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GENERAL STUDIES (TEST CODE : 1512)

Name of Candidate	MELVYO VARGHESE		
Medium Hindi/Eng.	ENGLISH	Registration Number	141971
Center	ONLINE	Date	20/10/2024

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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Delhi- 110009

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

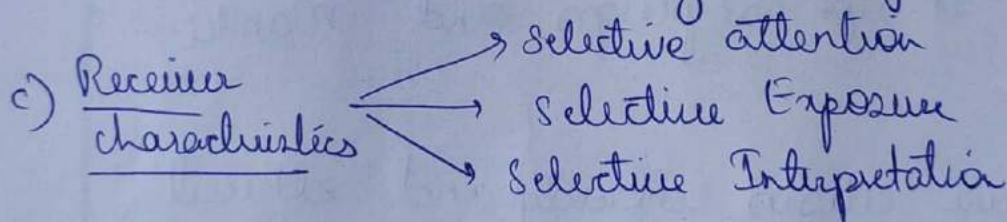
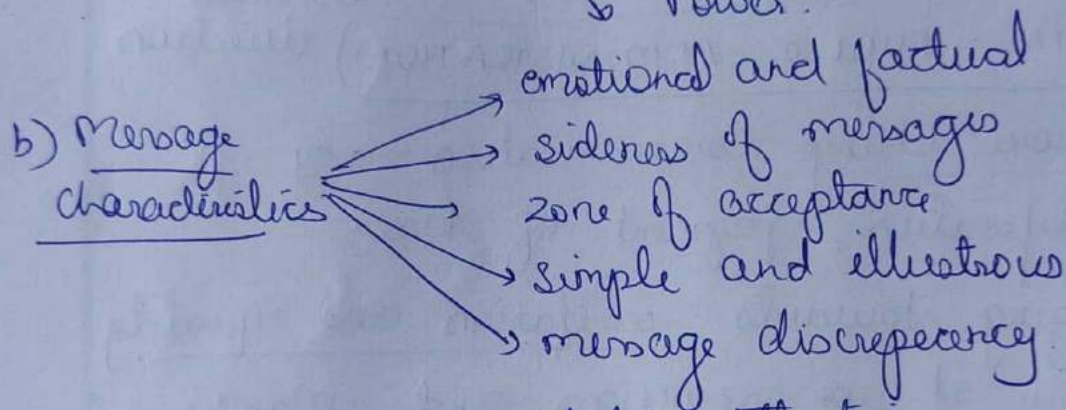
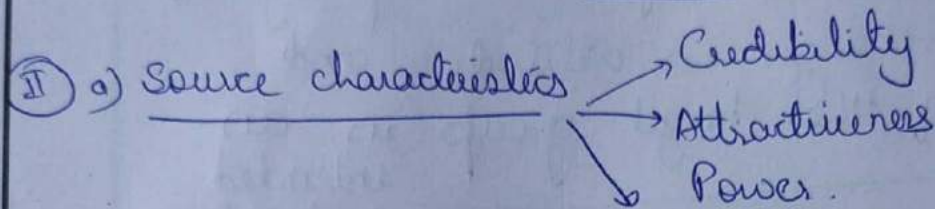
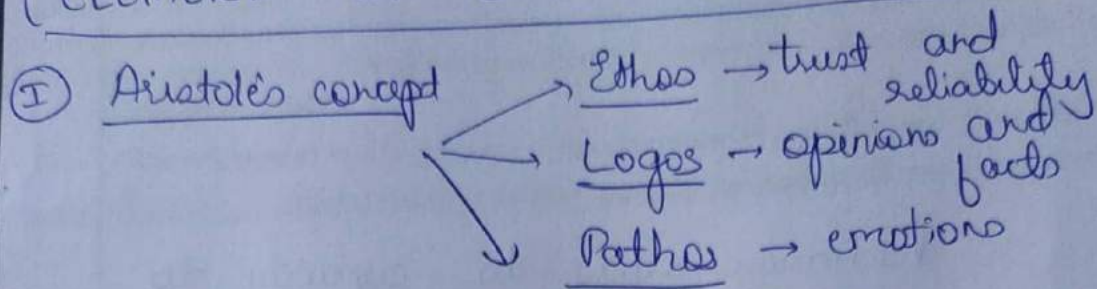
लोक प्रशासन में अनुनय-विनय (या समझाना-बुझाना) महत्वपूर्ण भूमिका निभाता है। चर्चा कीजिए। साथ ही, प्रभावी अनुनय-विनय के विभिन्न तत्वों पर भी प्रकाश डालिए।

Persuasion refers to capacity to bring about changes in attitude and behaviour of the target group in an intended direction.

ROLE IN PUBLIC ADMINISTRATION

- ① Behaviour Change Communication → eg open defecation, payment of taxes.
- ② Nudging towards welfare and equality
eg Give up campaigns and Manji Boat.
- ③ To ensure citizen centricity and ethical governance.
- ④ For Public Health → eg Quitting Tobacco, combating vaccine hesitancy.
- ⑤ Consensus building eg GST council
- ⑥ Strengthens unity and integrity
- ⑦ Promotes 'Integral Humanism' as given by Deen Dayal Upadhyaya.

ELEMENTS OF EFFECTIVE PERSUASION



Thus, Persuasion can be used as a tool to ensure ethical Governance by winning over head and heart of the target group.

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 is the intellectual act of mind judging the moral correctness of an action, word or thought and acts as a moral compass.

Challenging 'Slabs' in life

- ① Conflict of interest
- ② Crisis of conscience
- ③ Public Vs Private ethics
- ④ Individualism Vs Collectivism
- ⑤ Ethical concerns and Dilemmas

CONSCIENCE AS INTERNAL ROLE MODEL AND GUIDE FOR ETHICAL ADMINISTRATION

"There are higher courts than courts of Justice and it is Conscience. It supersedes all other"

- Mahatma Gandhiji

- ① According to Religious perspective of St. Augustine, Conscience is moral knowledge

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(इस भाग में कुछ ना लिखें)

and helps in decision making

- ② Conscience fills the gaps in laws and rules through the Discretion
eg Indian laws are silent on hate crime
- ③ Conscience preserves moral minimum in Governance
- ④ It neutralises conflicts, role ambiguity and arbitrariness in administration.
- ⑤ It makes existing rules and regulations Deontologically sound. eg → Thomas Hobbes said "Law is Public Conscience"
- ⑥ Conscience tackles temptations, hardships and helps in developing values of integrity, honesty and Probity as a way of life.

Thus, Conscience helps a public servant and administration in reaching Kant's "Kingdom of Ends".

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 was a 19th century social reformer, writer, philosopher and social activist and brought socio-religious reforms.

SOCIAL ISSUES AND THEIR RELEVANCE

- ① Widow Remarriage → Roy favoured this and fought for its cause. In today's world many religions prohibit widow remarriage.
- ② Against Caste system → Casteism of politics and caste conflicts demands reforms.
- ③ Against child marriage → In some pockets of India, still child marriage is practised.
- ④ Internationalism → He believed in humanism and universalism. Issues like trade protectionism, proxy war demand Internationalism.
- ⑤ Abolition of Sati System → Model for ending issues of women atrocities like Female Genital Mutilation.

RELIGIOUS ISSUES AND THEIR RELEVANCE

- ① Favoured Monotheisms → mushrooming of deities (pantheon of Gods) and its associated differences and discontent.
- ② Human Reason over Religious Rituals → eg Rituals like made snaana, human sacrifices are morally repugnant.
- ③ Against Idolatry worship → Erecting of statues and distasteful due to it.
- ④ Preached Oneness of all Religions → counters Religious fundamentalism and communalism of 21st century.

Therefore, Roy's liberal views can be guide and torchbearers in resolving various social, ethical, economic issues plaguing 21st century India.

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

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

Humanity is ever evolving
supreme ideal of life and is codified as
Human Rights in Universal Declaration of
Human Rights.

Enlarging Moral Circle of Humanity

- ① Voice against capital punishment
- ② Refugee policy
- ③ Rights of LGBTQ community
- ④ Exchange of prisoners of war.

Yes, Non-Human Entities should
enjoy certain rights due to →

- ① Constitution as a guiding principle →
Art 48-A and Art 51-a(g) → Protection of
environment and wildlife.
- ② Confucius Humanistic Ethics → Jen, Yi, Li,
Chih, Hsian → covers the nature too.
- ③ Animal Rights → Since man is dependent
on animals for food, meat etc.

④ Plato's sees society as a social organism made of parts.

⑤ One-health approach of WHO to tackle multidrug resistance takes into account human, animal and ecological aspects.

However, the non-human rights shouldn't be stretched at the cost of human welfare and dignity.

e.g. Culling, Killing of predatory animals (Tiger Auri), Development Vs Environment.

Thus, Non-human entities should enjoy reasonable rights to attain "Summum Bonum" (highest good) of humankind.

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

J. Krishnamurti is the above words brings out the power of self introspection and cause to bring about meaningful change in outside world.

The above line conveys that changes begins from within. Gandhiji has rightly said that 'Be the Change you want to see in the world'.

Example → Ashoka's after Battle of Kalinga brought about a radical change in him towards non-violence. This led him to embrace Buddhism and spread his policy of Dhamma in Asia.

It is consonance with
Sri Sri Vivekananda's concept of 'Atma
nirman' wherein he says that each
 is capable of being the change. Change
inside can be brought about by
 self introspection, interaction with friends,
 knowledge, spirituality and Change Outside
 can be brought by affirmative actions
 like philanthropy, public service etc.

For Civil Servants, this means
 values of compassion, empathy, respect,
 care should be cultivated to do
 public service with integrity, dedication,
 honesty and courage.

Thus, J. Krishnamurti highlights
 the power of free will (St. Augustine) to
 bring about social change.

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

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

Daniel Goleman, is a renowned human psychologist who gave the revolutionising concept of Emotional Intelligence.

The above line expresses that it is not enough to pity or empathise with others suffering, but real compassion involves bringing out the action to relieve that pain.

Example → Mother Teresa was not just moved by sufferings of poor, sick people but she also setup hospitals, care centres to relieve them of sufferings.

"I call them religious, who understands and mitigates the sufferings of others"
- Mahatma Gandhiji

as also said by Gandhiji,
real compassion (Anukampa) is rooted

in action tendency to undo the pain. By minimizing the suffering, one can do 'Dharma' and attain 'Moksha' according to Hindu philosophy.

In Today's world, it is not just enough to tweet, or run social media campaigns against injustices, but affirmative actions like providing basic needs is needed.

For civil servants, compassionate action (Operation Sulemani) forms the crux of responsive and people-centric governance.

Thus, Action provoking compassion will promote wellness, wisdom, happiness and social capital.

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 in Governance refers to confirmed integrity of civil servants with values of objectivity, honesty, impartiality and absence of corruption is sine-qua-non for achieving it.

ABSENCE OF CORRUPTION A PRE-REQUISITE FOR PROBITY IN GOVERNANCE

- ① Corruption erodes the legitimacy of state and trust of its institutions
- ② It would lead to moral corruption of the public servant e.g. Shah Commission report during emergency.
- ③ It would lead to poor public service delivery → violation of social contract (Thomas Hobbes)
- ④ Personal glory at the cost of social welfare
e.g. → coal scam, 2G scam.

- ⑤ Corruption is another form of Tyranny (Joe Biden) wherein mediocrity is promoted and merit marginalised.
- ⑥ Corruption weakens the Transparency and accountability framework of the nation.

Urgent reforms like code of ethics, Integrity pacts, changes in Art 311, amendment to Prevention of Corruption Act, 1988 are needed to overcome this menace.

Thus, Free from Corruption is a criteria for Global Happiness Index, which harbours probity in Governance (2nd Arc).

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।

RTI and RTP are the twin pillars of good Governance to engender values of transparency, human rights and dignity in Governance.

HARMONY BETWEEN RTI and RTP

- ① Right to Information helps in expressing various scam like Adush Housing scam, though it violates privacy rights.
- ② RTI and RTP empower citizens to control mass surveillance and snooping by government agencies.
- ③ Supreme court said that Transparency (RTI) and Accountability should go hand in hand.

CONFLICT

- ① section 8 of RTI → prevents disclosure of information if it intrudes into

- privacy except in larger public interest.
- ② Information sought regarding financial, health, wealth constitutes privacy matter.
 - ③ RTI and RTP are misused by vested interests.

RECONCILIATION IN PUBLIC INTEREST

- ① Test of Proportionality should be used to determine the action.
- ② Public welfare / interest should outweigh minor private matters.
- ③ Eg → SC in Aadhar case opined that it can be used for welfare schemes and not for bank accounts keeping public interest in mind.

Thus, RTI and RTP should be harmonized and values of public service, fortitude, competence, compassion helps in adopting right approach.

5. (a) Explain the ethical issues involved in spending government funds for advertisement campaigns and publicity. (150 words) 10

विज्ञापन अभियानों और प्रचार के लिए सरकारी धन खर्च करने में शामिल नैतिक मुद्दों को स्पष्ट कीजिए।

Government represents the custodian of trust and also finances which public pay through taxes and its ethical issue is supreme ideal of Governance.

Ethical Issues in Government Funded Ad Campaigns and Publicity

- ① It results in diversion of public money and its inefficient utilisation.
- ② According to Kautilya's Arthashastra and Lloyd George, public finance should only be used for public welfare.
- ③ According to Teleological approach, the ends here do not meet the public welfare, so its immoral.
- ④ Violating the constitutional obligations
U/A 112, 266, 267.

- ⑤ It places party interests above people interests
e.g. Recent controversy over pm's photo on COVID vaccination certificates
- ⑥ It would lead to unequal playing field during elections as incumbent government using public money will campaign better.

What can be done?

- ① Improved Regulatory oversights over public finances.
- ② Guidelines defining what constitutes advertisement and publicity.
- ③ Increased powers to ECF to check on this during elections.

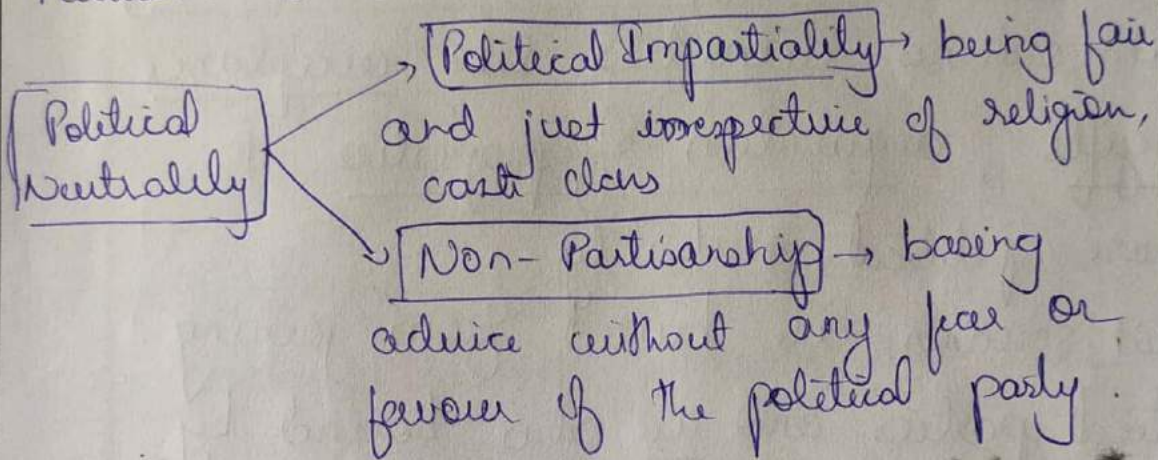
Thus, propriety in public spending is need to check publicity in the name of education and awareness about government programmes

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 forms the backbone of Bureaucracy - Politicians network to ensure ethical Governance.



SIGNIFICANCES

- ① It infuses professionalism in Civil Services and also politics (speaker)
eg. A.V. Mahalanka was epitome of non-partisanship.
- ② It builds trust, legitimacy, reduces power distance in democracy
- ③ Promotes values of Equality and Justice
eg. Justice Khanna in Keshvananda Bharati case

- ④ It helps in Negotiations → eg → N. Ravi (By NSA) hammered Naga Peace Accord 2015 due to his impeccable record of neutrality
- ⑤ Prevents Spoils System and committed Bureaucracy.

Central Civil Service Rules and Political Neutrality
1964

- ① It outlines activities like acceptance of gifts, acquisition of properties to ensure political neutrality.
- ② Civil servants are barred from joining political parties and are also bound by oath of secrecy.
- ③ Bureaucratic anonymity and Ministerial responsibility are complementary

Thus, Political Neutrality promotes legality and rationality, ultimately promoting Integral Humanism (Deen Dayal Upadhyaya)

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 set of values, practices and objectives laid down by a company to be followed by its employees and various bodies.

Need for Better Ethical Framework

- ① Lack of Professional ethics eg employing child labours, chemical discharge into river
- ② Existing framework of Companies Act (2013), SBI Act have loopholes
eg Yes Bank and ILFS crisis.
- ③ To maintain integrity of the economy.
- ④ Issues like surrogate advertising, insider trading, facilitation fee, Accus and speed money are still rampant
- ⑤ To realise Buddha's virtue of 'Right livelihood' and 'Artha' of Hinduism.

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⑥ MNC's employing child labour and poor working conditions in developing nations.

⑦ Ethical lapses have impact on society e.g. adulteration of food products.

⑧ According to 2016, Global Business Ethics survey, India is one of the most unethical in the sense of Bribery.

Urgent measures like appointing Ethics Officers, Ethical audits, transparency, information sharing, Independent Directors Data Bank is needed to promote

COMPASSIONATE CAPITALISM as given by

Narayan Murthy.

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।

Gender Inequality and discrimination is universal in different degrees and mark the chief danger of today's times.

GENDER INEQUALITY AND HOME

- ① The Behaviour of parents have influence on gender attitudes of children
e.g instances of Domestic violence
- ② Norms of patriarchy are stark in home like men work and women care.
- ③ Discrimination between girls and boys in education and freedom.
- ④ Son-meta preference.
- ⑤ Inheritance of Property is biased in favour of sons.

INSTITUTIONALISATION OF GENDER INEQUALITY

- ① Glass ceiling in corporate world.
- ② Unequal pay at workplace.

③ Religious practices concretise gender inequality

④ Cultural norms e.g. ⇒ Khap panchayats justify honor killings.

⑤ Media sometimes reinforce gender stereotypes e.g. Detergent Ads show only women.

⑥ Poor strength of women in Politics

"I don't wish them (women) to have power over men, but for themselves"
- Mary Wollstonecraft

Thus, Mary's words highlights need of gender equality to promote SDG, Article 14, natural rights and to make India Gandhi's 'Ram Rajya'.

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।

Shareholder Capitalism refers to disproportionate influence large shareholders (like banks, Business families) hold on the management of the company.

Stakeholder Capitalism embodies the needs and concerns of stakeholders like customers, suppliers, financiers, government and public at large.

Prioritising Stakeholders Over Shareholders

- ① Unethical practices like inside trading by shareholders harms interest of customers
e.g. Harshad Mehta scam.
- ② Since shareholders appoint, Management and audit, they exercise arbitrary power
e.g. Recent feud among Tata Sons.
- ③ Shareholders only have profit motive, but stakeholders socio-economic life is impacted
e.g. Satyam scandal led to loss of jobs.

Prioritising Shareholders over Stakeholders

- ① Shareholders provide capital for the functioning of the company.
- ② Stakeholders are very diverse and wide, hindering a cohesive approach.
- ③ It would bring in ease of doing Business accelerating investments and economic growth.

BALANCING ACT

- ① Apart from Stakeholder capitalism, Business ethics like CSR should be institutionalised.
- ② Model of IBC → prioritises employees in case of Bankruptcy.
- ③ Convergence of Profitability, legality and morality.

Thus, Stakeholder and Shareholder Capitalism can be the twin approach to infuse 'Common Good' Approach of John Rawls in Business.

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

VISION

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

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

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

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

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

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

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

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

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

The above situation highlights the issues of expertise, regulations, cost-cutting, public safety, cross-departmental coordination in Engineering field.

- c) The most pressing issues are →
- ① Maintaining the structural integrity of the Fictious Corp Building.
 - ② Public safety in case of cyclone and its imminent collapse.
 - ③ Timely intervention before its too late.
 - ④ Issue of litigation and revoking of license of Mr. X
 - ⑤ Bringing this issue ^{to notice of} ~~of~~ Mr. Y, Chairman of the Company.
 - ⑥ Professionalism and Integrity of the architectural work.
 - ⑦ Maintaining the ingenuie and maazel character of the building

PRIORITISATION OF THE ISSUES TO BE ADDRESSED

- ① I would, first and foremost strive to maintain the structural integrity

of the building, by making changes on 30th floor.

Reason → public safety is the Summum Bonum in this case. It would also ensure following rule of law in the form of building codes.

② Secondly, I would approach Mr. Y for his approval of changes and also from Buildings department

Reason → since changes entail costs and regulatory approvals

③ Thirdly, I would bring to the notice of Mr. Y, the compromise made in the final sketch in the name of cost cutting over safety →

Reason → Zero tolerance to Ignorance (Socratic moral agent).

④ Lastly, I would advise use of welded beams over bolted beams in the next building designs.

b)

ADVICE TO MR. X

- ① As a leader with responsibility, I would advise him to ensure structural changes to building to prevent its collapse (value of integrity, public safety)
- ② I would advise him to discuss issue with Mr. Y with frankness, straight forwardness as doing so, will make him true to one's conscience
- ③ Mr. X should also being the 'change agent' must bring to light, the lack of coordination between departments in design and construction.
- ④ Mr. X should also thank Mr. Z for finding out the deficiency, as gratitude is a supreme ideal.

ADVICE TO MR. Y

- ① As the head of a successful company, Mr. Y should immediately approve the correction plan of Mr. X. This

will be in consonance with stakeholder balance as safety of employees and nearby people is important.

② Mr. Y, I would advise, should also ensure answerability for the lapse, as accountability is needed to ensure recurrence doesn't occur.

③ I would advise, Mr. Y to hold periodical inspection of building to review its structural integrity.

Thus, notions of public safety, Responsibility, Professionalism would help in taking a prudent and ethical decision in this case.

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

In this context, answer the following questions: →

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

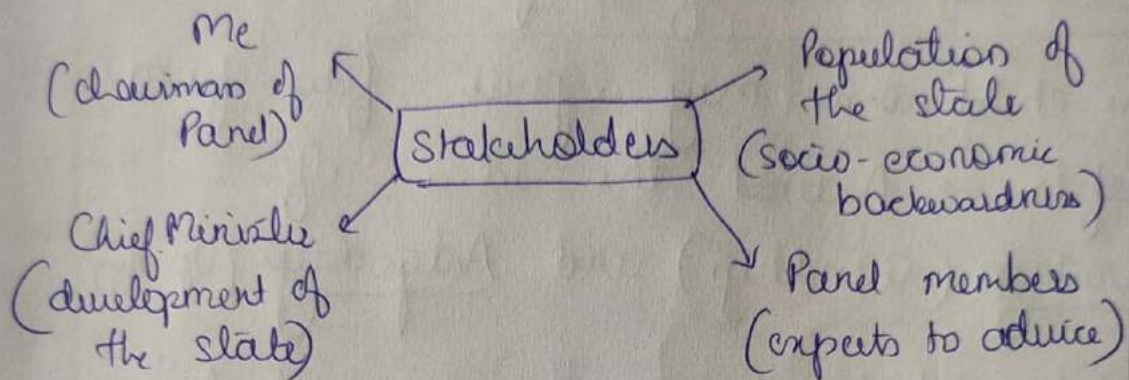
(b) What would be your course of action in the aforementioned case? Suggest reasons for the same. (20)

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

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

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

The above case captures the link between population explosion and socio-economic backwardness and issues of mandatory population control laws.



a) Ethical Issues in Mandatory Population control measures are →

- ① Principle of Autonomy → Any population control measure should be voluntary and well informed.
- ② Individual Rights Vs Collective welfare → Balance between right of procreation Vs Right of shared resources.
- ③ Honouring the 'Social Contract' → State has the responsibility of ensuring equitable development of all.

- ④ Respect of Human Rights → For Example, forced sterilization would violate the freedom of the citizens.
- ⑤ Exclusion Error of welfare schemes → 'one child' norm may deprive few from benefits → Against the idea of Sarodaya (Gandhiji) and Antyodaya (Upadhyay)
- ⑥ State's interference in the personal lives of the citizens → issues of privacy, harassment, inclusiveness should be addressed.

Ans b A Equipped with idea of Collective Good, I would take the following course of action.

- ① Detailed study of similar measures in other states and their impact.
- ② Practicality of the enforcement of one-child norm will be evaluated.

- ③ Deliberation and discussion with panel members, experts, demographers, social scientists for alternative measures.
- ④ I would persuade CM, through tactics of rationality to give some more time to give an objective report.
- ⑤ I, as chairman of Panel, would also study the one-child norm of China.

Reasons for My Action

- ① Constitutional Obligation → Population control, socio-economic growth are part of DPSPs.
- ② Paul Sartre says that individual and his rights should be prioritised (Existentialism).
- ③ According to John Locke's, Right to liberty (Reproductive Rights) are a natural right.

- ④ Compassionate and responsive measures need to be adopted.
- ⑤ Kant's categorical imperative makes people's family norms an end in itself.
- ⑥ Inclusive, rapid and sustainable socio-economic growth is needed to promote Equity.

Thus, adopting other measures like awareness campaigns, cafeteria approach to contraception, decentralisation would help in Population control and achieve objectives of NPP, 2000.

9. You are working as a Divisional Forest Officer ^{DFO} in an area which is home to tigers. Recently, there have been reports of a tiger venturing into agricultural fields and also killing livestock of villagers. Unfortunately, 2-3 villagers have been killed by some wild animals in last few weeks. Villagers claim that the tiger has killed their fellow villagers and request you to protect their lives and property by either (relocating or killing) the man-eater tiger. They also obstructed investigation of forest officials to ascertain whether it was the work of tiger or some other animals. Your attempts to trap the tiger have not been successful. Concerned over the delay in killing or relocating the tiger, villagers hire a private hunter to kill the tiger on their own and argue that they have a right to defend themselves and their property. In this context, answer the following questions:

(a) Identify the issues involved in this scenario.

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

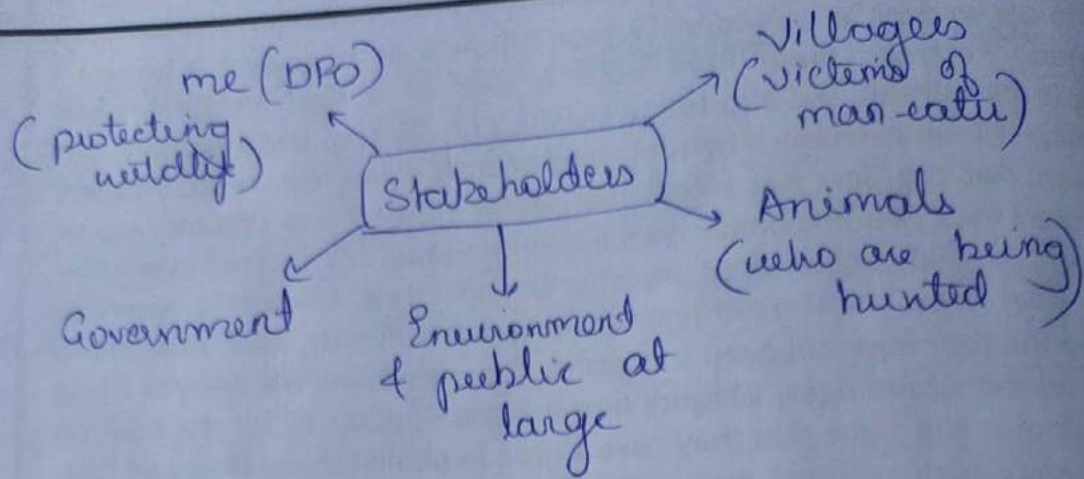
आप एक ऐसे क्षेत्र में मंडल वन अधिकारी के रूप में कार्यरत हैं जो बाघों का निवास स्थल है। हाल ही में, खेतों में एक बाघ के घुसने और ग्रामीणों के पशुधन को नुकसान पहुँचाने की खबरें आई हैं। दुर्भाग्य से, पिछले कुछ हफ्तों में कुछ जंगली जानवरों द्वारा 2-3 ग्रामीणों को मार डाला गया। ग्रामीणों का दावा है कि एक बाघ ने उनके साथी ग्रामीणों को मारा है और आपसे अनुरोध किया गया है कि या तो उस आदमखोर बाघ को स्थानांतरित करके या मार कर उनके जीवन और संपत्ति की रक्षा करें। उन्होंने यह पता लगाने के लिए वन अधिकारियों की जाँच में भी बाधा डाली कि यह बाघ का काम है या कुछ अन्य जानवरों का। बाघ को फँसाने या पकड़ने की आपकी कोशिशें सफल नहीं रही हैं। बाघ को मारने या स्थानांतरित करने में देरी से चिंतित होकर ग्रामीणों ने अपने दम पर बाघ को मारने के लिए एक निजी शिकारी की सेवाएँ ली हैं तथा उनका तर्क है कि उन्हें अपनी और अपनी संपत्ति की सुरक्षा करने का अधिकार है। इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

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

The above case highlights the scenario of Human - Animal conflicts and its impact on human and animal rights in the background of killing of Tiger Auni in Maharashtra.

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Ans a The major ethical issues involved in this case are →

- ① Protecting Animal Rights → constitutional obligation u/A 48-A and 51-a(g).
- ② Protecting the lives of the villagers → threatened by the man-eater.
- ③ Security to the livestock → as they are prey to the man-eating tiger.
- ④ Ensuring Right to defend of villagers against threat to their lives and livelihood.
- ⑤ Values at stake → Animal rights, security, wildlife conservation.

⑥ Adhering to the norms of culling, wildlife protection and issues of human-animal conflict.

⑦ Issue of Relocation of endangered species and their integration of changed habitat.

Ans b As Divisional Forest Officer, I would take the following steps in the above scenario →

① First and foremost, I would stop the private animal hunter, as Tiger is an endangered animal and would amount to violation of Animal rights.

② I would have a meeting with the local village leaders through institution of Gram Panchayat and allay their fears and apprise them of actions being taken

③ I would deploy additional forest guards with technological capabilities to locate and tranquilise the man-eater, to prevent further deaths.

④ I would conduct an RBC (Information, Education and Communication) campaign about Do's and Don'ts for the nearby villages.

⑤ A detailed survey outlining the migratory patterns of these animals to be mapped.

⑥ Environmental ethics, guide me to balance Right to life and Animal rights.

⑦ In the long run, I would request the supervisor to relocate the excess tigers and take steps to prevent habitat fragmentation.

⑧ Technological solutions, like PTZ cameras, thermal scanners, additional patrolling can be helped.

⑨ Rejuvenation of water bodies in the forest so that tigers don't enter villages in search of water and prey.

Therefore, ethical concerns in this case can be solved by balancing Human Rights, Animal rights and ecological rights.

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?

The above case portrays the deteriorating meltdown of public health infrastructure during second wave of covid and its associated social evils of hoarding, black marketing

CASES OF MARKET FAILURES

- ① In a market economy, private sector must adhere to law of the land → In this case black marketing is illegal.
- ② Cheating and ransom are against Business ethics of honest, fair and responsive to needs.
- ③ Vaccine shortage highlights the failure of private sector to predict the demand.
- ④ 'Attha' should always be in a just and fair way → Profiteering through deception, trickery is wrong.
- ⑤ Private sector hospitals couldn't cater to increased admissions of patients.

ROLE OF STATE IN CRISIS SITUATIONS LIKE COVID-19

I. ROLE AS SERVICES PROVIDER

- ① Accessible and affordable health care

the basic needs of human beings, so should form priority for me as DM. (Social Contract)

- ② "Right to health" as natural right demands state to come to a person's rescue.
- ③ To prepare SOPs, guidelines for resilience of supply chain
eg Trains and flights used to carry oxygen concentrators.
- ④ Incentivising the companies to manufacture testing kits and vaccine to cater to demand explosion. (Duty of the state according to Kautilya's Arthashastra)
- ⑤ Setting up of makeshift hospitals, recruiting NGOs, MBBs students should be done in a war footing.
- ⑥ Maintenance of the social order, state should play the role of guardianship at times of crisis.

II) ROLE AS A REGULATOR

- ① state in a market economy plays the role of a facilitator, regulator and controller of basic goods.
- ② Invoking, Essential Commodities Act, 1995, drugs, vaccines, oxygen masks can be declared essential and their hoarding and black marketing can be prevented.
- ③ Utilitarianism of Jeremy Bentham and Common Good Approach of John Rawls should be the guiding philosophy.
- ④ state can put the price-ceiling
eg For vaccines, for ambulances (done in Delhi).
- ⑤ Reservation of covid beds in private hospitals.
- ⑥ It can act as a nodal point for Information Dissemination between Private hospitals, NGOs, citizens.

⑦ Values of Team spirit, collaboration,
fortitude, fearlessness, decisiveness
should be displayed by District administrator
for humane handling of pandemic.

Thus, someone aptly said
that Adversity is the Greatest teacher,
and so, market led economy (LPG
reforms) should be balanced by
state interventions in crisis situations
like these.

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।

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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 above case deals with issue of misleading advertisements, their endorsement by celebrities and ignorance of ethical deliberations especially in pharmaceutical industry.

Ans a) The various stakeholders in this situation are →

- ① Myself (marketing consultant) → tasked with marketing of Pill 'x'
- ② Manager → who is incharge of overseeing the project and giving appraisal report of me.
- ③ MNC → specialises in nutrient supplements and has developed new pill 'x'

- ④ Customers of Pill 'X' → who will face the benefits or side effects of the pill.
- ⑤ Public at large → faced with obesity epidemic.

Ans b The various ethical issues involved here are →

- ① Loyalty towards the company in maintaining secrecy of its functioning.
- ② Being true to our conscience with the malpractice happening
- ③ Caring for self promotion and career growth through over seas job.
- ④ Right to Health (Art 21), 'Right to Education' of the public regarding the pill 'X'.
- ⑤ Fabrication of the research finding amounts to cheating and breach of trust (commerce without morality → Gandhiji's seven social sins)

⑥ Individual and Societal values like public welfare, honesty, upholding 'Truth' (sovereign principle according to Gandhiji) are supreme objectives.

Ans c) → The various possible actions are →

- ① **Option A** → To overlook ^(code of silence) the moral question and prove loyalty to company (moral corruption).
- ② **Option B** → To refuse to continue its marketing and threaten to whistleblow on this issue if not addressed.
- ③ **Option C** → To bring this to the notice of MNC's top officers as well as colleagues.
- ④ **Option D** → Resignation as it creates cognitive dissonance and crisis of conscience in me.

As Socrates 'Moral and Change' agent,
I would chart following course of action

① I would explain to my manager the legal and moral implications and its impact on goodwill and brand image
e.g Volkswagen emission scandal.

② If not resolved, technique of fear appeal and coalition tactics, inspirational appeal and personal appeal is used to persuade manager.

③ Change in attitude of the Manager through moral session will be tried.

④ If even Superior don't resolve, I would disclose this malpractice in the public (whistleblowing).

⑤ I would use Resignation as a moral tool to uphold public welfare at the cost of personal sacrifice (Altruism).

Thus, Science (Tech) without Humanity is a social sin and should be addressed at any cost.

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।

The above description aptly captures emerging concept of online education, its challenges, opportunities and its impact on mental health exacerbated by covid Pandemic.

Ans a) The key ethical issues involved in this case are →

- ① Continuation of teaching as Right to Education is a Fundamental right U/A 21-A
- ② Making online education accessible to poor and remote areas to align with Amartya Sen's capability approach.
- ③ Affordability has to be addressed to ensure social equality.
- ④ Lack of digital literacy has made online initiatives meaningless.
- ⑤ To improve the teacher training and upgradation of school facilities.

Ans) Principles and Values that will guide my recommendation are →

① VALUES:

a) Excellence → concept that skills and competence is imparted to school children

b) 'Knowledge as a virtue' → For Socrates, gaining knowledge was supreme to fight ignorance and gain wisdom

"I know because, I know that I know Nothing"
— Socrates

c) Equality → Accessible online education is important to ensure equity for poor and vulnerable children.

② PRINCIPLES

a) Principle of Autonomy → students and parents should be given opportunity to choose mode of learning.

b) Principle of fairness →, during assessment of

exams, as there is unequal accessibility and affordability.

c) Preservation of mental health → Lockdowns, Isolation have taken a toll on mental health of children (depression, anxiety, ADHD).

Ans c As chairman, I would suggest the following measures →

② For improving Quality of Online Education

- ① Teacher training on handling of online technologies.
- ② Bring up digital content of all textbooks
e.g. SWAYAM
- ③ Hoping in National and International academicians for teaching as online learning provide that opportunities.
- ④ Incentives to Edtech startups e.g. Byjus, unacademy, to cater to growing demand.
- ⑤ Students and Children sensitisation on Do's and Don'ts of Online classrooms.

- ② For improving Accessibility to Online Education
- ① Improving mobile and data connectivity in remote areas.
 - ② Making online educate free for the weaker sections.
 - ③ Imparting digital literacy to the masses eg → PMDISKA.
 - ④ Making Online Education, a part of Right to Education U/A 21(A).

Thus, the above measures can be incorporated to strengthen the vision of New Education Policy of 2020 to make India a 'Knowledge Hub' and Vishwaaguru (Vivekananda).