



VISION IAS

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GENERAL STUDIES (TEST CODE : 1512)

Name of Candidate	BHUVI GUPTA		
Medium Hindi/Eng.	ENGLISH	Registration Number	559772
Center	ONLINE	Date	9th Nov '21

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।

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 is a deliberate attempt
to modify somebody's behaviour.

It plays an important role in public administration as -

- ① Crisis management - e.g. - persuading
rioters to calm down
- ② Building consensus - e.g. - TN Sheshan
work to solidify Model code of
conduct with political parties
- ③ Qualitative advice to political superiors
- e.g. - persuading against a populist
scheme.
- ④ Efficiency - e.g. - Patel was a master
persuader - reuniting 500+ princely
states in under 3 years.

Various elements of effective persuasion

- ① Clear commanding - eg - Tina Dabi's
Bhilwara Model for controlling
covid 19.
- ② Role Modelling - eg - Shastri acknowledged
eating only one meal per day during
famine of 1960s
- ③ Effective communication - eg - current
NSA Ajit Dorval known for persuading
insurgents in North East to give up
arms.
- ④ Good influence - A dishonest officer
cannot persuade his/her staff to be
honest.

hence,
Persuasion is an important skill
needed by an administrator

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।

This statement brings out importance of conscience as a moral compass.

According to Kant, all humans inherently want to do good things, hence, rejecting state's demands that go against conscience is the way to go.

Role of conscience in taking ethical decisions -

- ① uphold objectivity - e.g. SC struck down section 377 as it was discriminatory against LGBTQ+
- ② Qualitative decision making - Conduct Rules direct application of mind and avoiding 'yes-sir' approach

- ③ ethical absolutism - if will prevent
parochial tendencies in administration
- ④ uphold golden means doctrine - if
Edward Snowden leaked documents
even though it was illegal
- ⑤ uphold larger good - if listening
to conscience could have prevented
state sponsored terrorism (e) - Nazi
regime

Hence, to prevent unethical actions
by state, conscience of administrators
must act as safeguard.

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 was a socio-religious reformer in 19th century India who championed the cause of women, lower castes and challenged orthodoxy.

Relevance of social views

- ① Liberationism - eg - against child marriage
(NFHS reports 24% of women still married before 18 years)
- ② Constitutionalism - eg - separation of judiciary and executive
(eg - recent ~~case~~ ^{objections} of civil servants hearing tribunals)
- ③ Social empowerment - education as a tool to change society
(literacy rate still at 77%)

~~Ref~~ Religious view

Relevance

① Monothemism - One God.- Rising communalism
(eg - Delhi Riots
2020)② Vedantic philosophy -
Rational study of all
religious teachingsCurb extremism
(eg - cow vigilantes,
jehadi fundamentalism)③ Universality of religion -
Equal access to allCurb caste based
violence
(eg - Hathras
Rape case)

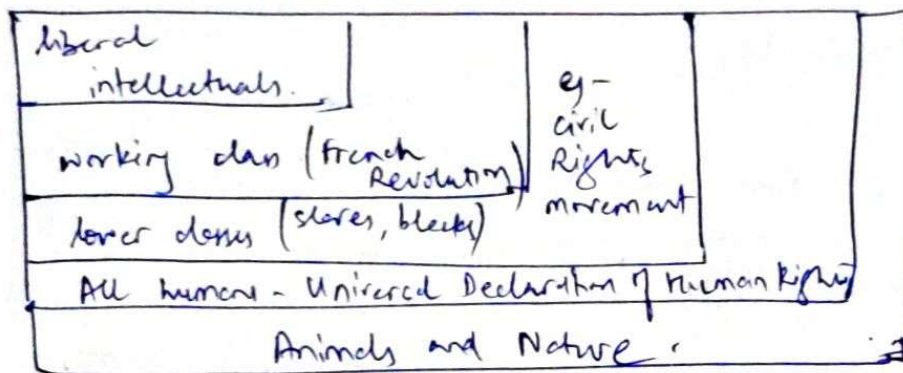
Hence, today's society need to adopt
liberal and forward looking views of
Raja Ram Mohan Roy.

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।

The moral circle of humanity has been expanding constantly as seen →



In this context, non human entities should have same rights as human beings.

① ethical absolutism - A man torturing an animal, may also harm another human being.

② Self-preservation - if nature and animals is impossible without human's help.

③ Conscience as guide - Vivekananda
has quoted that "Shiva is in every
jiva"

④ Utilitarian perspective - Humans cannot
survive without nature and
animals.

However, non human entities must have
lower priority than humans -

① Limited resources - e.g. rescuing humans
from disaster is before animals

② Rationality - State must invest in
a hospital first, before building
Amusement at national park.

Hence, same rights must be granted,
but prioritization needed in realization
of rights.

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

This quote brings out relevance of human initiative - that is capable of bringing societal change on basis of ideological change.

History has seen many such examples -

① Social change - eg - Mother Teresa set up Missionaries of Charity for leprosy patients after being impacted by their condition.

② Display of courage - eg - Gandhi's Satyagraha model evolved after many internal tribulations as seen in My experiment with Truth.

③ Padma Shri awardee Tulsi Gowde -

saw deteriorating nature and planted
30000 saplings on her own.

- ④ Administration - Arumugam Perum (IAS)
used crowd funded to build road
in hilly area.

Hence, a radical transformation powered
by courage of conviction can fuel societal
change by individual

However, these must not be negative -

- ① Adopting hatred - eg - Hitler's² anti-
semitic agenda led to Jewish Holocaust
- ② Unethical practices - Robert Mugabe regime
in Zimbabwe saw proliferation of corruption

Hence, humans must strive for internalizing
ethical values and believing in their
capacity to bring external change.

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

This quote truly brings out meaning of compassion. True compassion consists of both : understanding pain and proactiveness to eliminate pain.

Examples of true compassion -

- ① Individual - who sees a child employed at restaurant - makes a call at 1098 to take action against employer
- ② Society - understood suppression of women and now actively supports them (eg- support for #MeToo)
- ③ Nations - eg- India and Bangladesh build homes for Rohingya refugees at Beshen Meer island.
- ④ Globally - Post WW2, war was

demanded and united Nations was
set up.

Hence, compassion goes one step ahead
of sympathy - in that it connotes action
being taken.

We must try to be compassionate and
not just cultivate sympathy - as it has
been said - "Heaven is made up of
good intentions, but heaven is made up
of good work".

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।

National Commission to review working of constitution defines probity as procedural integrity.

Absence of corruption is a prerequisite as

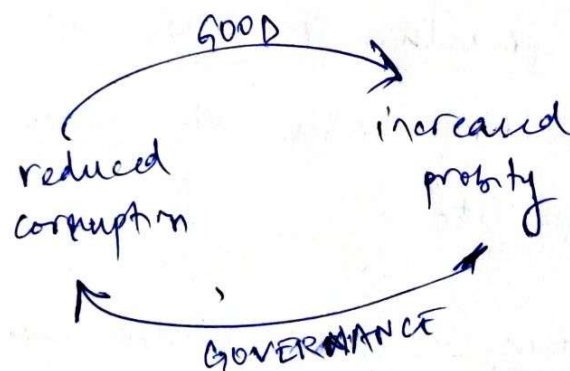
- ① Promotes quality in decision making - e.g. awarding PPP contracts based on merit and not bribes
- ② Following procedure in letter and spirit - e.g. avoiding bribes v/s accepting "diwali gifts"
- ③ Work culture - Honest leaders ~~can~~ prevent sanctification of corruption (Kanchik Bani)
- ④ Self regulation - Honest environment encourages honest employees (e.g. ISRO, Bellhometro).

However, in current scenario, administrators need to uphold probity even in presence of corruption by

① Courage of conviction - e.g. Ashok Khemka
has been transferred over 50 times

② Plugging loopholes - e.g. TN Sheshan's
work in Election Commission.

This will form a positive cycle →



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) upholds transparency,
while Right to Privacy (RTP) upholds
individual fundamental rights.

Normally, they complement each other—

- ① Enforce accountability - over 60 lakh
RTI applications filed every year.
- ② Prevent extra-constitutionalism - RTP
as safeguard against surveillance
state.
- ③ Uphold liberalism - e.g. tapping of
phone conversations is banned by SC

However, they may come in conflict
as seen in Aadhar case etc.

However they can be reconciled via -

- ① Proportionality test - as devised by SC
- ② ^{Backed by} Rational laws - eg - Aadhar act
mandates use of Aadhar only for
government benefits
- ③ Privacy - eg - only ^{ministry} ~~secretary~~ can
authorize tapping phone conversations
- ④ Utilitarian perspective - eg - ~~surveillance~~ surveillance
on terrorist networks to uphold greatest
good for greatest number of people

Hence, to ~~not~~ allow fairer reconciliation,
a codified law in form of Personal
Data Protection Bill is needed

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।

Public funds, under social contract theory are meant to be spent for public welfare with efficiency.

In spending on advertisements and publicity, following ethical issues arise -

- ① Fiduciary responsibility not fulfilled as direct welfare impact not seen (eg - spending on education, health etc)
- ② Enforcing accountability is difficult as quantifiable outcomes not generated
- ③ Lack of transparency involved in spending such funds. (eg - Lok Sabha 2019 elections - finding bot accounts on social media)
- ④ Efficiency of use - even today India spends only 1.5% and 3% on

health and education respectively

④ Unethical use - to forward ruling party's propaganda

However, in a democracy, government must spend on maintaining public contact and awareness. Hence, such expenditures must follow -

① Public-oriented principles - e.g. spending on ~~the~~ contraceptive educations, 'do gay ki doori' campaign in covid 19.

② Deontological approach - e.g. Supreme Court directions of benning politicians faces in government advertisement.

Hence, a balance based on ethical principles need to be achieved.

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 (अचरण) नियमावली सिविल सेवाओं में राजनीतिक तटस्थता सुनिश्चित करने का प्रयास करती है।

According to Weber's model of Bureaucracy, administrators must maintain neutrality - i.e. non-partisanship to any political ideology.

Significance in administration -

- ① maintain objectivity - g - not favouring ruling party
- ② Maintain credibility - Administration must serve needs of all sections of society
- ③ Rationality - Action must be based on logic and not parochial tendency
- ④ Accountability - of a civil servant to constitutional values of equality (Article 14)

Civil Services conduct Rules seek to achieve this via —

① Regulation of conduct - civil servants not allowed to join any political party during services

② Post retirement - cooling off period of one year

③ Organizational rules - e.g. - civil servants banned from receiving FARA funds.

Through these measures neutrality is upheld.

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 system of practices and values that govern the working of corporate institution. In India, they are majority influenced by Companies Act 2013.

Recurring issue	Need for framework
① <u>Financial Scam</u> - Vijay Mallya, Nirav Modi	→ <u>breakdown</u> <u>babu - neta - lala</u> <u>nexus</u> → <u>speedy resolution</u> of <u>corporate cases</u> (e.g. - new <u>IBC code</u>)
② <u>Work culture</u> - #MeToo movement	→ <u>ensuring accountability</u> of accused → <u>empowering vulnerable</u> (e.g. - <u>SME Box</u> for online complaints)

③ Corrupt capitalism

eg - Volkswagen
tampering with emissions
data in USA

→ Multiple vigilance
checks needed

→ Reduce discretion
as much as possible

eg - ~~or~~ compulsory
quality checks by PBSA

④ Tax evasion -

eg - ~~GST~~ ^{GST} officials
discovered Input Tax
credit fraud

→ Use of e-governance

eg -
(Facile tax assessment
and appeals system)

⑤ Unethical practices -

eg - Facebook ~~leaks~~
whistleblower Francis
Haugen

→ develop system of
self regulation as

done in case of
News Broadcasters

Association

hence, ethical frameworks need to
instantly evolve to accommodate new
challenges.

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।

This statement brings out importance of socialization by family. Social evils like gender inequality begin at home and get institutionalized —

Begins at home	Institutionalized
① <u>Burdening girl child</u> with care duties (e.g. cooking, cleaning)	Double burden on women
② <u>Discourage emotional outlet</u> in boys	Low <u>emotional intelligence</u> , violence (higher <u>suicide rate</u> in men)
③ Do not recognize diversity - e.g. <u>LGBTQ+</u> community	<u>Systemic marginalization</u> of LGBTQ+

④ Orthodox views of
man as primary
bread winner

low female labour
force participation
rate (only 20%)

⑤ Men are leaders
but women are
'berry'

Glass ceiling - women
unable to rise to top
positions.

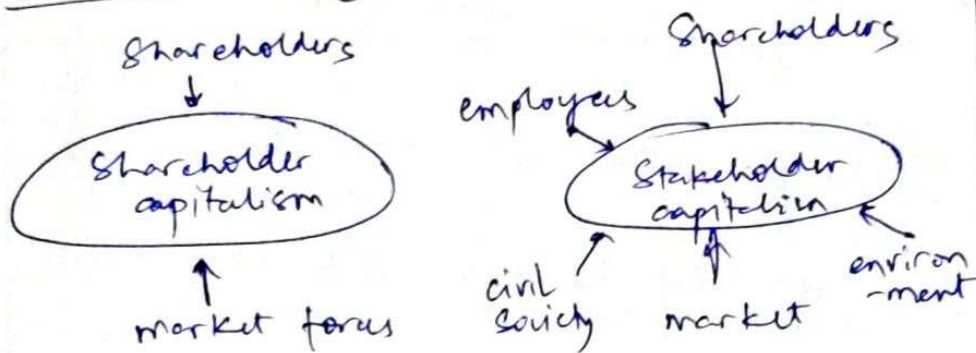
However, gender inequality is also fuelled
by many other factors ~~like~~ like -
strong role modelling (e.g. Tilek did not
support cause of age of consent act),
political ambitions (sarpanch pati) etc.

However, change must begin at home

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।

The difference between stakeholder and shareholder capitalism can be understood by the difference in decision making as per viz -



In favour of stakeholder capitalism

① Value creation over wealth creation -
prevent profit seeking crony
capitalist behaviour

② Business responsibility - unethical
practices by firm impacts entire
economy (eg - Sahara scam, 2G scam)

③ Sustainability - as - Infosys adopted

RE100 (100% renewable energy adoption)

- ④ Ethical accountability - e.g. Tata Steel set up tribal schools in Singbhum

Agent Stakeholder capitalism

- ① Difficulty in decision making - due to large number of players
- ② Efficiency will be impacted
- ③ Ease of doing business will be compromised.

Hence, a middle approach is needed.

SEBI is mandating Business Responsibility Reporting is a step in the direction.

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।

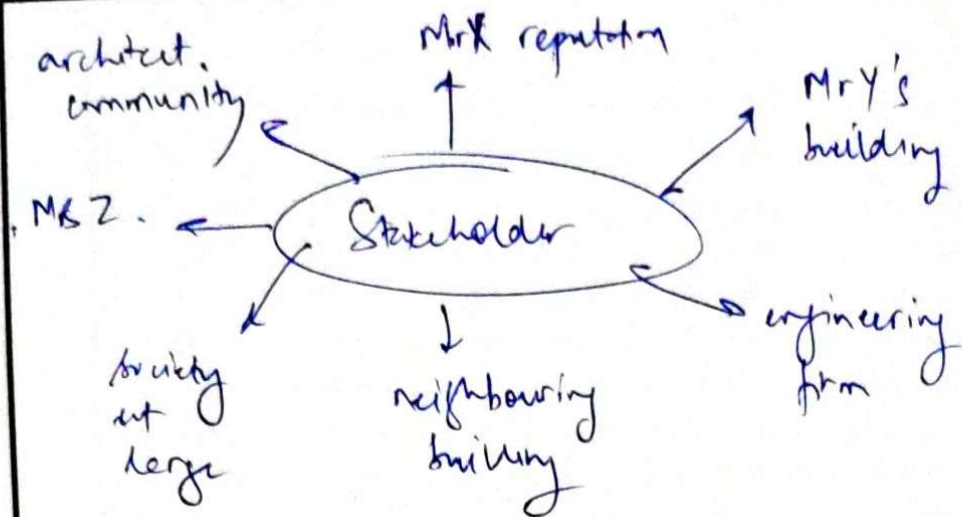
छात्रा और उसके पर्यवेक्षक द्वारा श्री X को इन गणनाओं के बारे में सूचित किया जाता है। हालांकि, श्री X को अपने काम और विस्तृत डिजाइन पर विश्वास है। फिर भी, वह इस मुद्दे को गंभीरता से देखते हैं और डिजाइन पर पुनर्विचार के लिए पुनः समय देते हैं। वह वास्तव में अपनी डिजाइन में कोई दोष नहीं पाते हैं और यह भी 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 बीम 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 बीम 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 case is an example of
interplay of responsibility and accountability
~~also~~ against reputation and power play.



a) The most pressing issues involved are -

- ① Accountability - especially after realizing that building is prone to fall.
- ② Reputation v/s responsibility - question whether Mr X. should save face and bury the issue
- ③ Efficiency v/s expediency - building completed in record time but with structural faults.

- ④ Role modelling - the building has captured imagination of engineers who may blindly copy
- ⑤ long term utility - fear of collapse on neighbouring buildings; massive life and material loss
- ⑥ Regulatory failure - allowing bolted beams even though they fail structural safety
- ⑦ Work culture - need to provide comfortable environment to conly fix & come at 30th floor without litigation.

⑧ In this context, I would suggest following steps -

- ① Value of life is supreme and hence

There is no question about admitting the fault. Therefore, Mr. X. must accept responsibility and reveal the gap to Mr. Y.

- ② Two eyes principle - A regulatory and structural audit must be conducted for the building - and cross checked by another architect
- ③ Ensuring safety - meanwhile the building must be evacuated
- ④ Enforce corrections - After thorough audit, final building plans must be corrected. The issue on 30th floor should be fixed
- ⑤ Leadership comment - by Mr. Y. to help prevent unnecessary litigation. Priority should be correcting mistakes

In long run -

- ① Corrected building plan must be shared with engineering community.
The risk with littered beams must be highlighted
- ② formulation of SOP - for such buildings.
- ③ Regulatory standards must be updated with advent of such innovative structures. M-X. should collaborate with Ministry of Housing Affairs and update regulatory document.

~~Here~~, As Nandan Nilekani has said -

"making mistakes is not the point, learning from them is". Hence professionalism and accountability must be at forefront.

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?

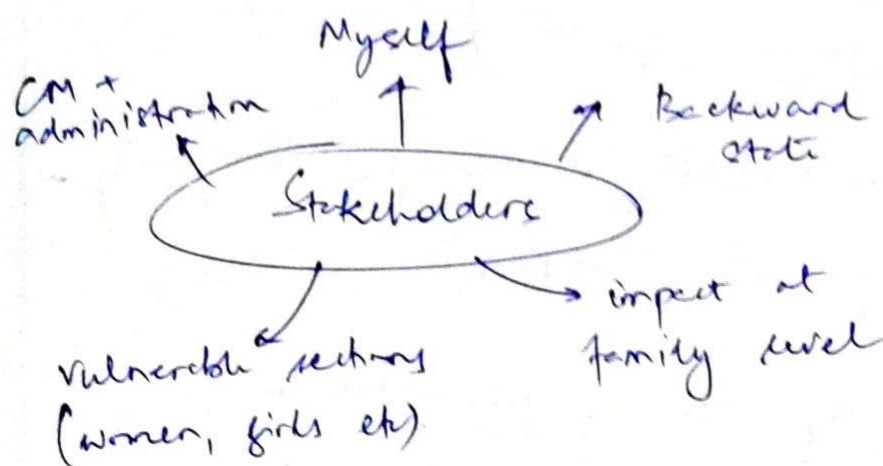
(b) What would be your course of action in the aforementioned case? Suggest reasons for the same. (20)

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।

This can bring out the issues involved in policy design. As an administrator, one must strive for a rational policy with ethical backing.



a) Ethical issues involved in one child norm —

① Deontological perspective — compromising means (restraining freedom of reproductive choice under Article 21) for ends (population control).

② Short term v/s long term ability -

accepting scientifically based demands
v/s negative impact on society
(eg - in china - population ~~is~~ now has
negative growth)

③ Accountability of scientific community -

if policy backfires

④ Empathy v/s self preservation -

empathy for vulnerable sections
(female infanticide, child abandonment,
wife desertation etc)

⑤ Compassion for backwardness in state
and need for solving it through
ethical means.

⑥ Rational and objective decision making
- by examining effects of such policy
across the world.

(b) My course of action would be

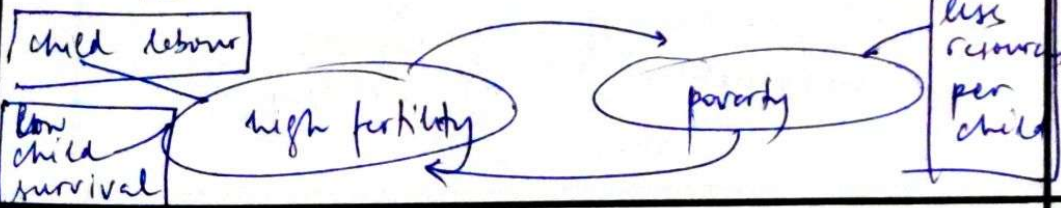
① Scientific outlook - I would constitute a group of experts to re-examine the policy ~~say~~ suggested.

→ This is due to questionable results of such policy in China - rise in illegal abortions, flooding of orphanages etc.

→ A comprehensive report focusing on possible outcomes shall be the focus.

② Social persuasion - I would persuade the existing Panel to re-look at its suggestions, based on following facts →

→ Evidence based decision making also argues that high fertility ~~fact~~ is ~~also~~ linked to vicious cycle →



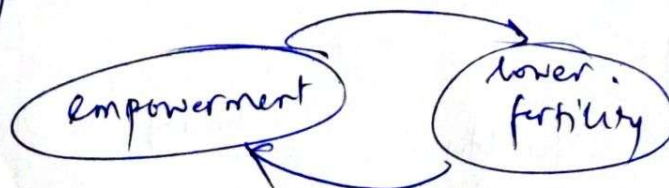
→ lower fertility rate is linked to education of women, availability of contraceptives etc as per WHO.

③ Short term measures

- Avoid accepting 'one child' recommendation unless impact assessment done
- Advice to strengthen ASHA, anganwadi networks - educate on 'hum do humcare do' contraceptives etc

④ Long term measures

- Focus on girl's child education and delay marriage age (e.g. - West Bengal's Sukanya Samridhi Yojana)
- Welfare schemes such as - Shiksha Arshiyen, PDS etc to initiate positive cycle →



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.

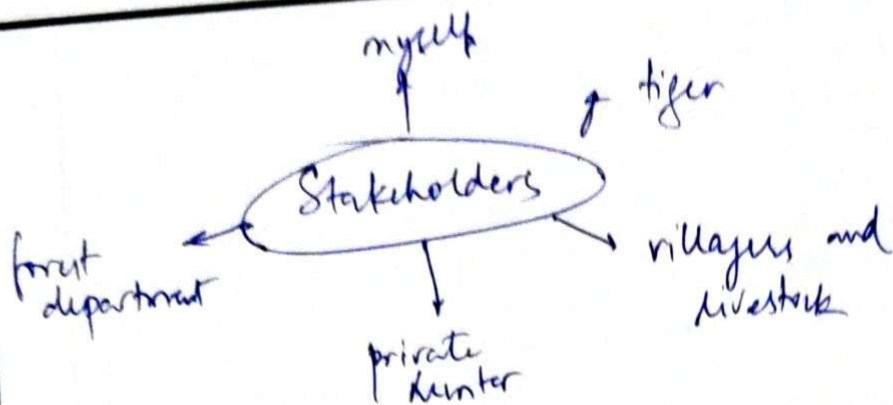
(b) What steps would you take as the Divisional Forest Officer to ensure villagers' safety along with protection of tigers? (20)

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 case brings out the conflict
between nature and humans. The
two goals of safeguarding nature and
upholding safety and quality of life of
villagers are at stake.



(A) Issues involved in case -

- ① Commitment to service - a forest officer I need to safeguard our tigers amidst pressure from villagers
- ② Sustainability - Declining habitats ^{and prey base} of tigers making them venture into villages
- ③ Lack of compassion - shown by villagers in refusing to cooperate with investigators
- ④ Wrong means adopted - by illegally hiring private hunter

⑤ Need of emotional intelligence - to understand need of balancing nature with development

① Lack of probity - shown by villagers by not cooperating with forest department

⑥ In this scenario I have following options available -

① Allow the tiger to be killed

✓ Harmony with villagers

✓ Minimal impact on nature (Recent tiger census shows population close to 3000)

x sets wrong precedent

x lack of leadership
acumen - demotivate forest department staff

② Follow the standard operating procedure

✓ uphold probity

X protests by villagers

✓ courage of conviction

X possible delays

shown in adhering
to professional
principles

causing more harm

In this scenario, I will definitely
adopt 2nd option. As a public

servant, it is my responsibility to not
compromise on accountability for efficiency

Short term plan

① Announce to villagers that anyone
obstructing forest department would
be legally dealt with

② Coordinate with from panchayat to
persuade them
for their cooperation

③ Coordinate with police to send book

- out notice for private hunter.
- ④ collaborate with experts and superiors to formulate a plan for tiger's capture which has been unsuccessful till now
 - ⑤ Ask state government to grant ex-gratia compensation to those who have lost lives or livestock

Long term plan

- ① Address issue of man-wildlife conflict
Adopt measures to increase prey base,
and demarcate corridors, shift
tigers to reduce such incidences
- ② Make villagers eyes and ears of
forest department (eg- Maldheri
tribe in Gujarat for Gir lions)

Man-wildlife conflict needs to be replaced
by man-wildlife harmony

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.

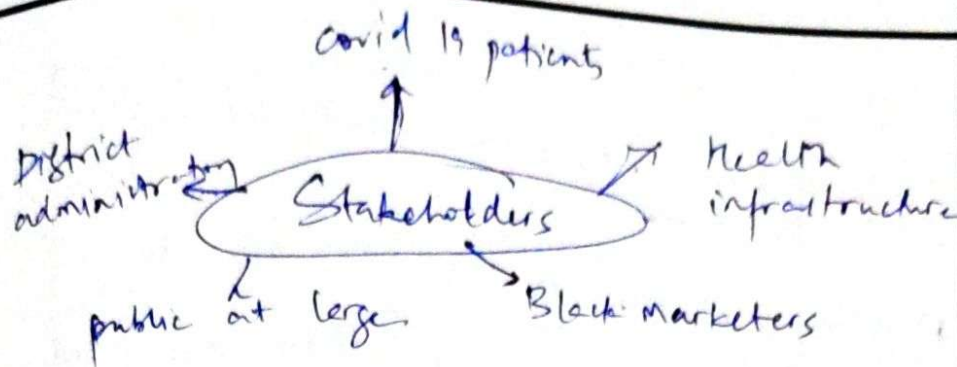
Black marketing, hoarding and profiteering are a classic case of market failure, which highlights the significance of state intervention in a crisis situation. How can state effectively play the role of a regulator as well as service provider in such cases of market failure?

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?

This can bring out important of
[public service motive] of Government.
Additionally it also highlights intensity
of [crony capitalism] and why [laissez
[faire] system is bound to fail.



Issues involved are +

- ① lack of ^{business} ~~corporate~~ ethics - to swindle money during pandemic
- ② Demand - supply mismatch of services - magnifying impact of covid 19
- ③ Sound contract obligations of government to provide health for all
- ④ Failure of market as a pillar of society - extreme lack of compassion

In such case, state can effectively

play role of regulator viz -

- ① Legal regulations - bringing essentials (such as drugs, vaccines) under

Essential Commodities Act and
Severely punishing those found violating

② Monitoring mechanism - Advertise to
general public the penalties associated
with black marketing.

Allow public to easily report such
incidences - via Whatsapp, social
media etc.

③ Vigilance - set up control room to
monitor all incoming complaints and
take swift action.

④ Maintain transparency - set up online
dashboard on availability of beds,
vaccines etc.

⑤ Coordinate with state government -
to put price control in place.
Also, request for paramilitary if

police force is overburdened.

Role as service provider +

- ① Address demand - supply mismatch -
coordinate with ministry of commerce
to import requirements.
- ② Collaborate with civil society - NGOs
such as Breath India working
to supply oxygen. Many other
volunteers to verify information on
social media.
- ③ Increase capacity - Ask retired doctors
and nurses to come forward and
give their services
- ④ Generate awareness about covid 19
appropriate behaviour to minimize
new cases - hand sanitization,
social distancing etc - social media
campaigns, posters etc.

The role of public sector in providing
merit goods such as health is
prominently visible here. Curbing anti
social elements while collaborating with
responsible citizens is need of hour.

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:

- (a) Identify the stakeholders in this situation.
- (b) State the ethical issues that arise in this case.
- (c) 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।

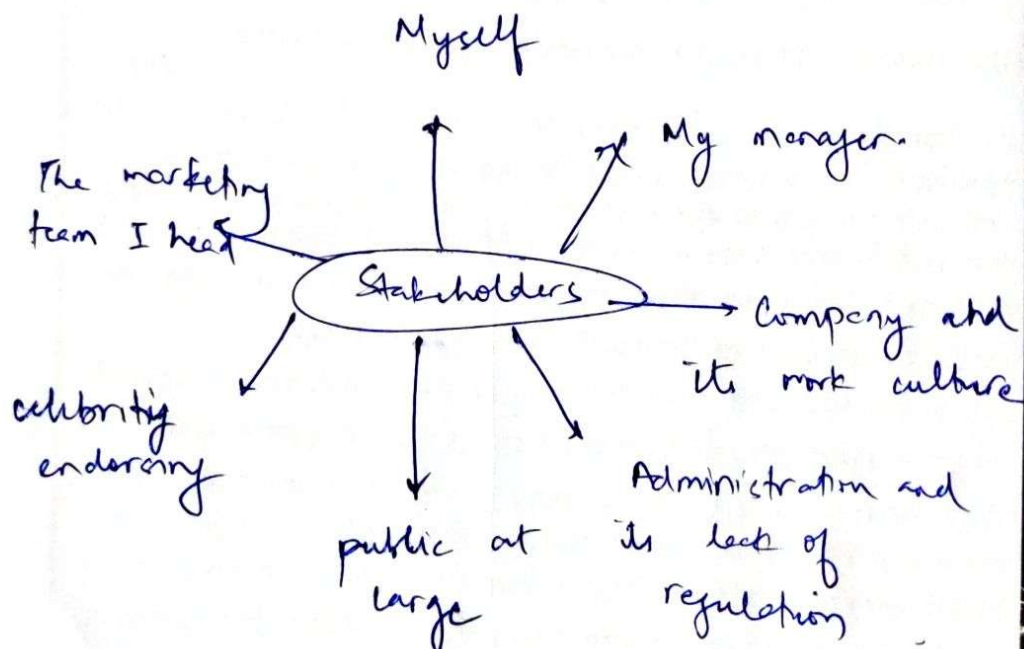
जब आप यह मुद्दा अपने प्रबंधक के सामने लाते हैं, तो तुरंत आपको तथ्यों को अपने तक सीमित रखने के लिए कहा जाता है। परोक्ष रूप से यह इंगित किया जाता है कि आपके प्रदर्शन की समीक्षा की तारीख निकट आ रही है और संकेत दिया जाता है कि यदि आप कंपनी के प्रति अपनी निष्ठा सिद्ध करेंगे तो आपको विदेश स्थानांतरित कर दिया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

This can highlight conflict of interest between personal values and professional loyalty

① Stakeholders



④ The ethical issues arising -

① Individual v/c professional morality - to
act as whistleblower or not

② Negative social influence by MNC on
public - wrongly marketing placebo
as weight loss pill

③ Leadership - Manager asking me to
be secretive

④ Lack of transparency with public
to educate them on reality

⑤ Role modelling of celebrities who
endorse such products without their
research

⑥ Commerce without morality - earning
profits by selling a placebo



③ The options available to me are -

① Stay quiet and allow placebo to ~~enter~~ stay in market

✓ personal gain - overseas transfer

✓ harmony with manager

✓ profit to company

✗ bargaining public trust for profit and guilt

✗ cognitive dissonance for not revealing truth

② Reveal the truth to public

✓ ethical thing to do - maintain transparency

✓ uphold good corporate governance

✓ set right example for my team

✗ possible harm to professional trajectory

✗ loss of reputation of MNC

In this case, I will adopt following approach →

- ① Tools of persuasion to convince my manager how keeping mum can backfire (eg - research on our product by rival company)
- ② Follow standard procedure - of internal complaints mechanism and raise issue with managers superiors.
- ③ ~~take~~ Act as whistleblower as measure of last resort.

Hence, I will uphold the principle of commerce with morality.

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।

This case brings out the reality of society - where we want education to be a fundamental right. However, various road blocks exist such as digital divide.

(a) Issues at Stake -

- ① Need of differentiated approach -
compassionate towards poor and digitally illiterate
- ② Strengthen emotional intelligence of
students feeling stressed at home
- ③ Inequity in society to a basic
right such as education

④ Principles and values that will
guide my recommendations -

- ① Empathy - for those lacking access to digital technology
- ② Commitment to public service - to ensure each child gets education
- ③ Leadership - to strengthen infrastructure of all institutions
- ④ Accountability towards children - including their mental health
- ⑤ Work culture - in educational institutions should quickly adapt to such events.

⑥ [I would suggest following measures -]

① [For those with access to digital]

→ Regulation - of hours spent on screen
(eg - Pragyata guidelines by ministry of education)

- Access to mental health resources -
eg - guided meditation, yoga class
for student
- Building support system - online
social activities such as singing
competing on video conferencing to
make up for restricted social life
- regular interaction with parents
to build safe space at home

For those without access to digital

- Filling gaps - eg - monthly dispatch
of printed worksheets
- Providing infrastructure → provision of
smartphones using funds from
Sarva Shiksha Abhiyan
- community resources - eg - setting up
cyber-education centres at

CSCs in collaboration with Meity

④ Provision of content in vernacular -
using machine learning based translation
technology, recruiting local teachers etc.

Education is a fundamental right.
All students are entitled to it.