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GENERAL STUDIES (TEST CODE : 1512)

Name of Candidate	SHRADDHA GOME	Registration Number	833853
Medium Hindi/Eng.	ENGLISH	Date	
Center			

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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EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

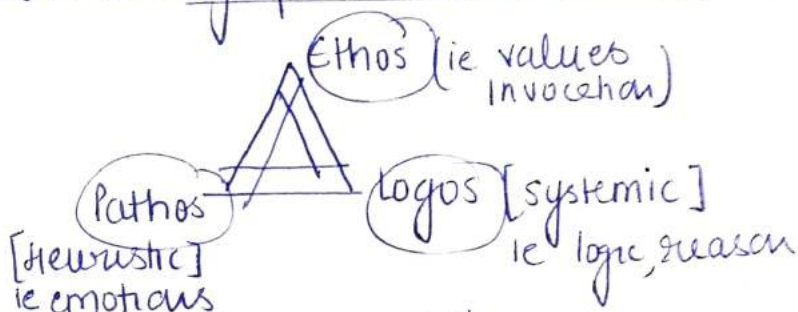
SECTION - A

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

(150 words) 10

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

Persuasion refers to
bringing out attitudinal change in
others through democratic means



Role in Public Administration

- 1) Consensus Orientation and Participatory
governance are key pillars of good
governance — both requiring persuading
people in desired direction

[eg - Swachh Bharat Abhiyan - behavioural
change impossible without persuasion]

- 2) Key to effective policy implementation and
Compliance

[eg - 'Give up Subsidy' under Ujjwala
Scheme]

3. Create positive value consensus
 [eg - Beti Bacho Beti Padho Success hinged on
 persuading people to give up their
 Son meta preference and value girl child equally]

Elements of Effective Persuasion } Understanding

"Who says What to Whom by what Means"

Who - messenger
 Characteristics - Charismatic - Amitabh Bachan in Polio Campaign
 - authoritative - eg - PM during Covid-19

What - message
 Characteristics - clarity
 - appeal to reason or emotions - Dastuwa Band Campaign

Whom - Target group
 - whether fence sitter or resistor
 - whether forewarned

Means - Social media, traditional groups
 - Invoking reward, reverend power
 [French & Raven]

Effective persuasion is thus
 no less than a sign of emotional
 intelligence and potent tool for public
 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, 'मले ही राज्य इसकी माँग करे।' इस संदर्भ में, प्रशासन में नैतिक निर्णय लेने में अंतरात्मा की भूमिका की विवेचना कीजिए।"

There is a court higher than
court of law. It is court of conscience
—Mahatma Gandhi

Conscience refers to inner
moral compass guiding individual in
its decision to choose between right or
wrong.

It may not involve elaborate reasoning
but draws from repository of experiences
and education

Eg - Individual with strong value system
inculcated since childhood will always
lean towards correct

Why higher — Moral duty to disobey
unjust law (Gandhi)
— check 'Prostitution of Personality'
— Indicator of Integrity
(Eg - state may ask to bypass public hearing
in land acquisition)

Role of conscience in administration

"Generality of law falters before specifics of life"

No code of conduct or legal framework can cover all aspects of decision-making. At such times, conscience comes into play:

1. During Value pluralism — choice of efficiency v. distributive justice
[eg - Procurement Order fixing share for MSME]

2. Exercise of discretion — bounded by one's values

[eg - Helping old women in dire need of PDS stock but does not possess Aadhaar]

3. Policy making and Implementation

[eg - Refusing bribery to suit vested interest]

Conscience is therefore Supreme guiding force in our pursuit of 'Seva paramo dharma'.

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,
popularly known as father of modern
India, was great linguist, reformer
and man of vision.

Views on Social Issues	Relevance
1. <u>Respect for women rights</u> - fought against ill of Sati - espoused cause of women education	- relevant in present patriarchal system - Violence inherent in ill like : • <u>Child marriage</u> ($\frac{1}{3}$ of global bride) • <u>Domestic violence</u> (1 in every 3 women suffer some violence) • <u>Deprivation of equal opportunity</u> + low labour force participation
2. <u>Liberator of Freedom of Press</u>	Relevant in era of concerns over press

- Wrote Sambodh Kaumudi
- Proficient in over 10 languages

Censorship as well as politicization of press and media

Eg - Meghalaya High Court Contempt action against Journalists

Views on religious issues

Relevance

1. Opposed Idolatry & espoused 'International humanism'

- Given radical Communalism (mob lynching, love jihad), important to look at all religions espousing singular system of values (ie Nationality & humanity)

2. Fought against priestly domination

- Important to check caste discrimination like ills of manual scavenging

Raja Ram, without any doubt was visionary beyond his time and is key guiding light for Modern India in its pursuit of EK Bharat, Shreshtha Bharat

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

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

Ever expanding
moral circle of humanity is evident
from decisions like conferring 'living entity'
Status to Sukma lake in Chandigarh.

Same rights for non-human entities

1. Earth belongs to all
- Supremacy of humans due to power to reason and express does not imply
Supremacy of their right to earth

[eg - One Health approach espouse such
interdependence]

2. Humans are mere cog in wheel -
to keep the system running, all forces
including animals, environment must be in
Unison

[eg - Covid-19 'virus' bringing humanity to
standstill is gentle reminder]

3. Environmental Ethics guide us towards non-anthropocentrism & biocentric vision

"Humans are mere stewards/managers"

Challenges

* Non-humans with limited cer no ability to express face continuous oppression

[eg - Displacement of wildlife for development projects like Pakke Reserve]

* Perv Prevalence of Radical anthropocentrism

[eg - illegal wildlife trade, reckless deforestation in Amazon Indicator of same]

Expanding moral circle of humanity recognises highly inter dependent nature of all components of ecosystem.

Same realisation must guide us in shaping our relationship with non-human world to ensure both inter-generational and intragenerational equity.

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

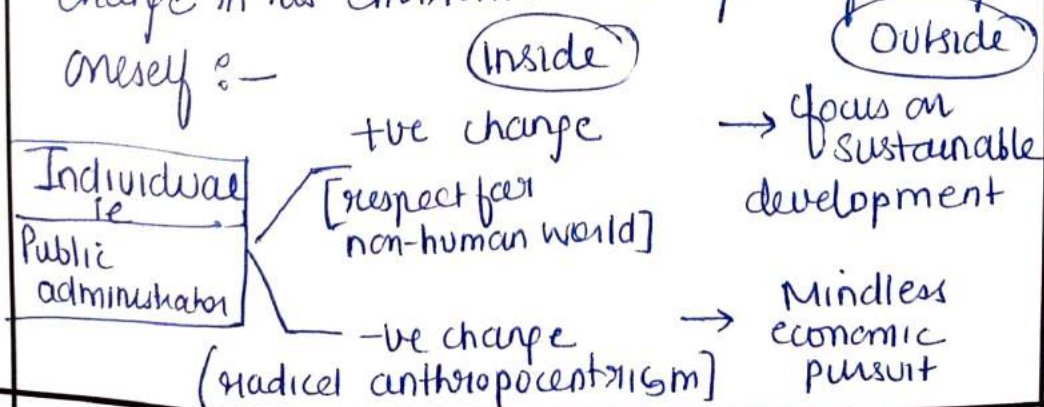
"प्रत्येक व्यक्ति अपने अंदर आमूल-चूल परिवर्तन का प्रयास कर अपने समीपवर्ती परिवेश को रूपांतरित करने में सक्षम है।" - जे. कृष्णमूर्ति

The above quote by J. Krishnamurti exemplifies the view that every change begins from within.

It is rightly said that man is product of his environment -

Shaped by education, experiences and socialization. The vice-versa holds equally true.

Uniqueness of humanity lies in its ability to bring transformational change in his environment through reforming oneself :-



Why transformation within

- More conformity bias | inadequate to ensure action and thoughts are in unison — It ~~inst~~ needs internalisation of values
- 'We are what we think'

How transforming Environment

- by Conditioning [eg - culture of reward for positive actions]
- thorough responsible actions
[PM's commitment to go carbon neutral by 2070 - reflects his inner values]

It is rightly said —

Egg when broken by external force, life ends
Egg when broken from inside, life begins
Every new change comes from within !!

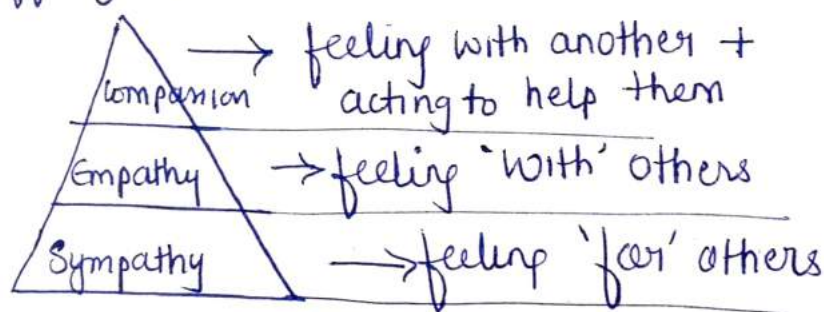
(b) "True compassion means not only feeling another's pain but also being moved to help relieve it". - Daniel Goleman

(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

"If you want to be happy, practice compassion, If you want others to be happy, practice compassion"
- Dalai Lama

Compassion is empathy combined with desire to act to alleviate suffering of another.



Example — Nations deeply moved by picture of Ayan kurds washed by sea during refugee crisis. It reflected empathy. Ones come together to extend support to others similarly placed reflected compassion like signing refugee convention.

Why mere feeling not enough?

Empathy alone is not true compassion. One may feel bad with another but it in itself does not translate to any action.

Eg - Helplessness → at sight of millions of poor
 Pre-occupation → Rush for meeting with own hands to help accident victim.

However, when desire to act on one's feelings arises, it translates to compassion.

Eg - Shelter homes with free food supplies for migrants during COVID-19

Compassion is among most potent values for citizens as well as administration; it manifests our tradition of 'Sarve Bhavanhi Sukinah, Sarve Bhavanhi Nirmayaha'

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 is strict
adherence to highest moral principles
and following path of righteousness.

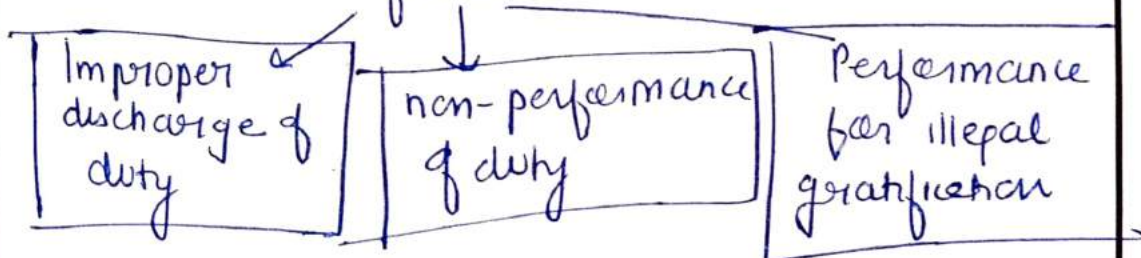
It is rightly said that
probity is anti-thesis to corruption.

[Eg - person with integrity and probity
will not fall for corrupt means]

Vice-versa holds equally true.

Absence of corruption is Requisite for probity

2nd ARC - Corruption manifests failure
of ethics



Such culture inhibits values
like transparency, accountability and

disincentivise individuals with integrity
thereby, hampering goal of achieving
probity

eg - Corruption → Greater conformity bids — seen as business as usual

Necessary but not sufficient & Probity also needs:

- Need Strong organisational values
[like Civil Service Conduct Rules 1964]
- Strong moral principles & courage of conviction
[eg - IAS Durga Shakti Nappal standing up to
band mafias]
- Institutional support
[eg - Whistleblower protection Act]

As highlighted by Suzanne Carochod, Recognised probity is surest of all oaths. It however requires both absence of corruption and presence of strong value system.

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।

Both right to information (RTI) and right to privacy (RTP) are mutually complementary, directed at securing fundamental freedom of citizens and ensuring good governance.

Complementary {

era of transparency

Right to Information → i.e. public have
right to know about
public functionaries

[eg- asset declaration by politicians]

— however, right under Art 19(1)(a) not
absolute — covers only 'public information'

eg- Section 8, RTI Act — bars disclosure of
commercial secrets, information held in
fiduciary capacity or which has no public
value.

These categories of information are protected under Right to Privacy (Article 21, as recognised by Puttuswamy case)

Eg - Political opinion of public servant is his personal choice - cannot be sought under RTI

Similarly, health records protected under RTP

Conflict

Occasional conflict may arise, at times only apparent (perception differs about 'publicness') or even real (public interest may triumph & call for disclosure).

Reconciliation is the key. Keeping freedoms as touchstone for guiding actions, towards transparent and accountable governance. For instance, privacy be respected unless at cost of national security, allowing for surveillance by authorities

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।

Respect for taxpayers

Money and inherent labour is
Key value in utilisation of government funds.

Expenditure on
Advertisement
Campaigns

Recognise Right to
know of public (Art 21)

Responsive administration
(transparency in actions)

Promote legitimacy &
create public support

Ethical Issues

1. Misutilisation to further narrow
ideology or interests

[Eg - Partisan advertisements praising
a certain individual]

2. Absence of Consent

[Every citizen supports different political
parties; using funds for one regardless of
public support is unethical]

3. High Opportunity Cost

- In a country, where millions go to bed hungry or cannot afford healthcare, expenditure on such short-sighted actions is unethical.

4. Compromise on Governance Ideals

- Eg — PAC recently raised concern over 60% of budget of Beti Bachao Beti Padhao been diverted to advertisement campaign rather than health interventions.

5. Value dissonance — Service v. Publicity

- Eg — Instead of creating big rallies and campaigns, invest in health education.

New public service demands valuing people over productivity and service over steering. Funds, must therefore be judiciously utilised in consonance with Supreme court guidelines on political advertisements.

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।

"Service must be above politics and efforts must be made to ensure that politics role in formers appointment, discipline or control is minimised, if not eliminated altogether"

Sardar Patel

Political Neutrality or Non-partisanship implies serving all parties of all dispensation equally well and at arm's length distance.

[Eg - TN Seshan electoral reforms despite change in governments.]

Significance {

1. Pre-requisite to objective & Impartial Governance

[2nd ARC - differentiate between program neutrality / frank advice and political neutrality / impartial implementation]

2. Uphold public service values
(Nolan Committee - Impartiality as key virtue)
3. Reinforce public trust
[e.g. - not swayed by temporal considerations]
4. key to good governance

Role of Central Civil Rules, 1964 {

- lays do's and don't for public servants such as

- no open declaration of party or supports
- no participation in political campaign or display political symbols on one's vehicle
- practice aloofness consistent with one's position

- Reinforce values laid by Nolan Committee as well as Public Service Code 2007

Political neutrality as key virtue of civil servant, As held by PM, Civil Servants are like fourth lion of emblem - not visible but nevertheless powerful driving force.

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

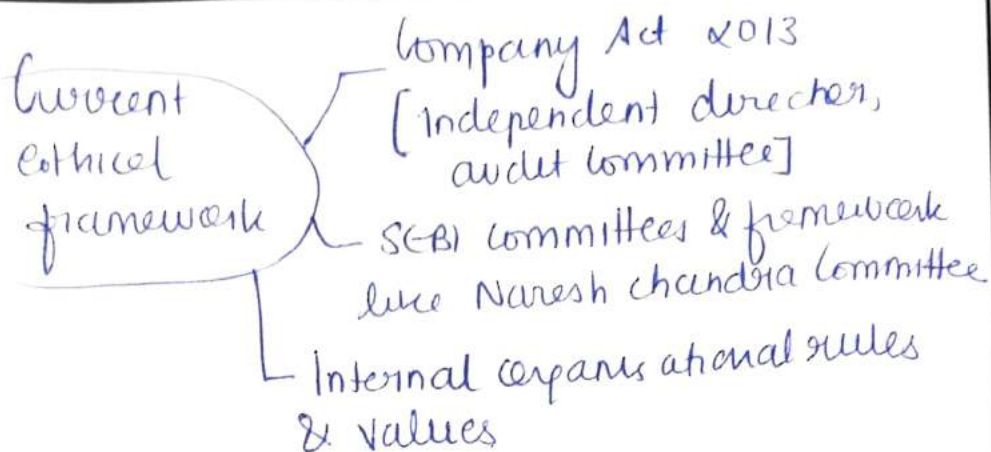
आवर्ती मुद्दों के आलोक में, कॉर्पोरेट शासन के बेहतर नैतिक ढांचे और मॉडलों की खोज करने की निरंतर आवश्यकता है। अपने तर्कों के समर्थन में यथोचित उदाहरणों और साक्ष्यों के साथ विवेचना कीजिए।

Corporate governance

refers to system and practices by which company is directed and controlled [Cadbury Commission]

Recurring Issues

1. Misgovernance through frauds
[eg - PNB fraud]
2. Compromising values of transparency and accountability
[eg - hiding NPA's through bribing auditors as seen in Cooperatives]
3. Inter-connected lending
[eg - Chanda Kochhar IBC fraud]
4. Ignoring stakeholder interests — Profit above productivity



Search for better framework

- Frequent corporate misgovernance reflect deeper malaise i.e. failure of values.
- Laws are not sufficient unless value system underlying it changes

Companies — focus on long term interest

- Concern for environment
- Respect rights of customers
- Care for reputation

Model of corporate governance must re-orient towards greater shareholder oversight, independent audit and capacity building among Stakeholders, to promote business ethics and excellence in service.

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।
वर्चा कीजिए।

Gender inequality is notion of inferior status and capabilities of women compared to male counterparts is product of faulty socialization.

Role of home

- Family is first agent of socialization

Deep Seated Values	— deep influence and authenticity — entrenched values since influence in formative years — psychological proximity
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Example — Household where women confined to household task with little say on decisions affecting family instil value of male supremacy, gender based work

- Household with democratic sharing of responsibilities — values of equality, respect

Institutionalization at societal level

- Various agents of society play differing

role such as:

- Educational Institutions — Curriculum reinforce gender stereotypes like mother cooking, father working
- Media — perpetuate inequality such as normalization of gender based violence commodification of women
- Peer-groups — further influence such as boys club harassing girls
- Religious authorities — e.g. — Manu according inferior status to women; certain communities espousing female genital mutilation.

Gender inequality, therefore, is not the disease rather symptom — of broken, patriarchal societal system. It needs vaccine of equality, role-model based approach and institutional initiatives like SHE-box, Mahila e-kosh, Tan Dhan Yojana and above all reform of value system through moral education in formative years

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, as espoused by Mr. Narayan Murthy, represents bottom up approach with democratisation of wealth.

It is in contrast to Shareholder Capitalism where interest of Shareholder as owners of company triumph other interests such as of employees, customers and environment.

Challenges due to Shareholder Capitalism

1. Social

→ Profit at cost of ^{equity} ~~environment~~

[eg - billionaires income rose by 35% during covid-19 while informal workers lost jobs]

[Vaccine trials without proper consent]

2. Economic challenges
- Concentration of wealth
 - hamper distributive justice

[eg - CEO income v. salary of lower rung]

3. Environmental challenges

- profit at cost of environment
- [eg - mindless deforestation & displacement]

DEBATE

FOR Stakeholder Capitalism	FOR Shareholder Capitalism
1. Corporate governance is not just about Shareholders 2. Companies have ethical duties towards society eg - CSR 3. Organisations are product of contribution of all - employee, customer, Shareholder 4. Long term interest demand foresight and inclusive Governance	1. Shareholders are true owners - Interest paramount 2. Organisations are private endeavors - cannot be expected to run like government 3. Profit orientation is supreme value 4. Even shareholder capitalism values other Stakeholder concern key to success of organisation

In light of recent incidents like PNB fraud, inclusive, right based and sustainable approach of Stakeholder Capitalism shall guide the actions.

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।

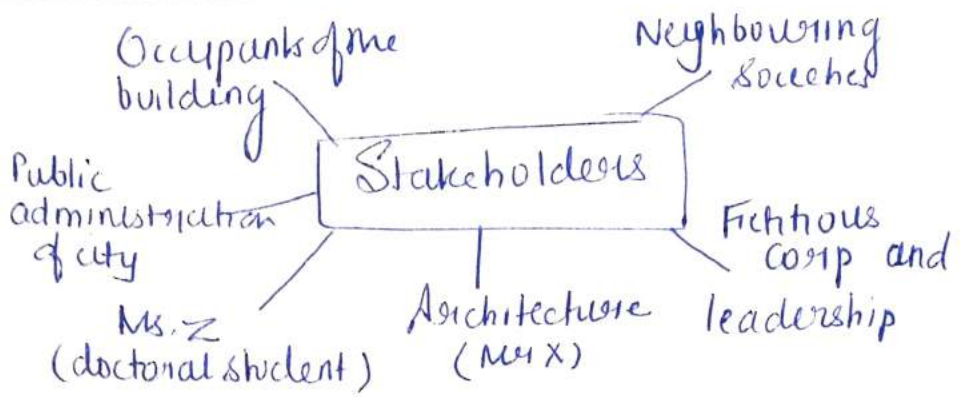
छात्रा और उसके पर्यवेक्षक द्वारा श्री X को इन गणनाओं के बारे में सूचित किया जाता है। हालांकि, श्री X को अपने काम और विस्तृत डिजाइन पर विश्वास है। फिर भी, वह इस मुद्दे को गंभीरता से देखते हैं और डिजाइन पर पुनर्विचार के लिए पुनः समय देते हैं। वह वास्तव में अपनी डिजाइन में कोई दोष नहीं पाते हैं और यह भी 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 बोल्डयुक्त 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 बोल्डयुक्त 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 बोल्डयुक्त 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 बोल्डयुक्त 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 बोल्डयुक्त 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 study
exemplifies the issue of professional
negligence albeit without any malafide
intention or corrupt mindset.*



Most pressing issues

Given the Severity of the issue and consequent impact on right to life and safety of its occupants and neighbours, I would address the pressing issues in following priorities:-

- 1). Undertake required Intervention on 30th floor
 - Though cyclones are not so frequent (one in every 16 years), risk due to strong vertical winds cannot be negated
 - Life of people are at stake and cannot be compromised for short sighted considerations like litigation risk

I would therefore apply for construction approvals after consulting the leadership of Jichhou Corp., in light of my professional duties as architecture and personal responsibility

- 2) In the meanwhile, if construction intervention requires time, I would request for necessary arrangements for alternate accommodation for people under direct risk.
- 3) Identify the procedural lapses that led to the error and confusion and Undertake remedial systemic measures
4. Consult my litigation team to be wary of potential claims and defense for same

Advice to Mr X :

1. Keep ethical duties and professional commitment above narrow interest

- Why — Disclosing the mistake and remedial action comes at high financial and reputational cost. However, right to life and safety of people are supreme considerations and cannot be compromised in any event. In any case, license cannot be revoked as no malafide or gross negligence.
2. Open dialogue with the company leadership about the findings and remedial action to correct the same

- Why — Clear solution exists to correct the mistake. Acknowledging it and moving ahead best represents one's strength of character; fear to err is human.

Advice to Mr. Y

- * Immediate approval to the intervention of 30th floor in light of the risk involved or other such step
- future course of action can be later considered. (such as litigation)
- however, before approval, leadership may

Consult other independent expert and arrive at best feasible option

* Reason → health and safety of its occupants are of utmost importance and need immediate attention

* Consult legal team including options for alternate dispute resolution mechanism to resolve the issue

Reason → help impose cost where fault lie at the same time amicably resolve the issue saving both time and cost of litigation

Penal action like revoking license arises in event of gross negligence undertaken with reckless disregard for professional duty. The instant case, however, is genuine case of genuine mistake and must be addressed in that spirit while safeguarding safety of the people.

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)

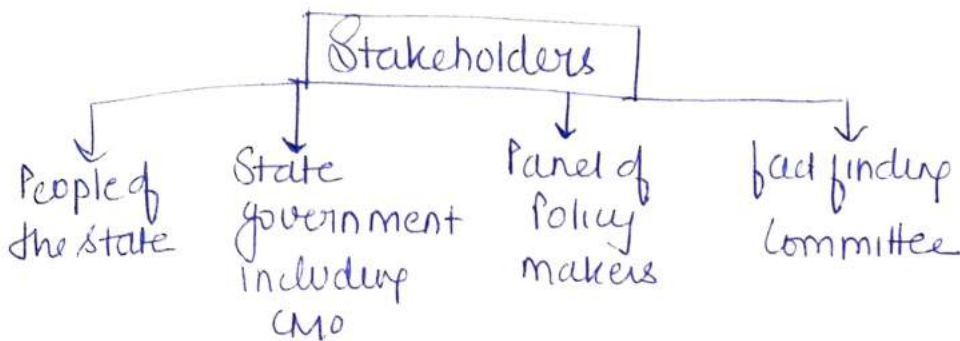
सामाजिक और आर्थिक संकेतकों के इर्द-गिर्द एक हालिया सर्वेक्षण में, देश में एक राज्य को बुरी तरह से आशा से कम प्रदर्शन करते हुए पाया गया। यह राज्य गरीबी, हंगर (भुखमरी), सामाजिक पिछड़ेपन, अराजकता और अल्पविकास की समस्याओं से ग्रसित है। स्वतंत्रता मिलने के बाद से करीब सात दशकों में यह राज्य विभिन्न सूचकांकों 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 case study emphasises on the importance of humane and judicious approach towards population control to prevent & demographic dividend from turning into demographic disaster.



Ethical Issues to be considered {

As a chief of panel of policy makers, my paramount duty is to give objective, impartial, scientific advise representative of the decision of the panel.

1. Personal autonomy over reproductive decisions of citizens

- [K.S. Puttaswamy case — reproductive decisions part of right to privacy]
2. Encouragement to ills like female foeticide, infanticide and sex based abortions
 - gender impact of the policy must be considered in light of sex-male preference
 3. Distributive justice as envisaged Under Article 39(b) & (c)
 - Ensure equitable access to resources to all citizens of state
 4. Government duty to promote welfare State and check poverty, hunger, as enshrined in preamble to Constitution

Course of Action

Key facts

- High poverty, hunger in state
- Independent fact finding committee held huge population as key factor
- Panel of policy makers espoused compulsory one child policy

① My professional duty as well as personal morality calls for respect for constitutional rights of citizens including right to privacy & reproductive autonomy.

However, the rights are not absolute and subject to reasonable restrictions

① test of necessity i.e. is one child policy absolutely necessary to check poverty and hunger in state and whether other feasible alternative there

② test of proportionality - whether restriction commensurate to goal sought to be achieved.

② Answer to above two depends on deliberation of the policy makers - whether scientific, rational, open minded discussion undertaken to reach a conclusion - or whether decision taken pursuant to a freed closed mind without checking alternatives like access to contraceptives, sex education

3. As a chief of panel, my responsibility would be to ensure detailed discussion and analysis of pros and cons of different options, especially considering failure of such policy in China (International experience)

4. If option of one child policy weighs above all, I would give my consent as :

- fundamental rights not absolute
- public necessity triumphs private rights
- Lives of millions of state population cannot be put at stake
- ^{recommend} Supplementing action with increasing accen to contraceptives, gender training and aim to bring social revolution which could obviate the need for such policy in future

This way, I would have upheld by responsibility as panel chief while espousing humane rights based approach to tackling the problem.

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.

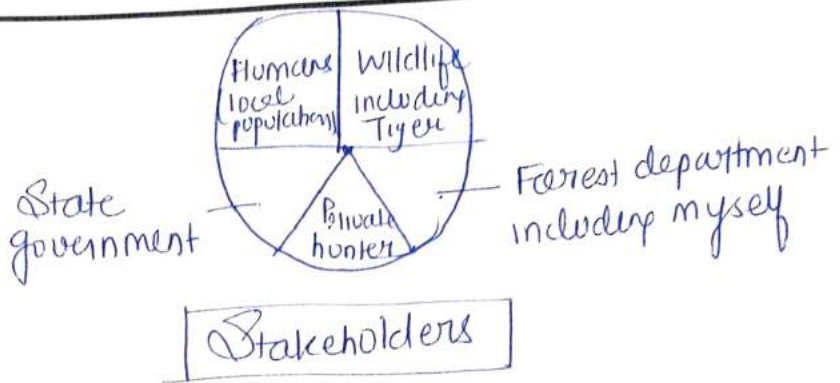
(b) What steps would you take as the Divisional Forest Officer to ensure villagers' safety along with protection of tigers? (20)

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 study highlights
increasing spike in man-animal conflict
giving rise to complex ethical issues in
achieving judicious balance between human
safety and wildlife protection.



Issues Involved

1. Checking people from taking law in their hands, through private hunter.
2. Striking appropriate balance between safety of local population and protection of wildlife, especially with tigers been keystone species.
3. Impartial investigation into the nature of problem (identifying animals behind the loss of lives).
4. Upholding biocentric view (respect for all beings) over radical anthropocentric view.

ie (value only human lives).

Steps as divisional forest officer

As divisional forest officer, protection of wildlife coupled with rights of forest dwelling communities is my foremost responsibility.

Given the huge consequences of my actions, they must be backed by proper impartial investigation into the problem and comprehensive measures through stakeholder consultation.

1. Community meet organised through tribal/community leader
 - open platform to air their grievances
 - patient listener

2. Use emotional Intelligence and leverage local leader influence to convince people of giving up the idea of private hunter

- unlawful conduct (violates wildlife protection Act 1972)
- amounts to mob justice
- affect ecosystem balance & impact their livelihood

3. Convince local population of need for independent study to understand cause

- killing of tigers otherwise futile and unethical as well as irrational
- Study in their interest (use of Persuasion and social influence through local NGOs)

For Community

• If independent study leads to tigers as cause of death - steps be taken to rehabilitate them into inner zone and scientific measures like adequate fencing

- If any other cause such as other animals attack, take suitable measures depending on the risk

Protection of wildlife {

- Killing of man-eater shall never be an option. However, respect for lives of local population necessitate urgent measures to check conflict.

See if people encroaching in reserve areas for produce collection or illegal hunting and address accordingly

I will therefore aim at understanding the risk and create plan in inclusive manner to gain confidence of local community.

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?

Health as public good demands resolute action on part of state authorities especially against illegal forces of black marketers, hoarders.

Market failure: Cause and Consequences

Laurez faire economy
often fails to check various incidences
of market failure such as black marketing
and hoarding due to

① Information Asymmetry

- great power imbalance between
service providers and customers
(as seen in Covid-19 scarcity of drugs
& essential medicines)

② Externalities effect

- Healthcare
 - economic - rise in productivity
 - social - reduced out of pocket expenditure and poverty

③ Nature of public good

- non-rivalrous
- non-excludable
- non-tradability of output

Therefore private sector have less Incentive to invest in it -

(Poor share of private sector in education, healthcare example of same)

Consequences

- highly burdened system on verge of collapse

(poor state of primary and secondary healthcare in India example)

- Collapsing social Infrastructure

- Rise in inequalities (Covid-19 → billionaire income rose by 35% while common man fought for survival)

Significance of State Intervention {

- Admits role of state becomes important as :-

- 1) Resources to invest in public good

Eg - National Health policy - raise health expenditure to 2.5% of GDP

2. Welfare of people, paramount goal —
Can promote distributive justice as
enshrined in Art 38 and 39 of Constitution

3. Check information asymmetry

[eg- daily press briefings by Health ministry
CoWIN platform to book vaccine slots]

4. Take action against anti-social elements

[Essential Services Act, 1955 → check hoarding of
Sarsar]

States as Regulator

1. Facilitate provision of essential
services during market failure

[eg- Incentivising vaccine manufacturing
companies through subsidy and
tax breaks]

2. Promote Integration with global
supply chain

[eg- Increase import of essentials like
face mask at reduced import duties]

3. Boost Atmanirbharata
[eg — incentives like performance linked incentive scheme in medical devices]
4. Check illegal conduct such as amendment to Epidemic Act to protect life of health service providers

State as service provider

- As highlighted in Economic survey 2017-18, government acts as largest dealer in food grain
- Eg — PDS system during covid-19 with expanded coverage and entitlements
- 6 Direct procurement of vaccines from manufacturers and establishing government centers for administration.

State, with goal of 'promoting Sarvodaya for all, is powerful force in checking as well as correcting market failure

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।

The case study exemplifies the ethical dilemma of moral muteness i.e. acting as whistleblower, for an employee.

Stakeholders	Interests
1. Customers (actual and potential)	Right to safety Right to correct information Protection against unfair trade practices
2. Company	Organisational reputation Profit orientation Well placed market for goods

3. Employee
(myself)

- Secure livelihood and job security
- duty to oneself to stand up for right

4. Similarly placed organisations

- level playing field through ethical conduct of all players

5. State/Regulatory bodies like FSSAI

- Compliance with law (Food & Safety standards)
- Protection of health & Safety of consumers

Ethical Issues

1. Raise the issue of deceptive claim with senior authorities in interest of Safety of consumers
2. Protection of Organisational reputation in event of public disclosure of such practice

3. Duty & loyalty to one's employer
4. Personal morality & voice against unethical conduct
5. Concerns over job security in event of vindictive action by organisation and consequent impact on family

Options available	Merit	Demerit
1. Raise the matter with Senior authorities	- uphold personal values - uphold organisational values of 'customer is king' - protect safety and life of people	- harm organisational reputation if information leaks - fear of vindictive action by Company - lost opportunity of promotion
2. Act as Whistleblower - right to regulatory authority directly & anonymously	- raise voice against wrong - protect one's job and opportunities	- compromise on one's integrity by not revealing the name (complaint may be dismissed)

Impact organisation's reputation - reduce customer base

3. Request the team for amendment to claim

Str

— Merit : Uphold duty towards organisation as well as right to know of customer
— Demerit — does not undo the wrong done

My next steps :

• My value system does not permit me to be a mute spectator to any malpractice been committed with customers.

• I would therefore raise the matter with concerned team and as ~~branch~~ consultant, apprise them of the risk of such false claims.

• Claim of 'no health hazard' as USP is correct but it hides material fact i.e. no loss benefit

Therefore, I would persuade the team to make proper amendments.

Right to life and safety of others shall always triumph over narrow considerations like promotion, for me.

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:

- What are the key ethical issues at stake here?
- Highlight the principles and values that will guide your recommendations to the government.
- 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:

- यहाँ दांव पर लगे प्रमुख नैतिक मुद्दे क्या हैं?
- सरकार को की जाने वाली अपनी अनुशंसाओं का मार्गदर्शन करने वाले सिद्धांतों और मूल्यों पर प्रकाश डालिए।
- देश में ऑनलाइन शिक्षा की गुणवत्ता और पहुँच में सुधार लाने के उपायों का सुझाव दीजिए।

Covid-19 has exposed the fragility of digital infrastructure in the country, with less than 42% of urban population and 14% of rural population having access to internet.

Key Ethical Issues }

1. Equitable opportunities to all students to access education
2. Affordability and physical accessibility of online education (such as access to computers, mobile)
3. Deepening learning gap due to withdrawal from schools giving rising unpaid care work for girl student and poverty impact for all children
4. Democratisation of digital infrastructure to include villages, remote areas

Principle & Values to guide {

1. Equity → any system must promote socio-economic justice and equal opportunities for children affected
2. Participatory Process — promote two way learning process rather than mere directed instructions
3. Accountability — of the system and service providers such as DIKSHA initiative
4. Affordability and Accessibility to be considered
5. Gender-impact in light of rising unpaid care work (prime responsibility of women and girl of household — Time survey report 2019)

Measures to improve {

I. Quality

- Involve private and academic sector in dissemination of learning
ex- Vidyalali Initiative
- Holistic Curriculum
- focus also on mental health
ex- Manodarpan scheme of Ministry of education
- Diverse learning opportunities including vocational, skill training online such as english language, coding, as emphasised in NCF 2020

II. Accessibility

- Leverage technology like Mooc learning platform, DIKSHA, STARS program
- Use of traditional infrastructure such as common service centers, panchayat offices to hold classes

- Universal & affordable internet connectivity through initiatives like PM-WANI
- Universal income support for lower rung (Economic survey 2017-18)

Quality and affordable education is fundamental right of every child and covid-19 presents opportunity to realise this vision, as also envisaged in SDG-4 and NEP 2020