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GENERAL STUDIES (TEST CODE : 1512)

Name of Candidate	Anoushka Sharma		
Medium Hindi/Eng.	English	Registration Number	1040213
Center	Online	Date	7/12/21

INDEX TABLE		
Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(a)	10	
6(b)	10	
6(c)	10	
7	20	
8	20	
9	20	
10	20	
11	20	
12	20	

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

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

16-B, 2nd Floor, Above National Trust Building, Bada Bazar Marg, Old Rajinder Nagar, Delhi-110060

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp Punjab & Sindh Bank), Dr. Mukherjee Nagar
Delhi- 110009

EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

SECTION - A

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

(150 words) 10

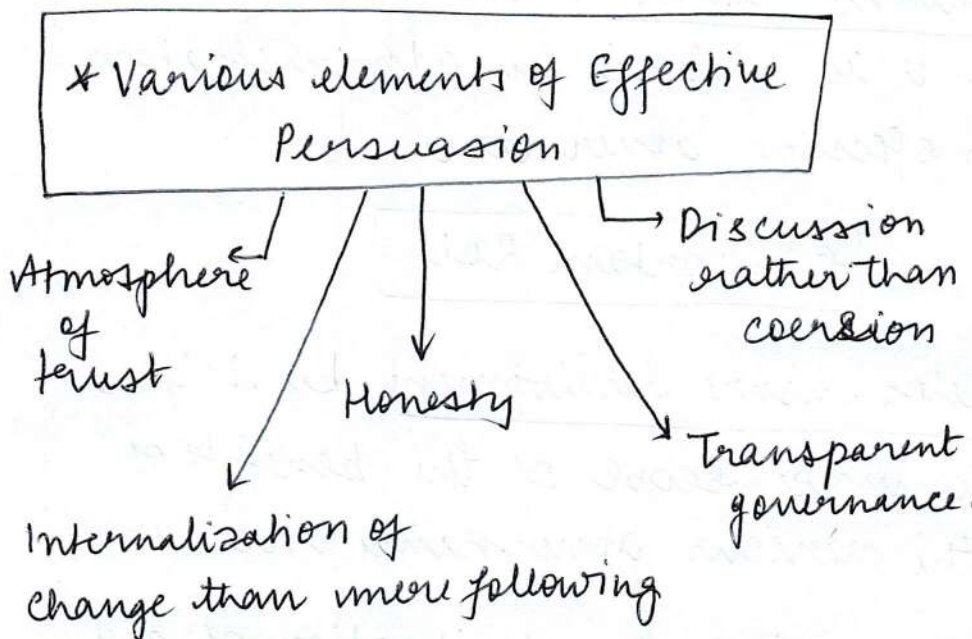
लोक प्रशासन में अनुनय-विनय (या समझाना-बुझाना) महत्वपूर्ण भूमिका निभाता है। चर्चा कीजिए। साथ ही, प्रभावी अनुनय-विनय के विभिन्न तत्वों पर भी प्रकाश डालिए।

Persuasion refers to the ability to convince others of one's own standpoint. It is utilised by administrators for effective governance.

* Important Role

1. Helps ensure development by helping convince people of the benefits of the various governance measures.
2. Helps reduce sanskritization of old customs. Ex - Persuasion to curb dowry acceptance.
3. Effective Public Service delivery - as development work is not hindered. Ex - Education in Dhanora, Rajasthan by involving gram Sabhas.

4. Helps in evolution of values - As the country was persuaded by demonitization about the ill benefits of black money.



Persuasion is key for service delivery and it can be effectively utilized by Public servants through various measures such as Mohalla Panchayats, Nukkad Natak, campaigns such as 'Jaan Hai Boh Jahan hai', etc to achieve development.

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 mindset of an individual created based on cognitive, affective and intuitive principles.

As the quote highlights, that in a crisis conscience should be followed even if explicit orders / advice is a well established practices.

* Role of Conscience in decision making

1. Leads to consideration of weaker sections as it is well rounded and developed over time.
2. Prevents corruption - As conscience curbs wrong doing.
3. Increases effectiveness of decisions as many aspects are considered.

4. Allows objective decision making as it stops any partial behaviour, Ex - conscience development through Mission Karmayogi.

5. Increases transparency - as falsehood is minimized.

Conscience is crucial for ethical governance and therefore can be developed through

- ① Lives of great Personalities
- ② Learning from past mistakes
- ③ Development of empathy by reading novels, etc.

Therefore, conscience development is crucial as an underdeveloped negative conscience can cause more destruction than constructive work.

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 is known as the 'father of Indian Renaissance'. He played a crucial role in reform during the 1800s.

* Relevance in Present day India

1. Female Education - In India, though programmes such as 'Beti Bachao', 'Beti Padhao' exist the female withdrawal is high, especially during COVID-19.
2. Religious Intolerance - seen in the case of increasing cases of cow vigilantism and lynching need a reminder of from tolerance preached by Raja Ram Mohan Roy.
3. Rationality of religious texts - As people

blindly follow religious books and ill
are committed, rationality and objectivity
needs to be developed.

4. Idol worship was not preached by Raja
Ram Mohan Roy, which is prevalent
today. Instead of money spent on idols,
it could be used for poor's upliftment

5. Caste Divisions - Though they have
declined, they are still prevalent
leading to violence and segregation.

Therefore, society needs to inculcate
ideals of equality, equity, rationality
and tolerance as preached by Raja
Ram Mohan Roy. This can be done by
moving away from 'salad bowl'
mentality to a 'melting pot' culture.

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।

Morality refers to commonly accepted principles of behaviour by society. The ~~key~~ key feature of morality involves not harming anyone.

As the society evolves, morality also evolves as it is not sacrosanct. Morality has evolved from medieval and ancient times and become more accepting of

1. Women Rights
2. Decrease racism
3. Increased acceptance of LGBTQI community.
4. Reduced caste segregation.
5. Conservation of Environment.

* Reasons for same rights for non-human entities

1. No voice of their own for self protection. Ex - Animals.
2. Increased vulnerability given ruthless development by humans.
3. More susceptible to Climate Change. Ex - Coral Reef Bleachings occurring frequently.
4. Satisfaction of greed by over exploitation of non human entities. Ex - Deforestation versus urbanization.
5. Help maintain integrity and fairness to all ecosystem agents.

Therefore, as highlighted in Limits to growth theory and 'Agenda 21', same rights for non human entities is key to achieve holistic and sustainable development as enshrined in the SDGs.

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

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

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

(150 words) 10

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

The quote by J Krishnamurti highlights the role of willpower in changing self to bring about a positive change in the surroundings.

As parts make a whole, changing oneself first is crucial to bring about a change in behaviour of others. Ex -
Grandhiji was approached by a mother to convince her son to not eat jaggery; he requested them to come a week later so that he himself stopped eating jaggery by then.

Similarly, for welfare of all, a small step needs to be initiated by an individual to instill confidence in

adopting new behaviours. Ex - Our Prime Minister Modi getting vaccinated to curb vaccine hesitancy in India and promote quick vaccination.

As a person's behaviour changes, the effect takes time to show, but the person needs to stand strong to show willpower to others who can follow. Ex - S. Rammappa cleaning Vembanad lake alone to reduce pollution.

Therefore, strong integrity and unwavering perseverance is needed to change the environment, which can be inculcated by learning thorough examples in our surroundings.

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

Compassion refers to understanding the vulnerability of someone less well off than the person.

As the quote highlights, compassion is key to empathize with someone going through a problem, but it is really helpful when a person is moved to help the other person.

As a emerging country, India is faced with various problems such as poverty, restrained resources, inequality, etc.

As people tend to get better off, the value of modesty and helping others can be curbed. Therefore, utilisation of Gandhiji's Talisman - where he asks a person to remember the face of the poorest person and work till his

welfare is assured is crucial.

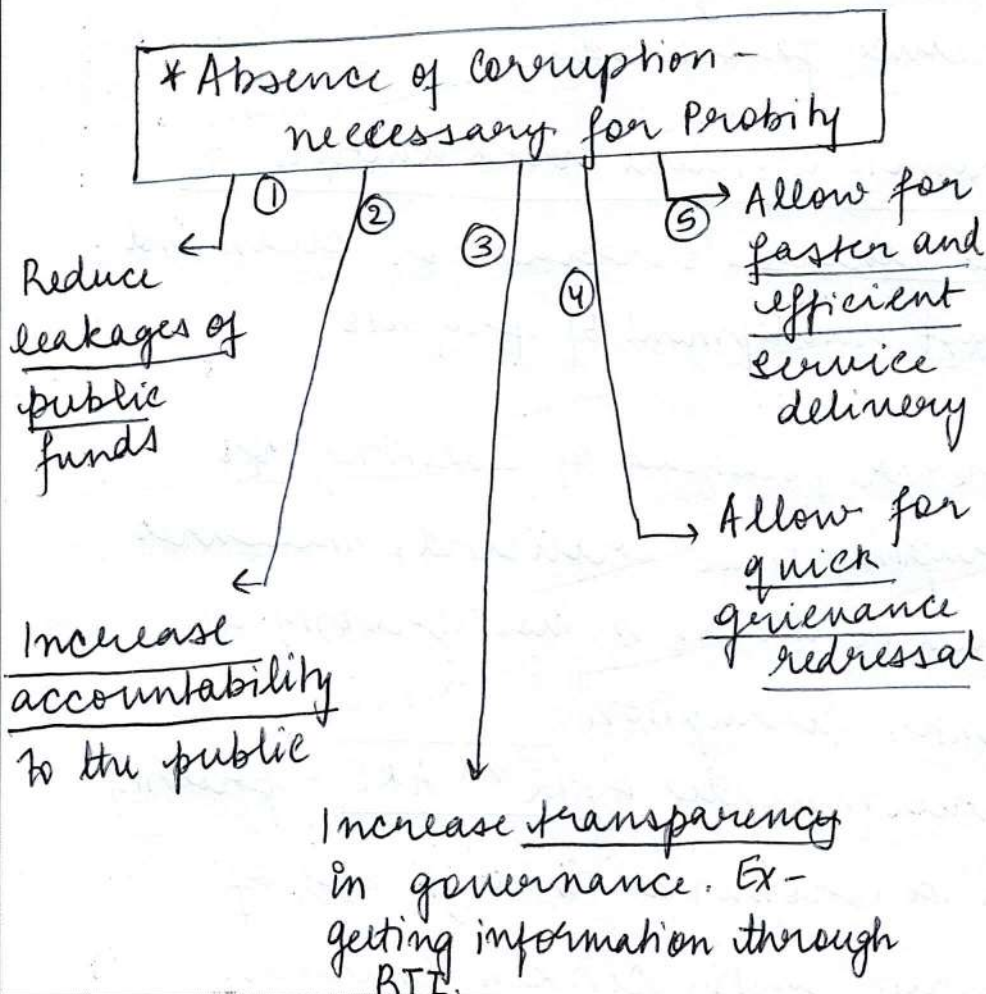
To help prevent misplaced compassion, it is necessary to evaluate the true position of the person/non human causing compassion. Ex - not firing an inefficient worker due to compassion, harms the work culture of the firm.

Therefore to effectively utilize compassion, regular updation with society's issues is necessary as seen in the case of migrants during COVID. This can be inculcated by regular current affairs, social work and socializing with lesser well-off people.

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।

As Pope Francis, rightly says, Corruption occurs at the cost of probity. Probity can be ensured by curbing corruption which is entrenched in the governance framework.



* Probity in governance despite Corruption

1. Help set new high standards. Ex -
Revolutionary change in EC by
TN Seshan.
2. Promote honesty in workplace - by
incentivizing truthfulness and
reduce falsehood.
3. Promote efficient work culture - R.
Sreedharan's record for clean and
fast development of projects.

Therefore, instead of waiting for corruption to be eradicated, measures should be taken to use probity to counter corruption.

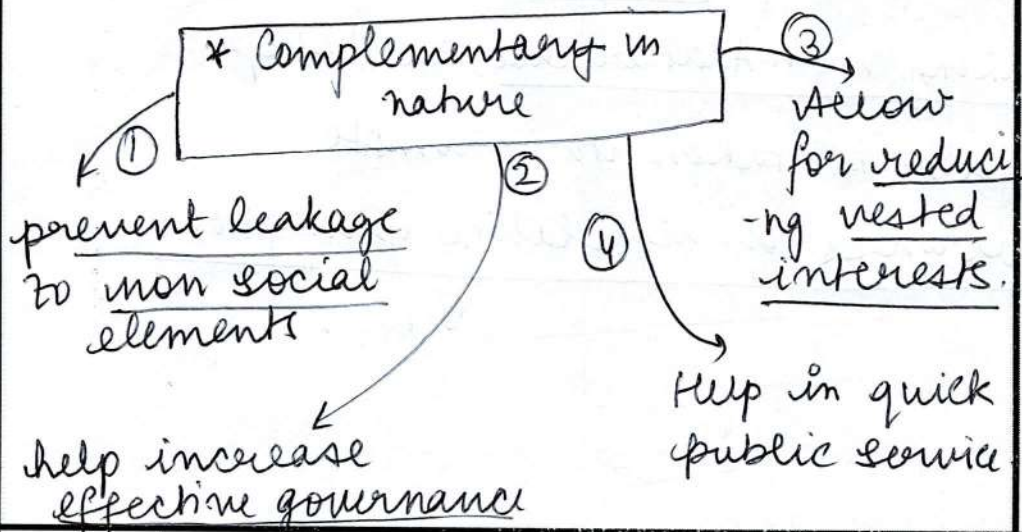
As recommended by 2nd ARC - probity can be promoted through use of integrity pacts, citizen charters and reducing human interface.

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 is protected by the RTI Act, 2005 whereas Right to privacy has been recognised by SC as a fundamental right under the K. S Puttaswamy Judgement.

In India, government & privacy is protected by Official Secrets Act, exceptions to Fundamental Rights, etc.



* Points of friction

1. Non updation of information regularly
2. Government Apathy to reduce access to information.
3. Excessive usage of information to be hidden by using legislative loopholes
4. Lack of awareness in people of utilising RT,

As India witnessed the power of RTI to help in honest governance as seen in the case of 2G Scam, ration card linking with Aadhar case, etc, steps need to be taken to promote awareness of legislative protections.

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।

In a RTI filed, it was found out that the government had not paid advertising dues to firms for the last 12 years amounting to almost 12,000 crores.

As government is a major advertiser, its advertising behaviour has key impacts.

* Ethical Issues in spending government funds

1. Diversion of funds from development activities
2. Vested Political Interests promoted using taxpayer's money for political vendettas
3. Low funding of money on government schemes such as seen in shortfall on funds in MGNREGA.

4. Unclear motives lead to shoddy outcomes

Ex - In Samagra Shiksha Abhiyaan, 84% of funds were spend on advertising only.

5. Violate system of checks and balances

as parliament and CAG can perform only post expenditure audits.

Therefore, to curb this behaviour, governments needs to set a clear proportion of funds which can be spend in advertising, as stipulated in the FCRA. Also, CAG and EC should

be able to take actions against any violation as currently the powers of disqualification are with legislature.

Therefore, a level playing field needs to be created for effective utilisation of funds.

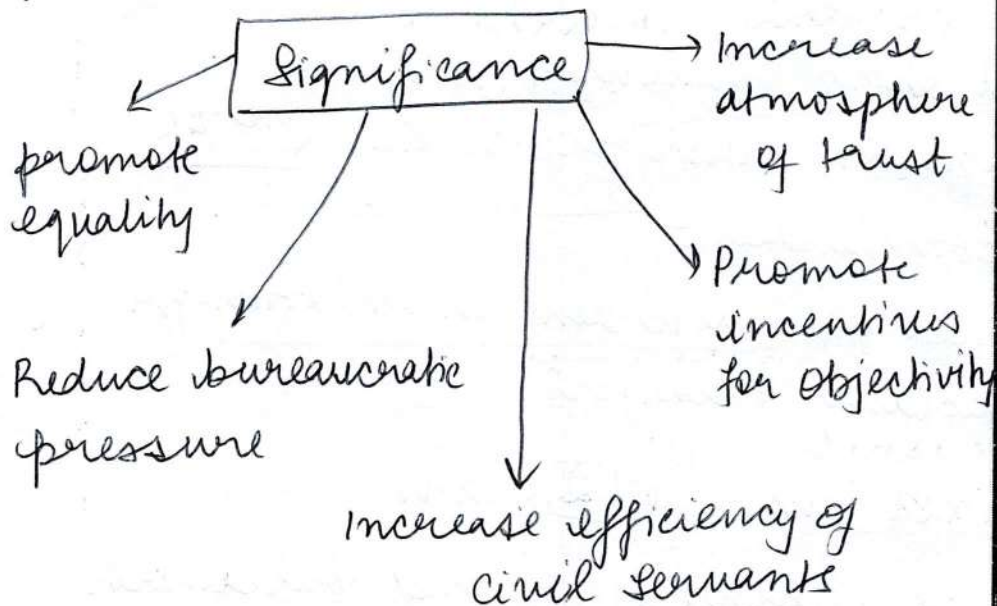
5. (b) Explaining the concept of political neutrality, discuss its significance in administration. Also, highlight how the Central Civil Services (Conduct) Rules seek to ensure political neutrality in the civil services.

(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 behaviour of political bosses to other members of the executive branch.

Ex - Ashok Khemka has seen 56 transfers in his career which directly contradicts political neutrality



The Civil Services Conduct Rules seek to ensure neutrality through -

1. Security of Tenure - as also enshrined in Article 311
2. Written Recommendation of transfers including reasons
3. Yearly Performance Appraisal by various levels of Executives
4. Fixed Tenure of offices such as Cabinet Secretary, etc.

But these measures have been ineffective, therefore as the 2nd ARC recommended -

1. Need an independent Commission for deciding transfers.
2. Fixed Tenure of 2 years
3. Need a panel of retired bureaucrats & individuals for deciding appointments

Therefore, if Sarwadaya is to be ensured, then Civil Services reform are crucial.

6. (a) In light of the recurring issues, there is a constant need to search for better ethical frameworks and models of corporate governance. Discuss with adequate examples and evidence in support of your arguments.

(150 words) 10

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

Corporate governance refers to the work culture and practices seen in a corporate firm. Given the recent failures of YES Bank, ATFS, reforms are needed in the corporate governance.

* Need for better ethical framework

1. lack of effective stakeholder participation as seen in the poor subscription of Zomato's IPO's share of employees
2. Principal-Agent problem as seen in the case of management not having a skin in the game given high pay packages

3. Need employee involvement as it increases profits. Ex - worker satisfaction in HDFC due to ESOPs.
4. Poor governance and lack of monitoring by regulators and auditors.

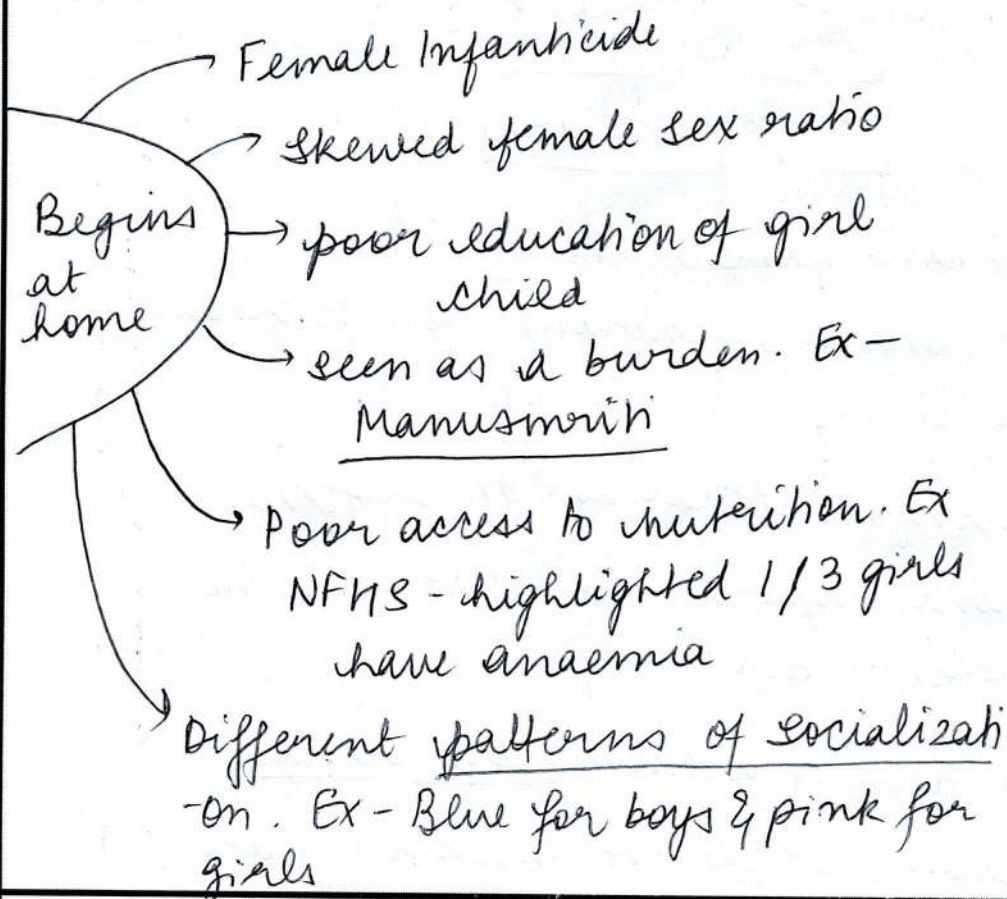
Therefore, corporate governance needs to be changed by involving a framework which includes incentives for honesty, whistleblower protection and regular monitoring of activities.

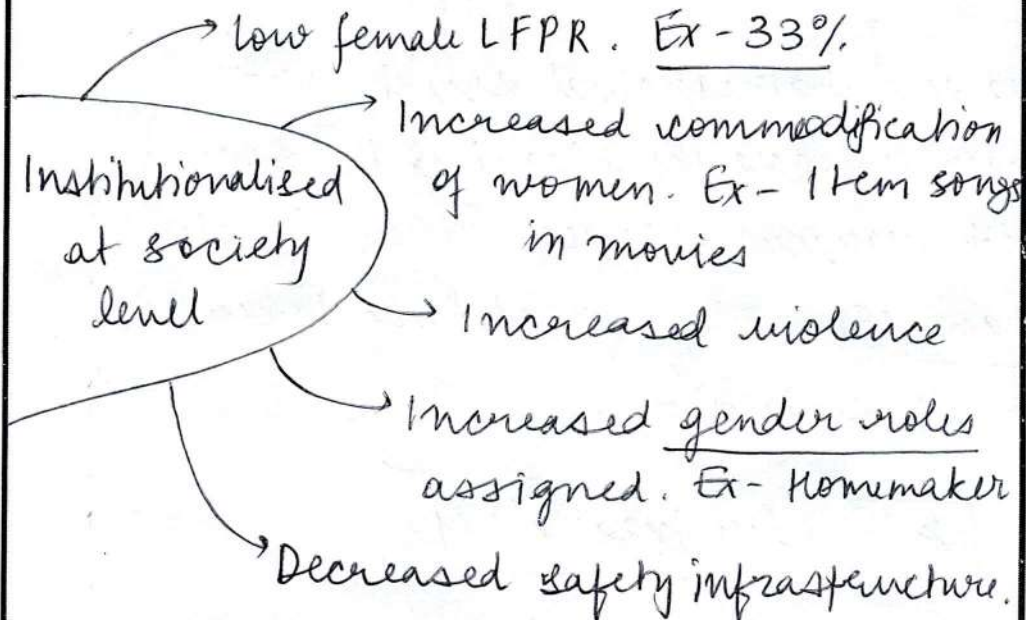
6. (b) Gender inequality begins at home and then gets institutionalised at the societal level. Discuss. (150 words) 10

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

India is a patriarchial society with gender inequality plaguing the society with various issues. Given Article 14 and 15, steps need to be taken for its reduction.

Gender Inequality





* Way forward

1. Mohalla panchayats
2. Awareness generation for overhaul of values.
3. Changed socialization patterns
4. Gender neutral laws. Ex - Domestic Violence Act.

Therefore, to achieve SDG - Gender Equality, proactive measures are needed.

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।

Corporate governance is biased towards Shareholder capitalism with only a miniscule share of people/firms following Stakeholder Capitalism.

* Need for Shareholder Capitalism

1. More Efficient
2. 'Too many cooks spoil the Broth'
3. More investment in the firm
4. Quicker service delivery
5. Higher profits

* Need for Stakeholder Capitalism

1. More conscious of externalities

2. Increasing equity
3. Promote diversity
4. Better decision making due to diverse views.

Therefore, firms should move to stakeholder capitalism.

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

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

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

The case study deals with the issue of crisis of conscience for Mr X and the impact on public given that the building has a defect that can collapse when faced with a cyclone.

* Stakeholders

1. Mr X - his integrity and dedication to public service is at risk
2. Mr Y - his reputation is at risk as his firm will use a defective building.
3. Engineering firm - which gave arguments for belted rather than welded beams due to cost saving measures
4. Nearby buildings - threat to life given that the building can sway due to strong winds
5. City Residents - As the building can harm other infrastructure as well.

* Issues

1. Accountability of Mr X and Mr Y to their firms and public for going ahead with faulty designs.

2. Private profit vs Public Safety

Though the belted beams are cost effective, they are not strong enough to face any disaster regardless of how rare it might be.

3. Integrity vs professionalism

Given Mr X's credentials, any charges might focus the attention on his incapability for quick detection as well as Mr Y's poor regulation of building.

4. Regulatory compliance vs safety

Given the regulators have approved

the design, should the regulatory lack of expertise be misused for correcting any mistakes.

* Advice to Max

1. Change the design on the 30th floor -
As the change can reduce the damage / defects in the building.
2. Get Approvals from building department
as they will also realize their technical lack of knowledge.
3. In case of litigation - convince them of your sincerity by showing the meticulous corrections made in the designs.
4. Approach the firm which changed the designs without your permission as the work culture seems to promote unethical ethics.

* Advice to Mr Y

1. Spend extra money and time to ensure safety of construction because 'Jaan hai to Jahaan hai'
2. Ensure innovation in terms of welded bolts are utilized in the future for sustainable designs.
3. Fire people who lacked the ability to follow superior's order and hid it as well.

As Rabindranath Tagore, said, 'The world suffers from the tyranny of the disinterested wellwisher', Therefore Mr X & Y should change the design and not further the mistake based on opportunity cost / forgone costs.

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:

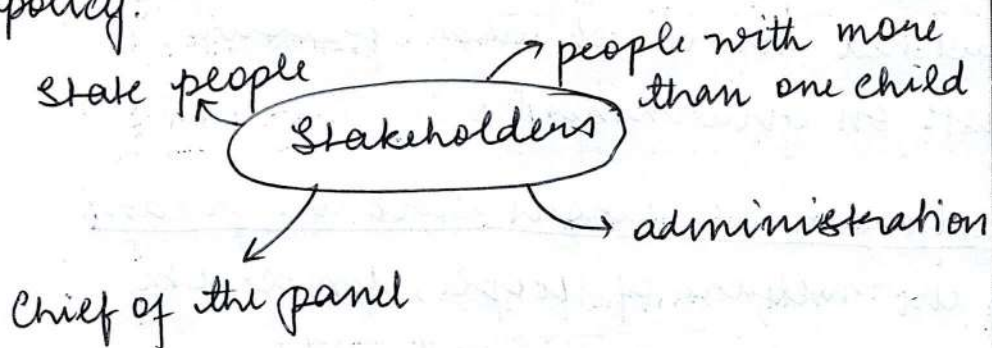
(a) अनिवार्य प्रकृति के जनसंख्या नियंत्रण से संबंधित वे नैतिक मुद्दे क्या हैं जिन पर आप अनुशंसा को अनुमोदित करने या अस्वीकार करने से पहले विचार करेंगे?

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

In the case study, a state is faced with 'Limits to growth' theory dilemma -

population versus resources. As the report

has highlighted the impact, revisions are being considered to the state's population policy.



* Ethical Issues with Population Control

1. Coercion versus Persuasion

Coercive measures in terms of legislative measures are in contrast to internalized awareness through Persuasion.

2. Strain on resources

As limited, scarce resources are being overexploited, pressure on growth and

development is increasing.

3) Consent vs Use of force

Based on awareness, people can control population but as resources have been stretched too much, then pressure exists on government.

4) Public Service versus curb on freedom

For the welfare of people, democratic measures have to be reduced.

* Course of Action

I would not recommend the 'one child policy' / norm in the revised State Policy.

Reasons

1. Past failures of coercive methods as seen during Emergency, where forced sterilisations were conducted.
2. Violate Constitutional Morality of equality and freedom as enshrined

in the fundamental rights.

3. Affect females more disproportionately.

As recent findings in India of NFHS found that sterilisation stats included 84% women compared to fewer men.

4. Persuasion is better as coercive methods can lead to sex-selective abortions or skew the female sex ratio.

* Way Forward

1. Short term

- ① → awareness generation through Nukkad Nataks.
- ② → school curriculum change to inculcate importance of small families
- ③ → Incentivize small families to curb population risk
- ④ → Reduce tragedy of commons by utilizing Gram Panchayats as done under PESA

Long Term

- ⑤ → Change in value system to encourage sterilisation.
- ⑥ → Utilize famous personalities to create awareness.
- ⑦ → Focus on overhaul of traditions / customs through continuous campaigning and meetings such as Mohala Mandals - UP

As persuasion works best in an environment of trust, focus should be to control population through change in mentality than law.

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)

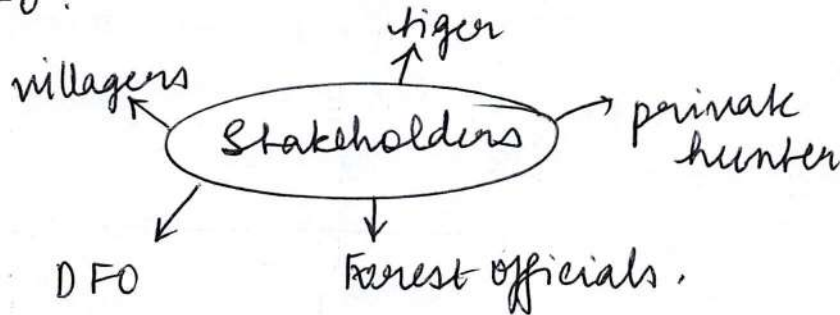
आप एक ऐसे क्षेत्र में मंडल वन अधिकारी के रूप में कार्यरत हैं जो बाघों का निवास स्थल है। हाल ही में, खेतों में एक बाघ के घुसने और ग्रामीणों के पशुधन को नुकसान पहुँचाने की खबरें आई हैं। दुर्भाग्य से, पिछले कुछ हफ्तों में कुछ जंगली जानवरों द्वारा 2-3 ग्रामीणों को मार डाला गया। ग्रामीणों का दावा है कि एक 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 फंसाने या पकड़ने की आपकी कोशिशें सफल नहीं रही हैं। बाघ को मारने या स्थानांतरित करने में देरी से चिंतित होकर ग्रामीणों ने अपने दम पर बाघ को मारने के लिए एक निजी शिकारी की सेवाएँ ली हैं तथा उनका तर्क है कि उन्हें अपनी और अपनी संपत्ति की सुरक्षा करने का अधिकार है। इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) इस परिदृश्य में शामिल मुद्दों की पहचान कीजिए।

(b) बाघों की सुरक्षा के साथ-साथ ग्रामीणों की सुरक्षा सुनिश्चित करने के लिए एक मंडल वन अधिकारी के रूप में आप क्या कदम उठाएंगे?

The issue is based on the safety of lives and livelihoods of the villagers who are faced with a man eating tiger and other wild animals. As the villagers are obstructing any investigation

as well as have hired a private hunter, quick steps are required on the part of DFO.



* Ethical Issues

1. Protection of wildlife versus humans

Typical Man animal conflict leads to dilemma of balancing conservation with anger of villagers.

2. Public work vs private institutions

Public welfare demands keeping service of people first but the villagers have hired a private hunter who is there for his own profit.

3. Efficient public service is hindered due to non cooperation by the villagers.

4. Lack of awareness about how to deal with tigers has led to use of coercive methods by the villagers.
5. Slow public service delivery versus fast results by private hunter.
6. Virtue ethics - ends do not justify means.

* Steps taken by the DFO

1. Protection of Tiger

- ① Pugmark tracking to track the tiger
- ② Lead the tiger to neighbouring forest by ensuring no hindrance
Ex - water wells, etc.
- ③ Alert the villagers to track the tiger and notify the forest officials
- ④ Prevent human disturbance in the form of tourism and leisure for the time being.

2. Protection of Villagers

- ⑤ **Awareness** about situations of animal conflict
- ⑥ **Community Policing**
- ⑦ **'Ring the bell'** to alert the villagers of impending danger.
- ⑧ Create a cadre of workers from village - **'Forest friends'** to have quicker monitoring and reporting
- ⑨ **Utilize Gram Sabhas** to create awareness about other livelihood opportunities when the forest movement is restricted through **SHGs**

Therefore, till the tiger is not held and transferred to the forests, DFO needs to ensure that EPA, 1986 and WPA, 1972 are followed as tiger is a **Schedule I** animal and therefore

needs to be protected from hunting.

As our DPSPs involve both protection of wildlife and social-economic justice, the endeavour should be to balance growth and development of both.

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.

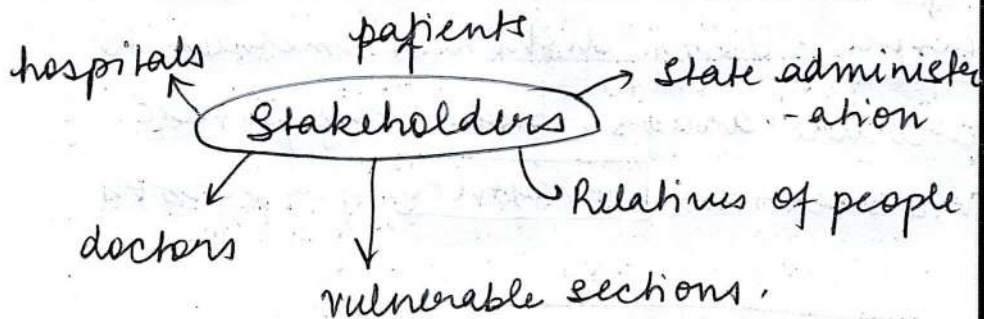
Black marketing, hoarding and profiteering are a classic case of market failure, which highlights the significance of state intervention in a crisis situation. How can state effectively play the role of a regulator as well as service provider in such cases of market failure? **20**

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 विस्तर 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?

The case highlights the situation faced by many cities where institutions were already overburdened and illegal activities such as black marketing and hoarding were prevalent. The case represents failure of the

capitalist system in addition to use of situation ethics.



* Ethical Issues

1. Private gains vs public service -

As the situation ethics is based on flexible norms, for saving relatives people were willing to enter black market.

2. Inefficiencies of market Ideology -

In a capitalist system, market dominates whereas in a socialist system, state is the entity responsible for planning.

3. Legal methods versus responsible people - Using dishonest methods to procure drugs, beds, oxygen, etc violates the integrity of a person

* Role of State

* As a Regulator

1. Curb hoarding by utilizing the legislative measures such as
 - ↳ Essential Commodities Act
 - ↳ Legal Metrology Act
2. Reduce red tapism in grievance redressal and litigations
3. Hire experienced cadre of officials to fast track any grievance.
4. Designate regulator's powers to curb any anti-competitive measures such as Competition Commission of India, Consumer Protection Authority, etc.

5. Reduce burden on people of having to convince and spend resources such as time, money, etc. Ex - Recent amendments to CPA, allow consumers to file cases at place of service delivery rather than at headquarters of company.

* As a Service Provider

1. Devolve Funds to states and Panchayats to build infrastructure to deal with any contingency.
2. Private - Public Partnerships - through models such as BOT, EPC, Hybrid Annuity model to prevent burden on private sector.
3. Prevent monopolisation of services to reduce impact of adversity. Ex - COVISHIELD was the only dominant vaccine till COVAXIN was approved.

4. Increase Automation - to reduce red tapism
- in due to human efficiencies. Ex -
COWIN Platform.
5. Cost Effective Services - to ensure that
poorest of poor are also able to
utilize basic services. Ex - Free
vaccines and treatment at government
hospitals.

As the world masked up, the pandemic
unmasked and taught us the importance
of balance between state and market
to ensure equality and Sarvodaya.

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

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

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

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

The case study includes 'conflict of interest' where professionalism is faced with ethical issue of false advertising of a pill which is actually a placebo.

Stakeholders

- Marketing consultant - Job Security
- Multinational company - Brand Image
- People using the pill - impact on health.
- Manager - superior's directive to not disclose facts
- Stakeholders - society, nation.

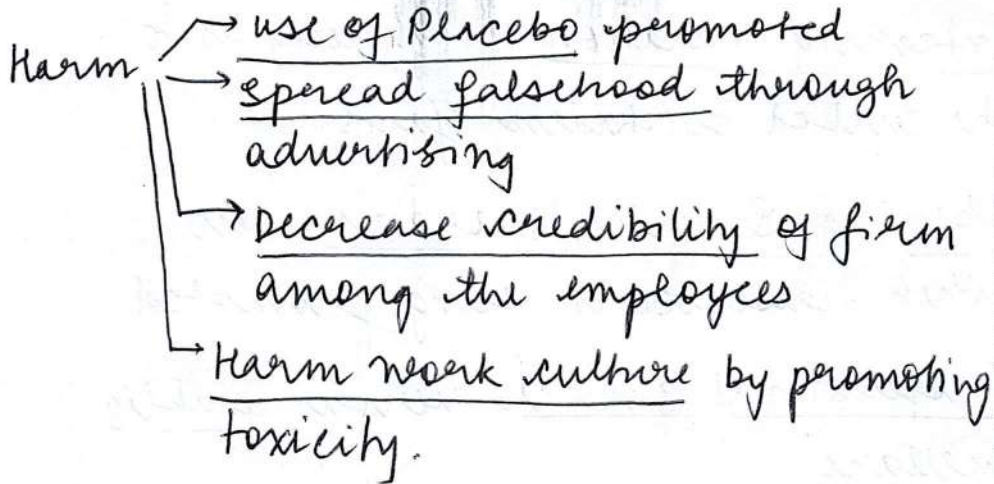
Ethical Issues

1. Integrity violation as honesty is to be curbed by hiding facts.
2. Obeying Superior's orders even when falsehood is being promoted.
3. Professional growth versus public welfare
4. Transparency versus profits of the company due to the new pill.
5. Accountability to society as a responsible MNCs.

* Options Available

1. Hide the facts and develop the marketing campaign.

- * Benefits
- overseas transfer
 - good performance evaluation
 - Increase profits of firm
 - Obey superior's orders



Harms are more than benefits, therefore rejected.

2. Disclose the facts to the public.

Pros	Cons
<ul style="list-style-type: none"> → maintain integrity → create awareness in public → prevent falsehood 	<ul style="list-style-type: none"> → lose job / bad PR → lose overseas transfer → loss of company's credibility

3. Try to convince seniors of the importance of fact disclosure and if they do not agree, then disclose the

Facts.

Benefits

- promote honesty
- Utilitarian welfare - maximum welfare to maximum people
- help superiors realize their mistake
- help maintain company image if they agree.

Harms

- lose overseas transfer
- job loss
- company's profit decrease.

But as benefits are more than harm, then I will go with the 3rd option.

As it is rightly said, 'If you know about a fraud, but still do nothing, then you are a fraud'. Therefore, by sharing true facts integrity can be maintained while ensuring public welfare.

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 अतुल्यताओं 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।

Right to Education is a fundamental right of children enshrined in Article 21A.

As the pandemic unfolded, education was forced to use online platforms and that caused issues of accessibility and equity.

* Key Ethical Issues

1. Equality - As enshrined in the constitution, access was not equal for poor who did not have laptops, internet connections or phones.
2. Gender Divide - Given institutionalisation of patriarchy, women had to bear brunt of limited resources. Ex- girls giving up education to help at home.
3. Increasing learning poverty - where education is imparted but the learning outcomes are poor due to lack of

proper understanding.

4. Constitutional Morality Violation - By not following Preamble, FRs and the DPSPs which promote socio-economic justice.

* Principles and values that will guide recommendations

1. Accountability of education institutions in imparting knowledge
2. Increasing inequity - as highlighted by the OXFAM Report. Top 10% of Indians held 3 times the wealth of bottom 60%.
3. Poor delivery of essential services - Such as low internet penetration and digital literacy exacerbated by rural-urban divide.
4. Changed forces of Socialisation - due to

the pandemic, the physical interactions have reduced and online interactions have increased.

* Measures to improve the quality and accessibility of Online Education

1. Short Term

- ① → use of volunteers to help with education in areas with poor internet connections
- ② → Utilisation of TVs and radios to disseminate education as seen by use of Poodarshan.
- ③ → Encourage firms who have shifted to work from home to donate their laptops, etc, under CSR.
- ④ → Teachers should connect with parents to understand actual psychological impact of digital education.
- ⑤ → Community education through peer

learning.

2. Long Term

- ⑥ → Develop mental strength of kids to utilize online education
- ⑦ → Collaborate with firms such as TATAS, etc to formulate programs on line of Digital Sakhi to increase literacy
- ⑧ → Incentivize female education through schemes such as 'Rudum Shree' to reduce gender based digital divide
- ⑨ → Provide incentives to startups through PLI scheme to develop infrastructure for digital education

Therefore, to ensure the vision of Sarvodaya, effective education is required to effectively reap demographic dividend of India for engendered development