



# VISION IAS

www.visionias.in

VISION IAS  
R N 30 AUG 2023 NO 03  
RECEIVED

## GENERAL STUDIES (TEST CODE : 2421)

Name of Candidate	AKASH AGRAWAL		
Medium Hindi/Eng.	ENGLISH	Registration Number	272427
Center	KB	Date	30/08/23

### 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	
3(c)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(a)	10	
6(b)	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 **HINDI & ENGLISH** इसमें बारह प्रश्न हैं हिन्दी और अंग्रेजी 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।

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

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

## EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

## SECTION - A

1. (a) दुनिया भर के समाजों में मूल्यों में निरंतर नैतिक गिरावट हो रही है और अब समय आ गया है कि शिक्षकों को आगे आकर व्यक्तिगत, सामाजिक और व्यावसायिक नैतिक मूल्यों को विकसित करने के लिए मनुष्यों की इच्छा को फिर से जागृत करने का प्रयास करना चाहिए। क्या आप इस बात से सहमत हैं कि देश में बदलते सामाजिक परिदृश्य के मद्देनजर, मूल्यों की शिक्षा युवाओं के लिए न केवल कुशल बल्कि नैतिक रूप से मजबूत पेशेवर बनने हेतु तकनीकी शिक्षा के समान ही महत्वपूर्ण है। व्याख्या कीजिए।

Societies across the world are witnessing a gradual moral decline in values and it is time that educators stepped in and made efforts to rekindle the desire of human beings to develop personal, social, and professional moral values. Do you agree that in the wake of changing social landscape in the country, value education is as important as technical education for the youth to become not only skilled but also morally strong professionals? Explain. (Answer in 150 words) 10

"We live in an era of guided missiles but misguided men" (Martin Luther King Jr)

In the changing social landscape of 21<sup>st</sup> century where it is about "survival of the fittest" there has been a general moral decline. Competition has forced technical education to take lead from moral & value education.

Importance of value education along with technical education :

- Decision Making : While technical education tells us how to do things, value education determines what is done & how well.  
Ex : (Laden : civil engineer : But terrorist)

- Right Direction: The speed is irrelevant if the direction is wrong. (Ex: Vijay Malaya)
- Evolving Technology: Which often leaves gaps in laws, which makes value education all the more important. Ex: Cyber technology, AI.
- Integrity: In pressure situations, morals will ensure that youth stays on the right track. (Ex: Jatan)
- Competing Needs: Limited resources need contentment, satisfaction rather than endless quest for success. (Ex: Trusteeship)
- Leadership: Technical skills might make good professional or even a good manager. But leadership requires skills + morals. (Ex: Dr. Kalam)

Thus as Ralph Waldo Emerson said, educating the mind without educating the heart is no education at all. Thus it is needed that skill & Technical education is supplemented with moral education. The new NEP 2020 is a right step in this direction.

1. (b) गुरु नानक देव जी का मानना था कि धर्म, जाति और लिंग पर ध्यान दिए बिना, प्रत्येक व्यक्ति को दूसरों का भला करना चाहिए और केवल तभी उसे बदले में भलाई मिल सकती है। गुरु नानक देव की महत्वपूर्ण शिक्षाओं पर चर्चा कीजिए जो वर्तमान युवाओं के लिए प्रासंगिक हैं।

Guru Nanak Dev ji believed that despite religion, caste, and gender, everyone should seek well for others and only then one can have that goodness back in return. Discuss the important teachings of Guru Nanak Dev ji relevant to the youth of today. (Answer in 150 words)10

Guru Nanak Dev Ji's teachings showed the way for individuals that it is deeds & not social factors that determine the happiness quotient of an individual.

### Teachings & Relevance for Youth :

- 1) Langar : The practice had multiple aims :
  - to promote equality (Present day casteism, communalism, or even glass ceiling)
  - to promote spirit of service (Fundamental duties in present day as opposed to mere rights based approach)
  - compassion (India : ~~top 1%~~ ~~have 40%~~ 102/119 in World Hunger Index)
- 2) Brotherhood : ~~from~~ it is important to (Dal Khalsa) promote unity in diversity in a ~~s~~ society as diverse as

that of India. It is even mentioned in the Preamble.

3) Respect for Women : In the context of increasing crimes against women (NCRB → 11% increase in 2022)

4) Lounging : Shahbad Dairy Murder case where people walked past or stood as bystanders & mere spectators.

5) Tolerance : Guru Nanak Dev Ji incorporated teachings from Kabir, Saint Rknath, etc. ↔ increasing hate crimes, vigilantism, communal riots.

Thus Guru Nanak Dev Ji's teachings of compassion, dedication to the common man as service to god & his ideas of do unto others what you want them to do unto you hold relevance till today.

Incorporating these will help us become a New, Better India of better Indians.

2. (a) घर से काम करने की संस्कृति, जिसे कोविड-19 महामारी के प्रसार के साथ व्यापक स्वीकृति मिली है, ने निजी संगठनों में कई नैतिक चिंताएं उत्पन्न की हैं, जिनमें मूनलाइटिंग (दो नौकरियां करना) प्रमुख चिंताओं में से एक है। क्या आपको लगता है कि किसी कर्मचारी के लिए मूनलाइटिंग करना नैतिक है? चर्चा कीजिए।

The 'work from home' culture that gained wide acceptance with the outbreak of the COVID-19 pandemic has led to many ethical concerns for private organizations with moonlighting being one of the most prominent ones. Do you think that it is ethical for an employee to practice moonlighting? Discuss. (Answer in 150 words)10

Moonlighting refers to the professional practice of working in two enterprises, full time, simultaneously, without them the enterprises knowing about it.

Ex: Say if someone works for both TCS & Infosys.

### Ethicality of Moonlighting :

- Full utilisation of human resource :
  - Ex: Full time TCS worker, part time freelancer.
- Not Necessarily affects the parent organisation as its work is done nonetheless.
- No control over individual beyond office hours.
- Right to Privacy of an individual.

But there are certain fundamental ethical issues:

- (i) Conflict of Interest: Potential & perceived conflict if work in same category organisation.
- (ii) Against Professional Code of Conduct: companies hire full time employees, expecting full dedication.
- (iii) Compromise on Work Ethics: Utilising time of one office as well as its resources to do the job of other.
- (iv) Bad Precedent: Violates the Trust between employer & employee.
- (v) Not integrous: Integrity, specially professional, in this case demands adherence to professional ethics at all cost.
- (vi) Work - Life Balance: Gets disturbed further, leading to spillover effects.

Thus gaslighting mostly remains unethical, unless the companies know & allow such multiple jobs. It needs caution at the level of individuals & appropriate regulations by government to deal aptly with this matter.

2. हालांकि, अंतर्राष्ट्रीय संबंधों में निष्पक्षता सुनिश्चित करने के लिए कई संस्थान कार्यरत हैं, फिर भी, राष्ट्र अपने हितों की पूर्ति हेतु अक्सर नैतिक मूल्यों और इन संस्थानों के दिशा-निर्देशों की उपेक्षा कर देते हैं। उदाहरण सहित चर्चा कीजिए।

While there are multiple institutions to ensure fairness in international relations, states often put aside moral values and the directions of these institutions for their own interests. Discuss with illustrations. (Answer in 150 words)10

"There are no permanent friends, enemies, or rules in international relations, there are only permanent interests".

- John Mearsheimer

From League of Nations, to United Nations, organisations have existed to ensure fairness, but rarely succeeding.

1) Narrow perception of national interest :

Nations tend to go for immediate measures, disapproving rules. Ex: US War on Iraq.

But it has led to loss of credibility & decline of the goodwill.

vs.

India : still obey Indus Water Treaty → hence considered responsible actors.

- 2) Perception of "interest" : limited to the institution of nation-state rather than the universalist idea like that of India - Vasudhiva

Kutumbakam (world is one family).

Ex: Vaccine nationalism by West, China, etc.  
vs. Vaccine Maitri by India.

3) Sovereign Equality vs. Might is Right;

China & its territorial aggression in South China Sea & in Himalayas vs. India's Gyral Doctrine which treats states as equals.

Ex: China disobeyed UNCLOS verdict.

4) Vested Interests: Elite capture of institutions.

Ex: Russia - Ukraine War: high arms sales.  
Hence profit for arms lobby.

5) Lack of Empathy & Compassion: Treatment of other nations as means rather than ends in themselves. Ex: WTO Vaccine IPR Waiver issue.  
: UNFCC: Unfulfilled promises

Thus the ideals of argument of power need to be replaced by power of argument. Hence India has called for a rules-based international order.

3. निम्नलिखित में से प्रत्येक उद्धरण का आपके लिए क्या अर्थ है?

What does each of the following quotations mean to you?

(a) "बुद्धिमानी से कार्य करने के लिए बुद्धिमत्ता से अधिक की आवश्यकता होती है।" - फ्योदोर दोस्तोयेव्स्की

"It takes something more than intelligence to act intelligently." – Fyodor Dostoyevsky (Answer in 150 words)10

In any field, with same rules, regulations and even with same capabilities, people often tend to produce different results. For Zigler, it is the right attitude which is the game changer, while for others like Goleman, it is emotional intelligence.

In the words of Goleman, 80% success on work is due to EQ, and 20% is due to IQ. While IQ determines the capabilities, it is the cash in the vault. EQ determines how well it will be used.

Lord Hanuman had all the capabilities, but it took Jambavan to condition his attitude to realise them & utilise them for the right cause. Similarly Stephen Hawkins, despite suffering from motor neuron disease, had the will power, the right attitude to pursue his

dreams & channelise his intelligence.

Right attitude & emotional intelligence enables an individual to become self-aware, utilise self's as well as other's energy & intelligence. It offers feedback mechanism for an individual.

Self-motivation, which is an essential component of emotional intelligence enables perseverance in the face of troubles. It was not just Edison's intelligence, but his will to pursue his goals that led to the invention of the bulb.

Similarly EI allows a better handling of the relationships, ensure a good environment around oneself, which attracts people around us.

Thus it is rightly said, that it needs more than intelligence - right attitude, EI, right advises, values - to behave intelligently.

3. (b) "एक लोकप्रिय सरकार, बिना लोकप्रिय जानकारी के, या इसे प्राप्त करने के साधनों के, एक ढोंग की शुरुआत या एक त्रासदी; या संभवतः दोनों है।" - जेम्स मैडिसन  
 "A popular government, without popular information, or the means of acquiring it, is but a prologue to a farce or a tragedy; or perhaps both." - James Madison  
 (Answer in 150 words) 10

Public access to information is one of the basic foundations of a democracy as it is the people who are trustees, government is just a trust. (John Locke)

Information enables :

- Participation : of people in government affairs
- Accountability : of government to the people
- Transparency : of what is being done and why.
- Probity & Integrity : As it enables to reduce malafide acts like corruption.
- Education : People should know what is happening, what are their rights.

Not just information but the means of acquiring it are as important :

- Accessibility : to rich, poor, digital or physical

- Availability : Difference between data & information. Information should be in such a manner so that it can be meaningfully utilised.
- Enforceability : The feedback arising out of the information should bring changes in the governance.

In light of these arguments, the government of India has brought the Right to Information 2005 Act. It ensures a easy, accountable mechanism for accessing information.

Thus RTI should be effectively implemented with maximum exo-moto disclosure under Section 8, so as to ensure government of the people, by the people & for the people.

3. (c) "चरित्र को अनुनय का लगभग सबसे प्रभावी साधन कहा जा सकता है।" - अरस्तू

"Character may almost be called the most effective means of persuasion." - Aristotle (Answer in 150 words) 10

Persuasion refers to the deliberate attempt to change the target object's attitude (affective, cognitive, behavioural) towards an object. Ex: Anti-Tobacco campaign (Mukesh)

While there are many ways and degrees of persuasion, character was considered the most effective by Aristotle. This is because & when the source characteristic is power, the persuasion happens out of compulsion. But such type of ~~to~~ persuasion is not enduring & is rendered ineffective as soon as the sanctions vanish. Ex: Boss's dictate to compliance come 30 mins early → needs enforcement.

Similarly when the source characteristic is charisma, the persuasion happens due to identification. Ex: Sachin Tendulkar telling bikers to wear helmet. While there might be compliance in next term, its degree &

endurance varies.

But when the source characteristic is character, persuasion happens due to internalisation of the said behaviour. In this case there is credibility of the source & it needs no enforcement since the processing of message happens through the central route. Ex: Netaji's call of "Give me blood & I shall give you freedom".

However there are various measures of persuasion like Foot in the door, door in the face, & encouraging empathy, There is No Alternative, etc.

These methods are of varying utility in different circumstances, depending on the characteristics of the target object. But character is certainly one of the most important source.

4. (a) हालांकि, निष्पक्षता को लोक सेवा के लिए प्रमुख नैतिक मूल्यों में से एक के रूप में निर्धारित किया गया है, फिर भी इसे लोक सेवाओं में करुणा के प्रति बाधक के रूप में नहीं देखा जाना चाहिए। चर्चा कीजिए।

While impartiality has been identified as one of the key ethical values for public service, it should not be seen as precluding compassion in public services. Explain with suitable illustrations. (Answer in 150 words)10

Impartiality is referred to objective decision making by not being partial / unfair.

Ex: Art 14 : Treating equals equally.  
Equality before law.

Compassion refers to the value of understanding the pain of others & actively putting efforts to alleviate them.

Ex: Dr. Kalam designed light weight callipers for polio patients.

While both are considered as essential & foundational values of civil services, one taking precedence over other creates a dilemma.

Impartiality, however, doesn't inhibit compassion rather enables it. It simply means treating equals equally (Equality Before Law) whereas compassion ensures treating unequals unequally (Equal Protection of Laws).

- 1) Affirmative Action : Impartiality in recruitment of UPSC → objective examination .  
But compassion → 4% reservation for PwD
- 2) Rawls. Difference Principle : While principle of Maximum Equal Liberty ensures impartiality, difference principle ensures compassion .
- 3) Panchayati Raj : While ensuring impartiality in elections , compassion for women representation in favour of reservation (1/3 rd)

However sometimes as the Supreme Court has highlighted , there are aberrations :

- Reservation for "dominant castes"  
(Jat Reservation case)
- Irrational freebies (thus impartial towards taxpayers)

Thus impartiality & compassion are to be seen as a whole in public services . They are absolutely compatible with each other , provided implemented rightly .

4. (b) प्रशासकों द्वारा धारित शक्ति, यदि सही तरीके से प्रयोग की जाए तो देश को महान लाभ प्रदान कर सकती है, लेकिन यदि इसका दुरुपयोग किया जाए तो भ्रति और अपमान का कारण बन सकती है। सविस्तार वर्णन कीजिए।

The power, which administrators wield, can bring the nation great dividends if rightly used, but can bring harm and disrepute if abused. Explain with suitable illustrations. (Answer in 150 words) 10

"With great power, comes great responsibility".  
Even Kautilya opined that in public services, administrators dissolve their individuality,  
"In the happiness of the subjects, ~~the~~ lies the happiness of the king" as the aim is Logakshem (welfare of people).

When the power is rightly used, it brings benefits to not just nation as a whole but to individuals as well :

- (i) Public Welfare : Armstrong Palme did crowdfunding to build "People's Road".  
IAS Manish Kumar of Jharkhand made Electricity Dept. profitable for the 1<sup>st</sup> time.
- (ii) Accountability : Rajasthan govt's Tan Soochna Portal → gave power to public → hence responsible, accountable.

(iii) Systemic changes & Precedent : IFS Gaurav Sharma from Jharkhand made tribals aware of their rights against himself, which people demand even after his transfer.

On the other hand, when misused,

(i) Dishonour : Corruption : IAS Pooja Singhal → credibility of bureaucracy tarnished.

(ii) Social Capital : Makes governance problematic once lost. Ex: Manipur : Trust in govt. machinery declined.

(iii) National Security compromised : DRDO scientist shared classified information with spies despite being under oath of secrecy.

Hence power is a double edged sword. It is not good or bad per se., it all depends on the owner of the sword.

5. (a) 'सामाजिक जवाबदेही' पद से आप क्या समझते हैं? इसके महत्व की व्याख्या कीजिए और किसी भी सामाजिक जवाबदेहिता संबंधी पहल की सफलता हेतु उत्तरदायी प्रमुख कारकों पर चर्चा कीजिए।

What do you understand by the term 'social accountability' and what is its significance? Discuss the critical factors responsible for the success of any social accountability initiative. (Answer in 150 words)10

Social accountability refers to the answerability of an organisation / institution towards the society in general & civil society in particular, with the society having means to enforce it. Ex: Social audit in MNREGA.

Significance :

I For the People :

- (i) Value for Money : Ensure better services for the taxpayers money.
- (ii) Quality Service Delivery on Time : As people are aware of their rights
- (iii) Educative Value : Transforming citizens from mere beneficiaries to participants of governance.

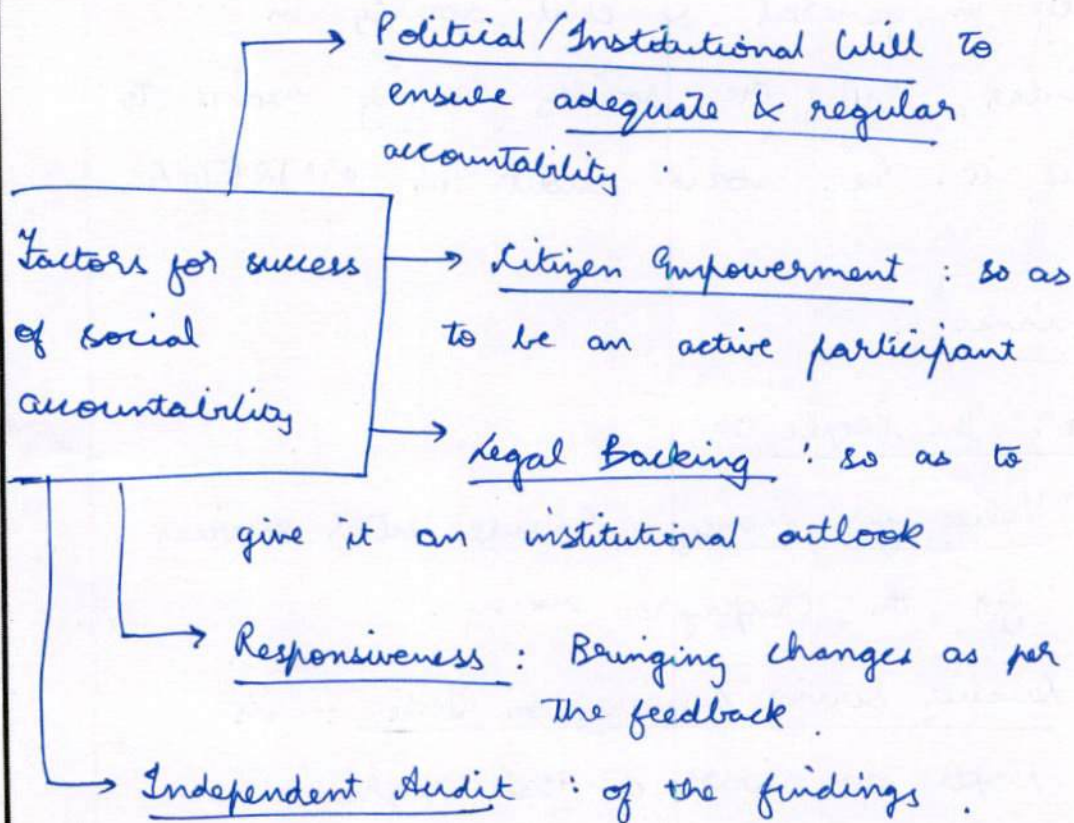
II For the Government / Organisation :

- (i) Credibility : Accountability & transparency

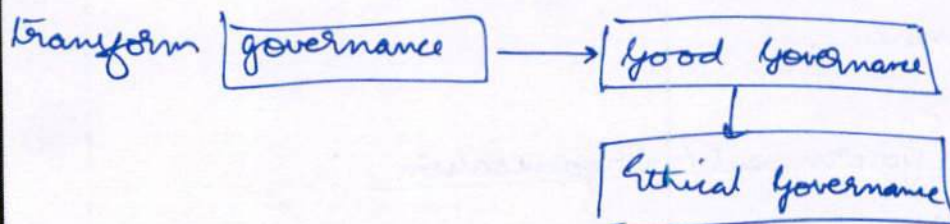
ensures credibility & generation of social capital

(ii) Reduced Corruption : By Institutions' regulation capacity are enhanced by the society .

(iii) Efficiency & Effectiveness : With constant feedbacks, constant improvements follow .



Thus social accountability has the potential to



5. (b) डेटा संचालित प्रौद्योगिकियों पर अत्यधिक निर्भरता के परिणामस्वरूप डेटा उपनिवेशीकरण और डिजिटल तानाशाही की स्थिति उत्पन्न हो सकती है। इस संदर्भ में उत्पन्न होने वाले विभिन्न मुद्दों पर चर्चा कीजिए और उपचारात्मक उपायों का सुझाव दीजिए।

Too much dependence on data driven technologies can result in data colonisation and digital dictatorship. Discuss the various issues that may arise in this context and suggest remedial measures. (Answer in 150 words)10

"Data is the new oil." (Mukesh Ambani)  
Hence in this age of data overflow,  
technologies like big data, has come with  
its own unique set of advantages as well as  
issues.

### Issues of data colonisation & digital dictatorship

- (i) Violation of Privacy : Data storage without user consent (Justice Puttaswamy judgment)
- (ii) Digital Divide :
- Among nations → EU GDPR : Data colonisation
  - Within nations → Rural-Urban
  - Men-Women
- Thus lack of equity.
- (iii) Apathy : Data obsession ignores the human empathy & compassion.
- (iv) Violation of Dignity by Misuse :
- Ex: Zivame data leak.

(V) Efficiency over effectiveness : Focus has diverted from the outcomes as the approach is mechanical + issues like cybercrime, cyberbullying, etc.

### Remedial Measures :

(i) Comprehensive Data Protection Law : As recommended by Justice Srikrishna Committee.

- Focus on Consent                      - Education
- Indigenisation of storage
- Comprehensive data security measures

(ii) Data with Compassion : providing alternatives : data wherever possible, other means wherever necessary.

(iii) Strict enforcement of laws to protect individual rights, human dignity.

Thus data driven approach is an excellent means, but it shouldn't become the end.

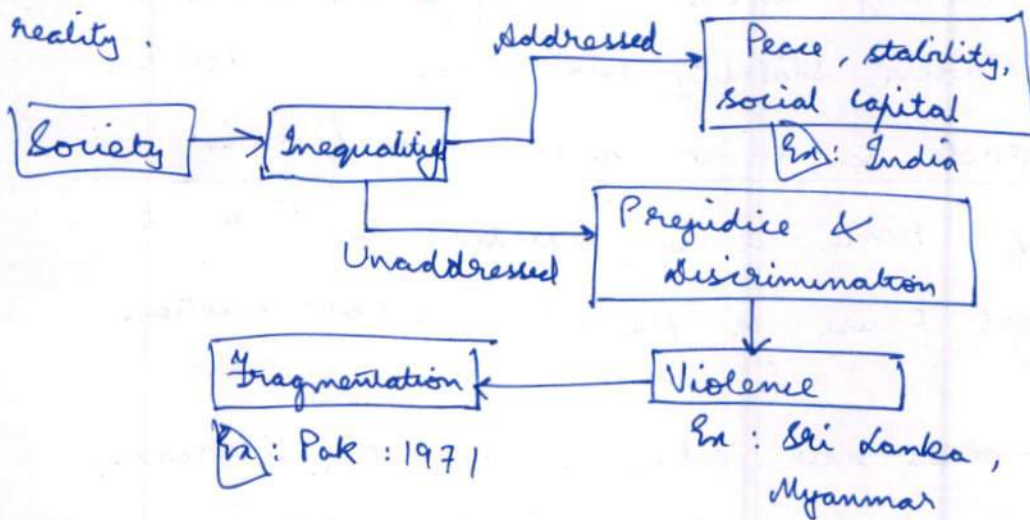
There is need to respect data sovereignty, individual dignity & integrity.

6. (a) पूर्वाग्रह और भेदभाव को जब दूर नहीं किया जाता है तो इनमें संघर्षों को हिंसा में बदलने की क्षमता होती है। उदाहरण सहित चर्चा कीजिए।

Prejudice and discrimination when left unaddressed have the potential to turn conflicts into violence. Discuss with examples. (Answer in 150 words) 10

"Democracy rarely dies under the jackboots of men with funny mustaches. It dies with the rise of us vs. them, with prejudice & discrimination accumulation".

In societies, inequalities are a social reality.



1) Ancient Greece: Corruption → Rich vs. Poor  
Master vs. Slaves  
↓  
Prejudice & Discrimination  
↓  
Accumulated discontent  
↓  
Revolution

Thus Aristotle concluded that, "Inequality is the cause of prejudice which results in revolution"

2) Sri Lanka : Madhesis vs. Sinhalese → not addressed but political opportunism → led to civil war.

3) Manipur : Kukis vs. Meiteis conflict : disorientation was simmering since decades, but left unaddressed. Thus violence.

Thus in any diverse society, the choice is not between stability and chaos, but between manageable & unmanageable chaos (Ashis Nandy). Hence it is important to strike at the root cause of prejudices & discrimination.

~~These values~~ have values of equality, tolerance, compassion have to be assimilated through attitude conditioning, moral & value education as well as socialisation & re-socialisation.

While striking at the origin of prejudice & discrimination, it is important to continue the efforts to tackle it at the earliest, just like the Indian Constitution envisages under

Article 38(2) & 39(b), 39(c).

6. (b) हालांकि, 'मी टू मूवमेंट' ने कार्यस्थल पर महिलाओं के यौन उत्पीड़न के संबंध में कुछ असंतोष की ध्वनि पैदा करने में मदद की है, लेकिन यह भारत में कार्य संस्कृति पर स्थायी सकारात्मक प्रभाव उत्पन्न करने में विफल रहा है। क्या आप सहमत हैं?

Though the 'Me Too Movement' helped in creating some murmur with respect to sexual harassment of women at workplace, it has failed to create a lasting positive impact on the work culture in India. Do you agree? (Answer in 150 words) 10

"Gods reside where women are respected"  
- Rig Veda.

But time & again they have been exploited.

# Me Too Movement was an instance of a social movement where women fought back, by naming & shaming those who sexually exploited them at workplace.

Limited Impact on Work Culture in India:

- (i) Expectation of Toleration: Women are expected to keep quiet because of the patriarchal influence on values.
- (ii) Lack of opportunities: Fear of losing work stops women from exposing such acts.
- (iii) Stigma around Dignity & Women Honour: where the society treats victims ~~with~~ to have brought dishonour.
- (iv) Already existing & functional mechanisms: Internal complaints committee under the

Prevention of Sexual Harassment at Workplace Act, 2013.

However # Me Too Movement has left some impact as well :

- (i) Fear of shaming : An extra deterrent among perpetrators .
- (ii) Confidence : among women to expose wrongdoers .
- (iii) Tangible Actions & Boycott : Ex : Bollywood industry , few corporate offices .
- (iv) Increased awareness : # Me Too had an instrumental value of increasing awareness about women rights especially POSH Act .

Thus , while the impact of # Me Too Movement ~~to~~ in India has been different from the rest of the world , especially western countries , it was due to different value systems . But nevertheless , it has created a positive discourse about women safety at workplace .

## SECTION – B

निम्नलिखित प्रश्नों में, प्रस्तुत प्रकरणों का ध्यानपूर्वक अध्ययन कीजिए और उनके आगे आने वाले प्रश्नों के उत्तर दीजिए (लगभग 250 शब्दों में):

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

7. आप लगभग 15 वर्षों से एक प्रसिद्ध व्यावसायिक सलाहकार कंपनी में काम कर रहे हैं और आपको वरिष्ठ कार्यकारी स्तर पर पदोन्नत किया गया है। मीरा नाम की आपकी एक कनिष्ठ सहकर्मी है, जिसे आप समय-समय पर सलाह देते रहे हैं। आपके मार्गदर्शन के साथ-साथ उसने कंपनी में जो समय और सहयोग दिया है, उसने उसे संगठन में पेशेवर रूप से तेजी से उन्नति करने हेतु प्रेरित किया है। काम का माहौल भी उसके विकास के अनुकूल रहा है। इस बीच, मीरा की माता पिछले कुछ वर्षों से बीमार हैं और उन्हें चिकित्सीय देखभाल की आवश्यकता है। समय के साथ उसके चिकित्सीय व्यय में भी तेजी से वृद्धि हो रही है।

हाल ही में, मीरा को आपके बॉस द्वारा यौन उत्पीड़न के एक असहज अनुभव का सामना करना पड़ा, जिसके बारे में उसने कंपनी के मानव संसाधन विभाग (HRD) को तुरंत सूचना दी। संबंधित बॉस का कंपनी की सफलता में महत्वपूर्ण योगदान रहा है और वह कंपनी के भीतर एवं बाहर भी अच्छी तरह से जुड़ा हुआ है। उन्होंने मीरा को इस मुद्दे के निपटारे के लिए अप्रत्यक्ष रूप से एक बड़ी राशि की पेशकश की है। अगर मीरा उसके प्रस्ताव को स्वीकार कर लेती है, तो उसे एक गैर-प्रकटीकरण समझौते पर हस्ताक्षर करना होगा जो मीरा को इस मुद्दे को फिर से खोलने या इसके बारे में चर्चा करने से रोकता है। मीरा को पता चला है कि संबंधित बॉस पहले भी इस तरह की हरकतों में शामिल रहा है। कंपनी में उसके पद और उसके संबंधों को देखते हुए, मीरा को लगता है कि वह भविष्य में उसके करियर के लिए खतरा हो सकता है। लेकिन उसे पैसों की भी सख्त आवश्यकता है।

दी गई परिस्थितियों में, निम्नलिखित के उत्तर दीजिए:

- (a) इस मामले में शामिल मुख्य हितधारकों की पहचान कीजिए।  
(b) उपर्युक्त मामले में सत्यनिष्ठा और नैतिकता से संबंधित मुद्दों पर प्रकाश डालिए।  
(c) मीरा के पास कौन-से अन्य विकल्प उपलब्ध हैं? उसे किस विकल्प का चयन करना चाहिए और क्यों?

You have been working in a well-known business consultancy company for nearly 15 years and have been promoted to a senior executive level. You have a junior colleague, named Meera, whom you have been mentoring from time to time. The time and effort she has invested in the company along with your guidance has led her to rapidly grow professionally in the organisation. The work environment has also been conducive for her growth. Meanwhile, Meera's mother has been ill and requiring medical attention for the past few years. Her medical bills have been increasing rapidly over time.

Recently, Meera encountered an uncomfortable experience of sexual advances at the hands of your immediate boss, which she reported to Human Resources Department (HRD) of the company instantly. The concerned boss has been instrumental in the success of the company and is also well-connected within the company and beyond. He has indirectly offered a large amount for the settlement of this issue to Meera. If Meera accepts his offer, she will have to sign a non-disclosure agreement that restricts her from re-opening the issue or even discussing

about it. She came to know that the concerned boss has been involved in similar acts earlier as well. Given his position in the company and his connections, Meera feels that he could be a threat to her career in the future. She is also in dire need of money.

In the given circumstances, address the following:

- Identify the main stakeholders involved in this case.
- Highlight the issues related to integrity and ethics in the case above.
- What are the various options available to Meera? Which option should she choose and why? (Answer in 250 words) 20

Ans

"The progress of a society can be measured by the progress of its women."

"The day when every woman of the country will feel safe to move on the streets at night, that will be India's real freedom." - Dr. B. R. Ambedkar

The above case highlights the inhuman nature of the patriarchal society, a game in which women are not the opposite team, but the ball!

(a) Stakeholders Involved :

- Meera : victim of sexual harassment  
: emotionally vulnerable due to illness of mother  
: need of financial help.

(ii) Me : " To ignore evil is to become  
accomplice to it "

(iii) My Boss : repeat offender (allegedly)  
: instrumental for success of  
company  
: offering money for settlement  
: well - connected

(iv) HR D : needs to take decision on  
complain

(v) Company as  
a whole : Questionable work culture  
: Internal Complaint Committee  
as per POSH Act 2013 either  
missing or Meera unaware ⇒  
not publicised

(vi) Other employees : effect on morale ,  
(specially women) : confidence

(vii) Nation as a  
whole : Education system (values)  
: Participation of women in  
workforce

(6) Issues related to integrity & ethics :

- Constitutional values : Art 51A(e) :  
fundamental duty to renounce practices

derogatory to the dignity of women

- (ii) Prevention of Sexual Harassment at Workplace Act, 2013 violated
- (iii) Human dignity violated : Treating Meera as means, not an end.
- (iv) Dysfunctional Internal Complain Committee : Since boss is repeat offender.
- (v) Empathy & Compassion : need to help Meera in her mother's treatment as well as her emotional well-being.
- (vi) Poor corporate governance and work culture

(c) Meera has the following options :

- (i) Accept the compensation in lieu of non-disclosure agreement.
- (ii) Complain to boss's superior to bring to her notice the issue
- (iii) Lodge a written complain in the police station with relevant proofs.
- (iv) Take mentoring from senior executive (me) to discuss possible steps
- (v) Try to crowdfund money for her mother's

Treatment through social media or relevant government schemes if applicable.

(vi) Talk to other female employees to check whether they faced the same fate as well.

Meera should choose a mixture of ~~the~~ above options - crowdfund money for her mother, talk to other employees which will not only help others but might also help in collecting evidences. She should complain within the office & even a formal police complain. This will ensure that :

- Her mother's Treatment is done
- Other employees & she herself gets justice
- The work culture of organisation becomes safe for everyone.
- The guilty will get punished.
- Organisation will work smoothly in absence of unethical men.
- Her job will remain secure.
- Future girls (possible victims) safe.

Thus despite this being tough time, she should take the step to uphold the ideals of human dignity. It is also important to <sup>in general & everyone else</sup> teach children, gender-sensitivity & respect of all to prevent such instances in the future.

8. आप हाल ही में एक फार्मास्यूटिकल कंपनी में शामिल हुए हैं वहां आपका पद रीजनल सेल्स मैनेजर का है। आपको एक वर्ष के लिए बिक्री लक्ष्य दिया गया है, जो आपके आकलन के अनुसार असामान्य रूप से अधिक है। हालांकि, बाजार का सर्वेक्षण करने पर, आपने पाया है कि प्रतियोगी ऐसे लक्ष्यों को प्राप्त कर रहे हैं। गहन विश्लेषण करने पर, आपको डॉक्टरों को उनके मेडिकल रिप्रेजेंटेटिव्स द्वारा उपहार, भुगतान और आतिथ्य लाभ देने की अनैतिक प्रथाओं के बारे में पता चलता है। यह यूनिफॉर्म कोड ऑफ फार्मास्यूटिकल्स मार्केटिंग प्रैक्टिस द्वारा प्रतिबंधित है। आपने इस संबंध में नेशनल सेल्स मैनेजर से संपर्क किया लेकिन उन्होंने जारी किए गए लक्ष्यों को किसी भी कीमत पर प्राप्त करने का संकेत दिया है। आपने डॉक्टरों को अनैतिक प्रोत्साहन देने की प्रथा में शामिल न होते हुए एरिया सेल्स मैनेजर्स को अपने-अपने निर्धारित लक्ष्यों को पूरा करने का निर्देश दिया। उन्होंने इन प्रोत्साहनों और लाभों को दिए बिना लक्ष्यों को पूरा करने में असमर्थता संबंधी अपनी चिंताओं को व्यक्त किया है।
- (a) इस संदर्भ में, आपके द्वारा किन नैतिक दुविधाओं का सामना किया जा रहा है?
- (b) आपके समक्ष उपलब्ध विकल्पों के गुणों और दोषों पर चर्चा कीजिए? आप इन विकल्पों में से किसका और क्यों चयन करेंगे?
- (c) फार्मास्यूटिकल क्षेत्र के पास अपने उत्पादों के विपणन के लिए कौन-से नैतिक विकल्प उपलब्ध हैं?

You have recently joined as a Regional Sales Manager of a pharmaceutical company and have been given a sales target for the year, which is unusually high as per your assessment. On surveying the market, however, you have observed that the competitors are achieving such targets. On a deeper analysis, you come across unethical practices of giving gifts, payments and hospitality benefits to doctors by their medical representatives. This is prohibited by the Uniform Code of Pharmaceuticals Marketing Practices. You contacted the National Sales Manager in this regard but he hinted at achieving the released targets at whatever cost. You directed the Area Sales Managers to meet their respective targets while not engaging in the practice of unethical incentives to the doctors. They have communicated their concerns regarding their inability to meet the targets without provision of these perks and benefits.

- (a) What are the ethical dilemmas being faced by you in this context?
- (b) Discuss the merits and demerits of the options available to you? Which of these will you choose and why?
- (c) What are the ethical alternatives available to the pharmaceutical sector to market their products? (Answer in 250 words)20

The above case highlights the violation of Medical Ethics and committing of the Deadly Sin, what Mahatma Gandhi said - "Commerce without Morality."

(a) Ethical Dilemmas Involved :-

- (i) Profit Motive vs. Responsible Business
- (ii) Ends vs. Means  
(Profit) (Profit through ethical means)
- (iii) Professional Ethics vs. Market Practices
- (iv) Senior's Directive vs. Conscience
- (v) Non-interference in other companies vs.  
Steps to ensure level playing field.
- (vi) Unfair trade practices vs. following rules.
- (vii) Individual goals (perks & benefits) vs.  
Professional ethics
- (viii) Compassionate Capitalism vs. Exploitative  
Capitalism

(b) Options available :

- (i) ~~Do it~~ the same as everyone else

Merits	Demerits
<ul style="list-style-type: none"> <li>- Targets met, perks &amp; benefit received</li> <li>- Manager satisfied, hence better relations</li> </ul>	<ul style="list-style-type: none"> <li>- Violation of Medical Ethics</li> <li>- Law will catch up some day (eg: Dolo case)</li> </ul>

(ii) Take right means to achieve the maximum possible targets, even if less

Merits	Demerits
<ul style="list-style-type: none"> <li>- Virtue Approach: avoid doing something wrong</li> <li>- Will help in long run</li> <li>- Ethical doctors attracted</li> <li>- Legality ensured, hence no fear</li> </ul>	<ul style="list-style-type: none"> <li>- Might irk managers</li> <li>- No fair chance to meet targets as others have.</li> <li>- Not a level-playing field</li> </ul>

(iii) Complain to regulators regarding unfair practices to the National Medical Commission

Merits	Demerits
<ul style="list-style-type: none"> <li>- Fair trade practices in market</li> <li>- Action against wrongdoers</li> <li>- Medical ethics upheld</li> <li>- Win-win for all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Action might take time</li> <li>- Immediate targets might be missed</li> </ul>

The right option will be a mixture of (ii) & (iii) as this will ensure a fair market, ~~for~~ with level playing field for all. This will help to achieve profits which are

legal + ethical + effective. It will ensure the trust of customers, discipline and integrity among doctors and probity among manufacturers & marketing companies.

(C) Ethical alternatives available to pharma sector to market their products

(i) Advertisements on television & print media:  
To market their products & increase the visibility.

(ii) Displaying data on efficacy:  
This will ensure credibility of the brand & assure customers of the quality.

(iii) Opinion of Experts:  
Just like toothpaste ads which say dentists recommend this toothpaste!

(iv) Clarifying w.r.t. side effects:  
Allay fears of side effects by presenting objective data.

(v) Comparative Analysis:  
With other products so as to showcase

better quality .

(vi) Educating about ingredients : So as to increase consumer education on this .

(vii) Convincing Doctors : by displaying above reasons & offering free samples as mandated in law .

Thus at the end of the day, only businesses with ethical practices which comply with the law of the land will survive .

(Ex : Lata vs. Satyam) . Also as Jamsetji

Lata said, " A business that just makes money is a business that makes you poor " .

Hence while money & profit remains the primary motive, they shouldn't become the only motives .

9. लोक सेवकों को आमतौर पर सरकार की योजनाओं और नीतियों को पर्दे के पीछे रहकर संचालन करने वाले अभिकर्ताओं के रूप में माना जाता है। स्थायी कार्यकारी होने के नाते, इनसे उम्मीद की जाती है कि ये सुर्खियों में आए बिना अपने कार्यों का निर्वहन करें, जबकि यह राजनेताओं पर निर्भर है कि वे अपने राजनीतिक कृत्यों के लिए सुर्खियों में रहें। हालांकि, हाल के दिनों में एक प्रवृत्ति विकसित हो रही है जिनमें लोक सेवकों, विशेष रूप से युवा लोक सेवकों ने नियमित रूप से अपनी दिन-प्रतिदिन की गतिविधियों को पोस्ट करने के लिए सोशल मीडिया का सहारा लिया है। कुछ अध्ययनों से पता चलता है कि कुछ अधिकारियों ने लोकप्रियता का वह स्तर हासिल कर लिया है जो भारत में मशहूर हस्तियों और प्रभावशाली लोगों के लगभग समान है।

सोशल मीडिया पर मौजूद इन अधिकारियों में से अधिकांश का तर्क है कि इससे उन्हें लोगों से जुड़ने में मदद मिलती है और युवा पीढ़ी को भी प्रेरणा मिलती है। हालांकि, कई वरिष्ठ लोक सेवक इस तरह की प्रवृत्ति का कड़ा विरोध करते हैं। उनका मानना है कि ऐसे अधिकारियों द्वारा साझा की गई कुछ सामग्री केवल पब्लिसिटी लेने के लिए होती है, ये लोक सेवाओं के 'सिद्धांतों' का उल्लंघन करती हैं और यहां तक कि उनके स्वयं के करियर के साथ-साथ समग्र रूप से सेवा के लिए भी हानिकारक हो सकती हैं। युवा अधिकारियों को विभिन्न माध्यमों से सलाह दी जा रही है कि वे अपनी छवि को फिल्मस्टार जैसा बनाने से बचें।

इस संदर्भ में निम्नलिखित प्रश्नों के उत्तर दीजिए।

- (a) लोक सेवकों द्वारा सोशल मीडिया के अत्यधिक उपयोग से जुड़े नैतिक मुद्दे क्या हैं?  
(b) लोक अधिकारियों द्वारा सोशल मीडिया का प्रभावी ढंग से उपयोग कैसे किया जा सकता है?

Civil servants are usually considered as the behind-the-scenes operators of plans and policies of the government. Being the permanent executive, they are expected to work without getting into the limelight while it is up to the politicians to hog the limelight for their political ends. But in recent times, a trend is developing where civil servants, especially younger ones, have taken to social media to post their day-to-day activities on a regular basis. Some studies suggest that some of the officers have attained a level of popularity that does not trail too far behind celebrities and influencers in India.

Most of these officers with social media presence argue that this helps them connect with the people and also inspire the younger generation. However, many senior civil servants strongly oppose such a trend. They believe that some of the content shared by such officers is excessively publicity-seeking, violates the 'principles' of the civil services, and may even be disadvantageous to their own career as well as the service as a whole. There have been calls from various quarters advising the young officers to desist from creating a filmstar like image of themselves.

In this context, answer the following questions.

- (a) What are the ethical issues associated with the excessive use of social media by civil servants?  
(b) How can social media be effectively utilized by public officials? (Answer in 250 words) 20

~~Q.1(a)~~ "Power of social media should be used only for people's welfare & public causes"

- PM Modi at Civil Services Day

Ans (a) Ethical issues w.r.t. use of social media by civil servants:

1) Civil Services (Conduct) Rules 1964:

Demand display of neutrality, integrity & anonymity.

2) A-Ethical: Use of social media & its ethicality is not ethical or unethical per-se, but depends on its ends use.

Ex: Ethical → Anonymity : IAS Manish Kumar :  
focus on field work

→ Public Page : IFS Pradeep Kaswan  
used social media to ~~sell~~ help tribals market their products.

Unethical → IAS Abhishek Singh : suspended by Election Commission for

publicity stunt as "observer"

3) Blurring of the public-private divide:

Since it is their fundamental right to freedom of speech & expression.

4) End of public service vs. fame:

Excessive use diverts the attention as individual starts focussing on measures which might give him/her popularity.

5) Compromise of traditional lines of communication: Since people have different reach, not everyone has access to internet.

6) Larger than life "Balms" vs. "Public Servants" paid by the public money:

Edited videos of "grand entry" establishes them as elites possessing power as an end rather than as servants of the public.

7) Large reach & fake news:

In this post-truth era, vulnerability of supporting / liking a post which might be untrue.

Ans 6 Effective use of social media by public servants :

1) Self-Regulation

Self-regulation is the best regulation. Hence must limit involvement as far as public welfare is concerned.

2) Separate accounts

One private account for private affairs & other for the public in the official capacity for purely public purposes.

3) Conduct Rules guidelines :

So as to minimise any involvement with controversies on social media and establishing an objective & exhaustive list of dos & dont's.

4) Public Welfare :

Realisation on part of civil servants that civil service is "much more than a job".

The underlying motivation should be public welfare & it must be pursued without any credits / fame : Nishkama Karma.

5) Demand Side

Public has to be educated in general :  
that the relation between them & civil  
servants is not that of servant - master.  
but a fiduciary relationship where people  
are trustees & civil servants merely  
workers of the trust.

Respect ✓      worship ✗

Thus social media & its use is a  
orchard - the benefits of flowers can be  
picked by tiptoeing around the thorns.  
This demands steps from all stakeholders -  
government, civil servants & public.

10. आप एक युवा आई. ए. एस. अधिकारी हैं और हाल ही में एक ऐसे जिले में सब-डिविजनल मजिस्ट्रेट के रूप में पदस्थापित हुए हैं जिसे "खुले में शौच मुक्त" घोषित किया गया है। हालांकि, आपको जानकारी मिलती है कि आपके सब-डिविजन के कुछ गांवों में शौचालयों की उपलब्धता के बावजूद अभी भी खुले में शौच करने की प्रथा जारी है। जिला प्रशासन में आपके सहयोगी इस जानकारी की सत्यता की पुष्टि करते हैं। आप इन गांवों के ग्राम प्रधानों को बुलाते हैं और उनसे कहते हैं कि वे अपने-अपने ग्रामीणों को खुले में शौच न करने के लिए राजी करें। लेकिन, वे इस प्रथा को पूरी तरह से बंद करने में अपनी अनिच्छा और असमर्थता व्यक्त करते हैं, क्योंकि वे कुछ मामलों में स्वयं खुले में शौच करने को सही मानते हैं। आप इस मामले पर जिलाधिकारी से चर्चा करते हैं जो आपको कोई भी आधिकारिक कार्रवाई करने से मना कर देते हैं, क्योंकि इससे जिले को दिया गया 'खुले में शौच मुक्त' का दर्जा वापस लिया जा सकता है।

एक युवा और सक्रिय अधिकारी के रूप में, निम्नलिखित का उत्तर दीजिए:

- घर में शौचालय होने के बाद भी लोग खुले में शौच क्यों करते हैं?
- इस प्रकरण में एक सब-डिविजनल मजिस्ट्रेट के रूप में आपके पास कौन-से विकल्प उपलब्ध हैं? प्रत्येक विकल्प के गुणों और दोषों पर प्रकाश डालिए।
- आप क्या कार्रवाई करेंगे?

You are a young IAS officer and have recently joined as a Sub-Divisional Magistrate in a district, which has been declared 'open defecation free'. However, you get information that some villages in your sub-division are still continuing the practice of open defecation out of habit despite availability of toilets. Your colleagues in the district administration confirm that the information is true. You call the village headmen of these villages and tell them to persuade their respective villagers to stop open defecation. But, they express their unwillingness and inability to fully stop this practice, as in some cases they themselves consider it healthy to defecate in the open. You discuss this matter with the District Magistrate who forbids you from taking any official action, as this may cause the 'open defecation free' status given to the district to be withdrawn.

As a young and dynamic officer, answer the following:

- Why do people continue to practice open defecation even when they have access to toilets?
- What are the options available to you as the Sub-Divisional Magistrate in this case? Highlight the merits and demerits of each option.
- What will be your course of action? (Answer in 250 words)20

Why do people don't wash hands before having meals? It is same as above case - behavioural changes take time & reminders to make them persist.

Ans 9 Reasons for open defecation :

- 1) False notions of cleanliness : That defecation outside is better
- 2) Affective component : Changing the default takes time
- 3) Cognitive component : Lack of data or empirical evidences present with them & hence no motivation to change.
- 4) Religious Reasons : Having toilet & temple in same house not advisable.
- 5) Overcrowding : In public toilets which raises doubt over hygiene & aesthetics.
- 6) No incentive to change attitude.

Ans 6 Options :

1) Hide by DM advise

Merits	Demerits
<ul style="list-style-type: none"> <li>- Village ODF status maintained</li> <li>- DM, Village Headmen happy.</li> </ul>	<ul style="list-style-type: none"> <li>- Harms of open defecation persist</li> <li>- Colleagues who gave info demoralised</li> <li>- Virtue Approach : X</li> </ul>

2) Impose fine on violators as per relevant provisions

Merits	Demerits
1) Might be able to stop the practice as fine act as deterrent	1) Might irk villagers & DM 2) Cost & difficulty of enforcement

3) Talk to elders, influential villagers, religious heads so as to convince them on "affective" level & doctors, teachers on "cognitive" level

Merits	Demerits
<ul style="list-style-type: none"> <li>- Long term solution</li> <li>- Self-regulation</li> <li>- Behavioural change</li> <li>- ODF status of village retained</li> </ul>	<ul style="list-style-type: none"> <li>- Might take time to bring change on ground.</li> </ul>

Ans c My course of action will be to bring a change via acceptance rather than enforcement as it is more likely to persist.

Hence I will :

- Persuade village elders to convince the younger ones as in village such orders enjoy legitimacy.
- Talking about female safety in open defecation as well as dignity so as to make emotional appeal.
- Talking to mothers about their child health.
- Identify change agents & volunteers to spread awareness.
- Children can be great change agents in such scenarios & they can be educated in schools regarding the ills of open-defecation.
- Ensuring water availability & cleanliness of public toilets so as to ensure that no one is dissuaded from using due to hygiene concerns.
- Working with NGOs, SHGs to form local committees for enforcement.
- Taking pledge to make the village ODF on any national festival like Independence Day or Republic Day.

- Once behaviour change starts, & there is general acceptance, ]  
imposing fine on violators

At the end, a soft approach to bring long term change is the best approach.

The Elaboration likelihood Model can guide us to convince villagers.

Only those actions ~~with~~ which ~~are~~ sound to villagers will be accepted. & it is the job of administration to convey this.

- Beneficial
- Practical
- Reasonable

11. आप एक ऐसे जिले के जिलाधिकारी हैं, जो इंजीनियरिंग के साथ-साथ मेडिकल प्रवेश परीक्षाओं के कोचिंग संस्थानों का एक हब है। हाल ही में, लगभग 5 छात्रों ने शैक्षणिक और सामाजिक दबाव के कारण आत्महत्या कर ली है। देश भर से 15-18 वर्ष के आयु वर्ग के अनेक छात्र IIT और AIIMS जैसे प्रतिष्ठित संस्थानों में प्रवेश पाने का सपना लेकर जिले में आते हैं। हालांकि, कोचिंग संस्थान व्यवसायिक मानसिकता से कार्य करते हैं और चाहते हैं कि टॉपर्स उनके संस्थान के ही हों ताकि वे और अधिक छात्रों को आकर्षित कर सकें। वे बेहतर प्रदर्शन करने के लिए छात्रों पर बहुत अधिक दबाव बनाते हैं, छात्रों के प्रदर्शन के आधार पर अलग-अलग श्रेणी के बैच बनाने जैसे भेदभावपूर्ण व्यवहार करते हैं। ये छात्र पेइंग गेस्ट के रूप में और अपने परिवारों से दूर हॉस्टल में रहते हैं तथा उनमें से कई प्रतियोगिता के भारी बोझ और उससे जुड़े मानसिक तनाव का सामना करने में सक्षम नहीं होते हैं।

हाल ही में, 5 छात्रों द्वारा की गई आत्महत्या की घटनाओं को राष्ट्रीय मीडिया द्वारा उजागर किया गया है और आपको मुख्यमंत्री द्वारा स्थिति की रिपोर्ट पेश करने तथा मामले में उचित कदम उठाने के लिए कहा गया है। मुख्यमंत्री ने आपको इस मामले को लाइमलाइट से दूर रखने के लिए भी कहा है ताकि कोचिंग संस्थान अपना कारोबार करते रहें और अपने लिए तथा राज्य के लिए राजस्व उत्पन्न करते रहें। जांच करने पर, आपको पता चलता है कि 2-3 सबसे प्रसिद्ध कोचिंग संस्थान सत्तारूढ़ दल के राजनीतिक नेताओं द्वारा चलाए जा रहे हैं। वे छात्रों को लुभाने के लिए झूठे विज्ञापनों का सहारा ले रहे हैं। वे छात्रों पर प्रदर्शन करने के लिए अनुचित दबाव भी बनाते हैं। इसके अलावा, प्रदर्शन बढ़ाने वाली दवाओं का एक अवैध बाजार भी उभर रहा है और यह छात्रों के बीच काफी प्रचलित है।

स्थिति को देखते हुए:

- इसमें शामिल हितधारकों का उल्लेख कीजिए और दिए गए प्रकरण से जुड़े नैतिक मुद्दों पर चर्चा कीजिए।
- दी गई स्थिति में, आप क्या कार्रवाई करेंगे?
- छात्रों के बीच आत्महत्या के मामलों में वृद्धि के विभिन्न कारणों पर चर्चा करते हुए, इस मुद्दे के दीर्घकालिक समाधान के लिए उपाय सुझाइए।

You are the District Magistrate of a district, which is the hub of coaching centres for engineering as well as medical entrance exams. Recently, around 5 students have committed suicide owing to academic and social pressure. Students in the age group 15-18 years from across the country come to the district with the dream of getting admission into prestigious institutions like the IITs and AIIMS. However, the coaching institutes are business-minded and want to have toppers from their institute so that they can attract more students. They create a lot of pressure on students to perform, with differential treatment like forming different category of batches depending on students' performance. These students live as Paying Guests and in hostels away from their families and many cannot tackle the huge burden of competition and the associated mental stress.

The recent spate of suicide by 5 students has been highlighted by the national media and you have been asked by the Chief Minister to present a report of the situation and take steps on the matter. The Chief Minister has also asked you to keep the matter away from limelight so that the coaching centres continue with their business and generate revenue for themselves as well as the state. Upon

investigation, you find out that 2-3 of the most famous coaching institutions are run by political leaders of the ruling party. They are involved in false advertisements in order to lure students. They also create undue pressure on the students to perform. Also, there is an emerging black market for performance enhancing drugs, which have become common among the students.

Given the situation:

- Highlight the stakeholders involved and discuss the associated ethical issues in the given case.
- Given the situation, what will be your course of action?
- Discussing the various reasons for increased cases of suicides among students, suggest measures to address the issue in the long-run. (Answer in 250 words)20

Students of today are future of India's Tomorrow. Hence constitution under Art 39(e), (f) imposes duty on the state to protect the tender age of children & provide opportunities for them to develop without any pressure.

But unfortunately there were over 13,000 suicides in India in 2021 of students - NCRB

Ans a Stakeholders & Associated Issues

- 1) Students :-
- pressure of studies
  - new environment, away from home
  - peer pressure overtaking peer pleasure
  - Performance enhancing drugs vulnerable

- pressure of parents expectations & doing justice to their efforts

## 2) Parents :

- Sometimes inadvertently, academic welfare takes over child's holistic-mental welfare concerns.

## 3) Coachings :

- Lack of compassionate capitalism
- Narrow perception of profit
- Children as means for crude profits
- False advertisements, differential treatment

## 4) Government :

- Social contract : welfare of subjects
- Revenue from coachings
- Matter in limelight & hence political implications

## 5) DM :

- Coaching-politics nexus
- Student welfare vs. state revenue
- Black market of drugs

## Ans 6 Course of action :

- 1) Establish 24x7 Helpline : for students to talk about their specific problems

Rope in NGOs & organisations like NIMHANS to aid in this.

2) gather database from coachings & contact parents : so as to keep in touch & make them realise that academics is part of life, not life itself.

3) Warning & Action against institutes : so as to limit pressurising students.

4) Guidelines for coachings :

- Internal grievance redressal
- Batch - specific / student - specific improvement programs.
- Action against false advertisements.
- Make them realise that student suicides → parents will stop sending students  
↓  
coaching industry will perish
- extra-curricular activities in 1 day of week : yoga, games, etc.

5) Strictest of the action against drug peddlers & all those involved + rehab of victims.

6) Talk to students as DM & tell them that even though I couldn't qualify either, I did something good, so can they.

Ans 1 Reasons & Suggestions for suicides:

- 1) change in environment suddenly :  
encouraging parents to talk daily & frankly.
- 2) Mental pressure due to studies : In the long run, shift from rote-learning towards knowledge & basic concepts (NEP)
- 3) Peer Pressure : utilise "Protege-effect" to ensure better learning outcomes.
- 4) Pressure from Institutes : Regulation of institutes to deter ill-practices like fake ads, pressurising. & warning → monetary fines  
↓  
Seizing  
(In that order)
- 5) Isolation : Motivating team-work so as to increase knowledge rather than merely clear one exam. As ultimately only limited number can qualify.

Thus overall, we need to give back the joy of studying to students. to ensure academic + mental development.

12. आप हाल ही में भारत के एक महानगर में जल आपूर्ति और सीवरेज बोर्ड के मुख्य कार्यकारी अधिकारी के रूप में नियुक्त हुए हैं। हाल ही में, एक ऐसी घटना हुई थी जिसमें दो गरीब लोगों की शहर के एक पॉश मोहल्ले में सीवर की जोखिमपूर्ण सफाई के दौरान मौत हो गई थी, जिसमें शहर के शीर्ष कॉर्पोरेट प्रमुख रहते थे। प्रारंभिक रिपोर्ट में पाया गया कि उक्त मोहल्ले के कुछ निवासियों ने स्थानीय शहर प्रशासन की जानकारी के बिना सीवर की सफाई के लिए निजी कर्मचारियों को नियुक्त किया था। संबंधित निवासियों के साथ-साथ दोनों मृत लोगों को काम पर नियोजित करने वाले निजी ठेकेदार के खिलाफ उनकी लापरवाही के कारण हुई मौत का मामला दर्ज कर लिया गया है। यह शिकायत उस मोहल्ले के निवासियों के लिए एक चौंकाने वाली घटना थी, जिनमें से अधिकांश ने पहले कभी कानूनी कार्यवाई का सामना नहीं किया था।

जांच के दौरान मोहल्ले के लोगों ने शिकायत की कि स्थानीय प्रशासन लंबे समय से सीवरों की सफाई नहीं करा रहा है, जिसके कारण उन्हें निजी कर्मचारियों को काम पर रखना पड़ा। आपको यह भी पता चला है कि नगर प्रशासन में मेंटेनेंस कार्यों को लेकर असमंजस की स्थिति बनी हुई है, जिसका आज तक कोई समाधान नहीं हुआ है। समग्र रूप से नगर प्रशासन भी आवश्यक बुनियादी ढांचे के निर्माण और सीवेज सफाई से संबंधित कार्य करने के लिए सुरक्षात्मक गियर प्रदान करने के लिए धन की कमी का सामना कर रहा है।

दूसरी तरफ, मृतक के परिजनों ने मुआवजे के लिए सरकार पर दबाव बनाना शुरू कर दिया है। साथ ही, मीडिया ने भी इस घटना के लिए नगर प्रशासन की उदासीनता को जिम्मेदार मानते हुए हंगामा किया हुआ है और मोहल्ले के हाई प्रोफाइल निवासियों के खिलाफ दर्ज शिकायतों को वापस लेने के लिए दबाव बना हुआ है।

उपर्युक्त स्थिति के आलोक में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- संबंधित मुद्दों के साथ प्रकरण में शामिल हितधारकों की पहचान कीजिए।
- दिए गए प्रकरण में आपके समक्ष उपलब्ध विकल्पों का मूल्यांकन कीजिए। आप इनमें से कौन-सा विकल्प चुनेंगे और क्यों?
- भविष्य में ऐसी घटनाओं को रोकने के लिए आप कौन-से दीर्घकालीन उपाय करेंगे?

You have recently joined as the Chief Executive Officer of the Water Supply and Sewerage Board in a metropolitan city of India. Recently, there was an incident where two poor people died while undertaking hazardous cleaning of sewers in a posh neighbourhood, housing top corporate honchos of the city. The preliminary report found that a few residents in the said neighbourhood employed private workers to clean the sewers without the knowledge of the local city administration.

A complaint for causing death by negligence has been registered against the concerned residents as well as the private contractor through whom these poor people were employed to carry out the task. The complaint has come as a shock to the residents of the neighbourhood, most of whom never had a brush with the law before.

During the investigation, the residents of the neighbourhood complained that the local administration has not been cleaning sewers for a long time, forcing them to hire private workers. You also come to know that there has been a confusion over the maintenance works in the city administration, with no resolution till date. The city administration, as a whole, has also been facing a shortage of funds to build

the requisite infrastructure and provide protective gears to carry out the sewage cleaning work. In the meantime, the family members of the deceased have started pressurising the government for compensation and there has also been a media blitzkrieg blaming the apathy of the city administration for the incident and pressure to withdraw the complaints registered against the high profile residents of the neighbourhood.

In light of the above situation, answer the following questions:

- Identify the stakeholders involved in the case along with the associated issues.
- Evaluate the options that are available to you in the given case. Which of these options will you choose and why?
- What will be the long-term measures you will take to prevent such an incident from occurring in the future? (Answer in 250 words) 20

Prevention of Manual Scavenging Act 2015  
prohibits manual cleaning of sewers as it violates the categorical imperative of human dignity & treats humans as means to an end. In this case, it has resulted in the unfortunate loss of lives.

(a) Stakeholders & Associated Issues :

- Sewage cleaners :- loss of human lives
  - Their dependents : wife, children, parents : their care jeopardised
  - Possible lack of alternative employment which forced them to do this
- Private contractor :- violated law
  - workers as means to ends of his profit.

(iii) Residents : - violated laws : death due to negligence

(iv) Local Administration : - dereliction of duty  
(sewers not cleaned)  
- confusion over accountability

(v) Media : - pressurising tactics  
- blame games

(vi) Water Supply & Sewerage Board & its CEO: (Me)

- shortage of funds & hence
- poor maintenance of infrastructure & protective equipments.

(b) Options :

(i) Give compensation to victims

Merits	Demerits
1) Compensatory justice 2) Welfare of family & reduced pressure	1) Root cause unaddressed 2) Pressure on engineer (already shortage)

(ii) Action on private contractor & residents

Merits	Demerits
1) Procedure established by law upheld	1) Media pressure

2) Deterrent for future cases.

2) Main fault of city admin since sewers not cleaned

(iii) Conducting enquiry within department & delineating responsibilities

Merits	Demerits
1) Substantive justice & Punishment to guilty. 2) Might take time but will be holistic, futuristic solution with accountability	1) Time taking 2) Shortage of funds unaddressed.

(iv) Withdrawing complain

Merits	Demerits
1) Pressure from media reduced. 2) Reformative justice	1) Ultra vires - beyond my authority to decide: it is for courts to decide.

My option will be (i) + (ii) + (iii). This will ensure

- Compensation & hence solace to victim's family
- addressing the root cause of the issue by ascertaining accountability.
- Justice will be upheld irrespective of pressure.
- Ensure fairness in trial so that justice is not just done but seen to be done.

(c) Long term measures :

- 1) Rehab of manual scavengers : NAMASTE Scheme
- 2) Exploring Municipal Bonds to address shortage of funds, as well as rationalising various municipal taxes.
- 3) Awareness Generation : about the laws so as to warn both citizens as well as private contractors. + Using NGOs for it.
- 4) Technology Utilisation : Bandicoot machines for automatic cleaning for sewers.
- 5) Exploring CSR : to procure safety gear & Bandicoot machines.
- 6) Authority Hierarchy : clear chain of command & accountability
- 7) Internal Audit : to ensure smooth functioning of organisation.
- 8) Media Guidelines : so as to assist the administration rather than pressurising.

Hence the short term + long term measures have to be

