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GENERAL STUDIES (TEST CODE : 1512)

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Medium Hindi/Eng.	English	Registration Number	874484
Center	ORN / Online	Date	3/01/2021

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

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

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EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

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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 change in attitude of an individual or society towards an object, behaviour etc

Public Administration requires such change in attitude such as: -

- ① to influence change in public's beliefs, values & morals.
eg: opinion of child marriage among some people or vaccine hesitancy
- ② Helps in conflict resolution as you have to persuade someone to either understand other side or comply.
- ③ Essential for successful implementation

of schemes.

eg: Smackish Bhanat Abhyan

④ Helps in consensus building which is the essence of democracy.

As per Aristotle, there are 3 elements

of persuasion:-

① Ethos: credibility, charisma of the source

eg: Mr. Bachchan in vaccine
campaign

② Logos: logical backing to argument.

eg: daily information about COVID cases.

③ Pathos: Emotional appeal.

eg: Anti-smoking ad during cinema

Persuasion is extremely important to ensure public administration is efficient, democratic and people-centric.

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 individuals' internal sense of what is wrong & right or about morality.

One's conscience helps in:-

- ① Avoiding ethical dilemmas and conflict resolution
- ② provides inner satisfaction
- ③ provides a sense of pride.

When one follows the direction of states that are against his/her conscience, it leads to guilt, second-guessing one's decision etc

Conscience & Administration

- ① Presents dilemma between two conflicting values. eg: Ration to migrants who do not have ration card.
- ② Promotes efficiency in administration.
- ③ Uniformity and discipline is maintained in the workplace. eg: no differential treatment to VIPs.
- ④ Increases credibility and social connect among the public. eg: strict action against corruption leads to public trust.
- ⑤ Develops logical & critical thinking
- ⑥ Promotes empathy, sympathy & compassion towards the vulnerable section.

Thus, following one's conscience helps in an empathetic & efficient public administration rather than dissolution yesmanship.

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 widely regarded as 'Father of Indian Renaissance' due to his progressive social & religious views.

Social Views & its contemporary relevance

① He promoted rationalism & modern scientific approach. Although secular rational education has spread, many socially evil practices exist even today.

eg: witch hunting → rationality must be used here

② Campaigned against caste-based discrimination and untouchability. Khasp panchayats and honour killings continue even today

③ Attacked child marriage, women

illiteracy and promoted widow remarriage.
Women even today have unequal status
in Indian society.

④ Promoted social equality.

Religious views & reverence

① Exposed exploitation by religious functionaries
and promoted secular education.

② Believed that each person is personally
responsible for repentance & self-purification.

③ Communal harmony since all teachings are similar.
In present age of increasing individualism

and materialism, Raja Ram Mohan Roy's
message promotes social & religious equality,
critical thinking, empathy, rationality
and peace.

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।

Morals refers to individuals' standards of what is desirable and undesirable.
Morals and ethics are dynamic and hence change with time. eg: Sati was considered immoral in medieval India.

[Expanding circle of morality]

① LGBTQ+ rights have been legalised in many countries. eg: Act 377 was scraped.

② Alcoholism, Smoking etc ~~has~~ is not looked down upon as immoral in urban areas.

③ Many religious stereotypes and superstitions are no longer immoral. eg: girls on

periods must have meals separately OR
Saharimala PSCs.

Same rights as human

① Some non-human entities have some
legal rights already. eg: 'legal persons' or
a lake in Rajasthan (wetland)

② Benefits → will promote conservation
eg: forests with rights
Promote empathy, compassion and sustainable development will prevent cruelty against animals
eg: recent elephant incident in Kerala.

③ However, it may have several drawbacks
- Overburdened administration
- Development will be stalled which will lead to poverty & inequality

Non-human entities must receive some
rights, however poverty alleviation, equality
and well being of humans must not be
compromised.

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

Individual as an agent of social change has been a concept that gained prominence during enlightenment.

Here environment refers to physical, social and emotional environment.

① Individual who is compassionate & empathetic understands the problems of others and thus promotes or builds a similar society.

② Physical environment can be altered through education & science resulting in greater economic development & poverty alleviation. eg: IT industry & India

- ③ Educating oneself also promotes critical thinking and rationality in the society.
eg: Raja Ram Mohan Roy & abolition of Sati
- ④ Accountability and responsibility in the leader promotes such values in the organisation. eg: Nandan Nilekani.
- ⑤ Teachers, parents and role models have a great social influence and changes in them can promulgate to society. eg: Deepika Padukone → awareness about mental health.

Internal agency of an individual is the source of social change. Although, changes in one's attitude & values requires much effort & time, it has various benefits as mentioned.

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

Empathy and compassion are close & hence are often used interchangeably. Former refers to feeling other's pain as one's own while compassion requires readiness to take action.

① Compassion promotes understanding the intricacies of suffering and responding with kindness rather than fear & repulsion.
eg: Actions of some good during COVID.

② It promotes inclusiveness in development.
eg: Antyodaya are provided free food under PDS

③ Promote social & communal harmony and rather than discrimination.
eg: Gandhiji was compassionate towards

The plight of Harijan.

(4) Guides civil servants during the
times of ethical dilemma and
promotes citizen-centric and efficient
administration.

eg: Compassionate Korikode programme
to feed the hungry.

Gandhiji's Talisman mentions compassion
as one of the values that must guide
one's action & hence it is one of
the foundational values of civil servants.

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 adherence to highest moral standards in governance

Corruption is one of the prerequisite as well as result of corruption probity in governance.

- ① Corruption degrades people's confidence in the administration.
eg: 2G Scam, Aardash scam lead to downdfall of UPA government
- ② Decreases efficiency of governance.
eg: delays in clearance for bribes
- ③ Distorted resource allocation as well as public fund

④ Preference to personal, parochial gains
over social good. eg: fund can be used

⑤ to build schools is gone

⑥ Vulnerable sections suffer the most
& status quo is maintained

eg: Jharkhand scholarship scam
where deserving students were robbed.

Measures to prevent

Strict implementation
of anti-corruption
laws

Good role models
must be promoted

Attitudinal
change among
society & admin
eg: still colonial
legacy
Code of ethics &
code of conduct

Corruption must be eradicated to
ensure efficient, socially inclusive
citizen centric governance.

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 (RTI) and Right to Privacy (RTP) are both derived fundamental rights as per Supreme Court.

Complement one another

- ① Right to Information empowers the citizens regarding government decisions and their impact.
- ② Ensures public fund allocation & expenditure is as per democratic mandate. eg: recent criticism of Beti Bachao, Beti Padhao schemes.
- ③ RTP ensures government does not share citizens' information.

- ④ RTP also prevents discrimination by government based on one's caste, race or even choice. eg homosexuality

Conflict

- ① RTI increases public access to information while RTP restricts it.
- ② Government can use RTP as grounds for non disclosure.

During such conflicts, larger public interests, public morality as well as social implications must be the basis for resolution

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।

Recent report by Ministry of Women & Children Development (MOWCD) stated that 79% of Beti Bachao funds were used for media campaign rather than intervention.

Ethical Issues

- Erosion of public trust in public administration.
- Improper use of public resources & fund
eg. a school, strict implementation of PCPNDT etc could use these funds
- Issues of corruption are possible in such scenarios

- Impact of such campaigns cannot be quantitative.
- Promotes accountability ~~and~~ in work culture / environment
eg: why was the report so late.
- Impacts social development and goes against democratic mandate of government.

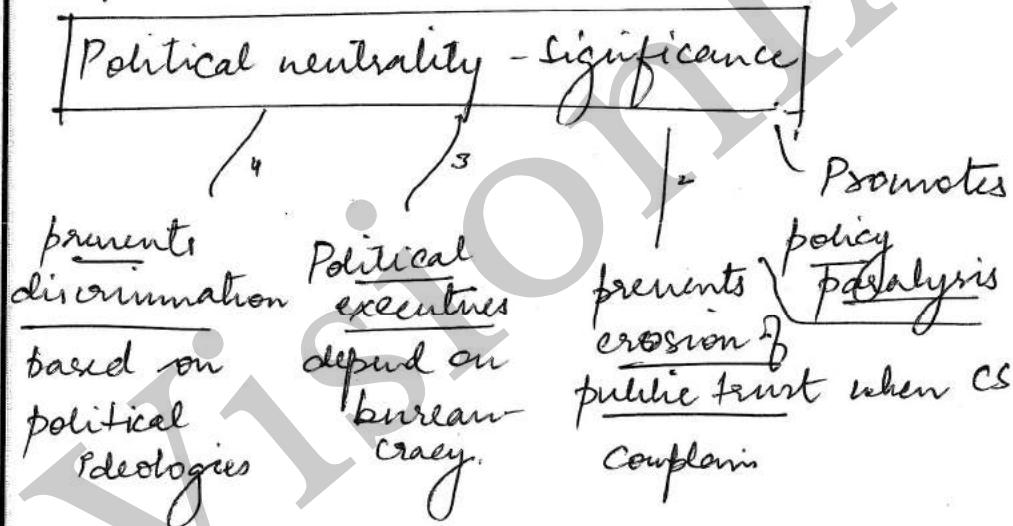
Public administration must ensure the governance is accountable, transparent & as per the wishes of democratic government. Social good must be its utmost priority

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।

Neutrality and non-partisanship are ~~one~~ two of the fundamental values of civil services



However, absolute neutrality is not beneficial as → promotes yesmanship

Preserves status quo.
eg: Corruption continues.

↳ No criticism & complains
leads to loopholes & inefficient schemes.

Civil Service Rules

- ① Prevents / prohibits complaint in public domain
- ② No favouritism to any one party
eg: ECI is an autonomous body
- ③ Provide for transfers which prevents policy paralysis.

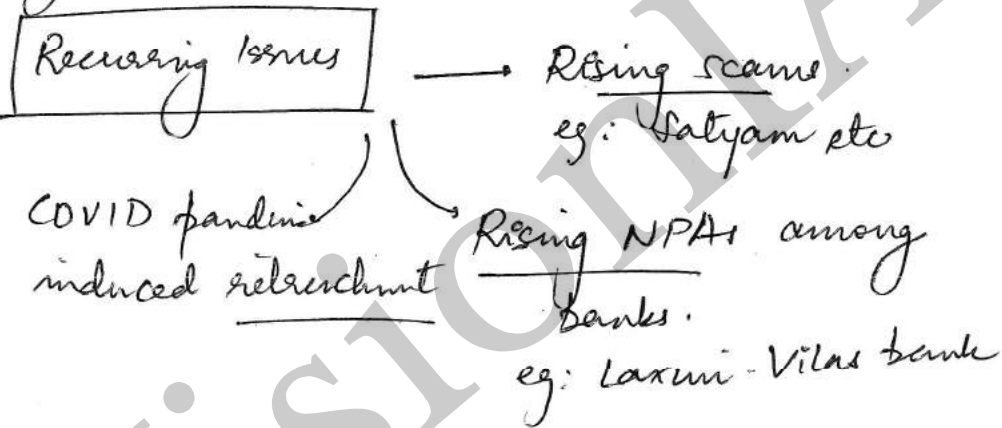
Political neutrality and not absolute neutrality must be promoted. Internal complaints, constructive criticism etc must be allowed.

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 a set of system, principles and processes that guide administration in corporates.



Better ethical framework → Benefits

- ① It will ensure corporates function within laws & ethics. eg: recent report of Facebook and its impact on election.
- ② will attract investors
eg: Recent Future deal & its arbitration.

- ③ Best practices from all over the world. eg: Parental leave → employee retention.
- ④ Stakeholders & not only share holders' benefits must be considered.
eg: promote customer satisfaction etc.
- ⑤ Will prevent delay & inefficiencies
eg: Vedanta mining in Odisha

New ethical frameworks will ensure

India's corporates are globally competitive and lead to economic as well as social development (eg CSR) of the country.

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।

Centuries of patriarchal mindset has entrenched gender inequalities, both subtle and loud, at individual, familial & societal level.

Begin at home

- ① Mother is agent of primary socialisation and her unequal status at home leads to entrenchment
- ② Preferences in toys & clothes.
eg: pink for girls and blue for boys
- ③ Even the birth of girl child is considered as burden. eg: female infanticide
- ④ Preference to boys in education & even in type of education (eg: STEM careers)

⑤ Early marriages of girls &

Societal level

① Child marriages & dowry are result of 'burden'

② Discrimination at employment is result of patriarchal mindset.
eg: difference in wage rate

③ Non-STEM education leads to low paying jobs

④ Safety issues of women is due to their gender objectification, discrimination at home etc

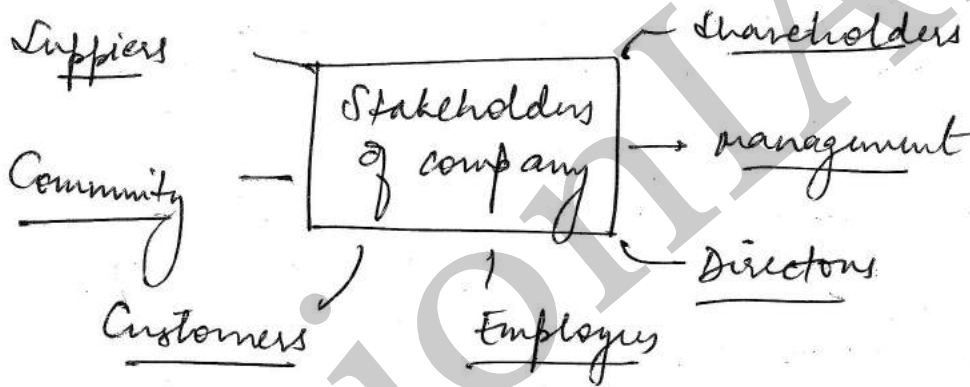
Home is first agency of socialisation.

Gender sensitization, teaching of compassion, empathy to children along with better, equal role models at home will lead to attitudinal change in society.

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।

Stakeholder capitalism refers to a model of corporate governance that ensures all stakeholders of company.



Challenges of ~~share~~ share holder capitalism

- ① Social : promotes inequality, consumerism etc
- ② Economic : exploitation of workforce, different wages for women etc
- ③ Environment : unsustainable exploitation of forest, pollution, global warming etc

Stakeholder capitalism on other hand:-

- ① Promotes employee retention and consumer satisfaction eg: Tata has been the benchmark.
- ② Sustainable development, compensatory afforestation - eg: CARPA funds.
- ③ Goodwill among community is good for brand. eg: CSR funds for hospital.
- ④ Ethical corporate governance promotes investment, enhances profit & prevents delays.

Thus, stakeholder capitalism is the solution for various challenges of shareholder 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 मील का पत्थर सिद्ध होगा, अपितु उसमें अभियांत्रिकी संबंधी चुनौतियाँ भी शामिल हैं, जिसका समाधान इस उद्योग की रूपरेखा को बदलकर रख देगा। यह भवन एक सफल कंपनी फिक्शियस कॉर्प का मुख्यालय बनेगा। इसके अध्यक्ष श्री Y अपनी कुशाग्रता के साथ-साथ गुस्से के लिए भी प्रसिद्ध हैं। ड्राइंग बोर्ड पर कुछ समय बिताने के बाद, श्री X को एक अभिनव डिजाइन सूझती है जो अपने आप में एक उत्कृष्ट कार्य है। उनके कार्यालय को योजना निर्माण और फिर इंजीनियरिंग फर्मों के साथ समन्वय करना था ताकि इसे पूर्णता तक निष्पादित किया जा सके। भवन का रिकॉर्ड समय में निर्माण किया जाता है और उसकी सरलता के लिए उसकी प्रशंसा की जाती है तथा विशेषज्ञ भी इसे इंजीनियरिंग संबंधी एक उपलब्धि के रूप में देखते हैं।

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

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

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

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

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

The above case involves the issue of professional ethics, safety and security of individuals as well as

dilemma between meeting regulations
and ~~safety~~ but not safety standards

(a) The most pressing issue : —

(1) The safety of the individuals in
and around the building. I would
address it first as human lives are
at stake → would approach the

(2) Mr Y and explain to him the gravity
of the situation & required changes

(2) Second priority would be approaching
buildings department for new permis-
ions as well as alerting them to
deficiencies in their regulations.

(3) would approach and examine
the builders as well as my firm
(Mr. X's)

as to why the changes were made in final design and how to prevent it further.

④ Would approach the license board and explain how it was a oversight & how there was no such precedence in my record.

⑤ Would thank Ms Z for highlighting the issues.

The priority would be ①, ②, ③, ④ & then ⑤

⑥

① Advice to Mr. X :

- Check where the oversight happened in this project.
- Speak & explain to Mr. Y all

the issue with the design &
how a relatively small modification
may work + discount or free modification

- Check all the previous projects of
your firm.

- Alert buildings department,

② Advice to Mr. Y :

- would tell him to look towards
long term difficulties over short term
discomfort if modifications do not
take place

eg: had media highlight, loss
of employee lives, financial loss
if building collapses, litigation etc

- would advise him to look
for different architecture firms for

future project.

Thus, I would advise both to
complete the small intervention at
the earliest as human lives must
be placed above all financial gains &
reputation.

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।

Abroad case involves issues of population control and its methods, scarce resource, individual rights etc. A careful balance is required to attain our objective effectively.

② Ethical Issues :

- ① One Child Norm goes against the individuals' fundamental rights.
- ② Scarce resources leads to issues of poverty alleviation, preference to one group, region, scheme etc.
- ③ Dilemma of oversiding the recommendation of committee/panel by myself.
- ④ Duty of providing Chief Ministers will best options.
- ⑤ Socio-cultural rights of families will

be encroached upon by the one-child policy.

⑥ Can the economic development of state be preferred over individual rights?

⑦ I have few options: -

① I would reject the recommendation.

Merits

① Rights of people will be safeguarded.

②

Demerits

① Overriding the panel single handedly

② Economic development of state will suffer.

② I would accept and forward the recommendation: -

Merits

- ① Population control
- ② Economic develop-
ment
- ③ Better resource
allocation

③ I would ask the panel for other options and CQ for few more days:-

Demerits

- ① Individual right will be encroached upon
- ② Social acceptability and hence success of this policy is questionable.

Merits

- ① All the options will be presented to CQ along with their merits & demerits
- ② Panel will feel that all their recommendations have been heard

Demerits

- ① Defeats the purpose of policy panel
- ② Delay in decision making
- ③ Shedding of responsibilities.

I would choose option (3) as: -

- CM can take an better decision with all options available
- CM is the elected official
- It is balance between encouraging rights & population control.

In long term, I would suggest: -

- Education and health infrastructure development
- Awareness about sex education and contraceptives → use of media campaigns, actors etc → attitudinal change in society.
- Economic development

Thus, a comprehensive long term strategy with one child norm for specified short term may work.

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 above case is common among many tribal and forest dwelling communities and provides various issues with / to the Forest Officer.

(a) Issues

- ① Conservation of tigers is extremely important as only 2700 left in India
- ② Media attention due to recent deaths
- ③ The anger & frustration among the villagers related to deaths
- ④ Loss of livestock & economic avenues for the villagers
- ⑤ Pressure from seniors and politicians
- ⑥ Involvement of private hunter further complicates the things.

The above issues highlight the ethical dilemma between one's

right to livelihood and to defend
oneself against that of environmental
conservation.

(b) Steps to be taken :-

① Engage the village community in
dialogue and explain to them that
cooperation between forest & department
and community will lead to faster
resolution. Advise them to take
precaution in short term.

② Ask the community to let other
private hunter not intervene as
it is illegal and may lead
to reprisals for himself as
well as villagers.

- ② Will ask my seniors if for extra manpower & technology and involve the help of villagers as they know the village best.

Long Term

- ① To reduce man-animal conflict encroachment in the forest must be stopped or done sustainably.
- ② Suggest for animal corridors to help with migration, water needs of animals etc
- ③ Build a joint task force which includes local community members and headed by govt. official.

- ④ Train the villagers and spread awareness about how to deal with such situations.
- ⑤ Media campaign to highlight need for environmental conservation & sustainable development.

Ensuring the needs of humans and animals along with economic development is a balancing act.

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?

Free market capitalism, although has many benefits such as good price discovery, efficient market etc, it has several ethical issues such as inequality, black marketing, hoarding etc which

is highlighted during emergencies.

State Intervention

- ① Prevents social discrimination, exclusion of vulnerable section etc
eg: rising inequality in capitalist countries
- ② Prevents social spillover effects such as alcoholism, drugs etc
eg: Bihar prohibition laws etc
- ③ Taxes and CSR like intervention leads to corporates taking responsibility of their actions.
- ④ Holds companies accountable.
eg. Court case → Vodafone case.

VisionIAS

VisionIAS

VisionIAS

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

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

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

Based on the given information, address the following:

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

(20)

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

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

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

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

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

(a) Stakeholders in this case are: -

- ① Me as a marketing consultant
- ② My manager
- ③ The company
- ④ The customers
- ⑤ The renowned celebrity who has endorsed the pill
- ⑥ The research team.

(b) Ethical issues :

- ① Dilemma between personal career benefits and consumer protection

- ② Reputation of renowned celebrity is at stake
- ③ Reputation of company and trust of consumers against the financial gains
- ④ My honesty towards my manager versus the morals & values of myself.

⑤ Options available to me:—

- ① I will keep quiet and fills will hit the market

Merit

- ① Promotion and overseas transfer
- ② Financial gains for company

Demerit

- ① Consumer trust will be betrayed
- ② Reputation of celebrity will be at stake
- ③ Guilt & remorse

② I will highlight the 'scam' / issue
to media & public.

Merits

- No betrayal of customers
- Mental satisfaction

Demerits

- No promotion and or transfer, may even lead to unemployment
- Financial loss to the company.
- No work for celebrity

③ Highlight the issue to the higher hierarchy and rechecking of research.

Merits

- Higher management will be made aware & accountable
- Internal action will not affect reputation of company

Demerits

- No action may be taken
- I may be fired

I would choose option ③ at first,
however in case no action is taken,

I would choose option ②.

In long terms, proper research guidelines,
audit by independent regulators,
better whistleblower protection along with
an aware citizens are necessary to
prevent such cases.

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।

Shift to online medium has been

beneficial as well as has its drawbacks
in some situations.

(a) Ethical issues :

① Inclusivity and equity in development

② Future of children's education and their career.

③ Entrenchment of social divide & its deepening is at stake

④ Mental health and physical development of students.

⑤ Nutrition of poor section's children

(b) Principle and values that will guide my recommendations: -

① Inclusivity and equality

② Compassion and empathy towards

vulnerable poor section

- ③ Emotional Intelligence to understand the difficulties faced by children, parents & faculty.
- ④ Objectivity and Critical thinking to ensure benefit to maximum population
- ⑤ Measures to improve: -
 - ① Quality:
 - technical training courses for teachers - eg: to use zoom, drives etc
 - Curriculum videos in mother tongue must be uploaded on youtube for better / alternative source. eg: Kozhikode district

has done this for Isula (Tribal)
language.

- Active participation based activities to ensure students remain engaged.
- Constant, simple evaluation to ensure doubts are cleared regularly.
- Exams must involve analysis & critical thinking rather than learning since copying is easy in these exams.
- Active feedback & interaction with parents

② Accessibility:

- Ensure compatibility of videos with all the devices. eg: even on mobile
- The physical exam papers, textbooks

must be provided to students at home

eg: Courier

② State must look into providing subsidised tablets, net packs etc for students.

- Constant communication over phone & whatsapp by teachers.

- Video lectures on youtube so they can watch anytime

③ I would also suggest: -

- Fixed number of hours daily of lecture.

- Promotion of non-curriculum classes
eg: drawing, exercise etc

- Interaction among students must be encouraged during breaks - similar to recess.

to ensure good mental health
of students.