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GENERAL STUDIES (TEST CODE : 2421)

Name of Candidate	ATUL TYAGI		
Medium Hindi/Eng.	ENGLISH	Registration Number	768483
Center	ONLINE	Date	17/08/23

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:

INSTRUCTIONS

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

Is student recommended for One-to-One mentoring?

Recommended

Strongly Recommended

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

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp. Punjab & Sind 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

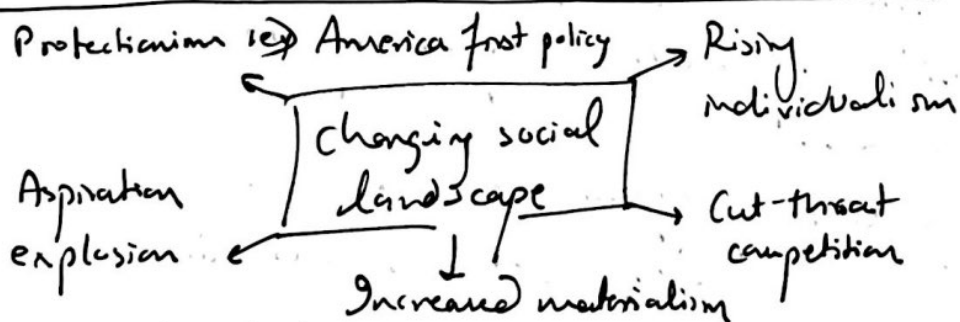
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SECTION - A

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

"Today we know the price of everything but the value of nothing." - Oscar Wilde.
Many reasons are responsible for the moral decline:



Technical education is important for:

- ① Domain expertise
- ② Task execution
- ③ Meeting requisite qualifications.

④ Quality service delivery.

But Value education is equally important:

- ① People over profit: as people are ends in themselves and not just means to making money.
- ② Compassionate capitalism: for the benefit of all.
- ③ Environmental sustainability to be incorporated in the growth paradigm.
- ④ Justice ethics: To not cheat or provide information asymmetry to the consumers.
- ⑤ Inculcate professional ethics like the code of conduct too as Ms Gill said - "personal & professional ethics are aligned".

"Education is the best weapon to change the world." And both technical & value education can bring out quality professionals.

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 Ji was the proponent of the Sikh religion. He based it on the service and love of humanity and thus holds tremendous contemporary relevance for the youth.

Important teachings & relevance

- ① Service of mankind such as the langar → Infuses service over self attitude such as for the armed forces.
- ② Unity of God in his teaching of Ek onkar, sat naam → against rising frictions like communalism.

- (3) Empathy towards the downstudies
 incorporated lower caste members
 of these times → ability to develop
Emotional Intelligence among the youth.
- (4) Dignity of human being to overlook
 differences of caste → Spirit of
Homo mensura (man is the measure)
 in youth.
- (5) Tolerance for other faiths as he
 said various means lead to the
 same Truth → necessary in rising
 intolerance life cancel culture.
- (6) Community spirit : Needed in these times
 of rampant individualism.
- (7) Respect for women : to speak
 against prevailing patriarchy.
- (8) Non-violence yet self-defense by later
 Gurus — to uphold the unity & integrity of the
 nation.
 Moral giants like Guru Nanak Dev are
 beacons of guidance for our youth forever.

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।

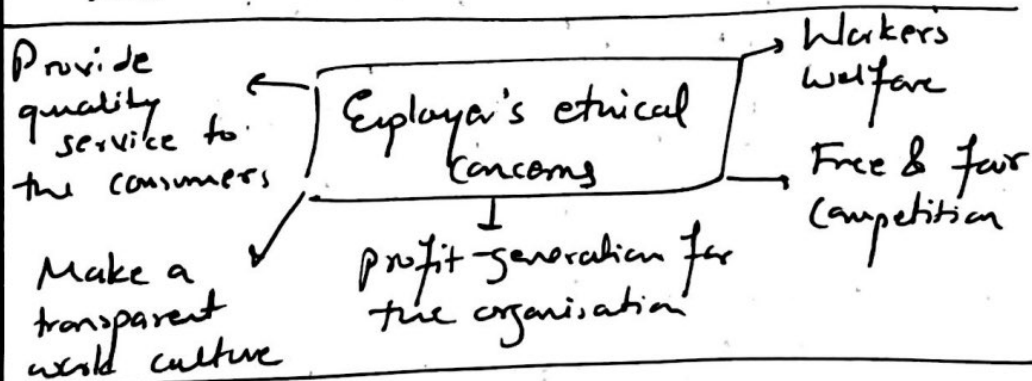
The 'work from home' culture that gained wide acceptance with the outbreak of the COVID-19 pandemic has led to many ethical concerns for private organizations with moonlighting being one of the most prominent ones. Do you think that it is ethical for an employee to practice moonlighting? Discuss. (Answer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

While work from home has provided flexibility to workers, the same is also being exploited. In absence of physical scrutiny, the practice of moonlighting is being witnessed as a way to bypass duty.

Ethical concerns

- ① Dereliction of duty: for which one is being hired and paid.
- ② Against contractual obligations: which often do not allow double-employment.
- ③ Consequent breach of trust.
- ④ Keeping the employer in the dark deliberately.

- ⑤ May also compromise the work quality.
- ⑥ Conflict of interest may arise when working in two competing firms.
- ⑦ Integrity of the organisational practices may be compromised
 ↳ Divulging trade secrets to the other firm.
- ⑧ Guilt and desistance while lying
 ↳ "To hide one lie a hundred lies are needed."
- ⑨ On top of that, the employer has his own concerns:

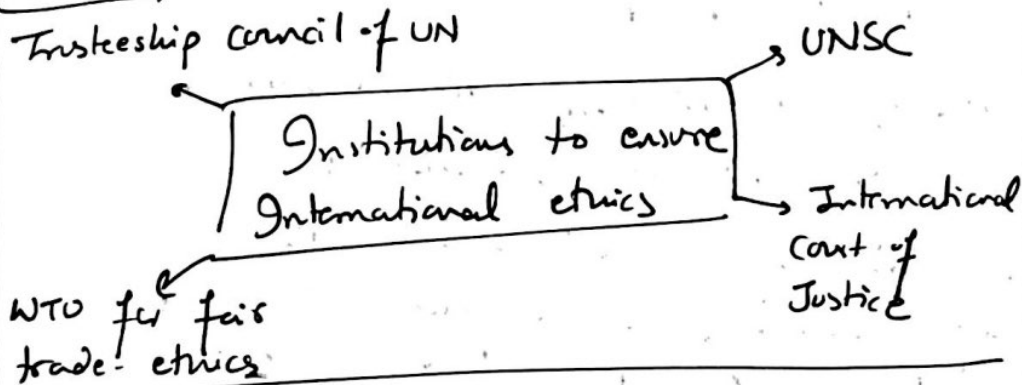


It is thus unethical to moonlight. Instead the employee can directly consult the employer such as legal permission or salary hike.

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 ethics is an important domain of applied ethics. However, being grounded on sovereignty principle, self-interests at times come in precedence to global interests.



States putting aside moral values

- ① Neo-imperialism by western countries to continue economic dominance.
- ② Unethical trade practices: like dumping or transferring polluting industries like ship-scraping in developing countries.

- ③ Maintenance of status-quo that is undemocratic eg P-5 veto power.
- ④ Military trade: as a means of arming factional sides for profit.
- ⑤ Arm-twisting of weaker nations such as American dominance over central American nations.
- ⑥ Proxy wars seen in the middle-east by foreign players.

However, at times, national interests are also to be prioritised:

- ① India's stand on answering its energy security by buying oil from Russia.
- ② Being voice of the south for food, fuel, fertiliser for its citizens' basic needs.
- ③ Strategic ambiguity: such as not taking sides in the Non-aligned movement.

While answering the responsibilities one have to their citizens, we should aim for the goal of Vasudev Kutumbhagam.

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

The given quote hints at going beyond skill-based aptitude towards value-based aptitude too. While the former gives one competence, the latter gives direction to perform it for the right cause.

More intelligence can be counter-productive.

- ① Using skills to dupe or cheat others
ie) Prising profits through tax-
evasions.
- ② May have selfish uses rather than social good.
- ③ Can be used to overpower others who are not so intelligent.
- ④ May also result in arrogance and

prove their own hubris.

1) More than intelligence - Ethics

- ① Moral yardstick for wise judgement for how ~~do~~ and for what shall we use their intelligence.
- ② Use of justice ethics: where one does not misuse one's intelligence knowing that - "with great power comes great responsibility."
- ③ Rightful professional behaviours
 i.e. Helping fellow colleagues in skill-enhancement too.
- ④ Resultant leadership and team-building skills.
- ⑤ Working for the larger good
 i.e. Compassionate capitalism.
- ⑥ Make wise ethical decisions by developing conscience.

Albert Camus warned that: "A man without ethics is a wild beast loosed upon this world." So, more than intelligence is required to behave rightfully.

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

James Madison's quote highlight the importance of information in a democratic government. Thomas Jefferson had also highlighted the same message :

"Information is the currency of democracy."

Without information - By government

- ① Free from any ^{A Farce} touch with the ground reality!
- ② Poor ^{formulation &} policy implementation in the absence of data-driven decisions.
- ③ Hard to track impacts of actions
- ④ Likely to lose popular support soon
 → French revolution against autocratic monarchs.

Without information → By citizens

Tragedy

- ① No accountability by the government functionaries in the absence of transparency.
- ② Systemic disempowerment of the citizenry.
- ③ Reduced informed debates on matters of national importance.
- ④ Resultant vicious cycle of lack of participation & political apathy.
- ⑤ Absence of checks and balances, and rise of autocracy.

Sunset legislation like RTI

Way Ahead

↓
Strong civil society & media ethics.

Public participation
⇒ Recall, plebiscite, referendum.

Thus, "an informed citizenry is the best safeguard against tyranny". The same has to be promoted in any fractional democracy.

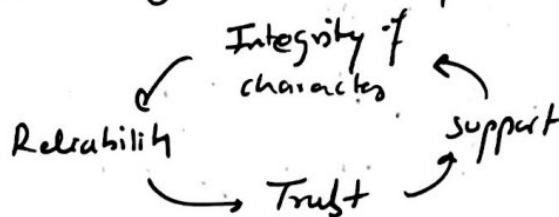
3. (c) "चरित्र को अनुनय का लगभग सबसे प्रभावी साधन कहा जा सकता है।" - अरस्तू

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

Three key elements are needed for persuasion: Logos, ethos & pathos. Character is the 'ethos' element that provides credibility to the persuader.

Character → persuasion

- ① Gives reliability for the listener to believe based on flawless character.
 Ex Trust on Atal Bihari Vajpayee on virtue beyond party-politics.
- ② Provides commitment to the speaker's tone due to their honesty.
- ③ Effective governance by people of character:



- ④ As is said, "relationships are the DNA of administration" and a person with character fosters good relations.
- ⑤ Integrity of principles across space & time prevent any suspicion of change in claims & promises.

197 without character

- ① Lack of trust among people
 ↳ Vijay Mallya's bid to persuade investors failed due to his past record.
- ② Lack of support because people would not want to risk his/her changing character.
- ③ Selfishness will not attract larger team-action.
- ④ Ethical choices will always be questioned due to absence of a foundational value-system.
- "Sheelan Param Bhushanam": Character is the best jewel and it needs constant efforts to refine it.

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 not taking sides and basing decisions on facts and objective merit. Compassion on the other hand is about being moved enough to help relieve the pain of others through action.

1 Impartiality's importance

- ① Provides objective criteria of evaluation of decisions.
 ↳ Noting and draftings of the reason for decisions taken.
- ② Promotes meritocracy : as the better side is chosen.
- ③ Against unfair favouritism such as nepotism.
- ④ Provides credibility, consistency & public trust in institutions.

However, cold-hearted impartiality without compassion can be counter-productive.

- ① May prioritise paperwork over people.
 1ex) Not giving ration card to poor, old couple because of lack of document.
- ② May provides rigidity to administration
 1ex) • Unquestioned obedience to the status-quo authority.
- ③ Robs away the human-nature to public service
 1ex) Compensation denied to hooch-torpedoed victims in dry-states.
- ④ May give moral myopia rather than thinking of consequences
- ⑤ Outcomes will thus be compromised as "laws are for people; people are not for the laws."

Compassion is thus to be married with impartiality. IPS Chetan Reddy used 'Jana Gana Mana' to quell excited mob by mixing compassion along with an impartial handling of the situation.

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 क्षति 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

"To whom much is given, much is expected." With the official, discretionary as well as influencing power given to administrators, much responsibilities lie on their shoulders.

Power in the right way - dividends

- ① "Power to change" is the biggest power of all.

↳ Policy-making create systems and institutions like RTI.

- ② "Power to implement" is also where administrators can empower systems

↳ Aruna Sundarajan created Kudumbashree.

- ③ Power to deter wrongdoers

↳ Durga Shakti Nagpal against the sand mafia.

- ④ Power to inspire: as many administrators now have social-media access & can spread the right messages
- ↳ Leading by example by having inter-caste community dinners.

Misuse of power → crisis

- ① Rise in corruption
↳ Crony-capitalism case against UP IAS officer.
 - ② 'Babu-culture' where administrators consider themselves as entitled lots.
 - ③ Power retention by systemic deprivation & disempowerment of the citizenry
↳ Forcing to run pillar to post.
 - ④ Against emotional intelligence
↳ Chhattisgarh IAS slapped youth & broke his phone during lockdown even when he needed medicines.
- "Power corrupts and absolute power corrupts absolutely." Ethical frameworks help in preventing that.

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 is being answerable for one's actions based on the impact they have on the larger social fabric. They can be of various types like administrative accountability, environmental accountability and business ethics.

Significance

- ① Keeps the larger picture in view as "Man is a social animal."
- ② Utilitarian ethics : as larger good to the largest number.
- ③ Justice ethics : in the absence of which, the powerful may do anything on an anarchical whim.
- ④ Plurality of stakeholders increase

quality of actions & outcomes.
 ↳ Bahujan hitaye, Bahujan Sukhaye.

Factors for success

- ① Right ethical guidance
 - Leading by example by top leadership
 - Citizen's charter
 - Code of ethics / code of conduct.
- ② Internal & external checks
 - ↓
 - Conscience
 - ↓
 - RTI
 - CVC
- ③ Citizen feedback loop and grievance redressal.
- ④ Empowerment of the citizens for evaluation
 ↳ Social audit.
- ⑤ Establishment of right work culture
 ↳ "Service over self" as the motto of Indian army.
- ⑥ Sustained value-based education right from School.

Social accountability thus ensures the vision of:
"Serve bhavantu sukhinah, serve santu niramayaha."

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. But, as any other technology, it is a double edged sword, that depends on how we use it.

Concerns from digital colonisation & digital dictatorship

- ① Neo-imperialism in the form of power with those having data-access.
- ② Mad-rush for the new resource just like was earlier seen during European colonisation, race.
- ③ Big companies getting bigger
ie) Google & meta.
- ④ Media-control as warned by Noam-Chomsky by moderating mass psychology

- ③ Privacy concerns of individuals.
- ④ Control of data creators on their own data will be compromised.

Remedial measures

- ① Business ethics by ensuring unfair practices by big companies are checked
⇒ European Union's fine on Google for non-compliance.
- ② Consent as non-negotiable by the data generators.
- ③ Transparency over data-use by preventing information asymmetry.
- ④ Sovereign rights over data generated
⇒ India's Data Protection Bill.
- ⑤ Ethical regulation on corporates
⇒ EU's GDPR.

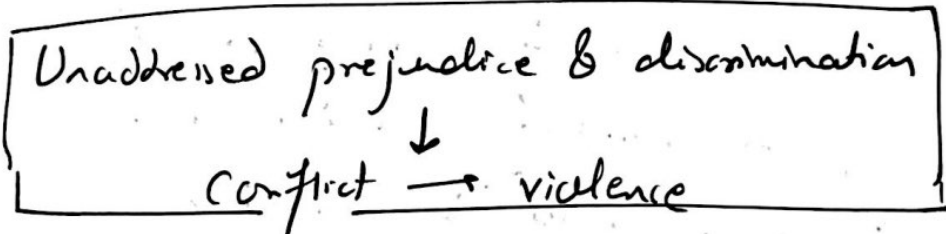
To use the technology at hand is the choice given to humanity. Technological ethics will guide the way.

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

Prejudice is pre-conceived notions based on supposed stereotypes.

The unequal treatment then done based on differences like caste, class, religion and gender is discrimination.



① Widen fault lines of division and the stereotypes strengthen

☞ Prejudice against gypsies as uncivilised in Romania.

② Deindividuate people into constructed community identities.

☞ Sweeping generalisations that all muslims are beef-eaters.

(4) Disinhibition - Dehumanisation
through Desensitisation : as given
by Milgram's destructive obedience
model

⇒ Mob-violence on inhuman grounds.

(5) Prevents dialogue & diplomacy
⇒ Current Manipur ethnic violence.

Way ahead

(1) Constant community connect to bridge
the gaps sustaining an ignorance.

⇒ IPS Suresh Khopade's community
policy in communally charged Bhiwandi.

(2) Use of media to exhibit the destruction
of violence

⇒ Coverage on the Nuh violence.

(3) Political leadership as voices of reason
as against vote-bank politics.

(4) Sensitisation through value based education

⇒ Introduce Unity in diversity from schools itself

"War is what happens when language fails"

To dispel prejudice, we need communication with EI.

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

#MeToo was a significant social media movement that saw women coming out in solidarity, on grounds of common exploitative experiences. It gave a voice against power-centers of patriarchy.

1 No lasting positive change?

- ① Limited to the digital space and not the physical space.
- ② Trapped in the armchair wokeism as another social media 'trend'.
- ③ Has not been organised movement like the 3 waves of feminist movements.
- ④ Still excludes minority sexuality & gender identities like LGBT.

③ Limited state support for system overhauling.

However, it sure has been a beginning in the right direction

① Getting over the taboo of women not speaking out.

② Getting over the victim-shaming attitude.

③ Has created a public discourse even in familial, social & national spaces.

④ Emboldened women that they have common experiences & thus shared support.

⑤ Some high profile cases have come forward like the Harvey Weinstein in Bollywood.

Building on the momentum, we need to work for SDG-5 for gender justice through institutional changes like POSH act.

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

"A lot of talent is lost because that talent wears a skirt."

Sexual harassment at workplace is one of the major reasons why female labour force participation rate is as low as 24% in India, like with Meera in this case.

(a)	<u>STAKEHOLDERS</u>	<u>INTERESTS</u>
	① Meera	(i) Gender Justice (ii) A safe workspace (iii) Career growth.
	② Her mother	(i) Treatment
	③ Accused boss	(i) Save his skin

④ HRD department	(i) Workers' welfare
⑤ Company	(i) Conducive work-space (ii) Growth & profits.
⑥ Other victims	(i) Ensure their voices are not drowned
⑦ Society	(i) A safe place for all genders

(b) Ethical issues

- ① Threat to women safety
- ② Patriarchal belligerence in making unsolicited sexual advances.
- ③ Ignorance of a civilised consent concept.
- ④ Unabashed misuse of power by the boss
- ⑤ Misusing financial needs to prevent

justice.

- ⑥ Established wrong precedent from part victims.
- ⑦ HRD's derecognition of duty if this deal progresses.

(C) OPTIONS MERIT DEMERIT

<p>① Take the money and file non-disclosure</p>	<ul style="list-style-type: none"> (i) Career growth assured (ii) Immediate financial favours (iii) Treatment of mother 	<ul style="list-style-type: none"> (i) Justice is not served. (ii) Embolden the accused (iii) Unsafe work-culture
<p>② Drop the case & ignore sexual advances</p>	<ul style="list-style-type: none"> (i) No negative impact on career 	<ul style="list-style-type: none"> (i) Harassment will continue (ii) No justice served (iii) May actually hamper her mental health and career itself.

(3) Pursue the case with full disclosure along with the previous victims

(i) Pursuit to justice
(ii) Create institutional change
(iii) Women standing with each other

(i) Long, time taking process
(ii) Convincing previous victims to come forward will need lot of EI

Justification - Option 3

(1) "When it comes to human dignity, we can make no compromises."
- Angela Merkel.

(2) Virtue ethics: The boss lacks ethical aptitude even if he may have technical aptitude.

(3) Speaking against injustice is a duty:
Justice ethics.

(4) Will sensitise the workspace & create safer environment

"Yata naryastu puhyante, ramante tatra devta": A gender sensitive work-culture is for the benefit of all.

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

Business ethics proposes gain of
Artha through asteya → My vision.
That is gaining of wealth through

fair means unlike through cheating, duping or stealing, as in this case study.

(a) Ethical dilemmas

- (i) Profit for the company v/s employing fair means to achieve them.
- (ii) Playing fair v/s being at a disadvantage vis-a-vis unfair competitors.
- (iii) Professional performance by meeting targets v/s professional ethics.
- (iv) Own principle v/s career prospects for Area sales managers: who'll not be able to meet targets if adhering to my principles.
- (v) Short term profits v/s long term reputation of the firm.

(b) OPTIONS	MERITS	DEMERITS
<p>① Employ unfair practices like the competitors</p>	<p>(i) Tit for tat logic (ii) Likely that sales will rise in the short term (iii) Targets will be met</p>	<p>(i) Market distortions will increase for others playing safe. (ii) Unfair practices will get established. (iii) Company's reputation may be compromised in the long run.</p>
<p>② Stick to own fair means only</p>	<p>(i) Crisis of conscience maintained from business ethics</p>	<p>(i) Will lose out on competitors. (ii) Cannot meet targets (iii) Affect career growth</p>
<p>③ Pursue legal recourse against unfair competitors and brand-building on own ethical practices in business</p>	<p>(i) Justice ethics: bringing punitive measures against wrongdoers (ii) Build own brand in the market</p>	<p>(i) Legal recourse may be time consuming and costly</p>

(3) Pursue legal recourse against unfair competitors and brand-building for own ethical business

(i) Justice ethics:
bringing rule of law
(ii) Build own brand in the market
(iii) long-term gains for the firm

(i) Legal action will be time consuming and costly.
(ii) Need to convince own seniors first.

I will choose option 3 as:

- (1) Justice ethics served against the unfair competitors.
- (2) Establish business ethics for a free and fair competition.
- (3) Market stability will be achieved.
- (4) Good corporate governance without unrealistic goals.
- (5) Customers will not have to

bear the additional expenses:
"Corruption is paid by the poor"
 - Pope Francis.

(1) Ethical alternatives

- ① Legal prudence: as it is against the uniform code.
- ② Brand-building in the market.
- ③ Risk of losing reputation on the other hand.
- ④ Economic prudence: as kickbacks will simply add to the cost.
- ⑤ Hippocratic oath: in a professional as sacred as saving lives.

"Good ethics is good economics."

Thus, fair means will lead to the fair ends of medical profession.

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

Social media, like any other technology has been a double edged sword. In case of civil servants, for whom anonymity & austerity are important principles, this raises even more complexities.

(a) Ethical issues

① Maintaining the integrity and dignity of the office through one's conduct on the digital platforms.

⇒ All India services (conduct) rules.

② Executive responsibility is directed at the public representatives and not at the permanent executives.

③ Seeking personal glory using professional ethics

⇒ Use of service handles like IAs & IPS.

(4) Compromise in quality of service
 ↳ An IAS suspended on promoting
Election-duty perks.

(5) Frivolous attitude lowering the
gravity of the office

↳ Reel-making on trends.

(6) Over-exposure of personal life.

(7) As against this the right of
personal expression.

(8) Responsibility in the huge influencing
power

↳ Impacting views of the youth.

(h) How can it be effectively
utilised?

There are many arguments
in support of the use of
Social media too:

- ① Social media as another powerful medium to reach out to the masses
 ↳ Outreach programs, awareness generation campaigns.
- ② Breaks down the silos between bureaucracy & citizens.
- ③ Humanising the deified image of civil servants in India.
- ④ Consequently, making them approachable and accessible
 ↳ Opposite of the 'Babudam' culture.
- ⑤ Feedback loop & grievance redressal through social media.
- ⑥ Empowerment of citizens by giving them a voice & platform to exercise it.

Thus, it can be effectively used by :

- ① Separating private-personal accounts and public-professional accounts.

② Using social media reach to promote government schemes, initiatives and policy objectives.

⇒ Selfie-with-daughters campaign.

③ Self-regulation by virtue ethics.

④ Backed by amendments in conduct rules to include the digital space as well.

⑤ Tolerant communication between senior bureaucrats and younger bureaucrats to come on a middle-ground.

⑥ Sensitisation training on social-media ethics in LBSNAA.

⑦ Harness best international practices

⇒ British diplomat Tom Fletcher's excellent public diplomacy through social media

The new powerful medium provides tremendous opportunities that are not to be missed. By prioritising the ethos of the office, we can achieve them.

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

"Cleanliness is godliness."

This was the spirit of the
Swachh Bharat Abhiyan. However

habit and deepset ~~mind~~ mentality has prevented behavioural transformations.

My vision : Attitudinal change comes from underlying value system and that guarantees lasting change.

(a) Why the practice continues

- ① Lack of behavioural changes by positive value inculcation.
- ② Inertia to give-up traditional belief
- ③ Headman thinking open-defection in actually healthier.
- ④ Slaves to habit : as changing long-set practices need efforts.
- ⑤ Communal practices : as is actually said that women came together during these times to talk to each other — something that urbane

people can't think of.

- (5) Established social sanction : as the practice is not considered anyway unnatural by the larger masses.
- (6) Resultant unquestioned obedience of what is established.
- (7) Lack of scientific temperament : as the proof suggests diseases spread by it, and is yet not accepted.

(b) <u>Options</u>	<u>Merits</u>	<u>Demerits</u>
(1) Take no-action	(i) Complying with the senior's directives. (ii) ODF status will be maintained	(i) Mere eye-washing of results. (ii) Real objective of the policy is unmet. (iii) Health of villagers compromised. (iv) Safety of women at risk

② Take punitive action and force villagers to use toilets

- (i) Objectives met
- (ii) health & safety met

- (i) Will find resistance on force
- (ii) No lasting attitudinal change.

③ Encourage villagers to voluntarily shift to toilet use by Information-Communication-Education (ICE)

- (i) Lasting changes
- (ii) No need for force application
- (iii) Will create a positive domino effect on health & education awareness

- (i) Will take time & persuasion skills.
- (ii) Have to take DM on board too who fear losing ODF status

(c) Course of action

I'll choose option 3 followed by :

① First, will have to convince

the DM for a concerted
institutional effort.

② Will then organise awareness
campaigns

⇒ Using gram sabha or STC
platforms.

③ Demonstrative persuasion: highlighting
any past outbreaks in the village
associated with open-defecation.

④ Community spirit, by making them
conscious of the ODF status too,
which may otherwise be lost.

⑤ Empowering women & children

⇒ In school curriculum and STC
meetings so that the demand
came from within.

Force can only go so far. But
with nudging through ICE,
lasting changes can be acquired
by behavioral alignment.

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 बीच 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 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

In the present times of cut-throat competition, commodification of Education has added burden. Since like the Kota factory dealt with issues similar to this case study.



Ethical issues

- ① Providing a safe learning environment to students.
- ② Ensuring their mental health.
- ③ Undue pressure to enter into the rat-race.
- ④ Commodification of education by coaching institutes.
- ⑤ Politician-corporate nexus.
- ⑥ Drug-trafficking to weaken youth in the long run.
- ⑦ Division of students based on pressurised categories of performance.
- ⑧ Lack of empathy on part of the society at large.
- ⑨ At the same time, maintaining meritocracy in esteemed institutes.

(b) Course of Action

- (i) Create the report as a clear speaking document based on investigations found.
- (ii) Based on that, action on the coaching institutes with false advertisements.
- (iii) Make further investigations in the causes of suicide such as coaching institutes' and peer pressure, familial forces in play etc.
- (iv) Zero-tolerance raid on drug traffickers.
- (v) Then, will move towards counselling of students - parents together.
- (vi) Push for the government, including politicians involved to actually create more education institutes rather than the unsustainable competition.

(1) Why rise in suicide?

- (i) Unparalleled competition and materialism
- (ii) Individualism & resultant isolation & alienation.
- (iii) Aspiration explosion, especially among middle class as new avenues of opportunities arise.
- (iv) Taboo on mental health issues
- (v) Lack of empathy for children: considered as means to an end.

Measures for long-term change

- ① Include liberal education in schools and universities beyond just technical education for job-seeking.
- ② Career-counselling of both students & parents to open diverse options than the same old-race.
- ③ Prioritise all-around well-being than just materialistic goals (i.e.) mental health is wealth.
- ④ Inclusive growth & human capital development: as power-divide creates desperate competition
"Children are the future of this nation". Let them play, let them grow and let them bloom.
 — Nelson Mandela.

12. आप हाल ही में भारत के एक महानगर में जल आपूर्ति और सीवरज 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

Manual scavenging has been prohibited in India due to its inhumane nature. In this case, the same has been illegally employed leading to the unfortunate tragedy of 2 lives lost.

My vision: Ends do not justify unfair means

(a) <u>STAKEHOLDERS</u>	<u>ISSUES</u>
① Two workers	(i) Employed in an inhumane activity. (ii) Lost their lives.
② Their families	(i) Lost family member (ii) Demand for compensation.

③ Private contractor

(i) Unethical & illegal business practice.

④ Push residents

(i) Deployed illegal mode of cleaning sewage.
(ii) have not been given civic services by the local administration.

⑤ Local administration

(i) Dereliction of duty.
(ii) Itself suffering lack of funds.

⑥ Me (LEU)

(i) Hold institutional accountability.
(ii) Solve the service delivery issues.

⑦ Media

(i) Present the truth

(b) Options	merit	Demerit
① Prioritise relief and compensation to family members.	(i) Justice for the loss (ii) Take care of their sustainability	(i) May be difficult to find schemes pertaining to it.
② Penalise contractor & residents	(i) Rule of law (ii) Deterrence for future	(i) May find backlash
③ Overhauling of local administration service-delivery	(i) Take care of funding (ii) Do their designated duty to citizens	(i) Will need institutional restructuring

I'll choose a combination of all the 3 options as:

- ① Takes care of the immediate priority of the grieving family
- ② Brings wrongdoers to justice

- (3) My responsibility as the CEO to ensure roadblocks in the local administration are solved.
- (4) Long-term solution to the problem will be achieved.

(c) Long-term measures

- (1) Strengthening community members traditionally associated with such professions
- eg - Special health & education programs,
- Vocational skilling: Skill India
- (2) Provide alternate employment opportunities
- eg Quotas for systematically marginalised communities.
- (3) Awareness generation on safeguards
- eg Posh residents claimed they were unaware.
- (4) Sensitisation of society eg Include caste-induced historical injustice from schools itself.
- Homo mensura, that is man is a measure of all things prioritise human dignity and justice.