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GENERAL STUDIES (TEST CODE : 2421)

Name of Candidate	Tomal Punja		
Medium Hindi/Eng.	English	Registration Number	1026090
Center	Online	Date	8 Aug 2023

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 पुरितका 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 पुरितका में खाली छोड़ा हुआ पृष्ठ या उसका 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) 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

Rising challenges and gradual moral decline across world arrests need of value education to build strong willed individuals with strong moral principles.

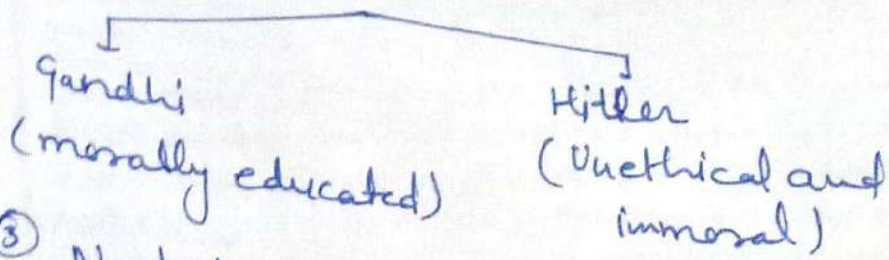
Value education as important as technical

① Technology without value can be destructive.

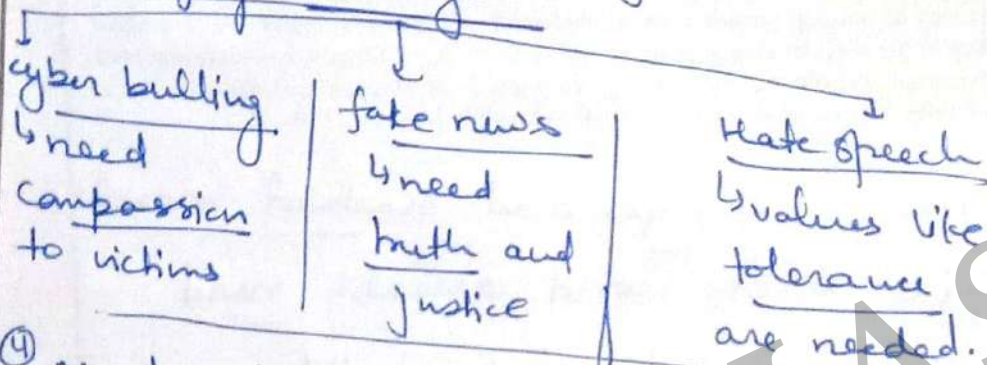
e.g. Nuclear energy (with value)
bomb (without value)

② The transformation to moral and ethical leaders occurs by

value education.



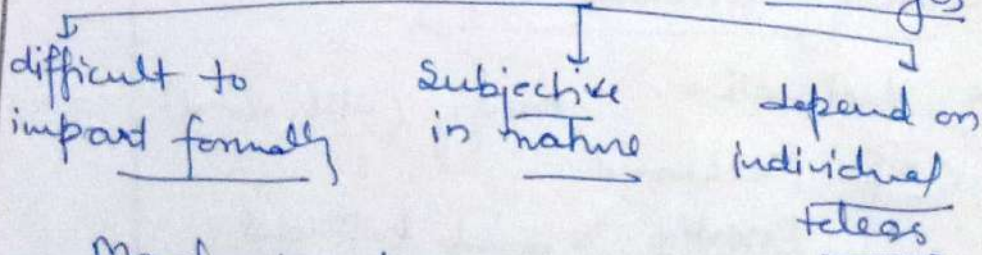
③ Need to emphatically tackle emerging challenges



④ Need values at —

- ↳ personal level — honesty, truth, empathy
- ↳ social level — tolerance, acceptance
- ↳ Professional — duty orientation, goal achievement

However value education has challenges



Moral education should be like kindling of flame and not filling of vessel.

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 was a prominent Sikh leader of medieval India,
contributed significantly to moral leadership of Sikhs and others.

Important teachings relevant to youth

① Equality of all.

↳ to foster cooperation and brotherhood.

equal opportunity for all.

② Strong will and inner strength -

↳ as guiding force.

↳ need to cultivate courage, fortitude and moral strength.

③ Sacrifice - putting others before self.

↳ relevant in context of rising individualism and selfishness.

④ Ethical framework for society -
(eg.) Guru Granth Sahib contains various ethical guidelines for conduct.

⑤ Values like tolerance, acceptance, oneness of humanity.

↳ especially relevant in fragmented world order.

⑥ Attitude of never giving up - especially important in rising mental disorders and competition.

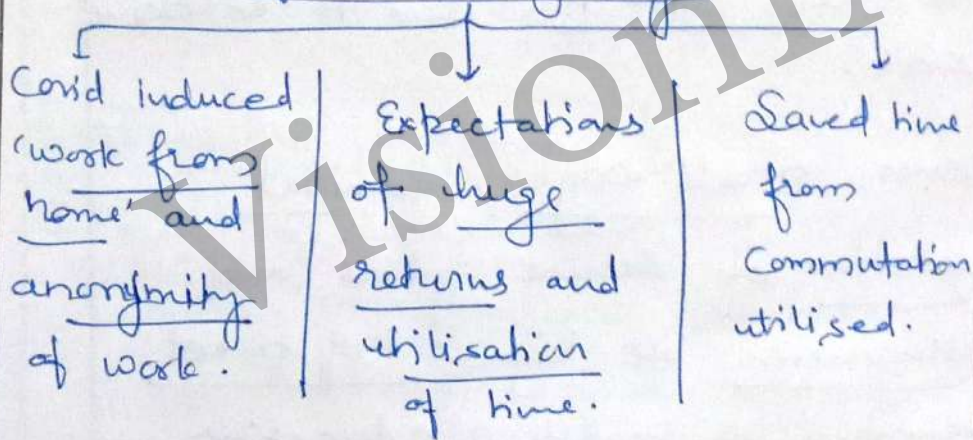
Guru Nanak Dev ji, himself embodied of truth, honesty and courage left indelible imprint for humanity in form of his teachings. They are especially relevant today.

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 practice of indulging in various jobs simultaneously without knowledge of employer.

Causes for moonlighting



Ethicality of moonlighting

- ① Moonlighting is unethical because -
- ↳ ditching the employer.
 - ↳ intention of hiding from

organisation is not moral.

- ↳ may also lead to unethical practices like insider trading, selling trade secrets and sharing sensitive information.
- ↳ against professional ethics.
- ↳ amounts to dereliction of duty as less attention due to excessive work.

However, small wages, familial expectation of secure future and contingencies like high out of pocket expenditure on health & education compels moonlighting.

To avoid the practice, code of ethics can be implemented in organisation.

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

International institutions like

United Nation, World Bank are suffering from crisis of legitimacy and due to immoral use by developed states for their self interests.

(eg) P5 misused veto in UNSC.

Misuse of institutions

- ① funding dependence -

(eg) IMF - largest contributor is USA - often against quota reevaluation & other reforms.

- ② Undermining interests of third world

(eg) Not a single African member in P5 (UNSC).

③ Unethical exploitation of weaker

eg) Iraq invasion
Syria war.

④ misuse of international principles

eg) 'Principle of self determination'
of UN charter misused.

Way forward

① Need to reforms to cater to present world need.

② following moral values and disciplines and abiding by them.

eg) Vaisudhavi kutumbkam -
'World is one family'.

③ establishing rule of law and conditions under which justice prevails (UN charter).

Transparency, fairness and justice should form foundation of institutions.

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

Fyodor Dostoyevsky, one of most famous Russian writer beautifully puts the essence of intelligence in a fundamental way.

Acting intelligently goes far beyond than mere use of intelligence.

(eg.) Hitler used intelligence to act foolishly.

Intelligent acts also involve emotional intelligence. It is about utilisations of time and resources to benefit oneself and society at large.

IAS Blupesh choudhary used his intelligence to increase chilli farmers income in Mizoram by ten times.

Sometimes seemingly foolish acts also are intelligent act.

Siddhartha, turned Buddha, when left luxurious place was called fool by many. But his intelligent act benefitted entire humanity.

Thus intelligence is mental ability to innovate and create, but intelligence act makes all the difference, e.g. inventing nuclear energy (intelligent act) but utilizing it for benefiting humanity is intelligence act.

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

A popular government is government chosen by people and effective and efficient utilization of popular information is key to its sustenance.

Popular government without popular information -

- ① Not aware of people demand and needs.

↳ service delivery is highly impacted.

⊕ deaths in Jharkhand PDS.

- ② Not equipped to solve present day crisis of climate change,

Trust erosion, fake news, intolerance etc

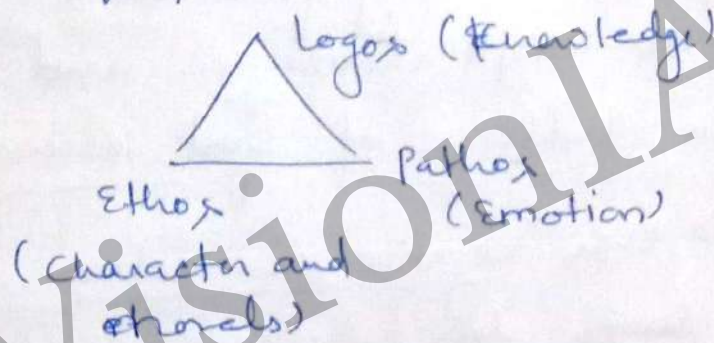
- ③ Not able to protect human rights of its people
 (eg.) issues like marital rapes, LGBTQ marriage legalisation etc.
- ④ prone to significant vulnerabilities and short existence.

Thus popular information like citizens rights, constitutional values, international politics, grassroots challenges are needed to be understood for popular government to sustain and flourish.

3. (c) "चरित्र को अनुनय का जगभग 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

"Character is a small thing which
makes a big difference."
- Winston Churchill.

As per Aristotle, 3 most effective
tools of persuasion are -



For persuasion, leading by
example is most effective tool
and character of people like
Gandhi, Nelson Mandela, Swami
Vivekananda whose character
conveyed all their principles

Persuaded humanity at large levels.

To persuade people for cleanliness, Gandhi himself cleaned toilets.

Similarly Shashi himself left one time meal during food crisis in India.

That's how they persuaded India to adopt cleanliness and sustain challenge of food insecurity.

However, negative characters also have long lasting grave consequences especially on children (eg) wrong peer group.

Thus, strong and honest character individuals should be respected and idealised in society.

4. (a) हावाकि, 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 कठना 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 the trait of fair and objective assessment without fear or favour.

Impartiality is a key ethical value

- ① eradicates discriminations and biases.
- ② sets fair ground for all to grow & provides level playing field.
- ③ weeds out nepotism, favouritism.
- ④ provides equitable access to resources.

However, it can lead to mechanical rigidity undermining teleological

basis of ethics.

(eg) not helping old women for pension in case of documents discrepancy.

It can also lead to derelection of moral duty towards fellow citizens as it goes against distributive justice which seek proportionate treatment for vulnerable.

In case of ethical dilemmas also, it can lead to undesired consequences (eg) issue of abortion for rape victim.

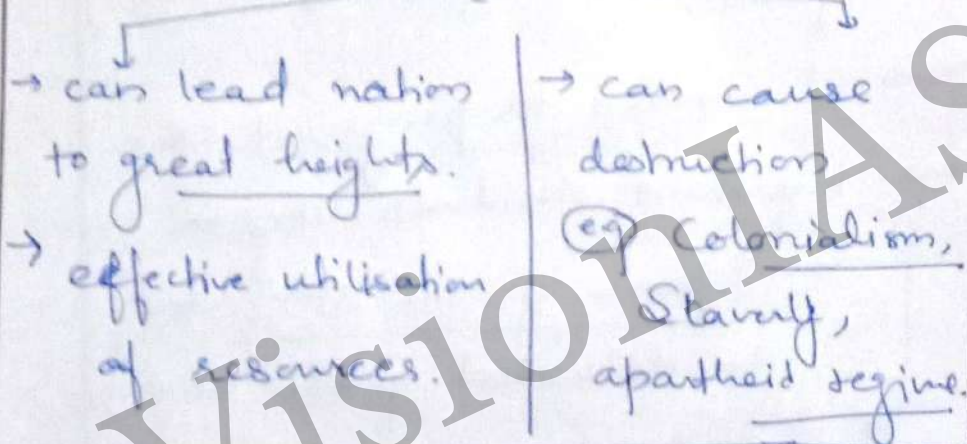
Thus, compassion is higher value and when situations demand, one must go beyond mechanical understanding of impartiality.

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 भ्रष्टाचार और अपमान का कारण बन सकती है। अधिकतर 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

The actual test of administration is how it utilises power. Power is a double edged sword.



In India, administrative power is highly asymmetric i.e. citizens are at a disadvantaged position in demanding service delivery due to monopolistic nature of services.

It leads to -

↳ corruption, nepotism, red-tapism.

↳ exploitation of vulnerables
↳ criminalisation of politics.

↳ (eg.) An Oran - immoral death
of Mahasa Amini by morality
police.

However if wielded properly, it can
bring important dividends like -

↳ Japan's growth story due
to dedicated public servants

↳ fulfill democratic values

↳ empower citizens (eg) Lokvani
app in UP.

Thus in guiding ethical use of
power, moral education has
crucial role to play.

5. (a) सामाजिक जबाबदेही पद से आप क्या समझते हैं? इसके महत्व की व्याख्या कीजिए और किसी भी सामाजिक जबाबदेहिता 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 is readiness to provide answer or explanation to society for any decisions or actions.

It makes administration accountable to people.

Significance

① tax payers money is effectively utilised.

→ checks corruption and other menace.

→ effective utilisation of resources.

→ time bound service delivery.

→ societal needs are respected.

With social accountability initiatives
like social audit, citizen's charter,
Right to Information Act 2005.

Critical factors

- ↳ Capability building
e.g. literacy, awareness.
- ↳ Simple and easily understandable
e.g. citizen charter in vernacular.
- ↳ proper grievance redressal
e.g. CPGRAMS.
- ↳ readiness to feedback and proper revision.

Social accountability is cardinal
for citizen centricity which is
inextricably linked to highest principles
of democracy.

5. (b) डेटा संचालित प्रौद्योगिकियों पर अत्यधिक निर्भरता के परिणामस्वरूप डेटा उपनिवेशीकरण और डिजिटल बानाशाही 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 colonisation and digital dictatorship refer to situations where people's personal data is utilised by big tech firms or governments to manipulate or subvert people.

Various issues

- ① digital surveillance and erosion of privacy.
- ② distorting election processes
eg Cambridge Analytica scandal.
- ③ Riots and communal violence
- ④ against democratic principles.

Remedial measures

- ① Suitable legislation to regulate
 - ⊕ Personal Data Protection (PDP) Bill (BN Srikrishna Committee), and Europe's GDPR.
- ② Data security and encryption
 - ↳ use of cryptology and blockchain.
- ③ Code of ethics for big tech firms and penal action for unethical practices.
- ④ Digital literacy with respect to data disclosure.

India with 1.2 bn people using telecom services is highly vulnerable. Thus urgent need of PDP bill is there.

6. (a) पूर्वाग्रह और भेदभाव को जब दूर नहीं किया जाता है तो इनमें संघर्षों को हिंसा में बदलने की शक्यता 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

Prejudices are rigid social norms and beliefs which leads to discriminatory behaviour towards certain section.

eg) Caste structure - prejudices against lower caste based on principle of purity and impurity.

Potential to harm

① Communal violence and hate speech.

eg) Nuh riots

② "Purity and discrimination as cause of violence."

③ Caste conflicts

④ foster intolerance in society.

↳ ⑤ Insider vs outsider syndrome
 (e.g.) Meitries vs kutis due
 to ~~illegal~~ migration and
 fear of resource shortage.

↳ ⑥ Mahasa Amini death in Iran
 ↳ resulted in protests.

Thus there is need of -

↳ ① sense of brotherhood and
unity (Vaisudhain Kutumbhain)

↳ ② Values like tolerance,
justice, acceptance and respect
 for diversity.

↳ ③ Reforms to weed out age old
 prejudices (e.g.) abolition of sati.

"Every exploitation leads to state
 of war." Thus inclusivity and
harmony are needed to guide humanity.

6. (b) हावाकि, '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

"Me Too Movement" inspired many victims to voice their agony and seek justice.

It created huge impact on women victims who were afraid of reporting sexual harassment due to various reasons.

However, this inhumane crime still prevalent —

↳ (eg.) various victims not able to report due to fear of job loss and society pressure.

It failed to create lasting impact on work culture —

① social stigma attached to

women clothings and victims
shaming.

- ② Patriarchal mindset of society.
- ③ lack of empathy and compassion
- ① ineffective implementation of
legislation like Prevention of
Sexual Harassment at Workplace
Act.

Way forward

- ① Strong legislation and effective
implementation
 - ② Value education of respecting
women.
 - ③ Incentivising women to report
crimes.
 - ④ Involving NGOs like Prajawala
to help victims.
- "Society can not progress without
half of population". - Swami Vivekananda

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 बरिष्ठ 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 बिकास के अनुकूल रहा है। इस बीच, मीरा की माता पिछले कुछ वर्षों से बीमार है 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 निर-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 मविश्व में उसके करियर के लिए खतरा हो सकता है। लेकिन उसे पैसों की भी बहुत आवश्यकता है।

दी गई परिस्थितियों में, निम्नलिखित के उत्तर दीजिए:

- (a) इस मामले में शामिल मुख्य हितधारकों की पहचान कीजिए।
(b) उपरोक्त मामले में साधनिक 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

The case involves menace of gender discrimination and sexual harassment at workplace. Meera is a victim of this, and also has significant personal cost if reports the crime.

a) Stakeholders involved

- Business consultancy company
- Junior colleague Meera

Mother is ill and need medical aid

Sexually harassed by my immediate boss.

- ③ My immediate boss - who is accused of sexual harassment.
- ④ HRD - Meena reported case to them.
- ⑤ Me - mentor of Meena as well as senior executive in firm.
- ⑥ Other victims of sexual harassment.
- ⑦ Society at large.

b) Issues related to integrity and ethics -

- ① Justice to victims and women safety.
- ② future of company if such incidents are reported.
- ③ High medical expenditure causing moral pressure to succumb to unethical request.

④ Senior level employees displaying
horrendous act of harassment.

⑤ Safety of women victims.

⑥ My junior colleagues mental
health and wellbeing vs
Company's growth prospects.

⑦ Unethical workplace culture of
not disclosing crimes.

⑧ Various options

① firm ignorance on the crime
and accept settlement amount
by signing non-disclosure
agreement.

merits

Demerits

① Will cater to
mother's medical

① Injustice and
immoral act go

bills.

② Her career will
be protected.

③ Saved from
retaliation from
accused.

unreported.

② Set wrong
precedence.

③ Perpetualisation
of crime.

④ future safety
compromised.

② Ignore threats and report
the harasser.

Merits

Demerits

① Justice not only
to meera but
past victims as
well.

② Professional
ethics

③ Moral courage
displayed.

① Illness of mother.
↳ Her condition
could become
fatal.

② Her career
may be
compromised

meera should adopt second option
and ~~can~~ brave impending challenges
but not compromise her integrity.

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 वित्तीय 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 अतिरिक्त 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 होने 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।

- इस संदर्भ में, आपके द्वारा कितने नैतिक दुविधाओं का सामना किया जा रहा है?
- आपके समक्ष उपलब्ध विकल्पों के गुणों और दोषों पर चर्चा कीजिए? आप इन विकल्पों में से किसका और क्यों चयन करेंगे?
- 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.

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

The case involve uncompetitive
practices distorting market as
well unethical conduct of doctors

who are receiving perks from
pharma companies.

a) Ethical dilemmas

- ① Professional ethics vs sales target
- ② Means vs ends of sale
- ③ Code of Pharma marketing practice vs illicit channels of offering incentives.
- ④ Company's growth vs moral integrity.
- ⑤ Corruption prevailing at every level.

b) Options available

- ① Adopt unethical practices to meet sales target.

Merits

- ① Meeting sales target.
- ② Not leaving behind in case of non-competitive practices

Demerits

- ① Unethical and immoral
- ② Also illegal as code prohibit the same.
- ③ Not good for company's image.

- ② Honestly working for achieving the targets -

Merits

- ① Integrity and ethical conduct displayed.
- ② adoption of right means
- ③ Professionally ethical.

Demerits

- ① may not achieve the targets.
- ② Company's growth might be hindered due to competition.
- ③ Moral and legal but not profitable.

- * ⑤ Distill with sufficient evidence, into media and report and pressurize them to adopt fair means while simultaneously displaying honest sales practices.

merits	Demerits
① Will ensure <u>fair competition</u>	① may take much of <u>time and effort</u> .
② <u>Moral values</u> not compromised.	② Probable that <u>not</u> result will occur.
③ <u>Illegal conduct</u> will be corrected.	

I will choose option ③ because of above merits. Also being citizen of democratic state, it is my duty to ensure law compliance as well as ethical

and fair conduct in market.
It might yield delayed results
but worth making efforts.

c) ethical alternatives

- ① focussing more on quality
than quantity (i.e. achieving
sales target.)
- ② Honest practices will generate
goodwill and trust in
Company.
- ③ Can spend CSR in health
sector — will further improve
sales.

Illegal and unfair means to
achieve an end can not be
justified. As per Gandhi, commerce
without morality is a sin.

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 वे मुखियों में आए बिना अपने कार्यों का निर्वहन करें, जबकि यह राजनेताओं पर निर्भर है कि वे अपने राजनीतिक कृत्यों के लिए मुखियों 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 सेवकों 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

a) Ethical issues associated with excessive use of social media by civil servants -

① Means vs ends - The means adopted for achieving end (connecting to public) is against civil services principle of anonymity and impersonal bureaucracy.

② Personal interests vs Professionalism
↳ professionalism doesn't allow such fame while personally it may benefit.

③ Intentions vs consequences
↳ may be helping people but ↳ negative consequences, ↳ excessive publicity-seeking.

④ Goal orientation vs method.

⑤ Accountability to political executive vs accountability to people.

⑥ Attitude vs duty

↳ may inculcate attitude of excessive attention seeker and will harm duties performed by them.

b) Social media is a double edged sword as per Noam Chomsky.
It can be a good servant but a bad master.

Effective utilisations

① limiting the use only to popularise government schemes, programs, awareness campaigns to achieve widest possible publicity.

② Social media funding can cater to financial gaps (e.g.) Armstrong

Pame utilised social media funds
to built road in hilly area.

③ Avoid publicity seeking - for
this a code of ethics with respect
to use of social media can be
framed.

④ Refrain from making personal
comments and opinions.

↳ bureaucrats should remain
anonymous and neutral with
respect to political executive.

⑤ for connecting with people - best
way is to visit them - field
visits provide better connections
than social media.

↳ Thus it should be accompanied

by sufficient public meetings.

⑥ Avoiding fake news from social media

↳ Eco-chamber effect and post-truth has rendered social media a site for fake news.

↓
Civil servant must discern fake from true.

In conclusion, the use should be to aid public service delivery. Any other intention of use is unethical and hence should be avoided.

If used in ethical manner - it can prove to be an effective tool.

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?

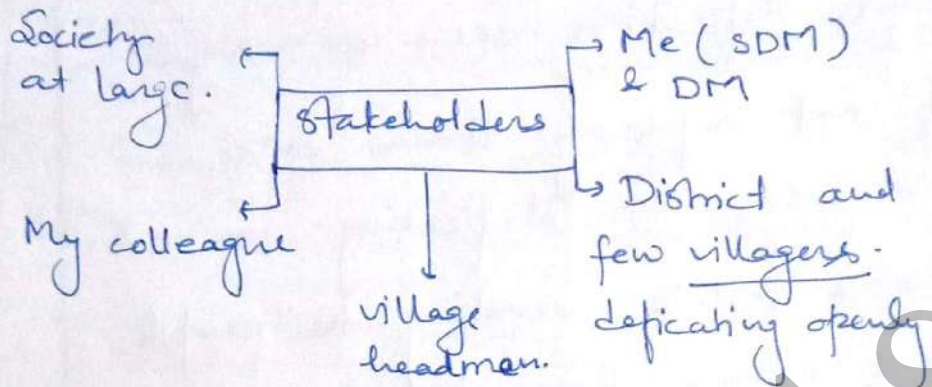
You are a young IAS officer and have recently joined as a Sub-Divisional Magistrate in a district, which has been declared 'open defecation free'. However, you get information that some villages in your sub-division are still continuing the practice of open defecation out of habit despite availability 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

The case involve people's inability to discontinue age old practice of open defecation despite availability

of toilets. It also emphasise
on issue of policy vs reality
when it comes to policy implementation



9) Reasons for continued practice

- ① Social dogma and belief of superiority of old traditions.
- ② Skepticisms with respect to durability of government constructed toilets.
- ③ Unwillingness to change and status quoist nature.

④ Inability to switch to new way of defecation in later stages of life.

⑤ Open defecation seen as way of not impuring their own premises - as defecating in home toilets, according to people, might impure their home.
↳ the notion of purity and impurity hinders.

b)

Options available as SDM

① Comply with DM advise of not taking any official action -

merits

Demerits

① Status of ODF to district will be retained.

① It will amount to ignorance and indifference to unethical conduct.

② Any possible discord with DM can be prevented.

③ Will comply with villager's need.

② Amounts to dereliction of duty as ineffective implementation of well intended policy.

② Take official action against people who are defying openly - warn or admonish them, if doesn't comply, punish them.

Merits

① Will ensure effective implementation of policy.

② display moral courage to challenge outdated practices

③ Ensure hygiene in the area.

Demerits

① Will cause withdrawal of ODF status.

② People might retaliate

③ Disobeying superior's orders (against code of conduct)

③ find an amicable and acceptable solution by consulting with local people and awaring them about unhygienic consequences of open defecation.

Merits	Demerits
① Will save ODF status.	① Will cause <u>delays</u> .
② People might accept <u>moral and scientific appeal</u> .	② chances of not compliances are also there.
③ Superior order will be given due diligence.	

9) Based on above merits I will adopt option 3. furthermore, I will bring doctors to meet people and make them aware regards to issues of open defecation. Though it will take more efforts but worth spending time.

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 उमसे 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 मत्तारूढ़ दल के राजनीतिक नेताओं द्वारा चलाए जा रहे हैं। वे छात्रों को लुभाने के लिए कई 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 करवाई करेंगे?
- छात्रों के बीच आत्महत्या के मामलों में वृद्धि के विभिन्न कारणों पर चर्चा करते हुए, इस मुद्दे के दीर्घकालिक समाधान के लिए उपाय सुझाए।

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

The case reflects the story of Kota coaching institute lures in

India. The suicide of students is a grim reality in the district.

a) Stakeholders involved and ethical issues

① Coaching Institutes

- Unethical practices for profit
- Commerce without morality is sin (Gandhi)
- differential treatment (Discrimination)
- Indifference to human life.

② Chief
Minister

→ Political pressure vs
indifference to human
life.

→ giving priority to revenue
generation than student
concerns.

③ Students
&
families

→ under pressure from
families & coaching institutes

→ burden of competition &
mental stress

→ substance abuse - unethical

④ Black
marketing -
people involved

→ illegal selling of
performance enhancing
drugs

⑤ Me (DM)

→ CM's pressure vs my
duty and empathy
towards deceased.

→ Issue of nexus -
coaching institutes owned
by politicians.

b) Course of action will be multiproject and multifaceted -

- ① Immediate enquiry and detailed report on illegal and unethical practices by coaching institutes.
- ② Strict actions against institutes with false advertisements despite being political linkages as impartiality and neutrality are basic values of civil servants.
- ③ I will display empathy towards students and set up mental health counselling for mentally stressed. Also appeal their families not to exert extra pressure.
- ④ Motivational lectures and other career options awareness will help

them come out of their eco chambers
and prevent future suicides.

(e.g.) OM Kasera (IAS) displayed
proactive and empathetic conduct
during corid for students struck
in Kota.

c) Reasons	Measures
① Increased pressure from <u>family</u> due to <u>overhype</u> of IITs & IIMs	① Realistic <u>expectations</u> from <u>family</u> - <u>need awareness</u> <u>campaigns</u> .
② <u>Unimaginable</u> <u>hardships</u> for <u>18</u> <u>year</u> <u>student</u> <u>away</u> <u>from</u> <u>home</u> .	② <u>Regulating</u> <u>coaching</u> <u>industry</u> .
③ <u>Lonliness</u> and <u>expectations</u> for <u>future</u> .	③ <u>Cap</u> on <u>high</u> <u>prices</u> - creates <u>economic</u> <u>pressure</u> .
④ <u>Lack</u> of <u>mental</u> <u>counselling</u> .	④ <u>Counselling</u> and <u>NGOs</u> <u>involvement</u>
⑤ <u>Corid</u> <u>exacerbated</u> <u>the</u> <u>issue</u> .	<u>to</u> <u>relieve</u> <u>stress</u> .

12. आप हाल ही में भारत के एक महानगर में जल आपूर्ति और सीवेज 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 पौध मोहल्ले में सीवर की जोखिमपूर्ण सफाई के दौरान मौत हो गई थी, जिनमें शहर के सीवरेज कॉर्पोरेट प्रमुख रहते थे। प्रारंभिक रिपोर्ट में पाया गया कि एक 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 कार्रवाई का सामना नहीं किया था।

शहर के दौरान मोहल्ले के लोगों ने शिकायत की कि स्थानीय प्रशासन संदे समय में सीवरों की सफाई नहीं कर रहा है, जिसके कारण उन्हें निजी कर्मचारियों को काम पर रखना पड़ा। आपको यह भी पता चला है कि नगर प्रशासन में मेंटनेंस 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 सुरुवातीयक विवर प्रदान करने के लिए धन की कमी का सामना कर रहा है।

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

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

- संबंधित मृतों के साथ प्रकरण में शामिल हितधारकों की पहचान कीजिए।
- विरा ना प्रकरण में आपके समान प्रशासनिक विफलता का दुरुस्कार कीजिए। आप इसमें से कौन-सा विकल्प चुनेंगे और क्यों?
- सीवेज से 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 poor 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

The case highlight the plight of manual scavengers in India at the cost of their life. It also highlights inefficiencies in city administration.

1) Stakeholders and associated issues

① private workers	→ economic compulsion to adopt manual scavenging work
② Private contractor	→ <u>Inhuman treatment</u> with no protective gears
③ Top Corporate of neighbourhood	→ issue of <u>cleansing</u> vs <u>unethical death of two</u> . → <u>apathy to human life</u> .
④ city administration	→ shortage of fund → no protective gear

→ delayed resolution of
complaint.

- Mc (CEO) → Media pressure of withdrawing
case
→ compensation issue to victim
families.
→ Inefficiency and ineffectiveness
of sewerage board functioning.

Options available |

- ① Compensate victims and withdraw
case -

merits	Demerits
① Issue will be solved quickly	① Not solved actual problem.
② Not solved actual problems temporarily.	② future accidents will not be prevented.

- ② Reinforce funding in administration, build infrastructure, provide protective gear and effectively clean city timely -

Merits

- ① Long term solution - will solve issue fundamentally.
- ② effective service delivery - dedication to duty.
- ③ future deaths will be prevented.

Demerits

- ① May take significant time to build infrastructure
- ② difficulty in fund collection.

I will adopt option ② due to above merits. For funding, social media fund collection can be used to cater immediate need.

Further corruption and inefficiency need to be eliminated for effective utilisation of resources.

Additionally, a code of regulatory conduct for private contractors to use safety gears is also needed.

g) Long-term measures

- ① Mechanisation of sewerage treatment - (NAMSTE scheme).
- ② Use of safety gears should be made compulsory.
- ③ Building proper infrastructure in municipality and proactive service delivery.
- ④ Resolution of complaints - timely and effectively.
- ⑤ Implementation of citizen charter in city administration.

Above solutions are need of hour to fulfill vision of 'clean India' and protect human rights of manual scavengers.