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GENERAL STUDIES (TEST CODE : 1512)

Name of Candidate	Prubam Kumar		
Medium Hindi/Eng.	English	Registration Number	324683
Center	Home	Date	08/12/2021

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	<p>1. 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)।</p> <p>2. There are TWELVE questions printed in ENGLISH & HINDI इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं।</p> <p>3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं।</p> <p>4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</p> <p>5. 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।</p> <p>6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</p> <p>7. 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।</p>
1(a)	10		
1(b)	10		
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11	20		
12	20		
Total Marks Obtained:			
Remarks:			
Signature of Examiner			

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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.

SECTION - A

1. (a) Persuasion plays an important role in public administration. Discuss. Also highlight the various elements of effective persuasion.

(150 words) 10

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

Ans

Persuasion is the deliberate attempt to change a person or a community's attitude and behaviour.

Role in public administration

1) Persuasion is a key enabler in effective policy implementation. For example, persuasion for taking the covid-19 vaccines in the midst of vaccine hesitancy.

2) Persuasion is also important to tackle any public order threat. For example, during any violent display of protest or riot.

3) Persuasion is also important in policy formulation. Taking into confidence of all the stakeholders before making a policy goes into long way for its fruitful implementation.

Elements of effective persuasion

- 1) Source credibility : If the persuader is an expert on the matter then persuasion is somewhat easier.
 - 2) Source likability : If the speaker is easily likable by the audience, then the message gets easily accepted by the audience because of halo effect or otherwise.
 - 3) Reciprocity :- Reciprocal behaviour may induce public to react in the desired manner.
 - 4) Two-way communication : Persuader should not only talk but must also listen the audience can say about the issue.
 - 5) Authority : A ~~For~~ If the message comes from an authority figure then also the persuasion has more truth.
- Persuasion is an indispensable strategy in public administration to foster positive change in the society.

1. (b) "Never do anything against the conscience even if the state demands it." In this context, discuss the role of conscience in taking ethical decisions in administration. (150 words) 10

"कभी भी अंतरात्मा के विरुद्ध कुछ न कीजिए, भले ही राज्य इसकी माँग करे।" इस संदर्भ में, प्रशासन में नैतिक निर्णय लेने में अंतरात्मा की भूमिका की विवेचना कीजिए।

Soln:-

Conscience is an intellectual decision made by an individual whereby she passes an judgment about the goodness or badness of an object, or issue or incident. Conscience comes from within.

Role of conscience in ~~public~~ administration

- 1) Conscience acts as guiding vehicle while dealing with complex ethical issues faced by administrators.
- 2) where there is absence of any clearcut instruction in the lawbook conscience risers to the occasion and helps administrator to arrive at a ethical conclusion.
- 3) Even if the laws sometimes say otherwise, we have to act in accordance to the conscience call. For example, if a poor destitute woman comes to the administration

for help to get her a house under PMAYG scheme but she does not have any document, the administration must help her.

4) conscience provides necessary courage of conviction to civil servants to act on sensitive matter.

5) Conscience provides the framework for a sustainably ethical administration as it acts as a mechanism for internal accountability.

6) Application of conscience gives administration a human character away from too much complex technical character.

Right application of conscience in administration makes the administration process more effective and compassionate.

2. (a) Raja Ram Mohan Roy's liberal views on social and religious issues have much relevance in present day India. Discuss. (150 words) 10

सामाजिक और धार्मिक मुद्दों पर राजा राम मोहन राय के उदार विचारों की वर्तमान भारत में काफी प्रासंगिकता है। चर्चा कीजिए।

Soln:-

Raja Rammohan Roy was an 19th century stalwart who was the pioneer of Indian 'Renaissance'.

Raja Ram Mohan Roy's social endeavours

1) Raja Ram Mohan Roy was instrumental in the process of banning 'Sati system' in 1829 by the British Government in Bengal.

2) Raja Rammohan Roy along with his friend David Hare established Presidency college ~~or Sanskrit~~ in Calcutta in 1825.

3) He was also an advocate & for banning child marriage and he advocated widow remarriage.

4) He voiced his opinion against slavery.

His views on religion

- 1) Raja Rammohan Roy discarded idol worship and superstitions
- 2) He announced oneness of gods of all religions.
- 3) He established Brahmo Samaj which was based on liberal views of upanishads.
- 4) He wrote books as well as magazines such as Precepts of Jesus (1813), Miratul Akbar (1819), Samvad Kaumudi etc. in different languages.

Relevance today

- 1) Raja Rammohan Roy's views are universal and timeless in nature.
- 2) His crusade against social evils finds resonance in today's struggle against various social ills such as sexism, female foeticide, caste based discrimination.
- 3) His liberal views on religion can be anti-dote to bigotry prevalent in the society.

Raja Rammohan Roy is an inspiration for generations to come.

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

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

Amir

Moral circle of humanity can be regarded as the arena where previously held beliefs are now looked with a fresh perspective with possible change of perceived morality of an action in that space.

Rights for non-human entities

1) Non-human entities includes animals and other sentient beings.

As some would argue they also have feelings and cognition. Hence they should be ~~of~~ accorded same rights as human beings.

2) Even if they don't have cognitive abilities as advanced as is

human beings, they are by far ~~no~~ no means inferior: we should treat them with the respect they deserve.

3) Non-sentient entities like environmental abiotic elements, as well as outer space are also liable to some rights, but whether such rights should be at par with human rights is debatable. But violation of sanctity of the environment just for the pleasure and material benefit is definitely not right.

According some right to animals and plants may also have some serious challenge to food security as well as overall survival of the human species.

so there should be some significant boundaries while assigning rights to non-human entities.

3. What do each of the following quotations mean to you?

निम्नलिखित में से प्रत्येक उद्धरण के आपके लिए क्या मायने हैं?

(a) "Each individual is capable of transforming his immediate environment by attempting a radical transformation inside him". - J Krishnamurti

(150 words) 10

"प्रत्येक व्यक्ति अपने अंदर आमूल-चूल परिवर्तन का प्रयास कर अपने समीपवर्ती परिवेश को रूपांतरित करने में सक्षम है।" - जे. कृष्णमूर्ति

Ans:-

J Krishnamurti here by the quote is emphasising the role of inward change for the true outward transformation of an individual's environment.

We see the world around us with a lens which is our own making. If ~~we~~ our inner self is built on principles which are of higher nature then we also would want to make a change to our surroundings conformity to those standards.

When Gandhiji wanted to fight the authority in South Africa as well as in India, he prepared himself inside his mind for upholding the principles of non-violence and satyagraha.

If a citizen is tired of the corrupt culture of the society, he first have to stop ~~giving~~ offering bribe for any work to see a credible change in the society.

Another example can be taken from Buddha's life who was enlightened by inner soul search and was able to bring in change to at societal level by introducing a new egalitarian order.

In this sense the quote is right in asserting the effect of individual change in his immediate environment.

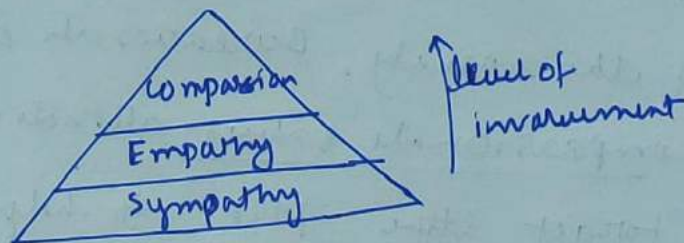
3. (b) "True compassion means not only feeling another's pain but also being moved to help relieve it". - Daniel Goleman (150 words) 10

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

Ans:

Daniel Goleman who was pioneer researcher on Emotional Intelligence considers compassion as an indicator for higher level of emotional intelligence.

Compassion is closely related to empathy and sympathy but it is step above empathy, as it is an active desire to help someone in need.



Compassion is best described by examples. If we see a homeless person lying on the road and we as bystander do something to help the

man to find a shelter home while emphasising with him would be an act of compassion.

Mother Teresa had compassion for the patients of leprosy because of which she personally helped fight the leprosy by creating a Leprosy Fund as well as active involvement with the community.

In the context of state and public administration compassion plays an important role for securing a dignified life for vulnerable section of the society. Bureaucrats filled with compassionate ~~values~~ attitude will actively target the poor to help alleviate their poverty.

Compassion is a human motivator to do good to others.

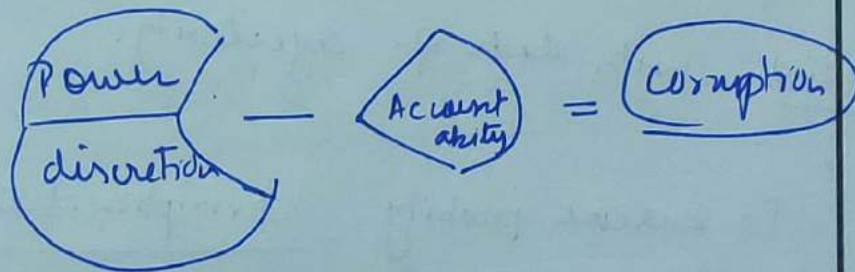
4. (a) An important requisite for ensuring probity in governance is absence of corruption. Analyse. (150 words) 10

शासन व्यवस्था में ईमानदारी (प्रोबिटी) सुनिश्चित करने के लिए एक आवश्यक तत्व भ्रष्टाचार का अभाव है। विश्लेषण कीजिए।

Ami:

Probity is an overarching concept which includes integrity, honesty, uprightness, uncorruptedness and discipline.

Whereas corruption is abuse of power to gain material or other benefits.



Probity in governance

- 1) Accountable and transparent governance
- 2) Rule of law and due process of law.
- 3) Compliance of set norms and procedure.
- 4) Integrity,
- 5) Impartiality and objectivity.
- 6) Following a set code of conduct.

Corruption is a challenge to probity

- 1) corruption violates principles of accountability, integrity, etc.
- 2) corruption makes a mockery of rule of law.
- 3) norms and procedure are put into bracket because of corruption
- 4) Governance becomes arbitrary and partial with lack of objectivity.

To ensure probity corruption have to be absent in governance.

Ind Administrative Reforms Commission has also termed corruption as biggest roadblock to an open and accountable government which is characterised by probity.

4. (b) The right to information (RTI) and the right to privacy (RTP) complement each other in holding the government accountable to the people, however, in cases of conflict, they can be reconciled keeping public interest in mind. Discuss. (150 words) 10

सूचना का अधिकार (RTI) और निजता का अधिकार (RTP) सरकार को लोगों के प्रति जवाबदेह बनाए रखने में एक-दूसरे के पूरक हैं, तथापि, संघर्ष की स्थिति में, जनहित को ध्यान में रखते हुए उनमें सामंजस्य स्थापित किया जा सकता है। चर्चा कीजिए।

Ans:-

Right to Information is a statutory right under RTI Act, whereas Right to Privacy is a ~~new~~ fundamental right under Article 21.

RTI and Right to privacy as complements :-

- 1) Right to ~~for~~ information acts as a instrument of accountability and transparency. Anyone can ~~can~~ inquire about government functioning and analyse if there is any discrepancy.
- 2) Right to information helps in ~~real~~ informed decision making.

3) Right to privacy draws a boundary between private spaces and boundary upto which State can interfere.

Conflict

1) When information is denied citing right to privacy of the employees or stakeholders; it ~~is~~ may not always be in conformity with the intended purpose of the exemptions.

2) Right to information ~~and~~ is right to privacy are subservient to ~~the~~ public interest. Even if it violates right to privacy of some, it can be exercised for greater public good.

Right to information is the path to ensure an accountable and transparent government.

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

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

Ans:

Government is a trustee of the public whereby it has the responsibility and duty to act for the common good of the public.

Ethical issues in spending govt funds for advertisement campaigns and publicity:-

1) Waste of money:- Advertisement campaigns and publicity without any administrative angle to it, are sheer waste of public funds.

2) Govt by social contract is bound to provide for the community. There is less need for complimenting itself for a job which it is legally and ethically bound to do.

③ Opportunity cost: The funds used for advertising campaigns can be put into fruitful end for better utilisation.

④ Advertisement campaigns are generally election oriented. Using public money for enhancing party interest is ethically wrong.

⑤ If the advertisement campaigns are for a legitimate state purpose, such as vaccine uptake then it is not big an issue. But, such campaigns should be substantiated by proper reason.

Govt who has the duty to act in the best interest of citizens should spend public money with the highest standards of propriety.

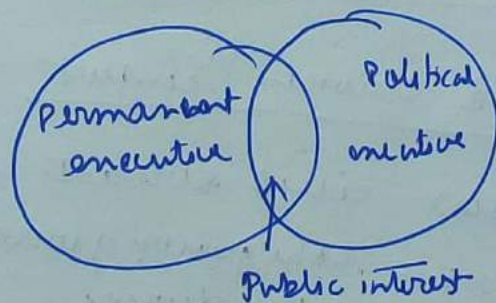
5. (b) Explaining the concept of political neutrality, discuss its significance in administration. Also, highlight how the Central Civil Services (Conduct) Rules seek to ensure political neutrality in the civil services.

(150 words) 10

राजनीतिक तटस्थता की अवधारणा की व्याख्या करते हुए, प्रशासन में इसके महत्व की विवेचना कीजिए। साथ ही, इस बात पर भी प्रकाश डालिए कि कैसे केंद्रीय सिविल सेवा (आचरण) नियमावली सिविल सेवाओं में राजनीतिक तटस्थता सुनिश्चित करने का प्रयास करती है।

Ans:-

Political neutrality in the context of civil services is the abstention of civil servants from the ideology of the ruling party of the day, or any other political organisation, or distancing itself from the political executive.



Significance of political neutrality

- 1) To act in the best interest of public and not be blinded by party interest.
- 2) To resist ~~new~~ nexus corruption.
- 3) To resist politicisation of bureaucracy.
Interference by politicians in day to day

administration can be awarded.

9) In case of change in the party at the helm, there may be difficulty in continuing the developmental work in the absence of political neutrality.

5)

Central Civil Services Conduct Rules
and political neutrality :-

1) Under civil service conduct Rules, it is prohibited for civil servants to associate with any political organisation or party.

2) Central Civil Services conduct rules do not allow civil servants to campaign for parties in the name of government during elections.

Political neutrality is a necessary condition to maintain public trust in the democratic process and institutions.

6. (a) In light of the recurring issues, there is a constant need to search for better ethical frameworks and models of corporate governance. Discuss with adequate examples and evidence in support of your arguments.

(150 words) 10

आवर्ती मुद्दों के आलोक में, कॉर्पोरेट शासन के बेहतर नैतिक ढांचे और मॉडलों की खोज करने की निरंतर आवश्यकता है। अपने तर्कों के समर्थन में यथोचित उदाहरणों और साक्ष्यों के साथ विवेचना कीजिए।

Ans

Corporate governance is the totality of process, procedure adopted in an ^{corporate} organisation for fulfilment of its stated objectives in the best interest of its all the stakeholders.

Need for better ethical framework

- 1) Corporate failures because of misgovernance
eg- Lehman Brothers Crisis in 2008.
- 2) Corruption and cronyism.
eg- Nirav Modi scam - Sahara scam.
- 3) Insider trading instances -
eg - Harshad Mehta scam.
- 4) Lack of regulation in digital space
eg - Cambridge Analytica scam.

Existing models of corporate governance is mirrored with various issues such as —

- 1) Prone to monopoly or oligopoly.
- 2) Market manipulation and cartelisation.
- 3) Toxic work culture inside many companies.

4) Exploitation of workers and employees for profit maximisation.

New model for corporate governance

- 1) Compassionate Capitalism in place of unbridled capitalism

eg — companies investing largely in the community by CSR initiatives.

- 2) Actionable accountability to be put in place by constant monitoring by regulatory authority such as SEBI and RBI.

- 3) Fostering of competition and initiatives breaking scope for monopoly and oligopoly.
eg — promotion of start-ups.

Corporate governance which values all the stakeholder interests equally is sustainable.

6. (b) Gender inequality begins at home and then gets institutionalised at the societal level. Discuss. (150 words) 10

लैंगिक असमानता घर से शुरू होती है और फिर सामाजिक स्तर पर संस्थागत हो जाती है।
चर्चा कीजिए।

Ans:

Gender inequality is the unequal status and opportunity faced primarily by women and transgender community.

Gender Inequality at home

1) Preference of male child at every instance of their phase of growth.

eg- providing facilities to male child in a disproportionate manner.

2) "Man as the bread earner and woman as the one who manages household chores" attitude has pushed women into economic dependency and hence in an asymmetric relationship.

3) Freedom experienced by girl child while pursuing educational goals is also generally less than her male counterpart as there are always pressure of marriage and household duties from an early age.

Institutionalised gender inequality -(a) Social

- Instances of female infant ~~f~~atocide and sex selective abortion.
- Low level of health and educational status of women in the society.

(b) Economic

- Women makes a lesser part of workforce today. Transgenders are even non-existent.
- Women even if employed are generally on informal and lesser paid jobs.
- At similar level of qualification, women at on an average makes less than men.

(c) Political

- In the current Lok Sabha only 14.2% of MPs are women although they make half the population.
- Absence of women at key decision making position.

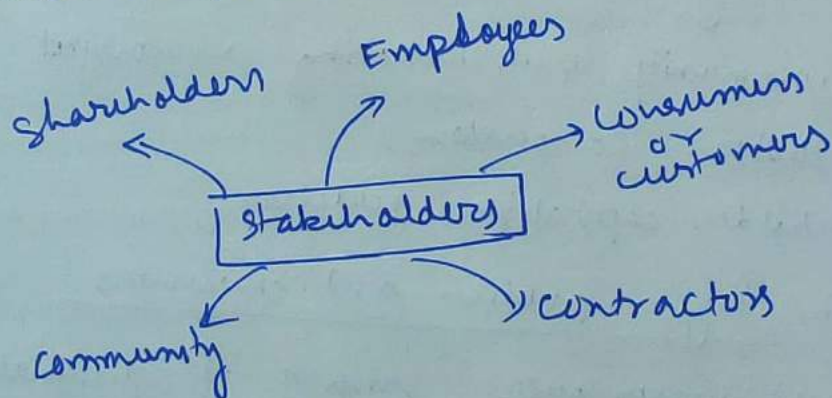
Gender inequality is an all pervasive issue which needs to be rooted out for overall development of the society.

6. (c) Stakeholder Capitalism is suggested as a way forward in wake of social, economic and environment challenges posed by Shareholder Capitalism. Examine the relevant arguments in this debate. (150 words) 10

हितधारक पूँजीवाद को शेयरधारक पूँजीवाद द्वारा उत्पन्न की गई सामाजिक, आर्थिक और पर्यावरणीय चुनौतियों के मद्देनजर आगे की राह के रूप में सुझाया जाता है। इस वाद-विवाद से जुड़े तर्कों का परीक्षण कीजिए।

Ans:-

Stakeholder capitalism refers to giving equal attention to all the stakeholders of a corporate entity whereas shareholder capitalism is primarily about profit maximisation for the shareholders.



Pitfalls of shareholder capitalism

1) It is premised on profit maximization, so violation of norms and standards go unchecked.

2) Externalities brought upon the community and the environment goes unchecked.

eg - Mining issues in Tribal dominated

areas.

3) Resource utilisation is not done in a sustainable manner.

eg:- Lack of drinking water in urban areas.

Benefits of Stakeholder Capitalism

1) Stakeholder capitalism promotes the interests of all the stakeholders in an equitable manner.

eg:- Taking into confidence of the local community while investing in a project will foster cooperation.

2) Stakeholder capitalism reduces skepticism by public and consumers.

eg:- Trust issues over privacy of individuals in Big Tech platforms. (Facebook, Google etc.)

3) Stakeholder capitalism reduces the inequality of financial remuneration to workers and its owners.

eg:- COITCO owners paying well above statutory minimum wage to its employees.

Stakeholder capitalism then has a clear edge over shareholder capitalism in fostering sustainable business practices.

SECTION – B

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

7. Mr. X is a renowned Architect. He receives a contract of Rs. 500 crores to design and lead a building project that would not only be an architectural landmark but also involves engineering challenges the solutions for which would change the industry. The building would house the headquarters of a successful company Fictitious Corp. Its chairman, Mr. Y is renowned for his acumen as well as temper. After spending time on the drawing board, Mr. X comes up with an innovative design which in itself is a masterpiece. His office had to lay out the plan and then coordinate with the engineering firms to execute it to perfection. The building is constructed in record time and is praised for its ingenuity and the experts also look at it as an engineering milestone.

After six months of its construction, Ms. Z, a doctoral student of mathematics, visits the building for her work on structural engineering calculations. She has immense respect for Mr. X's work. However, she finds that her calculations do not satisfy the requirements of structural integrity for which the building has been widely hailed. She realizes that the building's structure has a deficiency based on the bolted beams used for structural support; this was inadequate if the impact of vertical winds on the building is taken into account. It not only created a threat for the building and its occupants but also the buildings and people nearby.

Mr. X is informed of these calculations by the student and her supervisor. However, Mr. X, meticulous as he is, has confidence on his work and detailed design. He looks at the issue seriously and spends time on the design. He indeed finds no flaw in his design and also notes that his design entails the use of welded rather than bolted beams. At the time he is negotiating the construction of another building where the issue of welded versus bolted metal beams is a sticking point. Mr. X. prefers welded beams as they are twice as strong as the requirements are. However, the engineering firm responsible for actual construction job and procuring the steel beams points out that double bolted beams are strong enough to meet the requirement, are cost effective and also fulfill the building code requirements. After the meeting Mr. X visits the Fictitious Corp building, and to his horror he realizes that bolted rather than welded beams have been used in the construction of the building. He asks for the design that his office has used after final approval. He notices that indeed the final designs show the use of bolted beams. These beams are classified as trusses which do meet the regulatory requirements but not the structural capacity as envisaged by Mr. X initially. He further enquires and is told that the engineering firm responsible for construction work had also given similar arguments about the sufficiency, cost effectiveness and regulatory

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

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

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

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

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

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

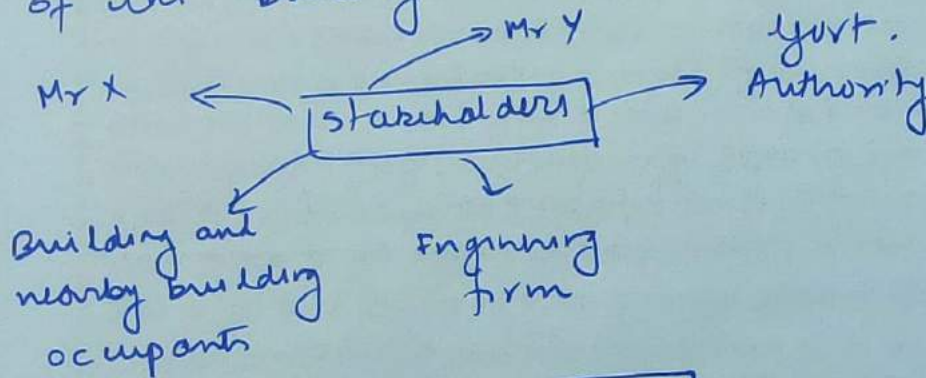
और भवन के निर्माण कार्य पर आगे बढ़ रहे थे, जिसमें वेल्डेड बनाम बोल्डयुक्त धातु की बीम का मुद्दा पेंच फंसाए हुए था। श्री X वेल्डेड बीम पसंद करते थे क्योंकि वेल्डेड बीमों आवश्यकता जितनी मजबूत होती हैं। हालांकि, वास्तविक निर्माण कार्य और इस्पात की बीम की खरीद के लिए जिम्मेदार इंजीनियरिंग फर्म कहती है कि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

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

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

Ans:-

The case:- The design of a high rise building gets altered at the last minute and now the structural integrity of the building is at stake.



① Most pressing issues:-

1) Threat to life of the people inhabiting the building.

2) Reputation of the company is being given more importance than safety of the public.

3) Violations of norms and procedure that goes behind approval and clearing of a building design.

4) Lacunae and shortcomings in

laws and rules because of which such loopholes can be exploited.

- 5) Risk of litigation ~~again~~
- 6) Revocation of practicing license of Mr X.

The priority issues are

- 1) Life of the occupants ~~can be~~ not be jeopardised. This is the of utmost importance which should be addressed at the earliest.
- 2) Following of established norm and procedures.

⑤ Advice to Mr X

- 1) He should unhesitatingly approach Mr Y or the company representatives regarding the issue. If he does not flag the issue there may be loss of lives.
- 2) He should persuade the company for incorporating his new ideas to

save the building from complete collapse.
He should inform them that making
changes to the building will be much
more sustainable in the long run.

3) He should not worry about
litigation and his licensing being
revoked, as he was not at the fault
here. His recommendation and scientific
expertise were grossly ignored.

Advice to Mr Y

1) I would suggest Mr. Y to accept
the recommendation Mr. ~~XXX~~ X has made
to prevent any further loss of life.

2) Mr Y can be apprised of any
potential damage faced by his company in
case of building collapse.

3) Mr Y should also direct an
enquiry as what prompted the
building department to make changes
against the advice of the expertise.

The case revolves around professional integrity and professional misconduct.
These issues should be addressed at the
earliest to avoid any collateral
damage.

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

In this context, answer the following questions:

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

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

(20)

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

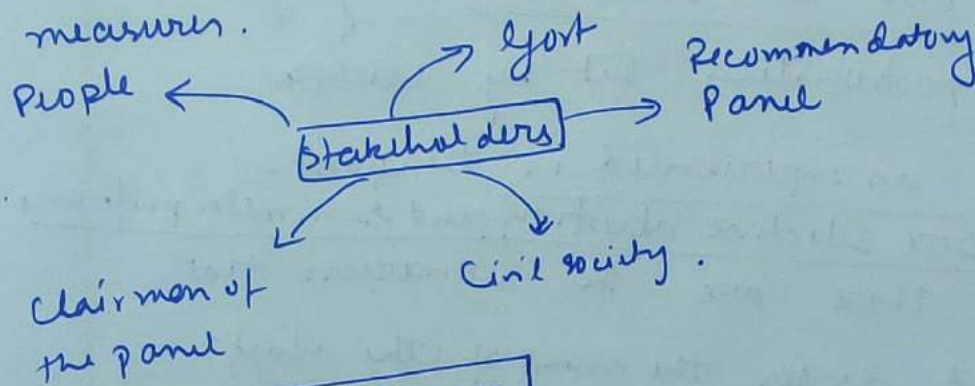
इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

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

Amr:

Case at hand: Huge population of the state has amplified the problems of the state. This has prompted the state to make compulsory population control measures.



(a) Ethical Issues

1) Coercive. coercive nature of the measures are incongruous with the democratic values of liberty and dignity.

2) Against the spirit of choice:-

Reproductive choices are made by the family alone. There should not be any undue influence by the state.

3) Better alternative : There may be better alternative to help sustain population rise which are in conformity with the human rights. ~~values~~.

4) Poor and vulnerable may get disproportionately hit by such a policy as experienced in the past.

⑤ Sex selective abortion and son meta preference
These are the concerns that should linger the mind of the chief of the panel before approving the recommendations.

⑥ Course of action

1) I would suggest more discussion on the topic before squeezing into finalisation.

2) Scientific and empirical evidence against coercive population control policies

can be highlighted before recommending such a decision.

3) Discussion the line of having recommendations to generate more awareness on reproductive health and choices. Family planning with the help of local ASHA and ANM; minimising unmet needs etc should be encouraged.

4) Optimal use of resources is another dimension which can be pondered upon while discussing the pitfalls of growing population.

Coercive nature of the policy will be ineffective in the long run as it might fuel resentment against the govt. Also one child policy may become

another factor which would increase
cases of female infant foeticide.

so, ~~the~~ the panel should make
recommendations considering all
such factors.

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

(a) Identify the issues involved in this scenario.

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

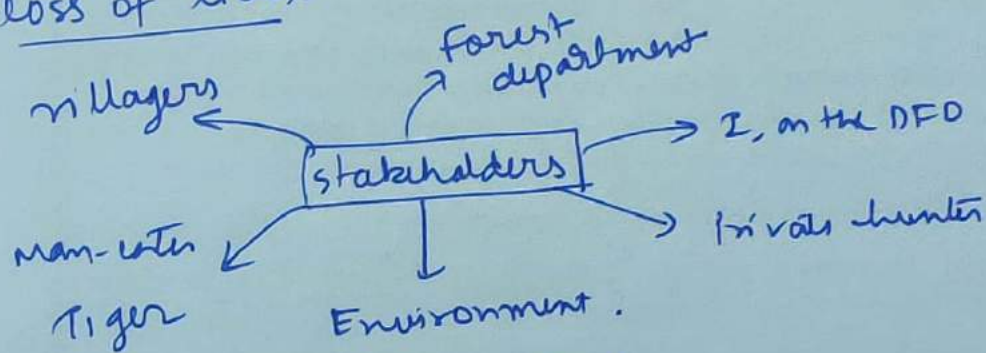
आप एक ऐसे क्षेत्र में मंडल वन अधिकारी के रूप में कार्यरत हैं जो बाघों का निवास स्थल है। हाल ही में, खेतों में एक बाघ के घुसने और ग्रामीणों के पशुधन को नुकसान पहुँचाने की खबरें आई हैं। दुर्भाग्य से, पिछले कुछ हफ्तों में कुछ जंगली जानवरों द्वारा 2-3 ग्रामीणों को मार डाला गया। ग्रामीणों का दावा है कि एक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

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

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

Ans:-

Case at hand: This is a case of man-animal conflict which have resulted in loss of lives.



② Issues involved

1) Increasing hostility between wild animals and human population on the face of dwindling habitation for wild animals.

2) Loss of lives of people as well as livestock. ~~and destruction~~

3) Ineffectiveness of forest administration to prevent such mishaps.

4) Loss of public trust of the villagers
in the government agencies.

⑤ hunting wild animals without
following due process is contravention
of law.

⑥ Public pressure on govt agencies as
well as their unco-operative behaviour in
obstruction of investigation.

⑦ Short term as well as long term
measures are needed for solving
such issues holistically.

Short term measures

1) Effective communication with the
the villagers to advise them not
to take law into their hands.

2) If more manpower is needed for
trapping the tiger, then help from
nearby forest division or superior
authority can be taken.

utmost priority should be given to capture the tiger alive and well.

3) Forest officials should be posted to nearby ^{the} village till the tiger is captured so that no further loss of life of people and livestock occurs.

4) In case of extreme ~~or~~ failures to capture the tiger, there may be a decision regarding the killing of the tiger. But that should be last resort and in accordance with the due process as given in Wildlife (Protection) Act, 1974.

5) Private hunter should be summoned, as in what capacity he has the license to kill a protected animal.

Long term measures

➤ Animal generally venture into

human habitation in search of foods. As a Divisional Forest Officer he should ensure that there are enough 'games' to hunt for tiger.

2) Investigation should be done as to whether human population have encroached into protected territory, and appropriate measures to eradicate as well as rehabilitate them should follow.

3) More vigilant approach by forest officials ~~are~~ needed to tackle further incidents. Regular training of forest officials should be undertaken.

Man-animal conflict is a rising issue which have crop due to expansion of human habitation as well as shrinking of wild animal habitation. Appropriate care should be given to environment before undertaking any measure which may violate the sanctity of environment.

10. You are a District Magistrate of an area which has seen a huge surge in COVID-19 cases during the second wave of pandemic in India. The health infrastructure is already overburdened. Hospitals are overwhelmed, crematoriums and burial sites are regularly running out of space, and covid testing is struggling to meet the demand. Also, the vaccination drive is at the risk of going off-track due to the demand-supply mismatch. During this difficult time, you come to know that there are some people who are engaging in black marketing, hoarding and profiteering by using every trick in the book to cheat, ransom and swindle Covid-19 patients and their kin in the name of scarcity of drugs, oxygen and hospital beds.

Black marketing, hoarding and profiteering are a classic case of market failure, which highlights the significance of state intervention in a crisis situation. How can state effectively play the role of a regulator as well as service provider in such cases of market failure?

20

आप एक ऐसे क्षेत्र के जिलाधिकारी हैं जिसने भारत में महामारी की दूसरी लहर के दौरान कोविड-19 के मामलों में भारी वृद्धि देखी। स्वास्थ्य अवसंरचना पर पहले से ही अधिक बोझ है। अस्पतालों में भीड़ लगी है, शवदाहगृहों और शवाधान स्थलों में नियमित रूप से जगह की कमी चल रही है तथा कोविड की जाँच संबंधी माँग पूरी नहीं हो पा रही है। साथ ही, माँग-आपूर्ति असंतुलन के कारण टीकाकरण अभियान का पटरी से उतरने का खतरा बना हुआ है। इस कठिन समय में, आपको पता चलता है कि कुछ लोग दवाओं, ऑक्सीजन और अस्पताल में बिस्तर की कमी के नाम पर कोविड-19 के रोगियों एवं उनके परिजनों को ठगने के लिए धोखा देने, धन ऐंठने और अन्य तरीकों से भी जालसाजी करने हेतु कालाबाजारी, जमाखोरी व मुनाफाखोरी में लिप्त हैं।

कालाबाजारी, जमाखोरी व मुनाफाखोरी बाजार की विफलता का एक आदर्श उदाहरण है, जो संकट की स्थिति में राज्य के हस्तक्षेप के महत्व को रेखांकित करता है। बाजार की विफलता के ऐसे मामलों में राज्य प्रभावी ढंग से कैसे विनियामक होने के साथ-साथ सेवा प्रदाता की भी भूमिका निभा सकता है?

Ans

Black marketing, hoarding and profiteering has exacerbated the critical resource scarcity during the second wave of covid-19 pandemic.

Case of market failure

1) Black marketing, hoarding and profiteering in the midst of a crisis points to the brutal and insensitive character of the market which is driven only by profit agenda.

2) wherein the demand was high, supply should have also increased proportionately going by the theory of economics; the monopolistic presence as well as cartelisation of few players in the market distort the market into their favour.

State as a regulator

1) State can take action against such violators of law by applying provisions of Essential Commodities Act, 1955; Epidemic Diseases Act, 1897 as well as Disaster Management Act, 2005 also give power to government to act sternly against perpetrators.

2) In the face of deadly pandemic, government can regulate the sale of essential medical supplies by close monitoring of such supplies from industry gate to consumers.

3) 24x7 online complaint registration portal should be opened so that anyone who faces such incident can instantly report it.

~~Star~~

4) Govt can also fix the price of essential medical supplies for equitable distribution.

State as a Service provider

1) Since majority of the hospitals giving care to covid-19 patients during the pandemic are government run; government can equitably provide the needy the medical supplies in an efficient manner.

2) Logistics support can be provided by state to divert supplies from surplus areas to deficient areas. For example, use of railways during the pandemic for essential supplies were noticed.

3) Production of essential supplies by state run companies. For example, oxygen production in steel manufacturing facilities.

4) State can also collaborate
with civil society groups and NHOs
to for addressing issues at the
grassroots level on priority issues.

During once in a century
crisis like covid-19 pandemic, state
needs to be at the forefront of
battling the pandemic to reduce loss
of lives.

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

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

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

Based on the given information, address the following:

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

(20)

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

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

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

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

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

Ans:-

Care at hand :- The multinational company is advertising on a product on false premises. Marketing consultant has tried to flag the issue, but he has been ignored.

(a) Stakeholders

- 1) The company as a whole.
- 2) In-company research team.
- 3) The manager.
- 4) The marketing consultant.
- 5) Marketing team.
- 6) Government regulator.
- 7) Public or consumers.

(b) Ethical Issues

- 1) Advertisement which is misleading and untrue. This indicates unethical business culture.
- 2) Violation of norms in in-company research.
- 3) Quid pro quo offered by the manager. This may be perceived as threat too.
- 4) Whistleblower is being suppressed.
- 5) Personal 'growth' against integrity.

(c) Options with me

option A :- complying the advice of the manager and be quiet ^{about} of the issue.

→ This should be outrightly rejected as this is against the integrity of the employee.

option B : ~~Person~~ going public with the info and become a whistle blower.

→ This option can be explored as a last resort if necessary changes are not made.

Option C : Persuading the manager, against advertising the product.

→ This can be explored by giving sufficient justification to him against continuing with the advertisement.

1) Legally, there may be issues in violation ~~with~~ of the Consumer (Protection) Act, which provides punishment against false advertisement.

2) Company's reputation may be at stake if the ~~detail~~ detail were come out.

3) If the company stops the release of product and announces

an investigation as to determine the
cause of the lapse it may bring
positive reputation to the company.

As for the promotion, he should
not worry as he deserves the
promotion on his merit and he cannot
be denied promotion on arbitrary grounds.
If he is indeed ~~not~~ denied promotion,
he may not also want to work for
company which does not value
employee effort and sincerity.

12. The COVID-19 pandemic has forced universities, schools and other educational institutions around the world to shut down their campuses indefinitely and move their educational activities onto online platforms. These institutions were not prepared for such a transition and their online teaching-learning process evolved gradually. Though students considered online learning advantageous because of flexibility and convenience, there have been reports that the students prefer learning in physical classrooms to online education. The students feel that online education is stressful and affects their health and social life. Moreover, not all students have equal access to, and expertise on, digital technologies. Although these inequalities existed earlier, the COVID-19 pandemic has exposed this digital divide. Considering yourself as the Chairman of a Committee, constituted by the government, to suggest measures to improve the quality and accessibility of online education, answer the following questions:

- What are the key ethical issues at stake here?
- Highlight the principles and values that will guide your recommendations to the government.
- Suggest measures to improve the quality and accessibility of online education in the country. (20)

कोविड-19 महामारी ने दुनिया भर के विश्वविद्यालयों, स्कूलों और अन्य शैक्षिक संस्थानों को अनिश्चित काल के लिए अपने परिसरों को बंद करने तथा अपनी शैक्षिक गतिविधियाँ ऑनलाइन प्लेटफॉर्म पर स्थानांतरित करने के लिए मजबूर किया है। ये संस्थान इस तरह के संक्रमण के लिए तैयार नहीं थे और उनकी ऑनलाइन शिक्षण-अधिगम प्रक्रिया धीरे-धीरे विकसित हुई। हालांकि, छात्र लचीलेपन और सुविधा के कारण ऑनलाइन लर्निंग को लाभप्रद मानते हैं, लेकिन इस बात की रिपोर्टें आई हैं कि छात्र ऑनलाइन शिक्षा की तुलना भौतिक कक्षाओं में पढ़ना अधिक पसंद करते हैं। छात्रों को लगता है कि ऑनलाइन शिक्षा तनावपूर्ण है और उनके स्वास्थ्य एवं सामाजिक जीवन को प्रभावित करती है। इसके अलावा, सभी छात्रों की डिजिटल प्रौद्योगिकियों तक समान पहुँच और विशेषज्ञता नहीं है। हालांकि, ये असमानताएं पहले भी मौजूद थीं, लेकिन कोविड-19 महामारी ने इस डिजिटल खाई को उजागर कर दिया है। अपने आप को ऑनलाइन शिक्षा की गुणवत्ता और पहुँच में सुधार लाने के उपाय सुझाने के लिए सरकार द्वारा गठित समिति का अध्यक्ष मानते हुए, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- यहाँ दांव पर लगे प्रमुख नैतिक मुद्दे क्या हैं?
- सरकार को की जाने वाली अपनी अनुशंसाओं का मार्गदर्शन करने वाले सिद्धांतों और मूल्यों पर प्रकाश डालिए।
- देश में ऑनलाइन शिक्षा की गुणवत्ता और पहुँच में सुधार लाने के उपायों का सुझाव दीजिए।

Ans:-

Issue at hand:- As online education rose to prominence during the covid-19 pandemic; the glaring inequity in accessing digital medium has made the education process itself inevitable.

② Ethical Issues

1) Failure to ~~can~~ provide institutional education to students in an equitable manner.

2) Commodification of education as those with resources can access classrooms with ease but those who lack resources are left to fray on its own.

③ Mental and social wellbeing of the students on account of increasing pressure because of online class.

4) As internet and associated technologies regarded as Fundamental Right as declared by Kerala High Court, the reach of such technology is limited to upper echelons of society. going into the future which would be dominated by technology, this would be a further avenue of deep chasm.

⑤ Principle and values that will guide the recommendation:

1) Equity — Poor and vulnerable should not be left alone to tread their own path.

2) Empathy and compassion to disadvantaged social groups such as women, specially abled etc. ~~can~~. For example, if a household has one digital device, then it is generally men that boy child is given on

priority before girl child.

③ Education as a fundamental right
ensured under Article 21 A of the
constitution.

~~4~~

(c) Measures to improve quality
of online education :-

1) Teacher training on the use of
information technology tool.

2) School management should
proactively help the students and
teachers if they are facing any
problem.

④ Measures to improve accessibility
of online education.

① To reduce the digital divide,
implementation of schemes such as
Bharatnet, National Digital India
Mission.

② Providing poor and disadvantaged students with necessary tools for accessing online class.

3) Improving infrastructure of government schools and installing requisite information technology tools.

Online education is here to stay in the long run; government should try every bit to make it more equitable.