance.

eg: low quality material used in
construction \Rightarrow threat to public life
& property.

4) Reduced responsiveness & accountability
of administration : \Rightarrow

eg: corruption in housing
allotments \Rightarrow cannot co-exist with
grievance redressal.

Other factors to ensure probity

1) efficiency of service delivery to
avoid delay & losses

2) working in both letter & spirit for
truly good governance.

3) Transparent procedures, to ensure
checks & balances

4) Participatory governance

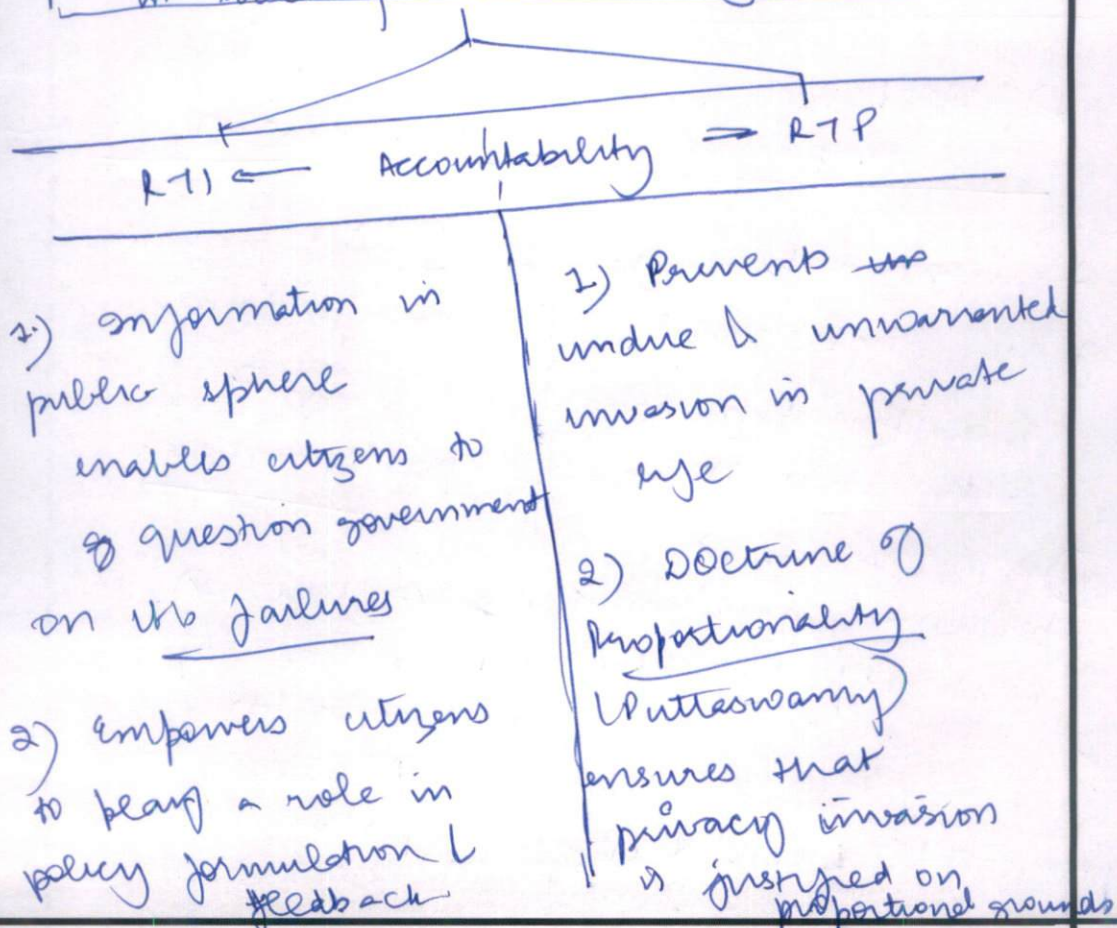
Leaders like e-Sreedharan have displayed
probity in governance by following above
principles

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।

Right to information (RTI) & Right to Privacy (RTP) are two basic fundamental rights of citizens - for ensuring a dignified & progressive living.

RTI & RTP complement each other in holding accountability:



Ex:

3.) enables public funds are used with propriety

Ex: exposure of Vyapam scam

* exclusion-inclusion errors in PDS

* Better functioning of schemes like MGNREGS

Fig:

* enabled citizens to question

Regime of governance dynamics.

* ~~Revocation~~

of certain sections of Adhaar Act

Reconciliation in cases of conflict

1) Doctrine of conflict

2) Right to privacy of one individual vs information for other individual.

Ex: Disclosure of personal information of Political party candidates

2).

Thus, both R11 & R1P go hand in hand.

Reconciliation

* R11 Act provides for disclosure in case of public welfare

* Doctrine of proportionality given by Adhaar Judgment

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।

Kautilya's Arthashastra direct & rules & administrations to act by that maxim that maximizes public interest & welfare.

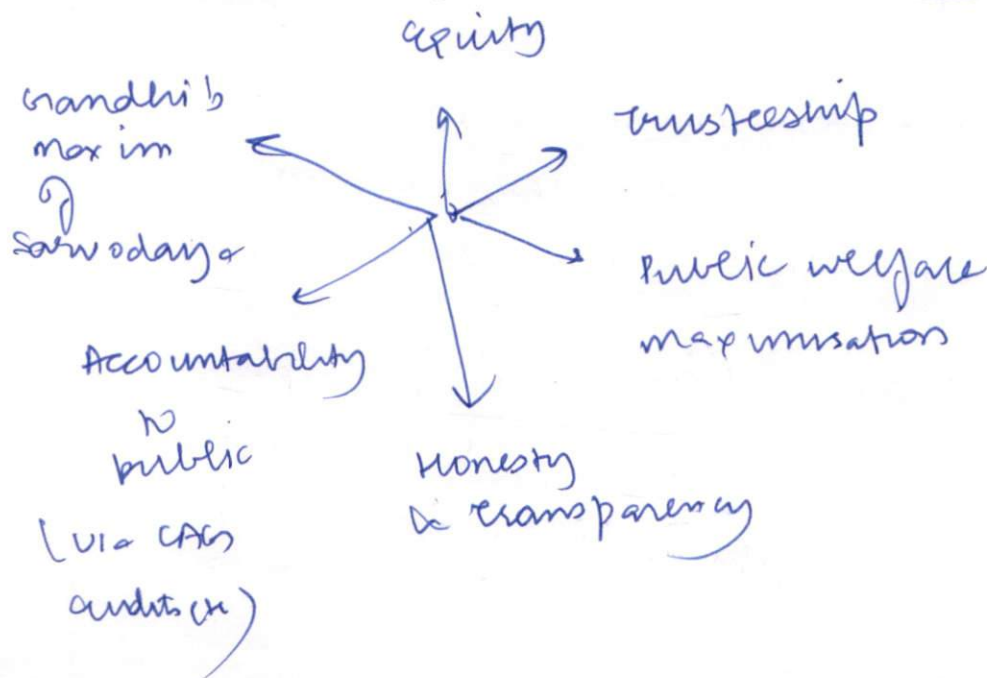
Spending government funds on ad campaigns has recently drawn criticism - ethical issues involved:

- 1.) Violation of trusteeship principles given by Grandhiji - where public funds should be held as trustees, not owners.
- 2.) Against justice approach of Rawls, when healthcare & education for all as pressing concerns are unfulfilled, mis-appropriation is injustice.
- 3.) Against utilitarianism, as these campaigns benefit only a minority few, as opposed to majority.

4) Against political neutrality & impartiality, as it favours ruling party & ~~is~~ denies a level playing field for all.

→ Misuse of power - (Malfeasance)

Factors that should guide fund-utilization



Parties & governments should be guided by a code of ethics in utilizing funds - only for public welfare

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 complete impartial & non-partisan approach in dealing with administrative & other affairs.

Significance in Administration

1) Maintaining continuity in administration upon change of government.

2) Commitment to service-delivery & welfare, irrespective of party in power.

[eg]: B. B. Lal, though appointed during DM regime, continued to serve the RBI during NDA with utmost commitment to welfare.

3) eliminate nepotism & corruption in administration

[eg]:- Refusing to do favours for

ministers.

4) helps keep public interest over personal interest.

[P.S]: Regumy in indulse in any kind-
pro-quo

Central civil service Rules in maintaining
political neutrality

- 1) Provide for political neutrality as one of the values of a civil servant
- 2) Guides the code ~~is~~ prescribes for civil servants to be driven by welfare & constitutionalism.
- 3) Prohibits any material favours during & after tenure.

Nolan Committee also recommends political neutrality as one of the 7 values of public servants. It is especially relevant in the time of today's polarized politics

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।

There has been a ^{general} rise in issues like corporate mis-governance in recent times, pointing to inadequacy of existing ethical framework.

[eg] a) ICICI's case of connected lending

b) Recent crisis in Tata group's top leadership

c) issues of rising NPAs

thus, need for better ethical frameworks & corporate governance models.

Corporate governance Model :-

1) Shift towards stakeholder capitalism from existing shareholder capitalism.

[eg] :- Recognizing important role played by customers, Tata group is known for

It's massive CSR operations

Fig 2: ~~Zometa group~~

- 2) Transparency & openness - directors
meetings & decision-making to
avoid misgovernance.

Fig: lending activities in banks
should be digitized

- 3) Trusteeship model.

Fig: Bill & Melinda Gates Foundation

Ethical framework:

- 1) emotional intelligence & empathy
should become core virtues, for
managing corporate relationships

Fig: Zometa - Period leaves ⇒ better
social capital

- 2) Social capital & trust with public to
evolve as the new normal

Fig: Recent case of Langton's IPO - with
investors running away sets bad
name.

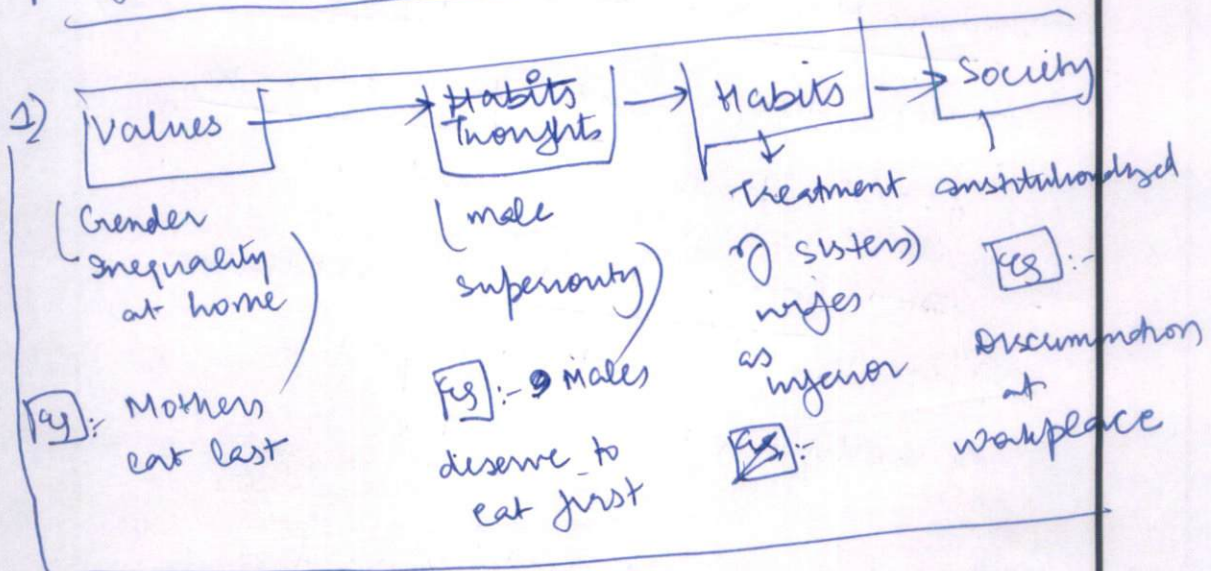
Grandhigiro trusteeship maxims should guide
corporate governance of today.

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।

Home is the fundamental unit of all social institutions, & acts as first agent of for institutionalization of both good & bad changes.

Gender inequality: Institutionalization begins at home



2. Home as first agent of socialization shapes attitude & value-systems more than elsewhere.

eg: Father-mother relationship - first gender equations experienced.

23. Thus, it has been noticed that children coming from homes where gender equality is practised are much more likely to practise gender equality in society & in workplace.

However, many cases have shown that it is possible for gender equality to be institutionalized even when homes do not practise it. [eg]

- Indira Nooyi - CEO of Pepsico often speaks about gender prejudices she faced at during childhood.
- Co-ed educational institutions often teach mutual respect & equality within genders.

As Abdure Kalam has rightly said, 'Harmony at home, --- Peace in the world'. enumerating the important role homes play in value institutionalization

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।

Stakeholder Capitalism refers to cap. systems in which all the stakeholders of an organization - employers, employees, customers, general public & environment are considered for welfare rather than just shareholders as in shareholder capitalism.

Challenges with shareholder capitalism
& Stakeholder capitalism as way forward

Challenges	Stakeholder Capitalism
<p>1) <u>Social Challenges</u> :-</p> <p>a) gives rise to <u>inequality</u> in society. [eg]: Oxjam:</p> <p>1.1. <u>Andrew</u> → 59.1. wealth</p>	<p><u>Proper</u> organizations to take initiatives for & welfare of <u>general public</u> as stakeholders.</p>

eg: Bill & Melinda

CSR towards Susachta

2) Economic

a). Strict profit-loss balance sheets.

[eg]: Ford Pinto's famous case

b) Lack of investments in human capability

empathy & communication driven projects.

[eg]: Vaccines at affordable cost

Awareness that healthy & aware society is an asset to company ⇒

CSR in education etc

3) environmental

a) Negative externalities associated with businesses.

[eg]: Plastic pollution, air pollution, water pollution

Concern for the environment & its inhabitants ⇒ remedy externalities.

[eg] ITC - commits to carbon-negative processes

b). Unethical means such as targeted advertisements for sin goods, data theft etc used

Respect & care for society as guiding principles ⇒ Sustainable business practices

Commerce without morality is one of 7 Grandhi's sins. Stakeholder capitalism is way forward

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।

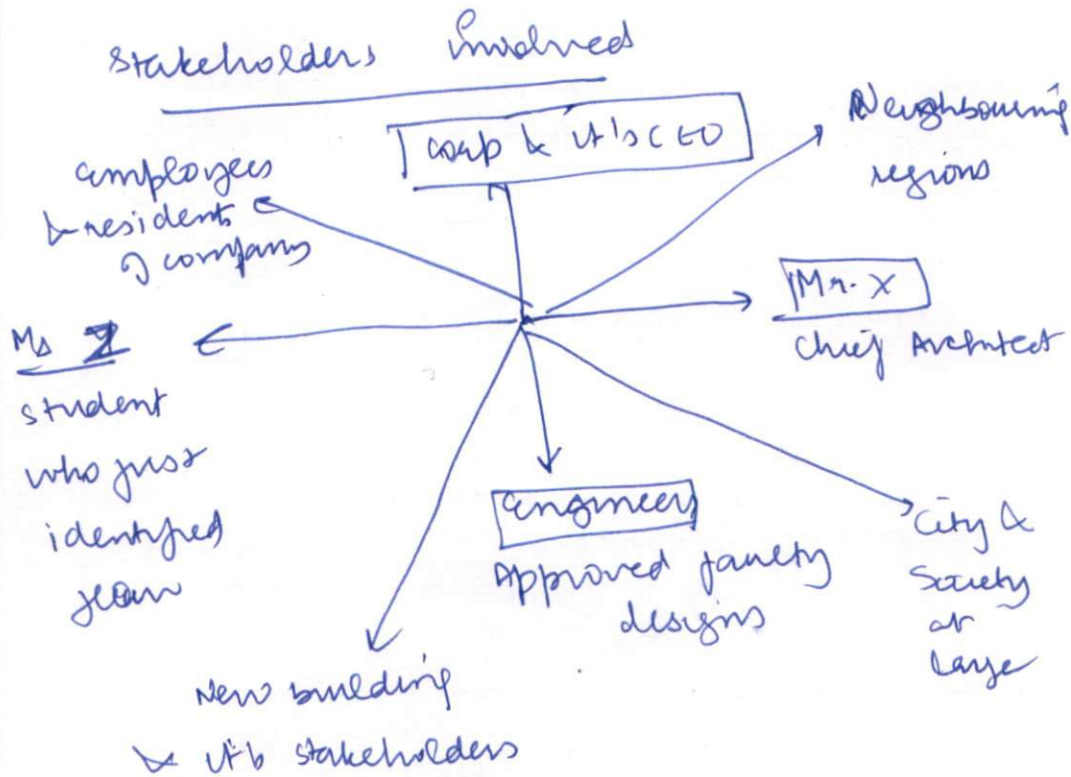
छात्रा और उसके पर्यवेक्षक द्वारा श्री X को इन गणनाओं के बारे में सूचित किया जाता है। हालांकि, श्री X को अपने काम और विस्तृत डिजाइन पर विश्वास है। फिर भी, वह इस मुद्दे को गंभीरता से देखते हैं और डिजाइन पर पुनर्विचार के लिए पुनः समय देते हैं। वह वास्तव में अपनी डिजाइन में कोई दोष नहीं पाते हैं और यह भी 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 बनाम 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 मुकदमेबाजी 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।

The above case involves a classic dilemma between personal - reputation in short time & larger societal interest.



Issues of the case

- 1) security & safety of building residents & vicinity: Given the region is vulnerable to cyclones, & building's inability to withstand wind shear
- 2) New building's proposal with similar potential issue of low structural integrity providing bolts & nuts being used

3) Mr. X's reputation as an impeccable architect & designer stands at stake in light of recent revelation

4) engineering team's approval of bolted support \Rightarrow lack of expertise
 \downarrow potential threats to future buildings

5) Doctoral student Mr. Z's intelligent recognition of the mistake, & role in alleviating a potential disaster - must not go unrecognized.

clearly most pressing issues at hand are rectifying the flaws in current building design to save a potential disaster, \downarrow immediate changes in new building's design to avoid repetition of problem.

(b). Based on facts & issues of the case, my advise to Mr. X & Mr. Y:

Mr. X :

1) Immediately approach Mr. Y with the problem statement & ↓

② Request for relevant approvals at an expedited rate

2) Before moving ahead with changes, form a panel with Ms. Z to identify any other potential structural problems & take pre-emptive action

3) take full responsibility of the act & promise carefulness in future

Reasons :

→ Professional integrity demands honest acceptance of mistakes.

→ Build lasting trust with clients

→ empathy & duty towards residents of building.

→ No cost is greater than cost of lives & lost

Mr. Y :

- a) immediately accept Mr. X's proposal
& make arrangements for immediate rectification of building design.
- b) Acknowledge Mr. X's honest acceptance of mistake & appreciate the prudence displayed.
- c) Relook & reconsider the engineering team.

Reasons :

- 1) As head of organization, full responsibility for potential dangers & losses.
- 2) Stakeholder capitalism demands best lives & well-being of employees & others to take precedence over monetary or calculation.
- 3) Long-lasting trust & brand value

! To err is human! . But immediate rectification displays fortitude, empathy
& leadership qualities well-needed

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।

The above case involves the classic debate between libertarian & ban based approach to tackling problems faced. Population control policies have drawn ire & criticism in past due to unintended & inherent ethical issues.

Ethical issues of compulsory population control :

1) Rights-based approach demands that liberty personal liberty & freedom to choose family matters.

2) Humans as means vs ends :-
Humans as ends in themselves demands goes against population control measures which prevent lives from being born on grounds of resource scarcity.

3) Gender Justice ~~also~~ speaks against population control, as it gives rise to 'son-metric preference' & higher change of 'female-feticide'.

4.) Some philosophers criticize artificial interference with natural processes as going against 'laws of nature'.

(b) course of action based on above ethical & other administrative considerations.

(i) Study past-case studies on efficacy of population control measures in socio-economic decisions.

[eg]: India's own experience of 1980s speaks against it.

2) Careful study of alternate means of population control that are not compulsive in nature.

[eg]: Malthus's theory states that as living conditions improve & ~~no~~ death rates decline, population begins to stabilize.

3) Rely on democratic principles like freedom & personal liberty in choosing a way forward.

Based on above :

a) Recommend incentive-based approaches & nudge theory rather than comprehensive population control
eg:- Added health transfers for families with one-child.

b) Proper implementation of schemes to improving socio-economic scenarios in district.

* PM-Arogya - for health insurance for all

* RTE for to enroll all students in schools.

* Aushadhi Kendras for accessibility of medicines

* Preventive health care

c) Promote awareness about accessibility of contraceptives.

In the long run, libertarian policies

deliver better results. Need is to
understand core issues in depth &
come up with innovative approaches
to problem-solving.

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?

The above case study involves conflict between environmental conservation & animal rights v/s rights of traditional forest dwellers.

issues involved in the above scenario:

(I) W.r.t Villagers:

- 1) Villagers' lack of trust in forest administration
- 2) lack of respect for rule of law - seen in obstructive approach towards investigation.
- 3) lack of harmonious co-existence with, & mutual respect for forest & its diversity - seen in arriving a conclusion of tiger being man-eater, prior to investigations.
- 4) lack of communication gap with forest administration

(II) Forest administration & DFO:

- 1) lack of proactive approach towards managing managing issues
- 2) social trust & social capital divide with the villagers
- 3) Silencing of villagers' rights vs tiger's life.

4). Need for an impartial & unbiased
investigation

(b) steps to be taken :-

I. Short term:

1.) communicate with the villagers of
administration's earnestness to solve the
issue. - participative & democratic approach

2.) Persuade the villagers to allow
forest administration to carry out
an impartial administration, & withdraw
private contractor

① Use techniques like:

- emotive appeal to decades of
peaceful co-existence b/w people
& animals

- Rope in locals to increase
acceptability of message

3) In the meantime, take steps to
offer protection to villagers:

① Manual of Do's & Don't's

② Basic protective equipment with

villagers.

- ① Regulate entry inside the forest till investigation is complete.
- 3) Grant compensation to families who've seen loss - to ~~for~~ alleviate economic shock & build trust.
- 4) Legal action in case villagers refuse to comply is withdrawing connector.
- 5) Based on results of investigation, take minimally intensive steps:-
 - ① Relocation in case tiger is revealed to be killing inhabitants
 - ② trapping, immobilization as aid.
- ③ Long term:
 - 1) Regular workshops & training programmes with village residents for
 - ① Trust building
 - ② Equip them to better handle such events in future

2.) Community policing & villagers as
eyes, arms of forest administration
to bridge gap

3.) steps such as proper camera to
trap & geotagging for proactive action
in future

Any action must be guided by
principles of stewardship & community
along with a democratic & consultative
approach

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?

~~The ab~~
Black marketing, hoarding & fake delivery
promises were a crucial issue encountered
during the second-wave of COVID pandemic -
resulting in many losing life savings,
along with loss of loved ones. The ethical
issues involved with marketing, hoarding

& profixering are:

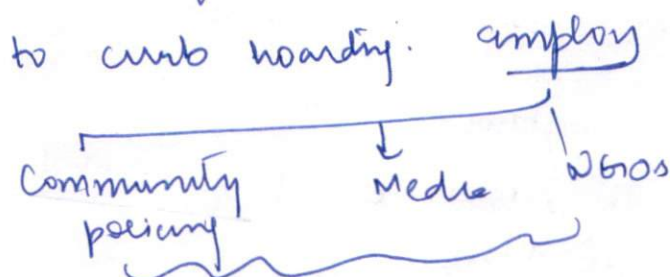
- 1) Lack of empathy & compassion for fellow suffering humans.
- 2) self-interest over communitarianism
- 3) commerce without morality
- 4) wealth without work
- 5) lack of respect for free markets & their benefits

Thus, state intervention in such cases is needed to act as both regulator & service provider.

Role of state as regulator :-

- 1) Digitize all stocks of essentials & track their flow during times of emergency.
- 2) curb information asymmetry through use of Nbros, local leaders, newspapers & online platforms for information dissemination.
- 3) Robust institutional mechanism allowing only registered sellers to disburse essentials.

- 4) ensure efficient implementation of
existing acts like
→ essential commodities Act
→ Monopoli Competition Commission
of India



to report violation of the act &
take proactive steps at curbing.

- 5) encourage startups in field of
~~supply chain~~ supply chain management for essentials
Ex. 17-Delhi students came up with
Real-time inventory of covid. essentials.

State as Facilitator or Service Provider

- 1) bring essential supply under government control, i.e. eCA etc
- 2) enhance capacities for manufacturing
to boost suppliers,
- offer incentives & one-click

clearances & approvals-

- 3) Decentralized approach - with NMs
to ensure supplies at each hospital
in district via personal communication.
- 4) Role of insurance services to supplement
public health facilities.

Black marketing & hoarding are market
disturbances which demand efficient state
role in ensuring welfare for all.
'Commerce' with morality should be the
guiding tool here.



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:

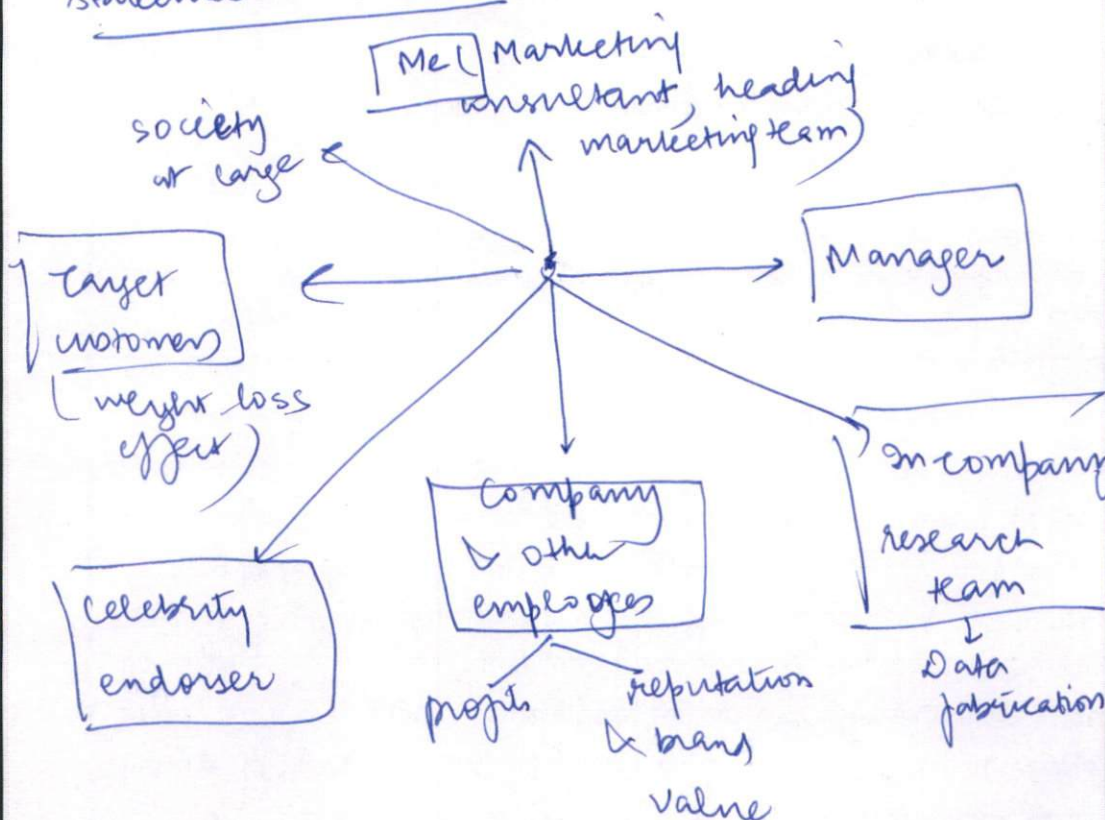
(a) इस स्थिति में हितधारकों की पहचान कीजिए।

(b) इस प्रकरण में उत्पन्न होने वाले नैतिक मुद्दों का उल्लेख कीजिए।

(c) इस परिदृश्य में अपने विकल्पों की विवेचना कीजिए और अपने अगले कदम का उल्लेख कीजिए।

The above case study involves a
classic dilemma b/w personal interest
↳ professional integrity, as well as
between personal v/s societal welfare

Stakeholders involved:



1) Ethical issues of the case

Stakeholder	Issues
1) Marketing head (Me)	a) <u>Professional integrity</u> in delivering what is promised b) Personal interest vs societal welfare c) Personal interest vs long-term brand value of company d) <u>Compromise w.r.t. honesty & responsibility</u>
2) <u>Manager</u>	a) Use of illicit practises to promote profits: (Commerce without morality) b) <u>Neto Favoursitism</u> - seen in offers of foreign posting & positive performance review c) Lack of <u>professional integrity & transparency</u>

c) company &
name of
organization at
large

a) stakeholder v/s
shareholder capitalism

b) violation of trusteeship
principles.

c) Malpractice such as
report fabrication

d) celebrity
endorser

a) endorsement of
products without
adequate facts-check

evision of responsibility

c) options available

1) Need to Manager's demand & go
ahead with marketing of product

Pros	Cons
------	------

a) short-term personal
gain in good
appraisal &
better pay

b) good relations with
manager

a) violation of personal
& professional integrity

b) crisis of conscience

c) evasion of responsibility

d) Duping larger public

2) Refuse to market the product &
expose fabrication of reports :

Pros	Cons
1) In line with voice of conscience 2) Ingress and personal integrity stays 3) Larger societal welfare	Major - Most likely, <u>job</u> will be <u>lost</u> - No Future companies may be suspicious in hiring

My Approach :

1) ~~Refuse~~ Refuse to market ~~product~~ product & request an in-house reconsideration by appealing to company's values & brand image in long term.

2) Request for formation of an in-house investigation team to look into those responsible for fabrication of report

3) In case ~~was~~ there seems involvement of top echelons, expose the above case to regulatory authorities - to prevent such violations in future.

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।

COVID-pandemic ^{affected} forced nearly 90% of
world's student population into, as
per a report by UNICEF
key ethical issues at stake :-

- 1) education as a basic human right
for all students - being violated
- 2) Right to education vs Right to
life :- As opening schools may lead to
greater spread of virus
- 3) Role of state in ensuring proactive
governance & access to internet for all
(core ethical case - giving state)
- 4) Social influence:
peers & teachers as agents of
socialization & attitude formation - being
deprived here.
- 5) Possible exposure to harms of the
digital world - pornography, etc.

(b) Principles & values to guide recommendations

(i) Inclusive education for all - as basic duty of a welfare state.

(ii) Quality education as the right of all students - enshrined in DPSPs & A21.

(iii) Value of life of each citizen & major vulnerability of poorer sections to COVID risks.

(iv) Overall development of children - social, economic & health-care.

(v) Greater acceptability of change & new technologies as a way out of present circumstances.

Fig: Virtual reality tools to bridge socialization gap

(vi) Access to all of basic infrastructure above economic & social divides

(C) Measures to improve quality & accessibility of online education

1) enhanced expenditure on education & infrastructure as role of care-giving state. (from current ~1% of GDP to ~5%, (NEP))

2) innovative mechanisms like corporate social responsibility & PPP in allowing reach of digital infrastructure.

[ex]: Project loon by Google

① Appealing to stakeholders capitalistic principles

3) training of teachers in using newer technologies like Augmented Reality & Virtual Reality - to enhance learning experience.

4) * Utilize PM-CARES & other funds for subsidized laptops & smart phones for economically weaker students.

5) Comprehensive & holistic education

involving innovative steps like

② Yoga classes to manage stress

③ Dedicated play time for
students via video conferencing.

b) Capitalize on Ncos, Ashas & other
systems to achieve greater reach.

During times like COVID-pandemic, role of
state - especially towards the marginalized
becomes of utmost importance.

Grandhian maxim of 'last & serving
last man standing in last row' should be
the guiding tool.