



VISION IAS

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GENERAL STUDIES (TEST CODE : 1512)

Name of Candidate		Registration Number	
Medium Hindi/Eng.		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.

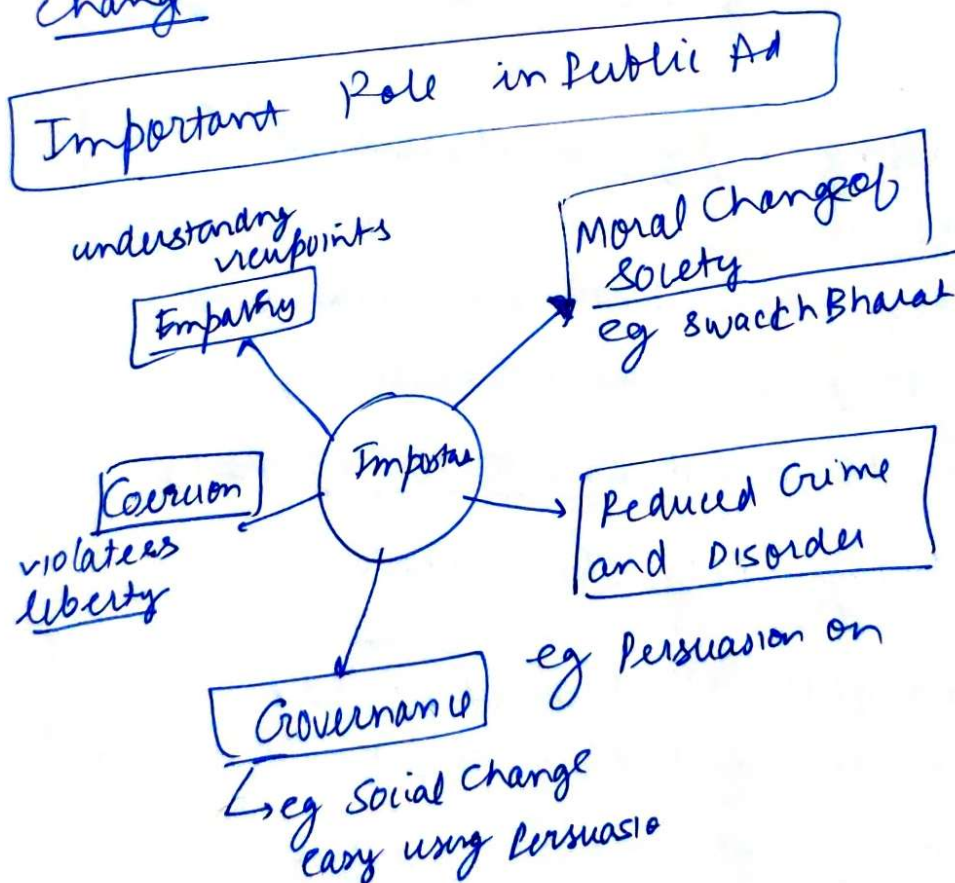
6.

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 Means influencing
the thought action and behaviour
using social influence and attitude
change



Elements of Effective Persuasion

- ① Emotional Connect
 ↳ eg Raja Ram Mohan
 Ray Saty
- ② Person who Influences Important
 ↳ eg Celebrity
 Amitabh Bachchan COVID
 Caller Tune
- ③ Doesn't Should not criticise people
 ↳ eg Blaming ⇒ NO Influence
- ④ Using existing Societal Values to Persuade
 ↳ eg Bharat Mata, Devi Mata used
 to reduce Women Inequality
- ⑤ Campaign and Link to Positive Feeling
 ↳ eg SBM → 33rd Whar

Our thoughts, ideas & reflect the values of society to large extent. Persuasion Targets emotions thus having most potential for them

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

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

Conscience means Inner cognitive processes which influences our actions and decision and help us in guiding between right and wrong

Cognitive Dissonance

when actions are done opposite to call of Conscience

Example → ① Nonveg Organisation ^{supermarket}
has Vegetarian Clerk

② Doctor Abortion → Conscience
in Hospital Might Not allow

Role of Conscience in Taking Decisions

- ① Reduces Inner conflict between Individual eg Grandh Conviction of his Ideas and his actions

- ② Upholds Moral Judgement and Reduces Forcefulness
eg whistleblowing
- ③ Empathy and Larger Public good
eg Reduces Concerns of Individuals
listened by the official
- ④ Bureaucratic Attitude Reduction
↳ Conscience leads to decisions
that are more humane

However NOT At all time Conscience can
be chosen in Organisational Decisions

- ↳ ① Kasab → Represented by Lawyer
Crisis
- ↳ ② Capital Punishment → Conscience vs
Law

In this context → Raghunam Rajan
said, that If there is no option
possible except breaching your
conscience → then Resign

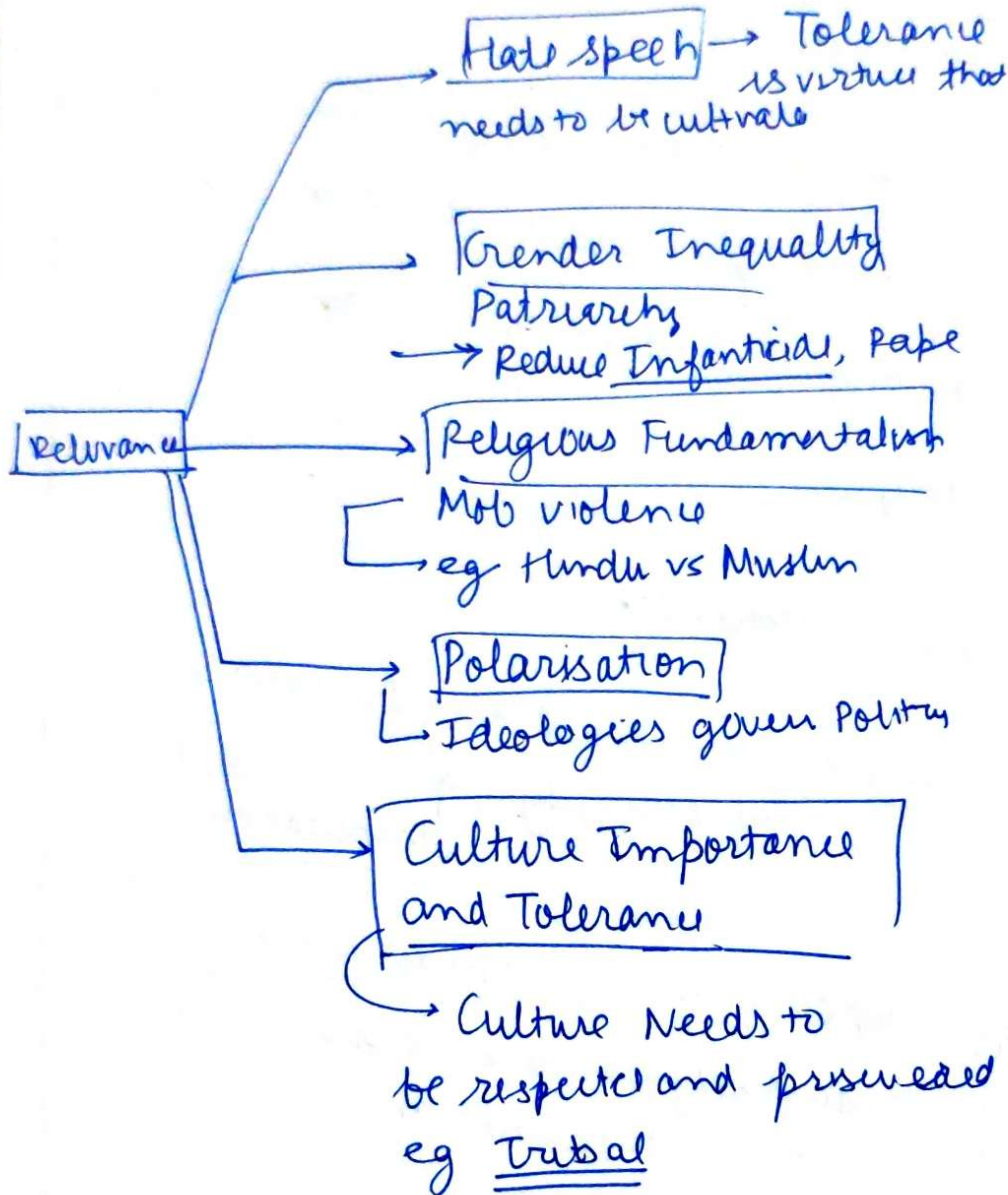
2. (a) Raja Ram Mohan Roy's liberal views on social and religious issues have much relevance in present day India. Discuss. (150 words) 10

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's was the torchbearer of India's Social Reforms that mired Indian society in 19th Century.

Raja Ram Mohan Views

- ① Reason → should be the source of Morality → Voltaire inspiration
- ② Superstitions and Dogmas are evil
eg Hindu society needs to be reformed
→ Sati Pratha etc
- ③ Unitarism → God is one, however there exists multiple paths to finding it out
- ④ Social Evils can only be removed by Consensus and Encouragement

Relevance in Present Times


As Raja Ram Mohan Emphasized, women emancipation is the highest duty of the society. This has stark similarity and Need in present times

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।

Humanity → Refers to principle of giving emphasis on human rights, dignity of Individual. This has strong importance in Kant's theory

Humanity → Human Beings are ends in Themselves

Moral Circle has been expanding 

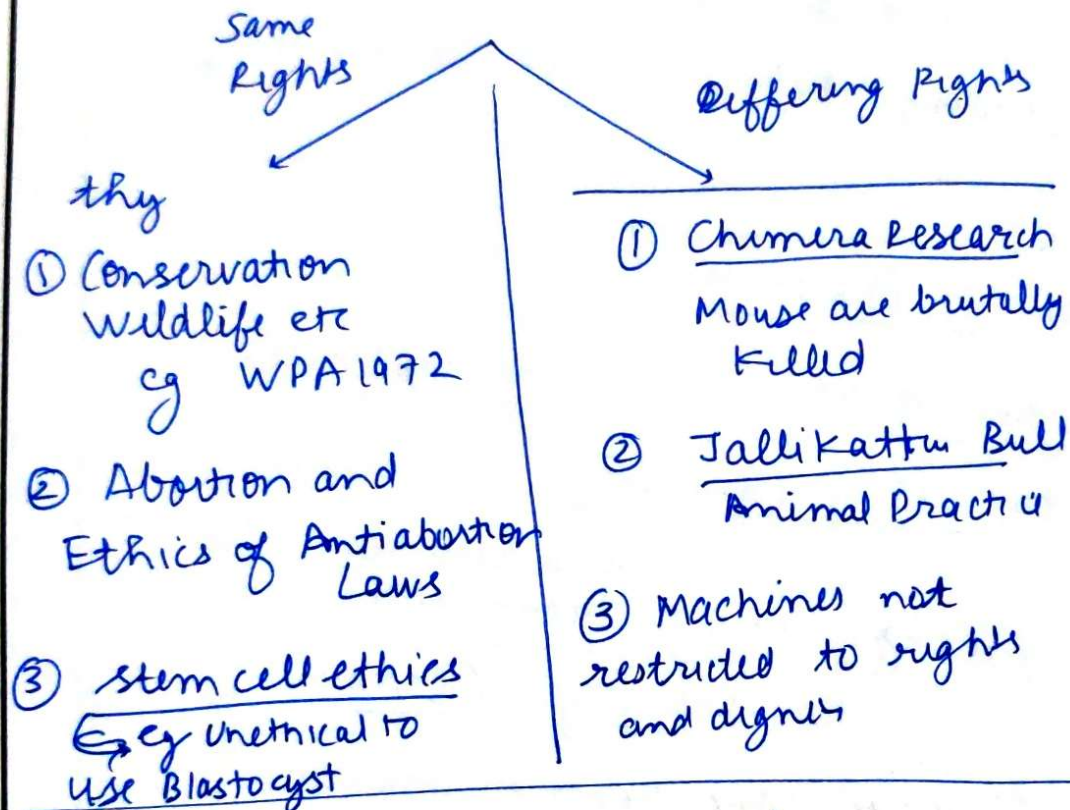
① Supreme Court Judgement →
Article 21 $\begin{cases} \rightarrow \text{Right to Privacy} \\ \rightarrow \text{Dignity} \\ \rightarrow \text{Respect} \end{cases}$ Enlarged Ambit

② UNHR → in 1948 → Now, Many Countries follow Human Rights declaration

③ Reason and Logic results in expansion of rights eg Right to freedom Right to Leisure

Non Human entities

- they refer to other Beings such as animals, plants, sometimes water Bodies environment etc
- they also include to some extent Machines ~~with~~



The time is not very far away
when Animal and other Beings are
in circle of humanity At the same
time, Machines pose a confusion on
whether they should be in it or not eg AI

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

To change the world set your
house in order, includes the
dictum behind above phrase
by KrishnaMurti -

→ He Means that the total change
is a net result of Individual
changes. Thus every Individual
should strive for those

eg Cleaning Beaches first
in Neighbourhood

→ Saving Electricity to Reduce
global warming

→ Radical Transformation means
constant, persistent and meaningful

efforts to change the circumstances.

→ Thus a global revolution would start only by Individual Revolution

→ However, the capability for individuals vary.
For eg Small Island States are not capable to reduce global warming

↳ thus requires global efforts at this fight → together

→ Paris agreement says → Each country improves its own targets → to reduce global warming → thus
Based on same picture

To Reduce Poverty in world every Individual must wage war on poverty himself alone → using Gandhi's talisman of working for Benefit of Down Trodden

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

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

Daniel Goleman, the proponent of Emotional Intelligence emphasized need for empathy in Human Relation

He says,

$$\boxed{\text{Compassion} + \text{Action}} = \boxed{\begin{array}{l} \text{True Compassion} \\ \text{Empathy} \end{array}}$$

Only Compassion might not be enough for the other Person

for eg → Compassion on poor will not make them less poor

→ Thus, it is a Moral duty to act in a way to reduce Misery of other by relieving his/her pain

Empathy improves, human relationships and provides courage to the individual in pain.

Example → Gandhi felt the pain of indentured labourers and Moved towards removing it

→ Mother Teresa and Florence Nightingale could not see poverty and death ⇒ They moved towards Removing it.

In other words, It also means that only action can bring salvation.

Thus to Induce the change in world Action is Required.

In Gandhi's words → * working for principles such as Sarvodaya is will bring Eternal Joy

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

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

Probity → refers to strict adherence to standards of Moral principles and Maintaining high levels of Integrity.

Corruption on other hand refers to financial practices that are immoral and goes against ethics in governance

2nd ARC has highlighted that absence of Corruption is a pre-requisite to high Integrity. So did Kautilya, who checked corruption of Bureaucrats to ensure their Integrity

The reason is simple

- Corruption is Bedrock of Deceit
eg Organisation Values
versus public gains
- Corruption is a vice and evil
 - ↳ Integrity requires high
Moral standards
- Corruption Breeds Corruption
 - ↳ Reduces Probity

If Corruption is taken in literal sense

then Absence of Corruption doesn't
ensure ~~abs~~ presence of Probity

But ~~Absence of Probity~~ ensure
Presence of Corruption ensures
absence of Probity

Thus 2nd ARC has recommended
electoral funding reforms, E-governance
and Code of ethics to reduce corruption
which inturn can improve probity

4. (b) The right to information (RTI) and the right to privacy (RTP) complement each other in holding the government accountable to the people, however, in cases of conflict, they can be reconciled keeping public interest in mind. Discuss. (150 words) 10

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

Right to Information 2005 act
ensures transparency in the
governance processes. It arises
from Article 19 freedom of expression

Right to Privacy ensures non intrusion
of ~~any~~ any person or state upon the
privacy. This follows from Article
21 → Right to Life

Puttaswamy Judgment 2017

RTI is applicable for public offices
↳ thus

Public ← Public
accountable office

Right to Privacy → applicable on Individual

Individuals

← X State



- prevents coercion
- enlarges expression
- eg. whatsapp chats
can't be accessed

Non Intrusion
of Privacy

Data Policy should not breach Individual Rights. Thus the government is always accountable on their duty to protect of privacy of individuals wherever needed

Sometimes, Right to Privacy might prevent use of RTI. For eg Public office holder → details are not revealed due to Right to Privacy.

But in Section 8(2) of RTI mentions that even in cases of conflict, if the larger public interest prevails then

RTI triumphs. Thus they are reconciled to the extent of their own individual spheres

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।

Government Funds are financed using Revenue largely collected by Tax Revenue. Thus government spending Needs to be viewed from angle of Tax payer's Consent and

Tax payer's Mandate

✶

For example

- ① Political Advertisements of Benign Nature. !

Eg → Large Money spent on Praising government Initiatives versus Use value behind spending

Praising vs Awareness

- ② Inefficiency → Government funds are spent ~~on~~ → corrupt → Inefficiency

Taxpayer Issues

③ Issue vs Larger Public Interest

Example → Govt campaigns are largely targeted towards side issues and political angles →

Taxpayers feel discomfort

④ ~~St~~ Intent vs Actual Money Spent
can get Work Done

For example → ~~Spent~~ Campaign Money on Advertisement could be directly used for social justice programmes

⑤ Effectiveness
Morality and Values Cannot be enforced or coerced

eg → Cleanliness programmes require individual initiative. Campaigning for cleanliness less likely to induce long term change

However, Programs such as Tourism, COVID warnings proved very useful during Pandemic. Thus, Government spending on such should be apolitical and

Issue Oriented } Frugality

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

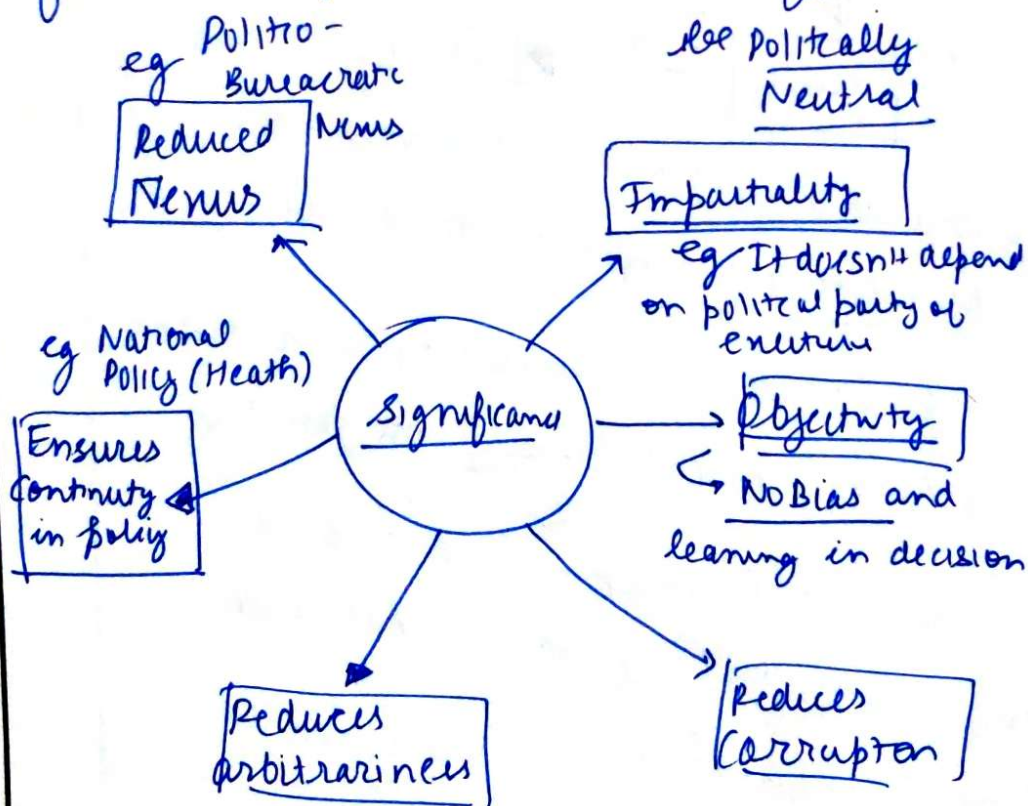
(150 words) 10

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

Political Neutrality Refers to Unbiased

outlook of Administration while
discharging it's duties. Thus, personal

political views should not come in way
of delivering public duty eg Civil Servants
require to
be Politically
Neutral



Role of Central Civil Services Conduct Rule

- ↳ These are codified rules that help in determining & guiding actions of civil servants
- They discourage Political Participation in governance of civil servants not to disclose the political vote → thus affecting relationship
- They are not expected to provide funds and Campaign to Political Party
- Cannot advise to political Party

Using these rules, the civil servant ensures that his conduct is always professional and not political. Governments may change in 5 or 10 year but civil servants are permanent & hence expected to remain Neutral

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 Ethics -
refers to moral standards that
guide the conduct of employees
and Organisation as a whole.

Companies act 2013 was passed
to give transparency in corporate
governance structure -

Need for reform

① Political - Burecratic - Corporate Nexus

↳ eg → Nirav Modi Scam

Vijay Mallya and possible PSB
Manager
scam

⇒ Tax Evasion → Base Erosion & Profit Shifting
eg G7 global Minimum Tax 15%.

② Auditing Framework

eg IL & FS crisis linkage
to Credit Rating Agencies

③ Board of Director → Needs to be
transparent appointment & should
not have Nepotism

eg Tata - Mistry Crisis
in NCLAT

④ Stock Market and Insider Trading
eg Adani freezing of stocks
in 2020⑤ #MeToo Movements against CEOs

↳ Gender Equality and
Sexual Harassment

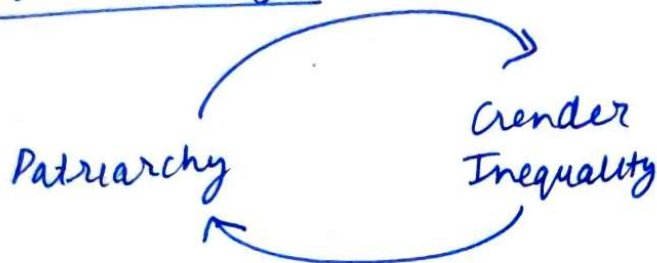
⑥ Minority Voice not heard⑦ NGOs are made for fake Corporate
Social Responsibility

Thus there needs to be new code of
ethics standards to create a more
ethical framework

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 has a strong linkage to Patriarchy. Patriarchy starts at home. ~~hence~~ this results in Feedback cycle



Why?

Family is the first agent of socialisation

→ Most of values, attitudes, ethics are derived from values at home

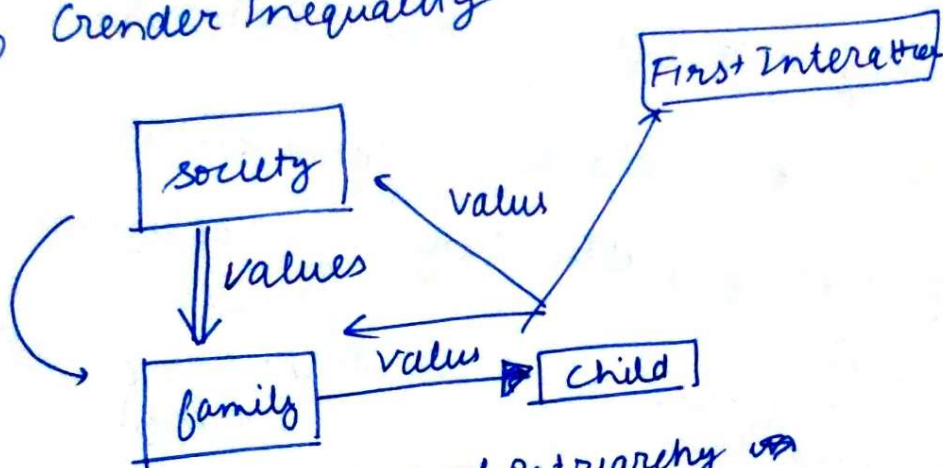
For eg: At home if Boys are expected to only study. Girls are expected to work → this result in setting precedent for the younger generation to come

Thus the first roots occur at home. Only after social interactions, it takes the Mild form.

Different Roles of Women

① Enact Process of
Imparting Values
of Gender Inequality

→ family
→ Mother
→ Caretaker
→ Worker



society builds mindset of Patriarchy
this mindset gets imparted to child

Thus, if Gender inequality is reduced
First reform should come from families.

"Wvekanda → How can we expect
to fly when half of us are held back.
A Bird cannot fly on one wing."

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।

Triple Bottom Line Principle for
governance in Capitalist society

calls for

- Profit
- Society
- Environment

Thus these three should be the
guiding principles for Corporate.

Shareholder Capitalism

↳ This suggests that as Company is owned only by its shareholder it is only accountable to Shareholders

↳ Thus it tries to Maximise Dividends.

↳ Profit Most Important Criteria

Stakeholder Capitalism

- Company not only responsible to shareholder but to larger stakeholder in society
- Because companies use social capital — of society → profit cannot be the sole criteria



Thus having the say of all stakeholders and Balancing their interest should be criteria



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

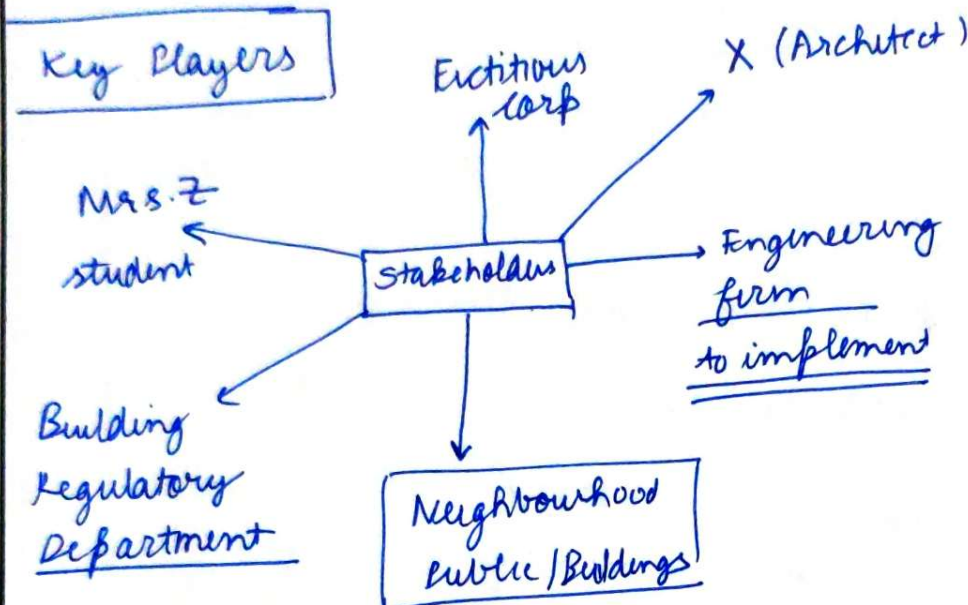
छात्रा और उसके पर्यवेक्षक द्वारा श्री X को इन गणनाओं के बारे में सूचित किया जाता है। हालांकि, श्री X को अपने काम और विस्तृत डिजाइन पर विश्वास है। फिर भी, वह इस मुद्दे को गंभीरता से देखते हैं और डिजाइन पर पुनर्विचार के लिए पुनः समय देते हैं। वह वास्तव में अपनी डिजाइन में कोई दोष नहीं पाते हैं और यह भी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

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

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

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

The given case points out to
issue of frugal spending leading
to inadequacy needed in structural
design.



Most Pressing Issues

① Structural Modification

VS Personal Self Interest

Mr. X faces an ethical dilemma on whether he should approach for modification of the building knowing the risk →

- ① License revoke
- ② Litigation
- ③ Loss to Mr. X's company
- ④ Bad relations with Excituous Corp.

② Financial and Professional Impropriety

There is a possible case of collusion between ① Mr. X's office and Engineering firm

② Engineering firm and Regulatory Body

Because Mr. X was sure about use of welded ~~Bolt~~ Rods in his designs, he realized that Bolted Models passed finally show that his company employees might be working for their self interest.

③ Collusion between Audit Body and Regulatory standards

Lack of structural audit display that officials might have been lax in enforcing the standards
eg Structural Imbalance of Building

④ Erectious Corp's Capital is Misused

From the Headquarter company point of view, dangerous structural designs is harmful for both its employees and the company itself.

Further they have financed the Building with 500 crore. Surely they wouldn't expect improper building structure

Ans (b)

Mr X

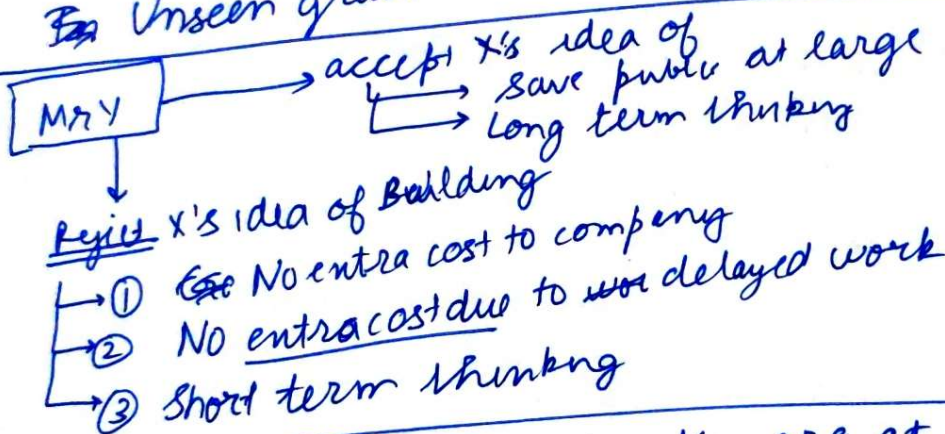
- ① Surely the design flaws in bolted beam → Another detailed audit structural analysis
- ② If problem still found out → at the very earliest, inform Mr. Y
 ↳ Since Mr. Y is man of temper and acumen, he most likely will listen to him

- ③ If. After explaining the problems in the design → and consequences as a result ⇒ suggest some measure

└ Taking the blame upon himself ⇒ shows leadership Because he was the one leading project

- ④ Talk with Engineering firm to correct the reason

- ⑤ Obtain approval from Regulatory Body citing Miscommunication and Unseen grave error as reason



Since the lives of hundred's are at stake the larger public and professional ethics should guide X's and Y's actions.
Moreover Climate Change will also increase cyclones → More probability of collapse.
Leadership, Public Service and Accountability are displayed

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?

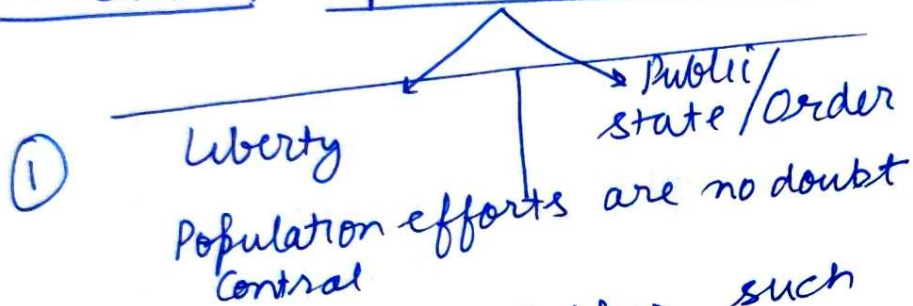
(b) What would be your course of action in the aforementioned case? **(20)**
Suggest reasons for the same.

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

- (a) अनिवार्य प्रकृति के जनसंख्या नियंत्रण से संबंधित वे नैतिक मुद्दे क्या हैं जिन पर आप अनुशंसा को अनुमोदित करने या अस्वीकार करने से पहले विचार करेंगे?
- (b) उपर्युक्त मामले में आपकी क्या कार्रवाई होगी? इसका कारण बताएँ।

This issue bears a stark
resemblance to recent UP gover
nment norms while controlling
population efforts

Ans (a) | Population Control : Elkins



commendable but whether such
Compulsory provisions violates Liberty
principle - eg Mill's Liberty vs
Utilitarian Idea of social good

② Burden of Failure: who bears it
In compulsory policy → the burden
of population control has been transferred
from state's failure in education, health
and literacy building to people at large

③ National Policy in difference with
Compulsory

For eg. National Population Policy doesn't
coerce One child Norm → Is it ethical
to have a policy that is opposite to
National Policy

④ Female Foeticide vs Population Control
Inevitably population coercion norms
to One child → Preference of son
Female Foeticide Illegal abortion

⑤ Capacity Building vs Short Term
long term Coercion

① Long term initiatives such as
health infra empower people
while short term measure force
people

⑥ Forced Morality vs Free Will
eg Morality should be organic

Course of Action

Population Control no doubt is a most pressing issue; and needs to be controlled for benefit of all. However the Means to do so must justify the Ends as Gandhi emphasized

After Observing the facts

- ① I would first discuss the key provisions and check whether they can be abused by authorities or Not [bureaucratic Attitude reduction]
- ② If yes, then ask some time to further create a social Impact Assessment report of such measure
- ③ The key driver of report should be facts and Empirical evidence

④ After ~~the~~ taking the colleagues
panel Members in judgement
confidence → Cost Benefit Analysis
would inevitably prove such Measure
would be counter-effective

⑤ After → Doing so Lay down
Alternative plan eg Nudging,
Capacity Building and Moral Change
towards Contraceptive measure
approach

⑥ Political Leadership → would be
advised to show that such measures
are not good for long term
[Confidence Building]

and ask them to focus on education
health initiative

Empirical evidence suggests that forced
change is evil. In reducing evil we
should not perpetuate another evil

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.

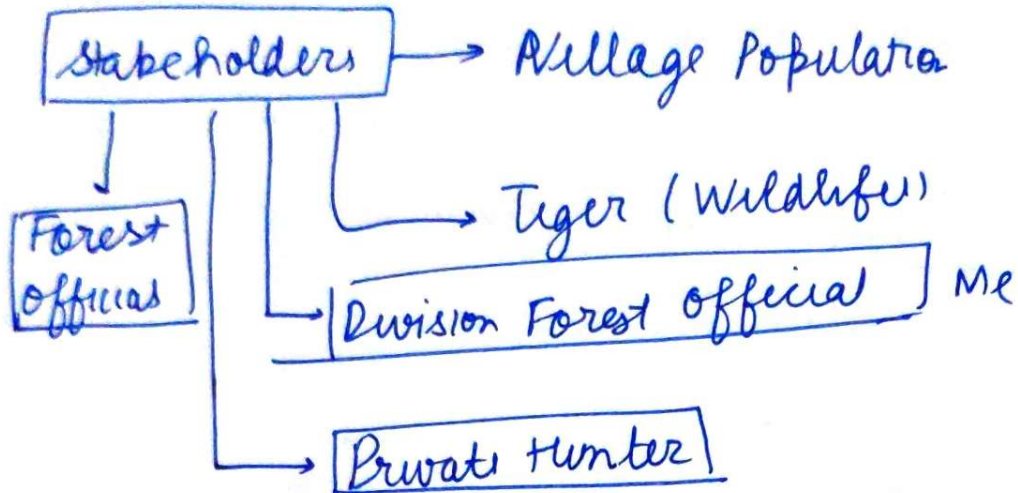
(b) What steps would you take as the Divisional Forest Officer to ensure villagers' safety along with protection of tigers? (20)

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?

This issue represents the constant Man-animal conflict that has bearing on both society and wildlife. Project Tiger was started in 1973 for this purpose



Issues Involved

- ① Wildlife Conservation vs Public Health at large

eg → Man eats Tiger is a threat to society. But ~~the~~ killing the tiger requires identification of correct animal ~~and~~ Otherwise it could lead to unnecessary killings and Issue would not be solved

- ② Self-protection vs Upholding Law
Killing Animal Schedule-I WPA 1972 requires permission from warden

③ Bureaucratic Apathy

eg → Forest officials showing
laxity in ensuring Man eater
Tiger is killed

④ Public Hesitance in Investigation

↳ Officials when investigation
of conflicts were obstructed by
officials

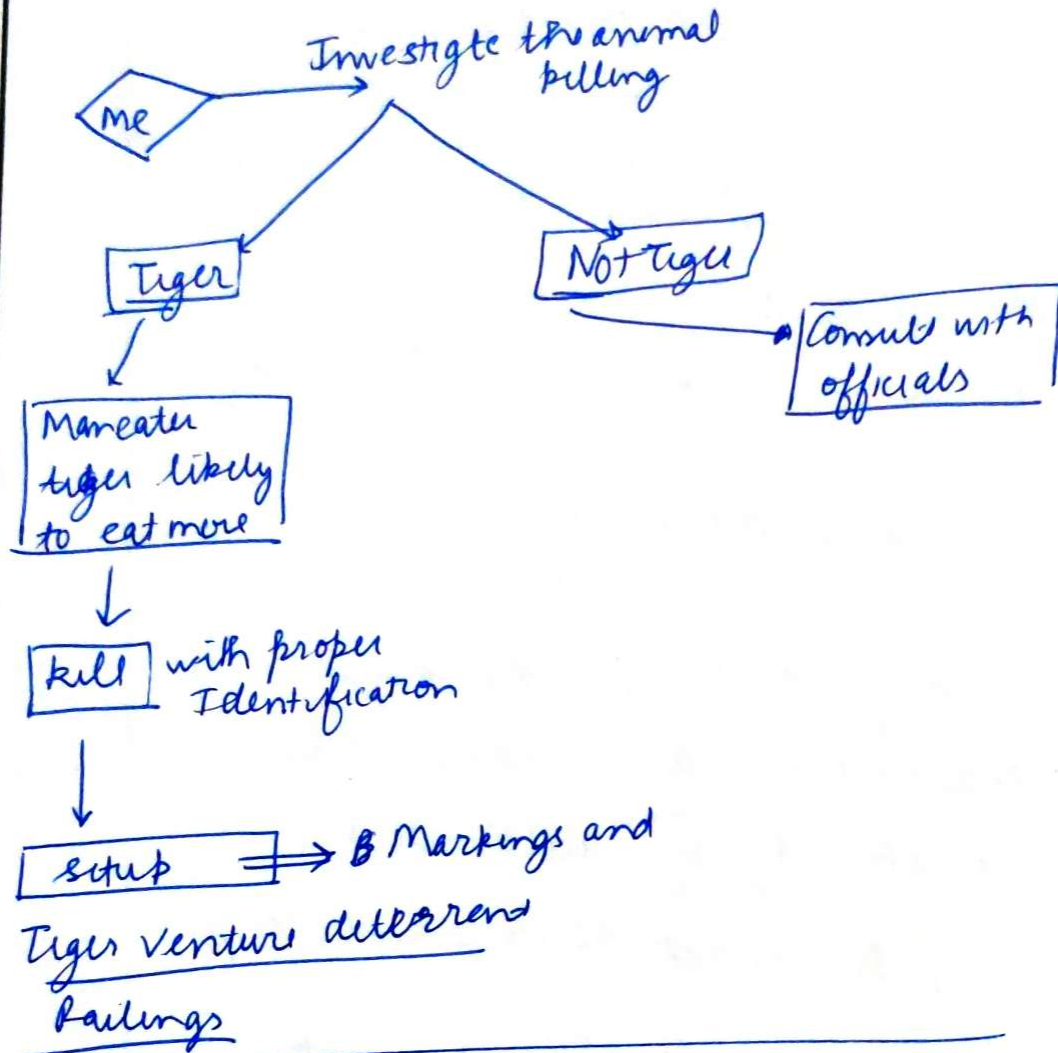
⑤ Poaching

Private hunter hiring shows that
there still exists Illegal Activity
promoting Jobs. This is connected
to larger issue of Animal Trade

⑥ Development vs Environment

Village settlements in forest region and
Reducing Habitat for wildlife increase
such conflicts

Steps



- ① A Man eater Tiger is more likely to venture further and such killings might Increase
- ↓
Identification
- Approval from wildlife warden
- ating Issue → Kill

② Villager's Needed to be taken in

Confidence

① Show Empathy

towards unfortunate
killings

② Cite reason for conflict
and reason for
Preservation of Tigers

③ Cite Killing requires
Permission → Law can't
be taken in own hands

Minimise
Conflict

④ Ensure that proper
safety arrangements and
Barricades etc are provided

⑤ Suggest Not Venturing
deep in forest

③ Poaching & Forest Officials

→ Officials need to be questioned about
safety of procedure

→ Ask for support from other technical
team

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।

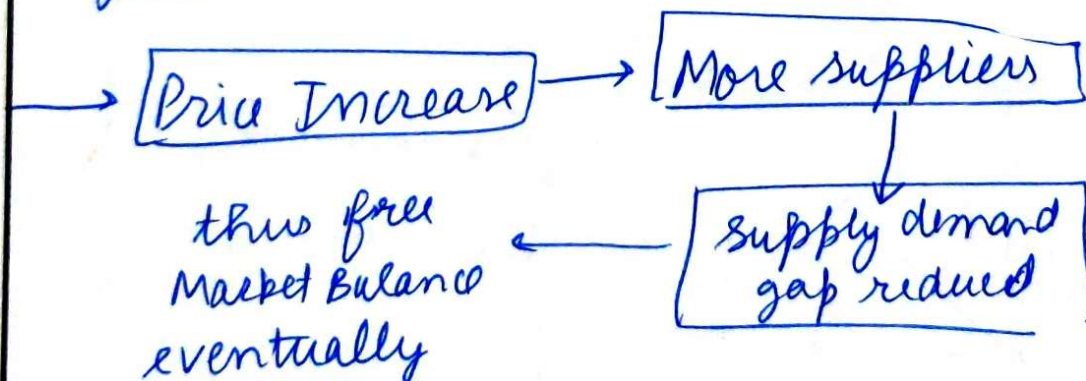
कालाबाजारी, जमाखोरी व मुनाफाखोरी बाजार की विफलता का एक आदर्श उदाहरण है, जो संकट की स्थिति में राज्य के हस्तक्षेप के महत्व को रेखांकित करता है। बाजार की विफलता के ऐसे मामलों में राज्य प्रभावी ढंग से कैसे विनियामक होने के साथ-साथ सेवा प्रदाता की भी भूमिका निभा सकता है?

*In the times of the Crisis "
Vultures come to eat the living
as well". This effectively sums
up the scenario when black
marketers, hoarders in*

line of promoting personal self-interest. COVID-19 pandemic displayed the phenomenon where apart from supply shortage - artificial shortage exacerbated the situation further.

There are Important View points on Profiteering

→ Proponents of Non-state intervention suggest that → Crisis situation should reward those who are able to supply goods → thus justifying Price Increase



But the Opponents of Profiteering state

: ① Personal gains versus Social Values

② One Man's misery is another man's profit →

thus Profit can't be derived using
Human Misery as Means

Kant theory of Human Dignity

③ State only can focus on larger social good. Private Businessman fail to do so

④ Therefore, Black Marketing, Hoarding and Profiteering are unjustified in crisis situation. They might be legal but are unethical.

Issue of State Playing Regulator

① Free Market vs State Controlled Market

② State Regulation's might result in
Overregulating Disincentivising suppliers

③ State has to balance the concerns of
Supply vs Demand

↓
Manufactures Consumer
Hospital Patients

Hence, Essential Commodities act was
put in place to curb such evil
practices. Many states also put ceiling
on Hospital charges eg Karnataka. Such

Regulation should be
→ ① Balanced

eg: Aristotle
Middle Principle

↗ Private
Interest

↘ Consumer
Interest

→ ② Punitive → Deterrence
Measure

Promote
Larger social
good

↓
Attitudinal
Change
of Black Market

State as Service Provider

- ① Essential Items preplanning
Moral Duty to Reduce Misery of
society
- ② Build Competence and Public Social
Capita eg Hospitals
Personnel
Increased Health expenditure
- ASV 2.5% of GDP
 - Free Items such as food etc
 - reduced structural inefficiency eg logistics

As the District Magistrate, I would first
effectively curb hoarders ^{over} illegal
limits. Secondly, I would visit Hospitals,
suppliers and nudge or motivate them
to do the larger good. As Morality
should be the key driver of Principles
and Actions. Grandhi's sin: Wealth without
Work

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

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

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

Based on the given information, address the following:

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

(20)

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

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

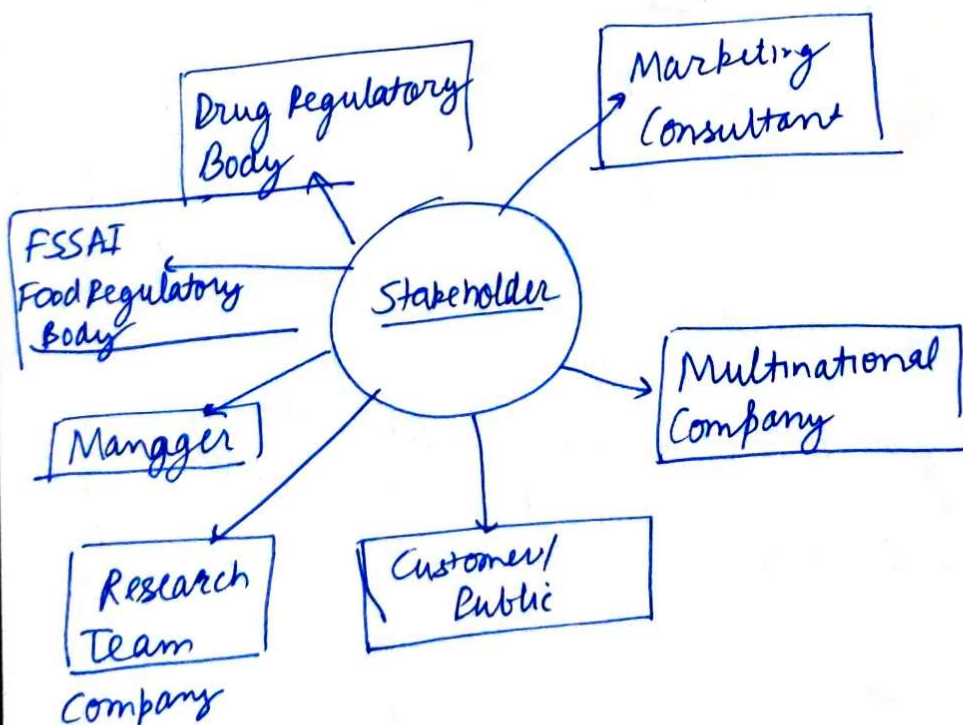
जब आप यह मुद्दा अपने प्रबंधक के सामने लाते हैं, तो तुरंत आपको तथ्यों को अपने तक सीमित रखने के लिए कहा जाता है। परोक्ष रूप से यह इंगित किया जाता है कि आपके प्रदर्शन की समीक्षा की तारीख निकट आ रही है और संकेत दिया जाता है कि यदि आप कंपनी के प्रति अपनी निष्ठा सिद्ध करेंगे तो आपको विदेश स्थानांतरित कर दिया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

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

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

Key Facts

- ① Consultant Motivated to Work
- ② USP product can give Company New Edge
- ③ Claim that there will be Weight Loss
- ④ Recognition that Claim was a placeto



(b) Ethical Issues arising

① Professional Integrity vs Professional Organisational Profit

→ Bill would result in profit

→ Bill falsely claims that it has potential to reduce weight

②

② Public Honesty vs Profit

Public should not be kept in Bad light
vs

Profit is that what counts at the end

③ Customer Trust → Historical trust on product would be breached if company exploits that trust

④ Private Interest vs Conscience Professional Ethics

→ Promotion

→ Overseas Transfer

Honesty & in Bill Marketing

(c)

Options Available→ ① Loyalty to Company by staying MuteMerit

- ① Personal gain
- ② Organisational Profit

Demerit

- ① Conscience Crisis
- ② Customer's cheated

→ ② Whistleblow about the product in MediaMerit

- ① Prevent Public at large from Recruit

Demerit

- ① Loose Job
- ② Company Reputation Down
- ③ Trust of Customer decreased

→ ③ Talk to the Team and Emphasize
Changing the Motto

eg → Motivation Bill

Merit

- ① Customer aware
- ② Honesty
- ③ Sets good precedent

Demerit

- ① Loss of Revenue
- ② Conflict with Manager

④ Disclaimer ~~that~~ ⁱⁿ ~~Placebo~~ Marketing ad
that this might not guarantee 100%
results / Use at Your Own Risk

↳

Merit

- ① Honesty
- ② Conscience
- ③ Public Trust

Demerit

- ① Profit slightly reduced
- ② Conflict with Manager
- ③ Reduced chances of promotion

Final Course of Action

After realising that how much Important
the pill is to the company and since it
has no side effects, it would be correct
to Market it as a different product

Based Pill eg Motivation pill (Option-3)

This ensures → Honesty, Balancing
Organisation values and Maintaining longer
term public Trust - Falsehood should never
be the driver in Business

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

- (a) What are the key ethical issues at stake here?
- (b) Highlight the principles and values that will guide your recommendations to the government.
- (c) Suggest measures to improve the quality and accessibility of online education in the country.
- (20)

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

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

Digital Education has opened a new set of possibilities in Education and learning. This has offered a way to balance education and Public Health in time of Crisis.

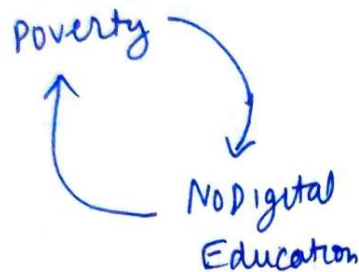
- However, Not all is well with it
- ↳ Digital Divide eg 25% of children have Mobile Access
 - ↳ Small schools suffer
 - ↳ Reduced socialization
 - ↳ Increased Mental Health Challenges

Ethical Issues

- ① Inclusive Education vs Public Health
- eg

② Digital Apartheid

Only Able and ~~Be~~ Capable families
can afford Digital Education



③ Gender Discrimination eg

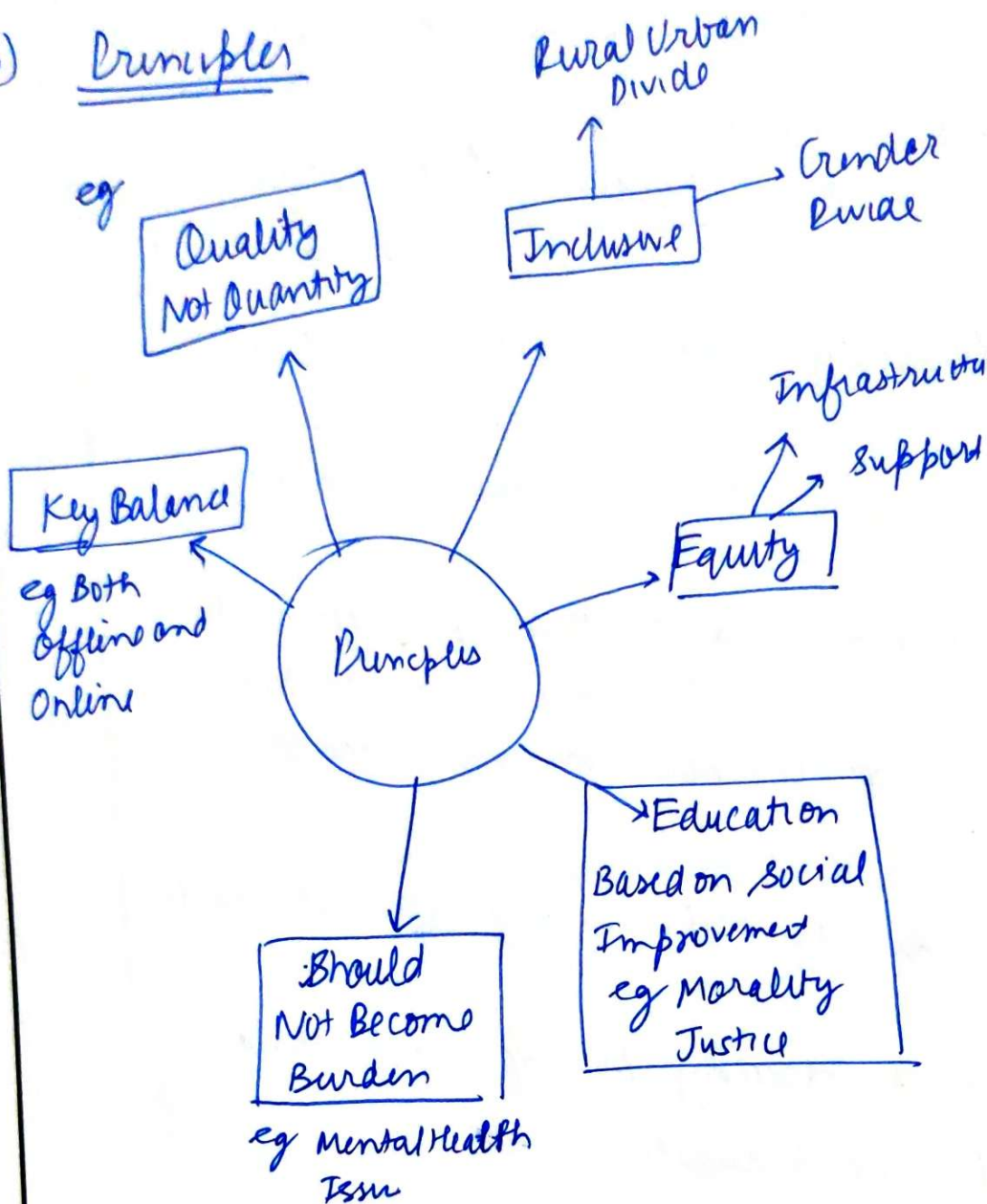
Women and Female are less likely
to avail digital education
→ Ethical Issue of Gender Equality

④ Capability Varying → eg Schools and teachers who cannot afford such devices lag Behind

⑤ Social Learning → Ethical Issue of Larger meaning of Education i.e encompasses morality, character vs education only restricted to teaching

⑥ Mental Health vs Public Health

(b) Principles



(c) Measures

- ① Infrastructure Capability Support
eg → state schools
Low Income Schools

- ② Technology access
- ↓
Some Mohalla Devices
can be used by Families

→ Device Distribution

→ Mobil phone
Equity
- ③ Quality → Reduction of Syllabus
Less emphasis on Facts and
More emphasis on Ideas
- ④ Quality → Improve Debate and
Questioning in Teaching
Suggest Teachers to engage more
- ⑤ Community Helpline for Mental Health
- ⑥ Promote Healthy Mix of offline and
Online Education

In this lieu, New Education Policy
2020 has emphasized that Digital
Education can play a key role in
improving education across country