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GENERAL STUDIES (TEST CODE : 861)

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Medium Hindi/Eng.	English	Registration Number	95371
Center	ORN	Date	27 August 2017

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	<p>1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code). उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।</p> <p>2. There are FOURTEEN questions printed in ENGLISH & HINDI. इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं।</p> <p>3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं।</p> <p>4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</p> <p>5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one. प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।</p> <p>6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</p> <p>7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off. उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।</p>
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	10		
7	10		
8	10		
9	20		
10	20		
11	20		
12	20		
13	20		
14	20		
Total Marks Obtained:			
Remarks:			

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

103, 1st Floor, B/1-2, Ansal Building, Behind UCO Bank, Dr. Mukherjee Nagar, Delhi – 110009

EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Answer the following questions in not more than 150 words each:

1. (a) Examine how role models influence ethical behaviour. What actions can leaders take to integrate ethical conduct in their organisations? 10

परीक्षण कीजिए कि आदर्श व्यक्तित्व (रोल मॉडल), नैतिक व्यवहार को कैसे प्रभावित करते हैं? अपने संगठनों में नैतिक आचरण समाहित करने के लिए नेतृत्व कर्ताओं द्वारा क्या कदम उठाये जा सकते हैं?

Role models play a relevant role in influencing the attitudes and behaviours of their followers.

They play a role in affecting the
Cognitive - how they think
Affective - how they feel, and
Behavioral - how they act
of their followers.

For instance, if a superstar takes drugs, degrades women, indulges in drunk driving, his followers may follow this behaviour as being appropriate.

On the other hand, examples like the DM of a Kerala district cleaning

the pit of a latrine to encourage sanitation will encourage people to view the same as the right attitude and behaviour.

To integrate ethical conduct in their organisations, leaders can do the following:-

- 1) Lead by example
 - If the leader remains corrupt & unethical, the organisation will also sing the same tune
- 2) Conduct sensitization workshops
 - This will help employees look at things from different view points.
- 3) Operative conditioning
 - leaders must applaud and publicise good deeds, while disapproving of unethical behaviour. This will provide incentive to act ethically-

1. (b) According to Aristotle, for persuasion, not only Ethos (credibility of the speaker) and Logos (logical argument) but Pathos (emotional connection to the audience) is equally important. Comment. 10

अरस्तू के अनुसार, अनुनयन के लिए न केवल इथोस (वक्ता की विश्वसनीयता) एवं लोगोस (तार्किक दलील) अपितु पैथोस (श्रोतागणों से भावनात्मक सम्पर्क) भी समान रूप से महत्वपूर्ण है। टिप्पणी कीजिए।

Aristotle rightly mentioned thousands of years back that persuasion is possible only with the trinity of Ethos, Logos and Pathos.

Merely using Ethos and Logos may influence the listener, but may not persuade him or her enough.

For instance, a very senior advocate may make an argument on the abolition of the death penalty.

Such a speaker has both ethos (due to his professional image) and logos (due to the constitutionally sound arguments he may make).

Yet, there is full possibility that his well reasoned argument

fails to leave an impact on the listeners. The listeners will truly internalise his arguments and accept them when he connects with the emotionally. This emotional connection results in internalisation and imbibing of social influence.

This is why the concept of emotional intelligence is so important. A superior who is making orders can achieve internalisation only if he has the pathos.

Absence of pathos results in compliance (i.e. change in behaviour without change in attitude). It is only pathos which results in change in behaviour accompanied by a change in attitude.

2. (a) With appropriate examples, discuss various ethical challenges associated with the utilization of public funds in India. Suggest strategies to effectively deal with these challenges. 10

उपयुक्त उदाहरणों के साथ, भारत में सार्वजनिक निधियों के उपयोग से संबंधित विभिन्न नैतिक चुनौतियों की चर्चा कीजिए। इन चुनौतियों से प्रभावी तौर पर निपटने के लिए रणनीतियां सुझाइए।

Public funds refer to all funds with the government. They primarily consist of taxes, cesses, surcharges, aids and grants.

Ethical challenges:

- Using funds for new development projects that will primarily cater to the well off, or whether to use them for social capital building - eg: health or education.
- Whether to use funds more in areas that have high taxpayer rate, or whether to use them in low income no-taxpayer area.
- Disclosure of use of funds.
- Certain funds may be used for essential, but controversial funding.

Eg: 2+ security cover for a high profile convict.

- Whether to use funds for maintenance of existing infrastructure, or to use them for creating new infrastructure.

Strategies to effectively deal :-

- (A) Progressive taxation with a message that funds are to be used for the benefit of the least disadvantaged. (on the lines of Rawls)
- (B) Effective delivery of essential services at nominal rates and frequency for all. This will ensure that the well-off are more willing to pay taxes, even if they're being used for the benefit of the poor.

2. (b) With proliferation of social media, people have got the opportunity to express their views anonymously and more freely. (a) What according to you, is its effect on the social and political culture of the country? (b) Discuss the role of social media in changing one's attitude, particularly the youth. 10

सोशल मीडिया के प्रसार के कारण लोगों को अज्ञात रूप से एवं अधिक स्वतंत्रता के साथ अपने विचारों को प्रकट करने का अवसर मिल गया है। (a) आपके अनुसार राष्ट्र की सामाजिक और राजनीतिक संस्कृति पर इसका क्या प्रभाव पड़ा है? (b) एक व्यक्ति की अभिवृत्ति, विशेष रूप से युवाओं की, को परिवर्तित करने में सोशल मीडिया की भूमिका की चर्चा कीजिए।

In older times, only the powerful & privileged could air their views to the public. Now, social media offers anonymity and distancing from issues, thereby giving individuals the freedom to criticise freely.

Effect on social & political culture:

The positives: → More awareness on happenings
→ Wide sharing of views makes people broad minded
→ Even those who otherwise could not be heard can air their views now

The negatives: → Jumping to criticism
→ Instead of helping

victims of accidents, people prefer making their videos.

→ Increase in the abuse of women.

→ Easy to bully and give death threats to those who dissent

So, while it makes the country more aware and the government more responsive, it also has lead to the creation of a class of trolls.

Role of social media in changing attitude:

→ Youth is easily influenced by the behaviour of online celebrities. The effect can be both positive and negative, depending on the celebrity.

→ Youth now has access to a wide range of opinions which they otherwise would not have known in the closed comfort of their house and homogenous circles.

3. (a) What are the various components of an organization's work culture? What are key issues that need to be addressed in any organisation to create a more developmental and performance oriented culture? 10

किसी संगठन की कार्य संस्कृति के विभिन्न अवयव क्या हैं? एक अधिक विकासात्मक एवं कार्य निष्पादन उन्मुख संस्कृति का विकास करने के लिए किसी संगठन में किन महत्वपूर्ण मुद्दों को संबोधित करने की आवश्यकता होती है?

Work culture is a very important factor to assess any organisation.

Its components include:

- Punctuality • Responsiveness
- Responsible leadership • Commitment
- Ability to deliver • Appreciation
- Disapproval where warranted.

The key issues that need to be addressed to create a performance oriented culture:

1) Responsible and responsive leadership

- Many a times the work culture suffers as the leadership evades responsibility

2) Preventing sexual harassment and promoting gender balance

- Constitution of internal complaints

committee as per the Prevention of Harassment at Workplace Act.

3) Appreciating the hard work of employees.

- Most employees dislike their jobs solely because they are seldom appreciated.

4) Keeping office politics in check by promoting a cooperative work culture.

5) Providing adequate holidays and suitable work hours.

3. (b) There is a difference between what a person has a right to do and what the right thing to do is and often there is a conflict between these two. (a) Illustrate with examples the ethical issues that can arise because of such a conflict. (b) How does this conflict play out if someone wants to protest against injustice? 10

किसी व्यक्ति को क्या करने अधिकार है तथा क्या करना सही है के मध्य एक अंतर होता है, और प्रायः इन दोनों के बीच एक विरोधाभास होता है। (a) इस प्रकार के विरोधाभास के कारण उत्पन्न हो सकने वाले नैतिक मुद्दों को उदाहरण सहित स्पष्ट कीजिए। (b) यदि कोई व्यक्ति अन्याय का विरोध करना चाहता है तो यह विरोधाभास किस प्रकार अपनी भूमिका निभाता है?

There is scope of conflict between

- The right of a person to do something (freedom), and
- whether it is right to do that thing (morality).

Not every exercise of freedom is moral.

Examples.

- ① A person has freedom of speech and expression, and may use it to publicly insult his parents. Yet, it may not be moral to do so.
- ② Freedom to trade; and trading in spurious liquor which can kill people.

Such an exercise of freedoms without caring about ethical factors, may lead to a feeling of injustice.

Eg: The landowner has a right to throw out his tenant at will, but it will be unethical to do so if the tenant is old, sick and poor.

If someone wants to protest against injustice, it may lead to a situation where the action complained of is legally right, but ethically wrong.

Here, the person will have no remedy in law. The only remedy available will be to gauge public opinion against the one committing the injustice.

4. (a) It is vain to talk of the interest of the community, without understanding what is the interest of the individual. Discuss the statement in the present context. 10

व्यक्तिगत हित को समझे बिना कि वे क्या हैं, किसी समुदाय के हित की बात करना व्यर्थ है।
वर्तमान संदर्भ में इस कथन पर चर्चा कीजिए।

Communities are seldom homogenous entities. Communities consist of a large variety of individuals with varying beliefs, ideologies, political and social attitudes and choices.

Therefore, most of what is passed on as the interest of the community is usually the homogenous interest of a dominant group within the community.

This makes it imperative to understand the interests of the hidden, subaltern narrative within the community. Many disadvantaged or minority groups are rarely heard. Once their interests are understood, community interest could be understood more holistically.

This is important in the present context as :

- 1) Rise of protectionist and right wing governments around the world has led to chilling of speech of those with different beliefs and ideologies.
- 2) The din of development drowns the voices of those whose lands are lost.
- 3) To prevent situations of communal hatred.

Exchange of different viewpoints will allow people to become more open and tolerant. Heterogeneous opinions also contribute to intellectual development.

4. (b) Vision and intentions are necessary components of political ethics. However, equally important are the process of implementation, tools used and the established system. Elaborate with examples. 10

दूरदर्शिता और इरादें राजनीतिक नैतिकता के आवश्यक घटक हैं। हालांकि, कार्यान्वयन की प्रक्रिया, प्रयुक्त विधियां (उपकरण) और स्थापित व्यवस्था भी समान रूप से महत्वपूर्ण हैं। उदाहरण प्रस्तुत करते हुए विस्तारपूर्वक बताइए।

Without vision and the right intentions, people may never know who to vote for and what to expect of the political class.

Yet, vision and intention remain unfulfilled in the absence of implementation. Implementation to be successful requires:

- 1) Established, strong institutions
- 2) Strong political will
- 3) Committed funding
- 4) Social audit of progress made

A majority of our laws falter in the side of implementation. There is lack of awareness of various government schemes which leads to beneficiaries missing out on

entitlements.

For eg: Public Distribution System is a nation wide programme, yet its implementation in Chhatisgarh is the reason for its better success in the State.

Further, even when awareness is present laws will not work if the institutions are ill equipped to implement them.

Eg: Healthcare schemes failing due to lack of beds.

Therefore, along with vision and intention, there is need for effective implementation also.

5. (a) Swami Vivekanand brought religion to the centre-stage and gave a new meaning to it while stressing the need for harmony among faiths. In this context, discuss the relevance of his teachings in contemporary society. 10
- स्वामी विवेकानंद ने धर्म को केंद्रीय मंच पर लाकर खड़ा कर दिया और इसे एक नया अर्थ प्रदान किया और साथ ही विभिन्न धर्मों के बीच सामंजस्य की आवश्यकता पर भी जोर दिया। इस संदर्भ में, समकालीन समाज में उनकी शिक्षाओं की प्रासंगिकता की चर्चा कीजिए।

Swami Vivekananda brought Hinduism's tenets to the world. His Ramakrishna Ashram has membership worldwide.

The core beliefs are:-

- 1) Harmony
- 2) Brotherhood
- 3) One God and One Religion
- 4) Compassion
- 5) Finding God by helping humans

The reason for its massive popularity was it was easy to adopt, allowed idol worship as a means to connect with divinity, and stressed on common characteristics between different peoples and communities.

Relevance of his teachings:

- In a post-truth world, his teachings tell us to not jump to conclusions that give rise to hatred. Instead, one should have feeling of trust on the other.
- The rise of far right groups that try to impose their own ideology on others should learn from the accomodative harmony promoted by Vivekananda.
- His teachings are relevant in environment protection.
- Respecting all humans equally - relevance for labour laws, informal workers, migrants, and those belonging to 'low' castes!

5. (b) Access to quality basic services plays a critical role in enhancing individual capabilities to participate fully in the growth of the nation. (a) Discuss the statement in the context of vulnerable sections of India. (b) Analyse the challenges with regard to quality service delivery in India. 10
- गुणवत्तापूर्ण आधारभूत सेवाओं तक पहुंच वस्तुतः राष्ट्र के विकास में पूर्ण भागीदारी करने हेतु व्यक्ति की क्षमता को बढ़ाने में एक महत्वपूर्ण भूमिका का निर्वाह करती है। (a) भारत के सुभेद्य वर्गों के संदर्भ में इस कथन की चर्चा कीजिए। (b) भारत में गुणवत्तापूर्ण सेवाएं प्रदान करने के संबंध में आने वाली चुनौतियों का विश्लेषण कीजिए।

Amartya Sen gave the concept of capability approach to development. According to him, true growth and development will happen only if individual capabilities are enhanced in a manner that allows everyone to lead a life he or she has reason to value.

To enhance individual capabilities, access to basic services such as

- clean water
- hot food
- education
- healthcare
- skill development
- adequate transportation
- access to credit

is of prime importance.

Without access to these, individuals remain in poverty and are unable to fully contribute to the growth of the nation. Eg: Tribals, 'backward' and 'low' castes who still take to occupations such as manual scavenging will benefit and break free from their poverty.

Challenges to quality service delivery in India:-

- 1) Corruption
- 2) Supply chain gaps
- 3) Faulty pricing
- 4) Subsidy taken by the well off.
- 5) Weak institutions
- 6) lack of redressal mechanisms
- 7) Complacent attitudes
- 8) Black marketing & hoarding

Relevant laws such as Prevention of Corruption Act, Consumer Protection Act, and Competition Act must be enforced strictly.

6. Is Emotional Intelligence influenced by cultural moorings? How would you differentiate the applicability of Emotional Intelligence in Indian society from that of Western society? 10

क्या भावनात्मक बुद्धिमत्ता सांस्कृतिक जड़ों से प्रभावित होती है? भारतीय समाज की भावनात्मक बुद्धिमत्ता की प्रयोजनीयता को आप पश्चिमी समाज की भावनात्मक बुद्धिमत्ता से किस प्रकार पृथक करेंगे।

Ethics are a function of culture and cultural mores. What may be ethical in India may be severely admonished elsewhere.

Eg: Indians do not mind impunctuality much. Yet in some western countries, even a delay of a minute is met with profuse apologies.

So emotional intelligence depends a lot & on culture. Eg: In India, when we say namaskar or touch feet, we convey a lot without saying anything. The other person immediately feels respected and an emotional bond is formed.

Differentiating Indian society from Western in terms of E.I:

Indian → more community based values are preferred. Eg: Reverence, Respect, Honour

→ The role of family is given a larger importance in shaping self-awareness and emotion management.

→ Presence of close knit community allows healthy sharing of emotions leading to lesser cases of abandonment & loneliness

Western → Individualistic society

→ Family values play smaller role

→ No concept of arranged marriage and general lack of community and family involvement may lead to higher instances of difficulty in expressing & dealing with emotions

7. Evaluate the success of RTI in bringing governance reforms in the country. Examine whether it has served the purpose it was meant for. 10

देश में शासन संबंधी (गवर्नेंस) सुधार लाने में सूचना के अधिकार (RTI) की सफलता का मूल्यांकन कीजिए। परीक्षण कीजिए कि जिन उद्देश्यों के लिए इसे लाया गया था, क्या यह उनको पूरा कर पा रहा है?

The Right to Information Act
was meant to serve as a
paradigm shift in the governance
of our country, from

- Secrecy to openness
- Information denial to information sharing
- Bureaucracy friendly to citizen friendly

The RTI has been successful on
these counts:-

1. It has led to proactive disclosures by the government
2. Citizens Charters dissemination
3. RTI activism has led to many instances of corruption coming out in the open.
4. It has made governments more cautious in their dealings.

Largely, it can be said that RTI has been able to serve its purpose. Yet, a few issues remain

- 1) Applications are not responded to within stipulated time of 30 days
- 2) Applications rejected on technical grounds
- 3) Cumbersome appeal process
- 4) Poor quality of information given
- 5) section 8 non disclosure of information has a wide scope
- 6) Political parties, despite CCI's rulings, do not make their records public and maintain that RTI does not apply to them.

If the abovementioned flaws are corrected, RTI will truly work well.

8. The decisive role that money plays in elections creates a vicious cycle of corruption. (a) Elaborate in the context of India. (b) Discuss whether state funding of elections can help in curbing the menace of political corruption in India. 10

चुनावों में पैसे द्वारा निर्भाई जाने वाली निर्णायक भूमिका भ्रष्टाचार के एक दुष्चक्र का निर्माण करती है। (a) भारत के संदर्भ में इस कथन की विस्तृत व्याख्या कीजिए। (b) चर्चा कीजिए कि चुनावों के लिए राज्य द्वारा वित्तपोषण किए जाने पर क्या भारत में राजनैतिक भ्रष्टाचार के इस अनिष्ट को रोकने में सहायता प्राप्त हो सकती है।

Money and politics has an inter linked nexus.

Political parties need money for propaganda & fighting elections



Rich persons and companies donate money to these parties.



If the party wins, Those who donated money to it expect returns on their investment



This leads to crony capitalism & corruption.

In India, the recent Finance Act of 2017 brought changes.

1) Capping cash donations at

Rs. 2,000

- 2) Introduction of electoral bonds that are anonymous.

Yet, it is being claimed that these measures are not enough to control corruption. An alternative is being suggested, that of State Funding.

Yet, there are issues with state funding:-

- 1) Cost to enchequer
- 2) State funding is no guarantee that parties will not use their own funds
- 3) Waste of taxpayer money
- 4) Even if implemented, people will find a way around it.

Therefore, state funding is an option but not a foolproof way out.

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

9. You are the officer in charge of development planning of a state whose capital is the technology hub of the country. However, the capital city is overcrowded and marred by traffic congestion. A group of top MNCs have approached you and showed their interest in expanding their operations in the capital provided that the highway connecting the SEZ to airport is widened. This has been cited as an important business requirement. The expansion of MNC operations is expected to create numerous jobs and would bring in huge revenues to the State. At the same time, the road connectivity in rest of the state, especially the rural areas, is abysmal and is in need of urgent attention. Media has been highlighting the incidents of deaths due to delay in hospitalization and other such issues which can be directly attributed to poor condition of roads. As the officer in charge of the development planning you find that the road widening project will entail huge cost and would severely curtail the rural road development programme currently being undertaken by the state. 20

(a) What challenges do you face as the officer in charge, in this situation?

(b) State your priorities and discuss how you plan to achieve them in the context of given challenges.

आप एक ऐसे राज्य की विकास योजना के प्रभारी अधिकारी हैं, जिसकी राजधानी, देश का प्रौद्योगिकी हब है। हालांकि, राजधानी शहर में जनसंख्या बहुत है और यह ट्रैफिक जाम की समस्या से ग्रस्त है। शीर्ष बहुराष्ट्रीय कंपनियों (MNCs) का एक समूह आपसे मिलता है और राजधानी में अपने कार्य संचालन का तेजी से विस्तार करने में रुचि प्रदर्शित करता है, लेकिन शर्त यह है कि विशेष आर्थिक क्षेत्र (SEZ) को हवाई अड्डे से जोड़ने वाले राजमार्ग को और अधिक चौड़ा किया जाए। इसे एक महत्वपूर्ण व्यापारिक आवश्यकता के रूप में उद्धृत किया गया है। बहुराष्ट्रीय कंपनी के संचालनों का विस्तार होने से अनेक रोजगार उत्पन्न होने एवं राज्य को भारी मात्रा में राजस्व प्राप्त होने की संभावनाएं हैं। इसके साथ ही, राज्य के शेष भागों- विशेष रूप से ग्रामीण क्षेत्रों में, सड़क संपर्क निम्नस्तरीय है और इस पर तत्काल ध्यान दिए जाने की आवश्यकता है। मीडिया, अस्पताल में भर्ती होने में देरी के कारण होने वाली मृत्यु की घटनाओं एवं अन्य इसी तरह के मुद्दे जो सीधे सड़कों की दयनीय स्थिति से जुड़े हैं, को उजागर करता रहा है। विकास योजना के प्रभारी अधिकारी होने के नाते आप पता लगाते हैं कि सड़कों को चौड़ा करने की परियोजना में बहुत लागत आएगी और परिणामस्वरूप वर्तमान में राज्य में संचालित किए जा रहे ग्रामीण सड़क विकास कार्यक्रमों में भारी कटौती होगी।

(a) इस परिस्थिति में प्रभारी अधिकारी के रूप में आप किन चुनौतियों का सामना करते हैं?

(b) अपनी प्राथमिकताएँ बताइए एवं चर्चा कीजिए कि प्रस्तुत चुनौतियों के संदर्भ में उन्हें प्राप्त करने के लिए आप किस प्रकार योजना निर्माण करेंगे।

a) Challenges faced:

1. The challenge of balancing development objectives with social need of better rural roads
2. The challenge of efficient allocation of resources
3. Challenge of poor health facilities which also contribute to deaths due to long distances between people and healthcare.
4. Challenge of creation of more jobs for revenue which will boost State's resources in maintenance of other roads.

b) In the present situation, my priorities will be in the following order:-

- (A) Betterment of rural roads
- By allocating effective capital

towards procurement of long lasting quality construction material.

(B) Focus on healthcare

- Making primary health centers and sub centers better so that people do not have to travel long distances for healthcare.

(C) Maximising revenue through MNC expansion and spending on highway

- This comes third as the MNCs already have presence in the state. The issue is of their expansion, and not setting up.

- The returns are also going to be long term, and therefore the need to make rural road & ~~so~~ health infrastructure better is more pressing.

How I plan to achieve this :-

1. Firstly, I will earmark funds for rural road development. Work will first be carried in areas where maximum number of deaths have resulted.

I will personally oversee this work to ensure that good quality material is procured to build roads that last for a long time.

2. Secondly, I will get a written proposal of expansion from the MNCs. This because presently they have only showed their interest, without giving any assurance.

Spending a huge amount of funds for highway expansion in the absence of written assurance would not be prudent.

3. Thirdly, I will request the MNCs to direct their Corporate Social Responsibility activities towards quality healthcare in the rural region.

I will back this with my own effective implementation of government schemes.

4. Lastly, upon getting an assurance from the MNCs, I will begin work on the highway expansion in a phased manner.

Further, to increase revenues, I will also raise the issue of municipal bonds which the MNCs can buy. This will help with the rural development work.

Such a course of action will ensure that the urgent needs of

poor rural population are taken
care of first. Once this is achieved,
development and highway expansion
can take place as there is no
urgency for this

10. You are the SP of a district where a large number of followers of a particular sect reside. The district also hosts a large Ashram where regular gathering of the followers take place. The leader of the sect has been under the scanner of the judiciary for his involvement in illegal activities. Now the court has ordered his immediate arrest and an order pronouncing the same has been sent to you. You have been asked to comply with the orders within two days. A large number of followers, which include women and children, have already thronged the Ashram in anticipation of arrest of the leader. Intelligence units have informed about the presence of not only large stock of food and water but also ammunition, inside the Ashram. Your request urging the followers to vacate the site has failed. 20

(a) What could be the reason for people's defiance?

(b) List the issues involved in the case.

(c) What will be your plan of action?

आप एक ऐसे जिले के एस.पी. हैं जहाँ एक विशिष्ट सम्प्रदाय के अनुयायी बड़ी संख्या में निवास करते हैं। जिले में एक वृहद् आश्रम भी है जहाँ उस सम्प्रदाय के अनुयायी नियमित रूप से एकत्रित होते हैं। अवैध गतिविधियों में संलिप्तता के कारण उस सम्प्रदाय का नेता न्यायिक निगरानी में है। अब न्यायालय ने तत्काल उसकी गिरफ्तारी का आदेश दिया है और ऐसी व्यवस्था करने वाला आदेश आपको भेजा गया है। आपको दो दिनों के अंतर्गत आदेशों का अनुपालन करने के लिए कहा गया है। उक्त नेता की गिरफ्तारी की आशंका में महिलाओं और बच्चों समेत अनुयायियों की एक बड़ी संख्या पहले से ही आश्रम आ पहुँची है। खुफिया इकाइयों ने आश्रम के अंदर न केवल भोजन और पानी के पर्याप्त विशाल भण्डार बल्कि अस्त्र-शस्त्र होने की भी सूचना दी है। आपके द्वारा अनुयायियों से स्थल को खाली करने के लिए किया गया निवेदन विफल रहा है।

(a) लोगों द्वारा अवज्ञा किए जाने का कारण क्या हो सकता है?

(b) इस मामले से जुड़े मुद्दों को सूचीबद्ध कीजिए।

(c) आपकी कार्य-योजना क्या होगी?

2) Reason for people's defiance

1. The leader of the sect has a god-like status. Ordering his arrest and implication in illegal activities is an insult to their faith.

2. The people are blinded by their

faith and are therefore unable to objectively assess the situation.

3. Herd mentality - Some people may choose to defy just because others are doing so, without objectively forming their own opinion on the issue.

4. Faith in brute power of force against lawful orders of the Court.

b) The issues involved in this case are:-

1. Arresting the leader with minimal loss to life and property
2. Ensuring women and children are not harmed in the ensuing melee.
3. Ensuring the place of worship of the sect is not damaged, i.e. maintaining the sacredness of

the place.

4. Ensuring that the followers do not misuse their ammunition.

c) Plan of action

Here, one could directly apply force and arrest the leader. But this will lead to riots in all likelihood, and therefore is not recommended.

One could also use force against the followers and evict them. This again may lead to violent clashes and therefore is not recommended.

So, my plan of action will be as follows:

1. Using telecommunication to contact the leader. Persuade him to submit himself voluntarily for arrest. Give him the option of

applying for bail immediately after.

Using techniques of emotional intelligence persuade him how this will lead to minimum violence and loss of lives. I will also refer to tenets of the sect itself to tell him how saving innocent lives is more important than engaging in brute force.

2. In case the above fails, I will use the 2 days to employ a phased plan of action to arrest him.

a) First, I will send some constables in plain clothes who can dress up as followers of the sect to assess the situation inside. ~~These can also~~

b) Use of satellite imagery to see the location of followers, leader

and ammunition inside the ashram complex.

c) Using this to employ a plan of action.

→ Cutting off electricity supply of the ashram

→ Shutting down mobile internet
u/s. 144 CrP [Criminal Procedure Code]

→ Prohibiting assembly of more than 4 people under s. 144 CrP

This may coax the followers to negotiate.

d) If this too fails, I will use threat of water canons on the protestors if the situation gets out of control.

I will not actually use them, but use the threat to force them into allowing arrest.

If all fails, I will contact my superiors, inform them of the

situation and seek guidance & advice
from higher levels.

11. Ramesh, a very hardworking person, is the sole bread earner in his family. He has worked with an oil company's local affiliate for several years, and has established a strong, trustworthy relationship with Suresh, manager of the local facility. Suresh has recently recommended Ramesh to be recruited as the corporate consulting engineer for the company, which would be a position of greater responsibility along with a stable income. During a casual conversation, Suresh mentions an incident in the 1960s wherein 10,000 gallons of a petrochemical was leaked into the local environment by the company due to negligence, though at the time no damage was found, and no mention of this leak was made to the press. When Ramesh mentions that the state law requires him to report all spills, Suresh reminds him that no harm had been done and reminds him that the company can't have a consulting engineer who does not value loyalty and respect confidentiality.

20

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

रमेश जो कि एक बहुत-ही मेहनती व्यक्ति है, अपने परिवार में पैसा कमाने वाला एकमात्र व्यक्ति भी है। उसने कई वर्षों से एक तेल कंपनी की स्थानीय सहबद्ध इकाई में कार्य किया है और उस कंपनी के स्थानीय सुविधा के प्रबंधक सुरेश के साथ एक मजबूत एवं विश्वसनीय संबंध स्थापित किया है। हाल ही में सुरेश ने कंपनी के कॉर्पोरेट परामर्शी इंजीनियर के रूप में नियुक्ति हेतु रमेश के नाम की अनुशंसा की है, यह पद स्थिर आय के साथ ही साथ अधिक जिम्मेदारी का पद होगा। एक अनौपचारिक बातचीत के दौरान सुरेश 1960 के दशक में घटित एक घटना का उल्लेख करता है, जिसमें कंपनी की लापरवाही के कारण 10,000 गैलन पेट्रो कैमिकल्स का स्थानीय पर्यावरण में रिसाव हो गया था, लेकिन उस समय उसके कारण कोई क्षति ज्ञात नहीं हुई थी और प्रेस को इस रिसाव की कोई जानकारी नहीं दी गयी थी। जब रमेश उल्लेख करता है कि राज्य के कानून के अनुसार उसे तेल रिसाव (स्पिल्स) की सभी घटनाओं को दर्ज कराना आवश्यक है तो सुरेश उसे याद दिलाता है कि उस घटना कोई हानि नहीं हुई थी और उसे पुनः स्मरण कराता है कि वह ऐसा परामर्शी इंजीनियर नहीं रख सकता जो गोपनीयता का सम्मान नहीं करता हो।

- (a) दिए गए मामले से जुड़े नैतिक मुद्दों की पहचान कीजिए।
- (b) इस परिस्थिति में रमेश के पास कौन-से विकल्प उपलब्ध हैं? उनमें से प्रत्येक का मूल्यांकन कीजिए।
- (c) यदि आप रमेश के स्थान पर होते, तो आपकी कार्यवाही क्या रही होती? उसके लिए कारण दीजिए।

(a) Ethical issues involved for me (Ramesh)

- Confidentiality towards a company that I am not yet a part of,
- Duty of disclosure to the public
- Disclosure of the spill might also shed light on any adverse health effects caused which couldn't be effectively diagnosed due to lack of information of the leak
↓
Ethical issue of effect ^{on} people's health and environment.
- Maintenance of my trustworthy work relationship with Suresh.

(b) options available

- + (c) ① I could choose to not do anything about it as the spill is many years old. Since no one

has raised any issue ~~until~~ until now, doing so now may not be prudent.

Further, the responsibility to disclose is on the company, and not on me. Being a local affiliate of the company, I have no compulsion under law to report it.

Merits: → My prospective job stays intact.

→ Relationship with Suresh remains intact

→ No violation of law by me.

Demerits: → Ethical duty to disclose the fact of a major environmental disaster breached

→ My silence may affect the lives of those who are still searching for answers for the harm or ^{causes} diseases they suffered in 1960s without known cause.

So, this approach is not advisable.

② I could report it myself to the State authority.

Merits: I would do my duty by following this approach

Demerits: → I have no concrete evidence to substantiate my claim.

→ The State may throw out my allegation and impose a fine on me for wasting their time

→ Deterioration of relationship with Suresh.

③ So, I would not follow this.

If I was in Ramesh's place, I would have followed the below mentioned route.



I will try to convince and persuade Suresh that he must disclose it to the State authorities.

I will remind him how it may give answers to many sudden

environmental and health effects in the 1960s.

I will further tell him that he must talk about this to his higher ups and convince them that they should disclose the oil spill. This will further bring them social applause for doing the right thing by disclosing what no one has disclosed before.

Merits of this approach are:

- I do not overstep my boundaries
- I do not impose my views on another
- I will neither lose my prospective job nor working relationship
- I will uphold the duty of confidentiality towards Suresh who told me about it as a friend.

Demerits are :

- Persuasion may not work,
and Suresh may not report-

Yet, I will go with this approach
as it will ensure that I know
that I have done my part to
the best that my resources could
permit.

12. You are the CEO of a social media company that has a wide user base. The social network offered by your company has emerged as a platform for people to interact with each other and share news, opinions etc. However, at the same time, women are being repeatedly harassed and cyber bullied through this network. Whenever any instance of harassment is brought to notice of the company, your staff members immediately deactivate the account of the culprit. However, since new accounts can be created easily, such incidents continue to happen. Also, the system to verify one's account details has been deemed lax by public authorities and human rights groups. But in order to increase the user base, you have to ensure that it is easy for a new user to sign up. Increase in the user base leads to more advertisements on your network, which is a source of huge annual turnover for the company. At the same time, in wake of increasing instances of harassment, you also need to tighten the process of creating new accounts and deactivate or delete the ones being misused. 20

(a) Highlight the options available to you in this scenario and evaluate each of them. What course of action will you take and why?

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

आप एक सोशल मीडिया कंपनी के मुख्य कार्यकारी अधिकारी (CEO) हैं जिसके उपयोगकर्ताओं की संख्या (यूजर बेस) बहुत अधिक है। आपकी कंपनी द्वारा प्रस्तुत किया गया सोशल नेटवर्क वस्तुतः लोगों को एक दूसरे के साथ संवाद करने और समाचार एवं राय इत्यादि साझा करने के लिए एक मंच के रूप में उभरा है। लेकिन, साथ ही साथ इस नेटवर्क के माध्यम से महिलाओं को बार-बार परेशान किया जा रहा है और वे साइबर बुलिंज (बदमाशी) की शिकार हो रही हैं। जब कभी परेशान किए जाने की कोई घटना कंपनी के ध्यान में लाई जाती है, आपके कर्मचारी वर्ग के सदस्य तत्काल ही दोषी व्यक्ति के खाते को निष्क्रिय कर देते हैं। लेकिन, नया खाता आसानी से बनाया जा सकता है इसलिए इस प्रकार की घटनाएँ जारी रहती हैं। साथ ही, अपने खाते के विवरणों को सत्यापित करने की प्रणाली सार्वजनिक अधिकारियों एवं मानवाधिकार समूहों द्वारा शिथिल मानी गयी है। किन्तु अपने उपयोगकर्ताओं की संख्या बढ़ाने के लिए आपको यह सुनिश्चित करना है कि नए उपयोगकर्ता के लिए साइन अप करना (सोशल नेटवर्क से जुड़ना) सरल हो। उपयोगकर्ताओं की संख्या में वृद्धि होने पर आपके नेटवर्क पर अधिक विज्ञापन आते हैं, जो कंपनी के लिए भारी मात्रा में वार्षिक प्रतिफल का स्रोत सिद्ध होते हैं। साथ ही, परेशान करने की घटनाओं में वृद्धि को ध्यान में रखते हुए आपको नए खाते बनाने एवं दुरुपयोग करने वाले व्यक्तियों के खातों को निष्क्रिय करने या मिटा देने (डिलीट करने) की प्रक्रिया को सुदृढ़ करने की भी आवश्यकता है।

(a) इस परिदृश्य में आपके समक्ष उपलब्ध विभिन्न विकल्पों पर प्रकाश डालिए और उनमें से प्रत्येक का मूल्यांकन कीजिए। आप कौन-सी कार्यवाही अपनाएंगे और क्यों?

(b) क्या स्वस्थ और उपयोगी संलग्नता का एक मंच बने रहने के लिए इस हेतु सोशल मीडिया पर युक्तियुक्त प्रतिबंध लगाए जाने की आवश्यकता है? विभिन्न हितधारकों के दृष्टिकोण से विश्लेषण कीजिए।

a) Options available to me: -

① Making it very difficult to sign up for the website.

Merits → A small likelihood of less abusive accounts being created, and consequent safety.

Demerits → Chilling of speech of the majority who wish to sign up because of a few miscreants.

So, this is not advisable.

② Letting the status quo remain. This again is not advisable, as it would lead to inaction in the face of adversity. This is nothing but abdication of responsibility.

③ Deleting accounts and deactivating them.

Merits → Easy to do
→ New accounts may still be created.

Demerits → • Unilateral Termination of accounts may lead to protests

- Some innocent accounts may be deleted due to inclusion & exclusion errors.

So, in this scenario I will:

- Let the signing up process remain easy. This will ensure significant revenue flows.
- Using these revenue flows to invest in technology that detects abusive accounts
- Having a team of forward minded people who will assess these accounts and black list them
- Giving an opportunity to be heard to the account holder (via email)
- Termination of account

This approach will ensure that

innocent accounts are not deleted. It will also lead to no negative effects on the company's revenues.

b). Social media is a potent means of spreading rumours, bullying, abusing women and morphing pictures.

In light of the various ways in which it can be misused, there is a need for having reasonable restrictions as no freedom is absolute.

Stakeholders

Ⓐ The victims of online abuse

- They are the most vociferous proponents of having restrictions as they have faced the trauma.

Ⓑ The offenders and trolls

- They will not want any restrictions

Yet, it is important that they be restricted and possibly reformed.

③ The companies

- They would not immediately want this to happen as it reduces revenues and increases compliance costs for them. Yet, in larger public interest they must agree.

④ The government

- In light of maintaining social law and order, the government will be in favour of this.

13. You and your friend are living together in a metropolitan city and preparing for civil service examinations. While you manage to meet your daily targets, you sense that your friend is unable to cope up with the pressure of the exam. Fear of not passing the exam and meeting the expectations of his family is stressing him further. You realise that with time your friend is losing interest in everything and often talks about committing suicide if he is unable to meet his goal. He is also missing out on meals and prefers to stay indoors when asked to venture out. When you sought professional help, the doctor diagnosed your friend with clinical depression. Being aware that your friend needs professional counselling and psychiatric care, you reach out to his parents who reside in a rural area. They rebuff you for suggesting counselling and instead reiterate that nothing is wrong with him. They sternly mention that your bringing up the matter will only make people engage in loose talk. They also ignore you when you politely inform them that it is not wise to ignore one's mental health. Your friend's parents see his state as a sign of failure and decide to call him home where he can continue with his preparation. You are aware of the gravity of the situation if your friend goes back to his house. You also know that there is very little awareness about mental health and that the solution is not to ignore it but to take necessary measures to tackle it. 20

(a) As a concerned friend and an aspiring civil servant who can frame policies for the public in the future and has a moral duty towards them, what are the options available to you in such a situation?

(b) Evaluate each of these options and choose the option you would adopt, giving reasons

आप और आपके मित्र दोनों एक महानगर में एक साथ रह रहे हैं और सिविल सेवा परीक्षाओं की तैयारी कर रहे हैं। जबकि आप अपने दैनिक लक्ष्यों को पूरा करने की प्रक्रिया का उचित प्रबंधन कर लेते हैं किन्तु आपको भान होता है कि आपका मित्र परीक्षा का दबाव सहने में असमर्थ है। परीक्षा में उत्तीर्ण न होने का भय एवं अपने परिवार की अपेक्षाओं को पूरा न कर पाने की चिंताएं उसे और भी अधिक अवसादग्रस्त कर रही हैं। आपको भान होता है कि समय के साथ सभी चीजों में आपके मित्र की रुचि समाप्त होती जा रही है और वह प्रायः अपना लक्ष्य प्राप्त न कर पाने पर आत्महत्या करने की बात करता है। वह कई बार खाना भी नहीं खाता है और बाहर घूमने जाने के लिए कहने पर कमरे अंदर ही रहना पसंद करता है। जब आपने एक पेशेवर डॉक्टर की सलाह ली तो डॉक्टर ने आपके मित्र का नैदानिक परीक्षण कर उसे नैदानिक अवसाद (क्लिनिकल डिप्रेशन) से पीड़ित बताया। इस बात से अवगत होते हुए कि आपके मित्र को पेशेवर परामर्श एवं मनोचिकित्सीय देखभाल की आवश्यकता है, आप ग्रामीण क्षेत्र में रहने वाले उसके माता-पिता से मिलने गए। पेशेवर परामर्श का सुझाव देने पर उन्होंने न केवल आपकी बातों को सिरे से नकार दिया अपितु बार-बार यही दोहराते रहे कि उसे कुछ नहीं हुआ है। उन्होंने कठोरतापूर्वक उल्लेख किया कि आपके द्वारा इस मामले की चर्चा करने से लोगों को मनगढ़ंत बातें बनाने का अवसर ही मिलेगा। जब आप उनसे विनम्रतापूर्वक निवेदन करते हैं कि किसी के मानसिक स्वास्थ्य की

उपेक्षा करना बुद्धिमत्तापूर्ण कार्य नहीं है तब भी वे आपकी उपेक्षा करते हैं। आपके मित्र के माता-पिता उसकी स्थिति को विफलता का संकेत मानते हैं और उसे (आपके दोस्त को) वापस घर बुलाने का निर्णय करते हैं जहां वह अपनी तैयारी जारी रख सकता है। यदि आपका मित्र अपने घर वापस जाता है तो आप उस परिस्थिति में उत्पन्न होने वाली समस्या की गंभीरता से अवगत हैं। आप यह भी जानते हैं कि मानसिक स्वास्थ्य के संबंध में बहुत कम जागरूकता है एवं इसका समाधान इसकी उपेक्षा करना नहीं बल्कि इससे निपटने के लिए आवश्यक उपाय करना है।

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

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

As a concerned friend & aspiring civil servant, the options available to me are:-

1) Make you my friend seek professional treatment for his depression before he goes back home

2) Talking to his family in a tone of authority arising from my better education. Telling them how if they ignore his situation they might lose their son.

To make the impact more effective, I will make his

family watch a documentary on depression and its side effects.

3) To make their fear of social ridicule go away, I will ask an NGO to conduct a workshop in his village on depression. This workshop in the form of a street play will surely change attitudes and make people more accepting and empathic of those who are depressed.

4) Talking to the DM of the district and requesting him to make awareness and education on mental health a priority.

② In this case, I will follow All the above options as the cumulative effect of changing deeply entrenched social

attitudes against mental disorders cannot happen by any one of these methods.

In addition, on a personal level I will try my best to cheer my friend up and make him see and appreciate the positive things about his life.

In doing so, I will play a strict balancing act between caring for my friend and my own preparation for the examination.

14. You are the Managing Director of a multinational company that prides on hiring people from diverse backgrounds. The company also chooses multiple projects under Corporate Social Responsibility that are geared towards social inclusion and empowerment of vulnerable sections of the society. Miss 'X' who works in your office tells you that she has been diagnosed with HIV. It happened due to malpractice by a medical practitioner who re-used a contaminated syringe that led Miss 'X' to contract the disease. The company has strict policies about toleration and you ensure Miss 'X' that she can continue with her job in the company without facing any form of discrimination. A few days after the revelation, Miss 'X' angrily submits her resignation letter. She states that she has faced discrimination at the workplace everyday after the revelation. Her colleagues are hesitant to eat lunch with her, they make sure they do not drink water from the same source and the females in the office comment on her marital status. She is also asked to sit separately during departmental discussions. She intends to sue the company for mental harassment. If she takes the step, the public image of the company will be maligned and its non-discriminatory policies will be questioned. The following are some suggested options for you to deal with the situation as a Managing Director of the company. Evaluate the merits and demerits of each of the options: 20

- (a) You accept her resignation and suggest a compensation package so that she refrains from suing the company.
- (b) You persuade her not to submit her resignation and transfer her to another department.
- (c) You ask her to continue with her job and take strict action against the colleagues who discriminated against her. Also, state (without necessarily restricting to the above options) your course of action, giving proper reasons.

आप एक ऐसी बहुराष्ट्रीय कंपनी के प्रबंध निदेशक हैं जो विविध पृष्ठभूमि के लोगों को काम पर रखने में गर्व करती है। कंपनी कॉर्पोरेट सामाजिक उत्तरदायित्व के अंतर्गत समाज के सुभेद्य वर्गों के सामाजिक समावेशन एवं सशक्तिकरण की दिशा में कार्य करने वाली विविध परियोजनाओं का भी चयन करती है। आपके कार्यालय में कार्य करने वाली सुश्री 'X' आपको बताती है कि वह एच.आई.वी. (HIV) से ग्रस्त हैं। उन्हें HIV का संक्रमण एक चिकित्सा पेशेवर के गलत अभ्यास के कारण हो गया था, जिसने एक संक्रमित सुई का पुनः उपयोग किया जिससे सुश्री 'X' को यह रोग लग गया। सहिष्णुता के संबंध में कंपनी की नीतियां कठोर हैं और आप सुनिश्चित करते हैं कि सुश्री 'X' किसी प्रकार के भेदभाव का सामना किए बिना कंपनी में अपना जॉब करती रह सकती है। HIV से संबंधित जानकारी प्रकट करने के कुछ दिनों के बाद सुश्री X क्रोधपूर्वक अपना त्यागपत्र जमा करती हैं। वह कहती हैं कि HIV से संबंधित जानकारी प्रकट करने के बाद उन्हें कार्यस्थल पर प्रतिदिन भेदभाव का सामना करना पड़ा है। उनके सहकर्मी उनके साथ भोजन करने में संकोच अनुभव करते हैं, वे यह

सुनिश्चित करते हैं कि जिस जलपात्र से वह पानी पीती है उसके वे पानी न पिएँ और कार्यालय की महिलाएँ उसकी वैवाहिक स्थिति पर टीका-टिप्पणी करती रहती हैं। विभागीय चर्चाओं के दौरान उनसे अलग बैठने के लिए भी कहा जाता है। वह मानसिक उत्पीड़न के लिए कंपनी पर मुकदमा करना चाहती हैं। अगर वह यह कदम उठाती हैं, तो कंपनी की सार्वजनिक छवि को क्षति पहुँचेगी और इसकी गैर-भेदभावपूर्ण नीतियों पर प्रश्न उठेंगे। कंपनी के प्रबंध निदेशक के रूप में इस स्थिति से निपटने के लिए आपको सुझाए गए कुछ विकल्प निम्नलिखित हैं। इनमें से प्रत्येक विकल्प के गुणों और अवगुणों का मूल्यांकन कीजिए:

- (a) आप उनका त्यागपत्र स्वीकार कर लेते हैं और उन्हें एक क्षतिपूर्ति पैकेज का सुझाव देते हैं ताकि वह कंपनी पर मुकदमा न करें।
- (b) आप उन्हें अपना त्यागपत्र जमा नहीं करने के लिए मनाते हैं और दूसरे विभाग में उसका स्थानांतरण कर देते हैं।
- (c) आप उन्हें उनका जॉब जारी रखने और उनके विरुद्ध भेदभाव करने वाले सहकर्मियों के विरुद्ध कठोर कार्रवाई करने के लिए कहते हैं। साथ ही (अनिवार्य रूप से केवल उपर्युक्त विकल्पों तक ही सीमित रहे बिना) उचित कारण बताते हुए अपनी कार्यवाही भी बताइए।

(a) Option A.

Merits: The reputation of the company will be saved

Demerits: . The issue will not be handled effectively.

- Negative social attitudes will still remain.
- The company would be doing injustice to its forward looking policies by allowing the discrimination and not ~~doing~~ doing anything to curb it

Therefore, option A is to be rejected.

(b) . Merits: She remains in the organisation

Demerits: . The malady remains .
• There is no guarantee that people in the next department will not discriminate against her .

(c) . Merits: . She remains in the same role and capacity .

Demerits: . Merely punishing them will bring no change in their attitudes. At most, it will result in compliance without internalisation .

Therefore, my approach in this situation will be as follows:

- Conduct a sensitisation course to make the employees aware of how HIV spreads, so that they do not indulge in absurd behaviour which has no bearing on the transmission of HIV.
- Make the erring employees realise their fault, and let them off after a stern warning.
- Coax Ms. X to stay in the organisation, while suitably compensating her for the discrimination she suffered.

This will be a win-win situation as:

- ① Justice to company policies
- ② Behaviour and attitude change

of the employees.

- ③ Retaining Ms. X and thereby respecting and promoting her dignity.

