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GENERAL STUDIES (TEST CODE : 1512)

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Medium Hindi/Eng.	ENGLISH.	Registration Number	694168
Center	ONLINE	Date	09/12/2021

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.

All the Best

SECTION - A

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

(150 words) 10

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

Persuasion refers to the act/process of convincing someone by means of argument, logic or otherwise — for coming to an understanding or agreement.

In public administration, persuasion acts as a democratic method of reaching a liberal compromise and accommodation of a multiplicity of interests for the betterment and inclusion of all.

eg In context of sustainable development — interests of growth have to be reconciled with environment.

In another sense, persuasion is an act of effective convincing in favour of a proposition eg convincing undecided constituencies on a matter like climate

change. In both circumstances, effective persuasion consists of :-

- ① Listening and understanding the position of all stakeholders with empathy, by putting self in their shoes
- ② Objectivity and genuine attempt to reconcile and accomodate all interests in the argument of persuasion
- ③ Truth and credible data/facts to substantiate the argument
- ④ Acknowledging ALL stakeholders and their stakes
- ⑤ Maintaining civil discourse.

In times of high polarisation-domestic and global— ~~per~~ the “art of persuasion” (Bob Burg) is a calming influence which must be based on the solid foundations of truth, truth and truth.

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 refers to the voice of the soul regarding the innate idea of justice and fairness—"the right thing to do" (Michael Sandel).

The idea of conscience versus the state was explored by Hannah Arendt in her book "Eichmann in Jerusalem: A report on Banality of Evil".

During the Nazi rule, was Eichmann justifying in partaking in the genocide of Jews, which he merely considered his duty?—against Arendt's argument, the more convincing answer is no.

Conscience is the means to attain the true self-realisation at an individual level — and practiced collectively— a means to a fair state.

Operating on the social modern idea of nation-state, if state is for the individual, then the individual conscience cannot be state directed.

Further, if the conscience is a sense of fairness and all operate on conscience - the state as an aggregation of individuals - cannot be an impediment to the conscience itself.

There is a rider though - acts of extremism, violence, fundamentalism and so on being justified in the name of conscience - is just a manifestation of faux-conscience and indoctrination.

It is thus imperative to see the state as the custodian of the individual's right to act according to his/her conscience.

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 has been hailed as the father of modern Indian Renaissance — in the line of Buddha, Ashoka, Kabir, ^{Akbar} and Gandhi.

His philosophy on socio-religious reforms centered around modernity (not Westernisation) rooted in Indian values and fairness. &

In a sense his idea of going back to the original tenets of the scriptures and a consequent liberal interpretation comes close to Martin Luther's "Sola Scriptura" of Protestantism.

In present times, they become specially relevant due to the following reasons:-

① Misogyny:

(a) Increase in domestic violence in context of pandemic induced

lockdown

(b) Cases of honour killings, "missing girls", "unwanted girls", acid attacks, female foeticide, etc

② Casteism and Untouchability still being practiced.

③ An increasing trend on polarisation on communal lines.

④ A reversal of trend: from politics drawing social-religious change to use of socio-religious fractures for political ends.

A revival of the ideas of Vivekananda, Raja Ram Mohan Roy, Ishwar Chandra Vidyasagar hence became imperative to reconcile the modern challenges and opportunities with "the traditional" for overall upliftment of 'all and each'.

"each and all"

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।

For Greeks, ancient Indians, Chinese and others, all but the polis/janapada/aryavarta were barbarians/chandal. This gave way to empires and nation-states. Today, human rights engulf the universal principle on moral circle of humanity and its rights.

Today, the debate has expanding frontiers to non-human entities :-

① The New Zealand Supreme Court, the Uttarakhand High Courts and others have begun to expand idea of rights to lakes, ponds, rivers, etc as part of the "body of nature".

② A much longer debate has been around ANIMAL RIGHTS with PETA, Maneka Gandhi, etc fighting for the cause.

This is most evident in the opposition to use of fur in clothing, killing for tusks and shooting animals.

③ At a more subtler level, the idea of identity rights has also attained the ~~it~~ notion of protection of culture and heritage (i.e. language) - INDEPENDENT of individual rights - as right and obligation of humanity.

④ Debates in Japan, Silicon Valley (USA), etc around "Ethics in AI" are also bringing into discourse the concept of "rights of robots".

For sustainable development, the idea of integral existence of "human" and "non-human" has been central to the life of tribes and traditional pre-industrial life — and can be the way forward.

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

निम्नलिखित में से प्रत्येक उद्धरण के आपके लिए क्या मायने हैं?

(a) "Each individual is capable of transforming his immediate environment by attempting a radical transformation inside him". — J Krishnamurti

(150 words) 10

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

"Be the change you want to see"
— Gandhi.

J. Krishnamurthi's quotation reflects the idea that the persons and circumstances are influenced by ^{the} self.

eg if a person is positive, optimistic and embodies moral values, her/his influence over the immediate environment is positive leading a desirable transformation and vice versa.

For this to happen though, two components are essential.

One, a high Emotional Intelligence Quotient including patience ^{and} introspection so as to acknowledge domains of transformation and acceptance of lag in reflection of transformation in immediate environment.

Two, conscious and conscientious or innate understanding of the right attitudinal transformation.

As a relevant corollary, it may also be noted that his "OSMOSIS OF TRANSFORMATION" effect is a two-way street i.e. the effect of a desirable environment is also positive. eg (1) A Prime Minister is more effective with an able ministry and bureaucracy

eg (2) Two friends can be a good and ever-bettering influence on each other or the opposite.

Thus, a radical positive transformation in self begins a virtuous cycle of positive feedback loop in relation to the immediate environment.

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

Know → Understand → Emphasise → Act ⇒ CHANGE

In a fraternal society, the ideal of compassion is the complete immersion of self into the "full context" of the other to understand their position and empathise.

Whereas the former is an academic exercise, the latter (empathy) entails a human dimension to compassion.

This leads to corrective action or praxis. eg by means of individual actions or social/public participation.

eg to have compassion with the marginalised sections like "lower" caste, women, etc including sensitivity based on effective and active listening.

It is then NATURAL, for the urge to act and do one's either in form of voting, charity, partaking

in rallies, etc.

In the present context, the popular George Floyd #Black Lives Movement ^{saw} ~~was~~ overwhelming involvement from all races in the USA — out of true compassion.

Celestine Bohlen (New York Times, October 2020) went to the extent of declaring pre-dominance of "leaderless protests" — Yellow Vests (France), Hong Kong Protests, George Floyd, etc. with the basis as empathy — a global compassion constructed over social media.

This argument can also be extended to the baby-boomer generation also actively advocating sustainable development ~~for~~ out of compassion for the generation to come.

It might be safe to conclude that real compassion thus "feels" like a moral imperative or obligation and not an option — making a human truly free.

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

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

Probity is the strict adherence to sound moral principles and ethical codes based on conscience.

A good example is P.C. Alexander ("My Years with Indira Gandhi", 1991) refusing a Prime Minister in 1978 in colluding to financial oblige a businessman, and in the process losing a high post. He went to the UN, rather than compromise principles.

Corruption in essence means the misuse of authority for un-intended private ends. Thus, corruption is the very opposite of probity.

Anil Swarup (IAS) in his book "Ethical Dilemma of a Civil Servant" argues that whereas corruption for favour or money seems lucrative, in the long run, the reputation of

probity far outdoes any material benefits.

Examples of officers of governance reaching heights include Brajesh Mishra, Lyndoh, TN Seshan, PC Alexander, and so on. Even in judiciary, the famous "Justice Khanna's dissent" is comparable to that of Judge Atkins.

Justice Venkatchalaiah went to the extent of publically refusing any public office post retirement.

Apart of individuals, institutional checks and balances and system of transparency and accountability ensure a corruption-free "system".

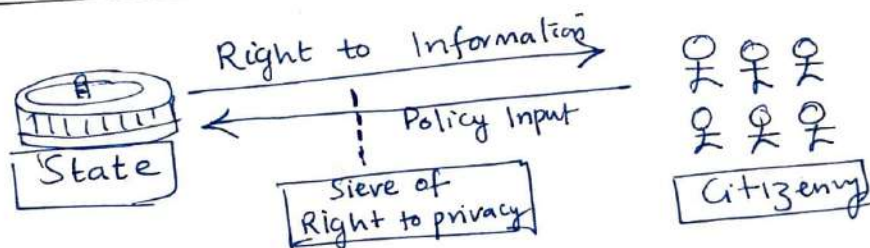
Corruption has been the cause of lack of probity since the fall of Athens (Aristotle) and a "zero-tolerance approach" is necessitated for realisation of well-meaning public spiritedness in the public life.

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।

In a ^{welfare} democracy, the government is accountable to the citizenry ('right to know') as well as obliged to undertake welfarist measures (thereby requiring policy-relevant data of the population).

COMPLEMENTARITY OF RTI and RTP



By right to information citizenry is positively empowered and enables to actively question the government.

By right to privacy, citizenry is protected from the possibility of a surveillance state eg. the recent proposal to "score" citizens based on social behaviour and "party loyalty".

RECONCILIATION IN Case of CONFLICT

There can be largely ~~two~~ ^{three} kinds of conflicts.

- ① The need of welfare state of data for Public Interest (P.I.D.). In this case, reconciliation must be based on principle of data minimisation, purpose limitation, transparency and proportionality eg Aarogya Setu.
- ② RTI regarding public data → can be anonymised (Kris Gopalachari Committee)
- ③ R.P.I. infringing on right to privacy of ^{public} officers ~~in~~ → clear demarcation must be observed.

Thus, the two rights are largely MUTUALLY RE-INFORCING and in exceptional situation harmonious reconstruction of the two easily possible and desirable.

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।

Almost all welfare-oriented governmental programmes entail a component of advertisement and publicity.

The ethical issues involved are:-

- ① In quest for attracting revenue through government ads, news agencies might "self-censor" leading to "chilling effect" on the civil society.
eg. the pressures on I.K. Gujral during Emergency to pressure media.
- ② The use of imagery of political leaders, ministers, etc on advertisement boards is tantamount to usage of public money for private political advancements.
- ③ In various schemes such as Swachh Bharat, it is a common criticism

that a majority of expenditure is on the advertisements rather than the infrastructure or on-ground activities

- ④ In many cases, advertisements have also been discrimination - enforcing i.e. misogynistic, communal, etc.
In one state, the ad-boards were used to showcase alleged criminals.

- ⑤ Advertising is essentially a non-productive activity - the funds could have been used for more productive uses.

Despite these shortcomings, ads and media campaigns have also brought such dividends in cases of polio vaccination, Beti Bachao Beti Padhao and so on.

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 the imperative of non-partisan behaviour expected of ~~behavio~~ career bureaucrats, as the permanent, professional and objective wing of governance

SIGNIFICANCE IN GOVERNANCE

- ① Objective and dispassionate advice
- ② No politicisation of bureaucracy
- ③ Professionalism rooted in independence with accountability
- ④ In accordance with 7 principles of NOLAN Committee - objectivity, integrity, honesty, openness, selflessness, leadership and accountability
- ⑤ Past experience - It was an instance

of a "politically committed" bureaucrat that Mrs. Gandhi was "unseated" (sic) in 1975 leading arguably to Emergency.

Role of Central Civil Services (Conduct Rules)

- ① Non-involvement in political rallying, advising or otherwise.
- ② No engagement with political party structure and functionaries in said capacity.
- ③ No partisan maneuvering in state politics for ~~their~~ political gains and personal scores.
- ④ Non-disclosure of vote information.

Thus, the idea of a "committed bureaucracy" is anti-thetical to the very idea of democratic governance.

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 entails the set of rules, procedures and mechanisms, both internal and external through which corporates and businesses are regulated.

RECURRING ISSUES

- ① Instances of ~~to~~ sexual harassment at workplace, especially in light of the #MeToo Movement.
- ② Allegations of ^hCastelst, misogynistic, racist, etc based on hiring of staff — need for inclusive work environments
- ③ Movement of corporate structure from traditional models to "stakeholder Capitalism" model (Klaus Schwab)
- ④ Increasing inter-linkages between corporate structures.

- ⑤ The employees being compensated in terms of shares of company
- ⑥ Utilisation of CSR funds
- ⑦ The questions of trans-national companies: eg. Big Tech v. Big State, Social media companies, BEPS (Base Erosion and Profit Shifting)
- ⑧ Governance of public enterprises (PSEs).

Suggestions

- ① Strengthen POSE Act-
- ② Assert data sovereignty, tax sovereignty.
- ③ Ensure judicial intervention provisions in case of discriminatory hiring practices (on lines of the USA)
- ④ Protect Minority Investors.
- ⑤ Stringent labour codes for minimal working conditions.

As we traverse through the Fourth Industrial revolution, corporate governance mechanisms have to be continually fine tuned.

6. (b) Gender inequality begins at home and then gets institutionalised at the societal level. Discuss. (150 words) 10

लैंगिक असमानता घर से शुरू होती है और फिर सामाजिक स्तर पर संस्थागत हो जाती है।
चर्चा कीजिए।

"Babies are born pure
We make them racist and misogynist"
— Kamala Harris (2021)

GENDER INEQUALITY AT HOME

- ① Sexual division of labour i.e. the father as the earner dealing with outside world and the mother as the "house-wife" (not home-maker)
- ② Domestic violence
- ③ Normalisation of misogynistic myths by repeated assertions
- ④ Women in the households themselves normalisation the equation.
- ⑤ Domestic religious practices which privilege the man and "pedestalise" an abstract woman
- ⑥ Normalisation of 'disgust' with respect to the LGBTQIA+ community.

INSTITUTIONALISATION AT SOCIETAL LEVEL

- ① Legal acceptance of marital rape
- ② Societal sanction of dowry
- ③ Legislative language — only "he"
- ④ Lack of women representation in legislature, executive and judiciary
- ⑤ Extensive cases of rapes, violence against women
- ⑥ The idea of Pradhan-Pati or Sarpanch Pati as a way around women Sarpanch
- ⑦ ~~So~~ Social ostracisation — honour killing, khap panchayat
- ⑧ Lack of women in STEM studies, employment, sports, etc.

SOME LIGHT AT THE END OF THE TUNNEL

- ① Normalisation of women in power/authority at level of school — as teachers and principle
 - ② Increasing political participation, corporate jobs, etc
 - ③ Self Help Groups, LPG clusters.
- Further, reservation in legislatures and judiciary must be debated.

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।

As New York Times celebrated 50 years of The Milton Friedman's article on Shareholder Capitalism - "The social responsibility of Business is to generate profits", Klaus Schwab of World Economic Forum advocated a shift towards Stakeholder Capitalism

Whereas Shareholder Capitalism maximises the utility of shareholders of a firm creating inequalities, Stakeholder Capitalism takes a broader view of employees and consumers as equally the end of the firm.

Arguments for Shareholder Capitalism

- ① Libertarians argue that the firms maximising profits will employ people, and give salaries
- ② Trickle down theory
- ③ Merit based allocation of resources

The "tyranny of meritocracy" (Book by Michael Sandel, 2021) led to huge social, ^{political} and economic ramifications.

Arguments for Stakeholder Capitalism

- ① Rising income and wealth inequalities
- ② The nature of Tech firms based on "network externality effect" with consumers/users being a real stakeholder.
- ③ Inequality of opportunities, Stagnant standard of living and increasing poverty
- ④ Corporate greed influencing political decision.

In view of the popular mood, manifest in the Sanders-Warren-Cortez moment, stakeholder capitalism is the need of the hour to address the challenges of the 21st century.

SECTION – B

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

7. Mr. X is a renowned Architect. He receives a contract of Rs. 500 crores to design and lead a building project that would not only be an architectural landmark but also involves engineering challenges the solutions for which would change the industry. The building would house the headquarters of a successful company Fictitious Corp. Its chairman, Mr. Y is renowned for his acumen as well as temper. After spending time on the drawing board, Mr. X comes up with an innovative design which in itself is a masterpiece. His office had to lay out the plan and then coordinate with the engineering firms to execute it to perfection. The building is constructed in record time and is praised for its ingenuity and the experts also look at it as an engineering milestone.

After six months of its construction, Ms. Z, a doctoral student of mathematics, visits the building for her work on structural engineering calculations. She has immense respect for Mr. X's work. However, she finds that her calculations do not satisfy the requirements of structural integrity for which the building has been widely hailed. She realizes that the building's structure has a deficiency based on the bolted beams used for structural support; this was inadequate if the impact of vertical winds on the building is taken into account. It not only created a threat for the building and its occupants but also the buildings and people nearby.

Mr. X is informed of these calculations by the student and her supervisor. However, Mr. X, meticulous as he is, has confidence on his work and detailed design. He looks at the issue seriously and spends time on the design. He indeed finds no flaw in his design and also notes that his design entails the use of welded rather than bolted beams. At the time he is negotiating the construction of another building where the issue of welded versus bolted metal beams is a sticking point. Mr. X. prefers welded beams as they are twice as strong as the requirements are. However, the engineering firm responsible for actual construction job and procuring the steel beams points out that double bolted beams are strong enough to meet the requirement, are cost effective and also fulfill the building code requirements. After the meeting Mr. X visits the Fictitious Corp building, and to his horror he realizes that bolted rather than welded beams have been used in the construction of the building. He asks for the design that his office has used after final approval. He notices that indeed the final designs show the use of bolted beams. These beams are classified as trusses which do meet the regulatory requirements but not the structural capacity as envisaged by Mr. X initially. He further enquires and is told that the engineering firm responsible for construction work had also given similar arguments about the sufficiency, cost effectiveness and regulatory

compliance of the bolted beams, which were accepted, and final design was passed by the buildings department. Mr. X goes into isolation and looks at the final building blueprint and compares it with the original. He quickly identifies the repercussions, the city faces a strong cyclone once in 16 years on an average. If such a cyclone was to hit, the building would sway and may collapse on the nearby buildings. He visits the building in the night again and realizes that a relatively small intervention on the 30th floor would resolve the issue. However, this would mean approaching the Fictitious Corp leadership and new construction approvals from the buildings department. It entails an almost certain risk of litigation and his license for practicing structural engineering being revoked.

(a) Identify the most pressing issues? Which ones would you address on priority?

(b) What would be your advice to Mr. X and Mr. Y.? Also, sufficiently clarify the reasons for such an advice. (20)

श्री X एक प्रसिद्ध वास्तुकार हैं। उन्हें एक भवन परियोजना को अभिकल्पित (डिजाइन) करने और उस कार्य पर आगे बढ़ने के लिए 500 करोड़ रुपये का एक अनुबंध प्राप्त हुआ है, जो न केवल वास्तुकला की दृष्टि से एक मील का पत्थर सिद्ध होगा, अपितु उसमें अभियांत्रिकी संबंधी चुनौतियाँ भी शामिल हैं, जिसका समाधान इस उद्योग की रूपरेखा को बदलकर रख देगा। यह भवन एक सफल कंपनी फिक्शियस कॉर्प का मुख्यालय बनेगा। इसके अध्यक्ष श्री Y अपनी कुशाग्रता के साथ-साथ गुस्से के लिए भी प्रसिद्ध हैं। ड्राइंग बोर्ड पर कुछ समय बिताने के बाद, श्री X को एक अभिनव डिजाइन सूझती है जो अपने आप में एक उत्कृष्ट कार्य है। उनके कार्यालय को योजना निर्माण और फिर इंजीनियरिंग फर्मों के साथ समन्वय करना था ताकि इसे पूर्णता तक निष्पादित किया जा सके। भवन का रिकॉर्ड समय में निर्माण किया जाता है और उसकी सरलता के लिए उसकी प्रशंसा की जाती है तथा विशेषज्ञ भी इसे इंजीनियरिंग संबंधी एक उपलब्धि के रूप में देखते हैं।

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

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

और भवन के निर्माण कार्य पर आगे बढ़ रहे थे, जिसमें वेल्डेड बनाम बोल्टयुक्त धातु की बीम का मुद्दा पेंच फंसाए हुए था। श्री X वेल्डेड बीम पसंद करते थे क्योंकि वेल्डेड बीमों में 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 में 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।

U.P.S.C.

इस भाग में कुछ
न लिखें
(Don't write anything
in this part)

Facts of the case

- ① ₹ 500 crore contract to Mr. X for engineering-challenging building
- ② Change in draft to final design regarding bolt v. welded beam leading to compromised structural integrity

Stakeholders

- ① Fictitious Corp of and Mr. Y
- ② Mr. X ③ Mr. Z
- ④ The occupants of that building and nearby buildings
- ⑤ The stakeholders in the next similar building project
- ⑥ Municipality and concerned public authorities

a)

Issues Involved - IN ORDER OF PRECEDENCE

- ① The life and property of occupants of the building and nearby areas
- ② The lacunae in the district's building code
- ③ The reputation and credibility of Mr. Y and Fictitious Corp

- ④ The lax and irresponsible attitude of construction companies
- ⑤ Similar probability of defect in next building (precedent)
- ⑥ Reputation, credibility of Mr. X.

b) Advise to Mr. X

Considering the facts, issues and obligations of Mr. X, he must ~~see~~ pursue the following course of action:-

- ① Inform Mr. Y, chair of Fictitious Corp of the error - moral and professional duty of Mr. X - ensure long term credibility
- ② Advise Mr. Y to :-
 - (a) Vacate the said building and nearby vulnerable building
 - (b) Conduct the required intervention on the 30th floor.
- ③ Loop in the construction company
The (2) and (3) ensure safety of the residents and their property.

- ④ As a responsible citizen, write to concerned public authorities regarding lacuna in the building code
- ⑤ Inform the project managers of the next similar projects — to prevent repetition of error
- ⑥ Record duly the events in case of legal proceedings.
- ⑦ Since Mr Y is known for his acumen and temper — sensibly put forth your case of defence to prevent being sued.

Advice to Mr. Y

- ① Heeding the advice of Mr X, vacate the buildings and conduct the intervention at 30th floor

- ② Understanding the genuine defence of Mr. X, put forth a strong case of not suing him in front of Board of fictitious Corp and the resident
- ③ Engage a more ethical construction company. Also, as a second line of defence, engage a consultancy firm (preferably a start up employing students like Ms Z) to cross-check the final plans.
- ④ Counter-sign Mr. X's letter to public authorities urging updation of building codes.

Thus, all aspects of the various issues can be addressed with injustice towards none

8. In a recent survey around social and economic indicators, a certain state in the country was found grossly underperforming. The state is marred with the issues of poverty, hunger, social backwardness, lawlessness and underdevelopment. In about seven decades since gaining independence, this state has continued to perform poorly across various indices. In the past, the Chief Minister had set up a fact finding Committee to report on the chief causes of the backwardness of the State. After years of ground research and surveying, it was found that the one of the main causes of the state's backwardness was its huge population that amplified resource scarcity to unimaginable proportions. Taking a clue from the facts presented in the report, the State Cabinet constitutes a panel of policy makers to consider this question of growing population and suggest suitable revisions to the State's Population Policy. The Panel recommends legislating a Population Control Bill that has a contentious provision in the form of 'One Child' norm. You are the Chief of this Panel and the recommendations of the Panel require your approval to be tabled in the Chief Minister's Office.

In this context, answer the following questions:

(a) What are the ethical issues related to population control of a compulsory nature that you would consider before approving or rejecting the recommendation?

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

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

(a) अनिवार्य प्रकृति के जनसंख्या नियंत्रण से संबंधित वे नैतिक मुद्दे क्या हैं जिन पर आप अनुशंसा को अनुमोदित करने या अस्वीकार करने से पहले विचार करेंगे?

(b) उपर्युक्त मामले में आपकी क्या कार्रवाई होगी? इसका कारण बताएँ।

Facts of the case

- (a) State underperforming across socio-economic indicators
- (b) Cabinet constitutes fact finding panel of policy makers.
- (c) Panel finds population size as main cause and suggests stringent 'One Child' norm to be legislated.

Stakeholders

- (a) Me, the Chief of Panel
- (b) Members of the panel concerned
- (c) CM and his Council of Ministers
- (d) THE ENTIRE population of the state
- (e) Media and civil society.

Mandate of the Panel

Fact finding Committee to report on the chief causes of the backwardness of the State.

- (a) Ethical Issues relating to population control

Against One Child Norm

- ① The fundamental right over privacy, personal life and over the body of self

- ② Possibility of curtailment of rights of "second child" leading to secondary citizenship (as seen in China)
- ③ Past Indian experience of forced vasectomies during Emergencies.
- ④ Violation of Kantian ideal in the 'One Child' i.e. using people as means and not as an end
- ⑤ Given that the panel's mandate was primarily that of fact finding, such strong recommendation may be beyond the ethical bounds of its report
- ⑥ Possibility of, based on ~~para~~ political expediency of, communalisation of the issue.
- ⑦ Complexities regarding issues like surrogacy
In favour of the One Child Norm
- ① Most obvious solution to a decades long underdevelopment of the state across socio-economic indicators

leading to liberal conception of "human flourishing" beginning virtuous cycle of development

- ② ~~Past~~ Success in China regarding population control only.
- ③ Utilitarian calculus of maximum happiness for maximum number
- ④ Given the panel is that of politically neutral, experience policy makers, the ethically agreeable manoeuvrability regarding contents of the report with the Chief of the Panel is limited

(b) Course of Action

- ① Review with my legal team if recommendation of this stringency is within the mandate of the panel
- ② If so, re-view of the panel for providing viable alternatives to the norm eg ad-campaigns, contraception provisions, international best practices, etc

- ③ For a policy to be implementable, a ~~sub~~ modicum of public support is required (Anil Swarup, IAS). Conduct a pilot study on popular view on the policy and consult civil society members.
- ④ Enquire if any member of the ~~comm~~ panel is desirous of submitting a dissenting note.
- ⑤ Finally, submit the following to CM:-
- The report of the panel
 - Attached with personal analysis of the policy
 - Attached with any dissenting notes
 - Attached with pilot study on public opinion and civil society opinion.
 - Attached with of legal team regarding constitutionality of the said Bill.

This would ensure a comprehensive
input - advice to the Chief Minister's
office

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?

Human-animal conflict has been an increasing trend, given the rise in population and deforestation leading to increased human-wild animal conflict.

Facts of the case

1. Reports of tigers entering villages.
2. Death of 2-3 villagers
3. "Claim" of villagers that tigers are killers
4. Obstruction in investigation
5. No success in capturing the tiger
6. Villagers hire private hunter.

Issues involved in the case

1. (Article 21) Right to life and liberty of citizens
2. Fundamental Duty to preserve and protect environment and wildlife
3. ~~Extra~~ Obstruction in official investigation regarding the deaths
4. The ~~right~~ of obligation to protect tigers
5. The illegality of private hunters killing tigers
6. The actual cause of death.

4. A larger question of the wildlife being forced out of their natural habitat, usually due to expansion of agriculture
5. An umbrella issue regarding sustainable existence and development of the humans and wildlife — a traditional way of co-existence.

Stakeholders in this scenario

1. Divisional Forest Officer
2. The villagers especially families of the the deceased and loss of agriculture and livestock
3. The Forest dwellers if any
4. The wildlife
5. Animal Welfare Civil Society Organisations
6. Media.

Expectations and Role of Divisional Forest Officer

1. Ensure safety of the villages
2. Dispassionate, objective and complete investigation into the deaths cases.
3. Protecting the wildlife
4. Prevent breaking violation of rule of law i.e.
5. private and illegal hunting of protected species.

5. Enquire into the larger cause of human-animal conflicts — including tigers getting into human settlements
6. Determining if compensation is due

Steps that need to be taken

Considering the facts of the case, issues involved and expected role of Divisional Forest Officer, I would follow the following course of action:-

- (1) Ensure, through Forest Law Enforcement Agencies, that :-
 - (a) the investigation is completed in a proper, comprehensive, unobstructed and objective fashion
 - (b) preventing of private hunters & killing tigers
 - (c) Providing protection to life and property of the villagers.
 - (d)

- (2) Try to convince the Sarpanch and the family members of the deceased to support the above
- (3) In case the deaths were due to man-eating tigers, ensure re-location or hunt as per protocol.
If not, submit the case to police and law enforcement for further action into enquiry of ~~death~~ cause of death.
- (4) Create barriers for preventing entry of tigers into the agricultural lands and prevent any expansion of agricultural land
- (5) Strengthen, by STripes, and other methods, the ~~sur~~ tiger-surveillance apparatus.

The recent movie Sherni, based on real events, not only bring out the ethical dilemmas and operational hurdles of administrations but also informs the general public as to how to react to such cases.

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?

Market failure refers to the situation where exogenous factors prevent a free and open perfect competition in cases of demand-supply mismatches, black marketing, hoarding and profiteering.

State's role in normal situation

① Let the markets' invisible hand match the demand-supply for optimum allocation of resources leading to equilibrium

② As a welfare state:-

- (a) Provide minimal social security
- (b) Empower the marginalised sections
- (c) Provide equality of opportunities

③ Ensure law enforcement and contract enforcement

Need for Extensive State intervention

- ① Inability of private/market sector to provide essential/public good to all in need
- ② Empowerment of marginalised
- ③ Externalities — positive (infrastructure), negative pollution (pollution), network (social media)
- ④ Market failure — Black Marketing,

hoarding and profiteering.

What should the state do in general?

- ① Intervene ~~SUPPLY SIDE~~ and regulate at every step of the value chain - production, transport and distribution
- ② Follow "principle of just desert" regarding method of allocation of scarce resource
- ③ Take measures to boost supply - by imports, diversion of state funds or otherwise.
- ④ Impose price ceiling on such products
- ⑤ Innovative retrofitting and repurposing (the tradition of "jugaad") eg converting stadiums into hospitals.

In the long run though:-

- (a) Have a resilient and reliable health infrastructure, capable of being stretched in cases of emergencies

- (b) Have mechanisms to check emergence of black markets by means of citizen participation, inter-agency coordination and so on.

How the state can be the regulator as well as service provider in the case study.

1. Regulator

- (a) Create a control room for proper and real time coordination among all related agencies
- (b) Engage law enforcement agencies to identify areas and platforms of black marketeering
- (c) Impose market ceiling on the various services.
- (d) Coordinate with hospitals, clinics, etc for tracking usage of scarce essential products.

2. Service Provider

- (a) Set in place mechanisms and protocols to ensure the essential scarcities are provided on priority basis to those who need

them the most

(b) Try to source the said products from areas not having such a critical situation

(c) Retrofit ambulances for ICU, repurpose staircases for hospitals, get oxygen generator rather than oxygen cylinders — INNOVATIVE and ON-YOUR-Feet thinking required

The District Magistrate as ~~the~~ a representative of State must act quick, efficiently and effectively, especially in times of crisis like COVID-19.

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।

Facts of the case

- ① Weight-losing pill X with claimed no side effects
- ② Fabricated in-company research
- ③ Enticement of overseas company transfer.

Stakeholders in the case

- (a) Prospective buyers of the pill
- (b) Me, as marketing team's head
- (c) The manager
- (d) The company - its CEO, internal whistleblower mechanism, etc
- (e) The related agencies and media
- (f) Related public authorities - Ministry of Health, etc

- (g) Prospective prescription providers—doctors, hospitals, etc
- (h) Prospective sellers—pharmacies, etc.

Ethical issues arising in the said case

- ① Conflict of interest — the enticement of an overseas promotion versus the moral and professional obligation of reporting the malpractice.
- ② Following the hierarchical chain of command by following directives of the senior VERSUS being ^{ethical} an/leader of marketing committee. ~~and~~
- ③ Loyalty to the company VERSUS Loyalty to your job ethics and the credibility of the self, team and the company itself.

Possible Alternatives

- ① Keep the facts to self and keep doing the job
- ②

Advantages	Disadvantages
1. Get the overseas promotion 2. Maintain hierarchical chain of command 3. Hope the non-effectual nature of the bill will lead to its failure in market.	1. Dereliction of duty 2. Against voice of conscience 3. Against professionalism 4. Illegal and complicity in morally compromised act 5. Lose credibility of self, team and the company 6. Against public good and interest 7. Won't be able to do job properly knowing all of the above

Thus option (a) is WRONG.

⑥ Resign from the team

Advantages	Disadvantages
1. Feeling of non-compliance 2. Possibility of promotion	1. Only passing the moral question - dereliction of duty 2. Non-courageous 3. Still complicit in the crime.

Thus, this is also a morally **WRONG** ~~quest~~ option

(C) Take following recourse:-

(1) Report the managers' and in-company research findings to the concerned whistle blowing mechanism in the multinational company, along with the human resources department, after suspending the marketing efforts.

Advantages

1. Maintain institutional integrity
2. Recognise owning of Benefit of doubt to the company officials other than manager
3. Honesty, integrity, courage, conscience, legality, credibility, professionalism maintained.

Disadvantage

1. Displease the manager
2. May lose said promotion

This option^(C) is the most morally maintainable one.

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

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

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

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

"We are all socially awkward now"

-Kate Murphy (New York Times, October 2020)

Key ethical issues at stake

- ① Social growth of an entire generation
Attachment theory suggests that the behaviour is heavily influenced by social interactions during formative years
eg the Baby Boomer generation.
- ② Digital divide in 2 aspects :-
 - (a) Inequality of access to digital technology in terms of affordability of mobiles and provision of apt-speed internet
 - (b) Inequality with respect to expertise in digital technologies — also important regarding adult education
- ③ Impact on social life : Educational institutions are beyond just the classroom — the after-class debates, conversations, etc — a window to the real world
- ④ Mental Health crisis of ~~war~~
- ⑤ World reduced to a screen
- ⑥ Inability of educational institutions to

- Cope with digital changes
- ⑦ Stress on eyes on little children due to excess exposure to screens.

Stakeholders

1. The students, their parents
2. The Educational Institutes
3. The teachers
4. Digital companies and platforms like including hardware and software
5. Psychological experts
6. Media
7. Society and direction of society in general

Principles and values guiding my recommendations

Given my role as Chair of a government-constituted Committee on the said issue, the recommendations shall be ~~and~~ guided based on ^{following} principles and values:-

- ① ~~Leave~~ "No one should be left out"
i.e. principle of inclusion.

- ② Gandhi's Talisman — think of the most marginalised and empower her.
- ③ Factor in both physical (eg eyes) as well as mental health
- ④ Holistic development of the child
- ⑤ Maximum practicable quality of education
- ⑥ Empower and enable educational institutions and teachers with training and best practice
- ⑦ Work with government agencies to create uniform enabling digital platform
- ⑧ Engage & parents and assure them.
- ⑨ Consult psychological experts for innovative and international solutions to the issues.

Thus, multi-stakeholder, consultative, empathetic, ~~and~~ inclusive, enabling and empowering principles shall guide my recommendations.

Measures taken to improve quality and accessibility of online education

- ① Use radio, TV and other prevalent platforms for inclusivity
- ② 4-week training programme for teacher
- ③ Maximum screen-time guidelines with respect to teaching timing
- ④ Psychological help at schools and help line
- ⑤ ~~the~~ Open-air and stadium provisions with social distance
- ⑥ Create awareness among parents by orientation sessions
- ⑦ Create post-lecture online platforms for social interaction among students
- ⑧ Create a uniform platform - free and accessible - for standardised model of teaching
- ⑨ Consider subsidising electronic gadgets for students
- ⑩ Expand internet access, especially to rural India.
- ⑪ Sensitise the parent against discrimination against girls in education by engaging them in domestic works and not letting them focus on studies.
- ⑫ Send pre-packed or dry foods in place of mid day meals.