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GENERAL STUDIES (TEST CODE : 861)

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Center	CHANDIGARH (DIST. LEARNING)	Date	31 AUGUST 2017

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	<ol style="list-style-type: none"> 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 FOURTEEN questions printed in ENGLISH & HINDI इसमें चौदह प्रश्न हैं तथा 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।
1(a)	10		
1(b)	10		
2(a)	10		
2(b)	10		
3(a)	10		
3(b)	10		
4(a)	10		
4(b)	10		
5(a)	10		
5(b)	10		
6	10		
7	10		
8	10		
9	20		
10	20		
11	20		
12	20		
13	20		
14	20		
Total Marks Obtained:			
Remarks:			

75, 3rd Floor, Old Rajinder Nagar Market, Near Axis Bank, New Delhi – 110060

103, 1st Floor, B/1-2, Ansal Building, Behind UCO Bank, Dr. Mukherjee Nagar, Delhi – 110009

EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Answer the following questions in not more than 150 words each:

1. (a) Examine how role models influence ethical behaviour. What actions can leaders take to integrate ethical conduct in their organisations? 10

परीक्षण कीजिए कि आदर्श व्यक्तित्व (रोल मॉडल), नैतिक व्यवहार को कैसे प्रभावित करते हैं? अपने संगठनों में नैतिक आचरण समाहित करने के लिए नेतृत्व कर्ताओं द्वारा क्या कदम उठाये जा सकते हैं?

Role models are a point of reference for individuals as well as groups and they are like a point to be achieved to be called as successful in life.

They can influence ethical behaviours:

- (1) through their social work activities promoting public good
- (2) image in media and general public
- (3) their behaviour with their colleagues and other professional persons
- (4) their perceived integrity and credibility in the society
- (5) their association with good causes & products
- (6) their negative perception often translates into modern attitude which youngsters may adopt leading to negative ethics also.

Leaders can take following action to integrate conduct in their organisation

- (1) development of enabling organisation structure to ensure transparency & accountability
- (2) creating open and strong work culture through

use of personal direction

eg: coming on time himself will create value of punctuality among other members

- (3) ambibing good values of society and ensuring
participate planning, management & decision making
to ensure representation to all
- (4) creating mechanism to develop ethical attitudes

Thus concerted effort at leadership levels work in
driving competence towards ethical competence.

1. (b) According to Aristotle, for persuasion, not only Ethos (credibility of the speaker) and Logos (logical argument) but Pathos (emotional connection to the audience) is equally important. Comment. 10

अरस्तू के अनुसार, अनुनयन के लिए न केवल इथोस (वक्ता की विश्वसनीयता) एवं लोगोस (तार्किक दलील) अपितु पैथोस (श्रोतागणों से भावनात्मक सम्पर्क) भी समान रूप से महत्वपूर्ण है। टिप्पणी कीजिए।

Aristotle talked about persuasion which is process of influencing a person or group to modify their behaviour & attitude in specified direction intended.

According to him for Persuasion is required

- (1) Ethos - credibility of speaker involving his expertise & trustworthiness to ensure that people develop faith in him.
- (2) Logos - ie logical argument based on effective reasoning so to address all apprehensions and allay their hidden fears.
- (3) Pathos - emotional connection to audience which may be through
 - (1) being empathetic to their needs & concerns
 - (2) using emotional intelligence to develop bonding and trust, thereby better coordination & persuasion
 - (3) using techniques to overcome all semantic, psychological & physical barriers through effective communication using verbal as well as

non verbal cues

- (4) Emotional connectivity creates environment of faith and relaxation

Thus though ethos & logos are foundation to effective persuasion but still pathos is the apex of that triangulation without which it would be mechanistic pursuit of influence with no effective outcome.

2. (a) With appropriate examples, discuss various ethical challenges associated with the utilization of public funds in India. Suggest strategies to effectively deal with these challenges. 10

उपयुक्त उदाहरणों के साथ, भारत में सार्वजनिक निधियों के उपयोग से संबंधित विभिन्न नैतिक चुनौतियों की चर्चा कीजिए। इन चुनौतियों से प्रभावी तौर पर निपटने के लिए रणनीतियां सुझाइए।

Public funds are public resources which must be used for public welfare alone without any diversions for private gain.

CHALLENGES IN THEIR USE

- (1) Corruption is the fundamental challenge whereby funds are misappropriated for individuals benefits
- (2) collusion between public functionaries and private parties to derive these funds for mutual gains
- (3) subcontracting in govt. contracts lead to multiple points of profit extraction creating need for corruption
- (4) Intangible ways to extract benefit like nepotism, etc is also driven toward it.
 - Eg (i) 2G scam, Fodder scam
 - (ii) use of contract work in MGNREGA though they are prohibited under law
 - (iii) Appointment of Parliamentary secretaries to derive benefit to MLAs

STRATEGY TO DEAL:

- (1) Creating social awareness to develop attitude of

- complete non-tolerance against corruption
- (2) strict laws on money laundering, penalties for corrupt officials
- (3) code of ethics & conduct for all public officials including
MLs, MLAs & ministers.
- (4) Appointment of Lokpal & Lokayuktas.

Thus promoting moral values in public life is the
only solution to this menace in long term.

2. (b) With proliferation of social media, people have got the opportunity to express their views anonymously and more freely. (a) What according to you, is its effect on the social and political culture of the country? (b) Discuss the role of social media in changing one's attitude, particularly the youth. 10

सोशल मीडिया के प्रसार के कारण लोगों को अज्ञात रूप से एवं अधिक स्वतंत्रता के साथ अपने विचारों को प्रकट करने का अवसर मिल गया है। (a) आपके अनुसार राष्ट्र की सामाजिक और राजनीतिक संस्कृति पर इसका क्या प्रभाव पड़ा है? (b) एक व्यक्ति की अभिवृत्ति, विशेष रूप से युवाओं की, को परिवर्तित करने में सोशल मीडिया की भूमिका की चर्चा कीजिए।

Social media has emerged as effective communication tool of the 21st century.

(a) It has plethora of effects on social & political culture of country:

- Positive
- (1) It has resulted into wider expression of beliefs of public over matters affecting them as well as others
 - (2) Better scrutiny of political moves & policies
 - (3) Better media regulation over political class
 - (4) Better deliberations & debates over issues
- Negative
- (5) Anonymous nature has also resulted into cyber bullying & harassment
 - (6) It has caused issue of sedition & sex communication for terrorists etc.
 - (7) It has cause defamatory practices to swell up.

(b) Social media has change attitudes particularly of youth

- (1) It has resulted into better awareness about issues

of everyday life

- (2) It has promote youth to understand political dynamics and enter into politics
- (3) It has changed pessimistic attitude towards govt. & its policies, rather encouraged culture to suggest reforms

But it has also driven many youths towards harmful activities like terrorism, radicalism etc. resulting in the need to regulate this domain to maintain its positive utility.

3. (a) What are the various components of an organization's work culture? What are key issues that need to be addressed in any organisation to create a more developmental and performance oriented culture? 10

किसी संगठन की कार्य संस्कृति के विभिन्न अवयव क्या हैं? एक अधिक विकासात्मक एवं कार्य निष्पादन उन्मुख संस्कृति का विकास करने के लिए किसी संगठन में किन महत्वपूर्ण मुद्दों को संबोधित करने की आवश्यकता होती है?

work culture refers to the collectively perceived meanings of work at a point of time in an organisation. It is informal and abstract in nature.

COMPONENTS:

- (1) organisation structure: It reflects the hierarchy of designations ensuring effective communication & coordination
- (2) organisation culture: It reflects the adherence to common ideals & values of company among employees
- (3) Role of society: It reflects how much values of society are imbibed in the culture
- (4) Attributes of individuals: whether they adhere to ethics, values & morals that are expected of them.

KEY ISSUES

- (1) There is increase tendency towards formalisation creating the work culture as rigid & monotonous
- (2) increased centralisation of power creates a feeling of

- scarcity & insecurity among employees
- (3) Lack of informal communication among group members
- (4) Rigid rules & regulations not allowing for innovation & initiative taking

Thus there is need to ensure a flexible, participative, ethically guided work culture promoting creativity, freedom and liberty along with required disciplinary action plans.

3. (b) There is a difference between what a person has a right to do and what the right thing to do is and often there is a conflict between these two. (a) Illustrate with examples the ethical issues that can arise because of such a conflict. (b) How does this conflict play out if someone wants to protest against injustice? 10

किसी व्यक्ति को क्या करने अधिकार है तथा क्या करना सही है के मध्य एक अंतर होता है, और प्रायः इन दोनों के बीच एक विरोधाभास होता है। (a) इस प्रकार के विरोधाभास के कारण उत्पन्न हो सकने वाले नैतिक मुद्दों को उदाहरण सहित स्पष्ट कीजिए। (b) यदि कोई व्यक्ति अन्याय का विरोध करना चाहता है तो यह विरोधाभास किस प्रकार अपनी भूमिका निभाता है?

There is always a conflict between what it is and what it ought to be, whether the act is right to do or it is allowed only but not expected.

- (a) (1) Such situations arise conflict among the minds to pursue which path leading to dilemmas and thus confusion

eg: Freedom of speech is guaranteed to every person as a result one can write anything on social media. but writing anything personal about someone or any derogatory remark is not always right.

- (2) Such situations create dilemma among the minds of others whether to follow such attitudes or criticise them

- (3) Such attitudes or conflict gives rise to need of codifying the ethical conduct rules to ensure right thing is done.

eg: it is illegal to get an ordinance passed again &

again but repeated promulgation amounts to
bypassing parliament which is not right in a
democracy.

(b) if someone wants to fight for injustice then such
conflict helps him to set himself aligned to
right thing or conduct.

- He may argue modification in the existing laws &
conduct rules
- He may provide impetus to set precedent for
future cases of rights violations or deciding
what is ethical in that particular situation.
- This may result into creation of strong attitude
behaviour link model for the society.

Thus this conflict plays out as a stabiliser and
reason of light to guide the drive to fight
against injustice.

4. (a) It is vain to talk of the interest of the community, without understanding what is the interest of the individual. Discuss the statement in the present context. 10

व्यक्तिगत हित को समझे बिना कि वे क्या हैं, किसी समुदाय के हित की बात करना व्यर्थ है। वर्तमान संदर्भ में इस कथन पर चर्चा कीजिए।

Individuals are the agents that create community and its structures. Their interests are crucial to be ~~correct~~ converted into overall collective interests.

- In the present context modernisation has promoted individualism over community / collective orientation resulting into predominance of egoism, self interest over communism.

- Such individualism is important as:

- (1) Individuals make or break community; their interest represent the majority view
- (2) Also they represent the collective will
- (3) Individuals happiness can promote collective peace and reduces tendencies of stress, tension & radicalism.
- (4) Individuals build bonds to connect with each other, thus suitable watering to their interest strengthens these bonds

- But still a complete orientation to these approach may not be useful as:

- (1) community orientation is many a times needed to
introducing sweeping changes
As: reforms against child marriage
- (2) individualism degrades moral values if adhered
absolutely
- (3) it corrupts the minds with greed only

thus balance needs to be created between both the
approaches to ensure inclusive society growth.

4. (b) Vision and intentions are necessary components of political ethics. However, equally important are the process of implementation, tools used and the established system. Elaborate with examples. 10

दूरदर्शिता और इरादें राजनीतिक नैतिकता के आवश्यक घटक हैं। हालांकि, कार्यान्वयन की प्रक्रिया, प्रयुक्त विधियां (उपकरण) और स्थापित व्यवस्था भी समान रूप से महत्वपूर्ण हैं। उदाहरण प्रस्तुत करते हुए विस्तारपूर्वक बताइए।

Political system involves public policy formulation & implementation which requires not only technical expertise, infrastructure but also long term vision and dreams for future society.

- (1) Political ethics are crucial as they drive every action of political class to achieve public welfare
eg: Swachh Bharat Abhiyaan deriving strength from ethics of cleanliness, healthy living etc.

- (2) These ethics enable the society to evolve stronger and impose accountability on political class thereby creating a virtuous circle.
eg: Policies based on narrow interest are bound to fail but those with public appeal are successful like Universal Polio immunisation programme.

- (3) But still there is equally a need of addressing the policy paralysis in implementation and achieving the success at ground level also
eg: MNREGA in initial days was only limited to

digging holes & extracting money but effective monitoring has turned it into a successful model.

(4)

Also the tools used, established infrastructure are also another dimension which drive good policy outcomes

eg: Digital India can be successful only if we have adequate digital internet infrastructure etc.

Hence a critical balance & equilibrium between two is always required to achieve political success.

5. (a) Swami Vivekanand brought religion to the centre-stage and gave a new meaning to it while stressing the need for harmony among faiths. In this context, discuss the relevance of his teachings in contemporary society. 10

स्वामी विवेकानंद ने धर्म को केंद्रीय मंच पर लाकर खड़ा कर दिया और इसे एक नया अर्थ प्रदान किया और साथ ही विभिन्न धर्मों के बीच सामंजस्य की आवश्यकता पर भी जोर दिया। इस संदर्भ में, समकालीन समाज में उनकी शिक्षाओं की प्रासंगिकता की चर्चा कीजिए।

Swami Vivekananda talked about religion at International conference on religion in Chicago in 1895. He talked about universal equality of all religions and about the interface between religion and ethics.

- (1) He talked about underlying values of truth, sacrifice, non-violence present in all religions thus all religions promote harmony
- (2) He talked about "work is worship" and that we should be truly committed to our work and not only involved in spiritual or ritualistic meanings of religion
- (3) His teaching about importance on health is essential in modern times since people neglect health over religion which creates further stress
- (4) His teachings are essential to reduce communal conflict and promote universal brotherhood & fraternity
- (5) His teachings are also essential to make people

~~advise~~ realise especially the youth how to
drive their energy towards productivity in the
society.

- 16) He talked about ethics of culture and incorporating
it in education system to promote values
which is essentially required today.

Thus his teachings of communal harmony and all
kith being one is essential today to promote
global peace, individual satisfaction & social
evolution.

5. (b) Access to quality basic services plays a critical role in enhancing individual capabilities to participate fully in the growth of the nation. (a) Discuss the statement in the context of vulnerable sections of India. (b) Analyse the challenges with regard to quality service delivery in India.10
- गुणवत्तापूर्ण आधारभूत सेवाओं तक पहुंच वस्तुतः राष्ट्र के विकास में पूर्ण भागीदारी करने हेतु व्यक्ति की क्षमता को बढ़ाने में एक महत्वपूर्ण भूमिका का निर्वाह करती है। (a) भारत के सुभेद्य वर्गों के संदर्भ में इस कथन की चर्चा कीजिए। (b) भारत में गुणवत्तापूर्ण सेवाएं प्रदान करने के संबंध में आने वाली चुनौतियों का विश्लेषण कीजिए।

Quality of service delivery is non tangible but still an essential parameter to capacity building of individuals to make them representatives of growth.

- (a) This is true especially for the vulnerable sections of population
- (1) The elderly^{dividends} if enable to get their pension and other benefits will lead a meaningful life and contribute to societal wellbeing
- (2) Similarly if women are entitled to public services it will reduce their dependency and create an informed citizenry
- (3) The disabled persons will be able to get equal treatment at all avenue promoting solidarity in society
- (4) Adequate health & education services to children will ensure all round development of society

(b) CHALLENGES W.R.T. QUALITY SERVICE DELIVERY

- (1) There is corruption & collusion leading to

diversion of public resources, thus creating less amount left for quality enhancement.

- (12) there is no competition thus no commitment to provide quality services
- (13) Lack of funding
- (14) lack of monitoring mechanisms and adequate personnel.
- (15) Lack of standards to measure the quality

Thus all these require effective public service management code to be framed & implemented or quick passage of Right to service bill to ensure quality service delivery.

6. Is Emotional Intelligence influenced by cultural moorings? How would you differentiate the applicability of Emotional Intelligence in Indian society from that of Western society? 10

क्या भावनात्मक बुद्धिमत्ता सांस्कृतिक जड़ों से प्रभावित होती है? भारतीय समाज की भावनात्मक बुद्धिमत्ता की प्रयोजनीयता को आप पश्चिमी समाज की भावनात्मक बुद्धिमत्ता से किस प्रकार पृथक करेंगे।

emotional intelligence refers to the ability to
comprehends one's own as well as other
feelings and emotions and to discriminate
between them and use that information to
guide one's own thought & action

(a)

it is influenced by cultural moorings as:

- (1) culture provides socialisation through which we develop sense of right & wrong emotions
- (2) culture teaches us values and ethics guiding our emotions
- (3) culture is crucial in helping us evaluate our emotional intelligence potential into emotional quotient.
- (4) culture is crucial to translate these ideas into effective emotional tool to provide better communication & thus better bonding

(b)

it is differently applicable in Indian & western societies as:

- (1) Indian society teaches about community orientation

while west lays focus on individuals thus emotional intelligence is guided based on these two different orientations.

(2) Both societies are different in terms of development indicators. Indian society derive this into sarvodaya, empathy etc while in west it is used for individual development

(3) Emotional intelligence is much less focused upon in India while in west it has become effective tools of governance.

thus though differences between the two is pronounced still it's of degree and not of kind.

7. Evaluate the success of RTI in bringing governance reforms in the country. Examine whether it has served the purpose it was meant for. 10

देश में शासन संबंधी (गवर्नेंस) सुधार लाने में सूचना के अधिकार (RTI) की सफलता का मूल्यांकन कीजिए। परीक्षण कीजिए कि जिन उद्देश्यों के लिए इसे लाया गया था, क्या यह उनको पूरा कर पा रहा है?

RTI was posed with the aim to usher in transparency and related reforms in the country but it has yet not translated into a full success story.

SUCCESS OF RTI

- (1) Transparency in public offices leading to better policy implementation.
- (2) Increased level of trust, thus more participation
- (3) Less avenues left for corruption
- (4) more accountability of govt. officials
- (5) more responsibility towards citizens
- (6) created an informed citizenry, thus driving towards e-governance
- (7) Upheld the fundamental principles of democracy

FAILURE / SHORTCOMINGS

- (1) Conflict with official secrets Act creates hurdles in full implementation
- (2) Lack of personnel in public offices
- (3) Denial of information causes asymmetrical information

eg: Non payment of tax by many due to complexity of information retrieval.

- (4) Fear of victimization has caused laxity in developing environment of continuous reforms.

Though it has served the purpose it was meant for to some extent or visible from above success points but it has not truly solved all governance related problems due to other inherent problems.

Hence there is need to renew & re-analyze it in light of present conditions & act as guide to re-engineer governance reforms in the country.

8. The decisive role that money plays in elections creates a vicious cycle of corruption. (a) Elaborate in the context of India. (b) Discuss whether state funding of elections can help in curbing the menace of political corruption in India. 10

चुनावों में पैसे द्वारा निभाई जाने वाली निर्णायक भूमिका भ्रष्टाचार के एक दुष्चक्र का निर्माण करती है। (a) भारत के संदर्भ में इस कथन की विस्तृत व्याख्या कीजिए। (b) चर्चा कीजिए कि चुनावों के लिए राज्य द्वारा वित्तपोषण किए जाने पर क्या भारत में राजनैतिक भ्रष्टाचार के इस अनिष्ट को रोकने में सहायता प्राप्त हो सकती है।

Money plays a very crucial role in election in India as it is used to make or break vote banks and thus creates a vicious circle of corruption.

(a) Especially in India this is big problem as:

- (1) Monetary corruption in elections creates incentives for voters to sell their votes, thereby defeating purpose of democratic elections
- (2) It creates nexus between political parties and corporates (who fund these parties) and after electoral win the parties reciprocate to these vested interest groups.
- (3) Thus it further leads to diversion of money & public and break of public trust also
- (4) It creates plethora of problems through nepotism in appointments, passing tenders & contracts and thereby subverting public welfare, thereby again breeding corruption.

(5) It even encourages criminalisation of Indian politics further increasing political corruption.

(b) State funding of election in full money term is not possible given the grim funds with govt. But it can be done in partial terms through kind to curb the menace of corruption.

- It'll help in accounting the money used by the parties, not enabling them to collude with corporates & then expropriate
- It'll also enable them remain influence free from other pressure groups and thereby hitting at very origin of the vicious circle of corruption.

Thus there is need to develop state funding of elections as a strong mechanism to effectively contain this ~~menace~~ menace and establish true democracy in India.

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

9. You are the officer in charge of development planning of a state whose capital is the technology hub of the country. However, the capital city is overcrowded and marred by traffic congestion. A group of top MNCs have approached you and showed their interest in expanding their operations in the capital provided that the highway connecting the SEZ to airport is widened. This has been cited as an important business requirement. The expansion of MNC operations is expected to create numerous jobs and would bring in huge revenues to the State. At the same time, the road connectivity in rest of the state, especially the rural areas, is abysmal and is in need of urgent attention. Media has been highlighting the incidents of deaths due to delay in hospitalization and other such issues which can be directly attributed to poor condition of roads. As the officer in charge of the development planning you find that the road widening project will entail huge cost and would severely curtail the rural road development programme currently being undertaken by the state. 20

(a) What challenges do you face as the officer in charge, in this situation?

(b) State your priorities and discuss how you plan to achieve them in the context of given challenges.

आप एक ऐसे राज्य की विकास योजना के प्रभारी अधिकारी हैं, जिसकी राजधानी, देश का प्रौद्योगिकी हब है। हालांकि, राजधानी शहर में जनसंख्या बहुत है और यह ट्रैफिक जाम की समस्या से ग्रस्त है। शीर्ष बहुराष्ट्रीय कंपनियों (MNCs) का एक समूह आपसे मिलता है और राजधानी में अपने कार्य संचालन का तेजी से विस्तार करने में रुचि प्रदर्शित करता है, लेकिन शर्त यह है कि विशेष आर्थिक क्षेत्र (SEZ) को हवाई अड्डे से जोड़ने वाले राजमार्ग को और अधिक चौड़ा किया जाए। इसे एक महत्वपूर्ण व्यापारिक आवश्यकता के रूप में उद्धृत किया गया है। बहुराष्ट्रीय कंपनी के संचालनों का विस्तार होने से अनेक रोजगार उत्पन्न होने एवं राज्य को भारी मात्रा में राजस्व प्राप्त होने की संभावनाएं हैं। इसके साथ ही, राज्य के शेष भागों- विशेष रूप से ग्रामीण क्षेत्रों में, सड़क संपर्क निम्नस्तरीय है और इस पर तत्काल ध्यान दिए जाने की आवश्यकता है। मीडिया, अस्पताल में भर्ती होने में देरी के कारण होने वाली मृत्यु की घटनाओं एवं अन्य इसी तरह के मुद्दे जो सीधे सड़कों की दयनीय स्थिति से जुड़े हैं, को उजागर करता रहा है। विकास योजना के प्रभारी अधिकारी होने के नाते आप पता लगाते हैं कि सड़कों को चौड़ा करने की परियोजना में बहुत लागत आएगी और परिणामस्वरूप वर्तमान में राज्य में संचालित किए जा रहे ग्रामीण सड़क विकास कार्यक्रमों में भारी कटौती होगी।

(a) इस परिस्थिति में प्रभारी अधिकारी के रूप में आप किन चुनौतियों का सामना करते हैं?

(b) अपनी प्राथमिकताएँ बताइए एवं चर्चा कीजिए कि प्रस्तुत चुनौतियों के संदर्भ में उन्हें प्राप्त करने के लिए आप किस प्रकार योजना निर्माण करेंगे।

This case involves a balancing between rural and urban needs, promoting development but not at social cost. It poses a question of development for whom and at what cost.

(a)

CHALLENGES

- (1) First is whether to give priority to economic development of capital or rural development
- (2) Arrangement of funds if both the projects are to be carried out simultaneously
- (3) Prevent image malignment of administration in the media regarding its priorities.
- (4) Employment opportunities that would have been created otherwise by the widening of road and expansion of MNCs have to be against the potential benefits rural roads would provide to the people
- (5) ethical dilemma between social security or economic development as the means to achieve public welfare.

(b)

PRIORITIES & ACTION PLAN

My priority in such scenario would be to

- (1) First focus on the construction of rural roads

and diversion of funds for this purpose first as otherwise there will be spreading of already meagre resources.

- (2) This would be in accordance with Justice approach as equals should be treated equally and not unequals as equals.
- (3) I'll try to take up the case of MNCS at higher level to ensure that some schemes of govt. can be utilised to benefit the expansion of MNCS.
- (4) My priority will be on social security and then on economic development because means are as important as ends.

ACTION PLAN

- (1) I'll try to utilise funds for rural roads taking care of MNCS as second priority but I'll try to make use of effective govt. schemes to ensure that the road widening project also begins at the earliest.
- (2) I'll try to utilise the PPP model of investment to ensure that road widening project is not subdued to lack of funds.

Hence in short I would like to follow the

Gandhian approach of "SARVODAYA" is benefit of all, welfare of all and to the last person of the area, especially rural area in this context.

10. You are the SP of a district where a large number of followers of a particular sect reside. The district also hosts a large Ashram where regular gathering of the followers take place. The leader of the sect has been under the scanner of the judiciary for his involvement in illegal activities. Now the court has ordered his immediate arrest and an order pronouncing the same has been sent to you. You have been asked to comply with the orders within two days. A large number of followers, which include women and children, have already thronged the Ashram in anticipation of arrest of the leader. Intelligence units have informed about the presence of not only large stock of food and water but also ammunition, inside the Ashram. Your request urging the followers to vacate the site has failed. 20

(a) What could be the reason for people's defiance?

(b) List the issues involved in the case.

(c) What will be your plan of action?

आप एक ऐसे जिले के एस.पी. हैं जहाँ एक विशिष्ट सम्प्रदाय के अनुयायी बड़ी संख्या में निवास करते हैं। जिले में एक वृहद् आश्रम भी है जहाँ उस सम्प्रदाय के अनुयायी नियमित रूप से एकत्रित होते हैं। अवैध गतिविधियों में संलिप्तता के कारण उस सम्प्रदाय का नेता न्यायिक निगरानी में है। अब न्यायालय ने तत्काल उसकी गिरफ्तारी का आदेश दिया है और ऐसी व्यवस्था करने वाला आदेश आपको भेजा गया है। आपको दो दिनों के अंतर्गत आदेशों का अनुपालन करने के लिए कहा गया है। उक्त नेता की गिरफ्तारी की आशंका में महिलाओं और बच्चों समेत अनुयायियों की एक बड़ी संख्या पहले से ही आश्रम आ पहुँची है। खुफिया इकाइयों ने आश्रम के अंदर न केवल भोजन और पानी के पर्याप्त विशाल भण्डार बल्कि अस्त्र-शस्त्र होने की भी सूचना दी है। आपके द्वारा अनुयायियों से स्थल को खाली करने के लिए किया गया निवेदन विफल रहा है।

(a) लोगों द्वारा अवज्ञा किए जाने का कारण क्या हो सकता है?

(b) इस मामले से जुड़े मुद्दों को सूचीबद्ध कीजिए।

(c) आपकी कार्य-योजना क्या होगी?

This case involves the issue of religion versus justice, blind faith v/s law and courts.

REASONS FOR PEOPLE'S DEFIANCE

- (1) *People have faith the sect leader as it provides them social & psychic security and a sense of identity. Thus they can never tolerate anyone questioning their faith and challenging the*

divinity of their leader

- (2) Secondly people may anticipate that this may a plot of some opposition elements to get their leader arrested for false reasons
- (3) People may believe that laws are mechanistic and they should not interfere in the matters of religion and faith
- (4) Such defiance may be on account of provocation & appeal by the sect leader himself to create pressure on courts and other law enforcement agencies.
- (5) Such defiance may also involve anti social elements like 'gundas' of the sect leader to create public disorder and thus pressure administration in his favour.
- (6) People may be deceived by some materialistic benefits, like residence & employment at Ashram etc.

ISSUES INVOLVED

- (1) It involves issue of carrying out court orders without causing any public harm or disorder
- (2) It involves dilemma of using force against the people at the Ashram
- (3) It involves issue why people are siding with such a person not respecting to laws & constitution

- and what are the vested interests involved
- (4) It involves balancing act between delivering justice as well as preventing any form of violence in the area.
- (5) It involves a trade off between means and ends and creating a precedent for future such situations

(C)

PLAN OF ACTION

- (1) In such a scenario I'll ensure that all required security is ensured in the district by drawing in adequate forces including the invitation to CRPF and military if the need arises
- (2) I'll try to enter into Ashram campus, if all the persuasive appeals to the people to vacate the place has failed to deliver results.
- (3) Tools like tear gas will be used as last resort to disperse the mob so as to set a precedent for future
- (4) Online and TV campaigning involving personalities like TV stars to make people understand the consequences of such defiance
- (5) I'll ensure the arrest of the leader to ensure that law prevails over mobocracy.
- Thus I'll try to use Gandhian principle of

Ahimsa to the extent possible but not at the
cost of harm to general public, property and
area.

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11. Ramesh, a very hardworking person, is the sole bread earner in his family. He has worked with an oil company's local affiliate for several years, and has established a strong, trustworthy relationship with Suresh, manager of the local facility. Suresh has recently recommended Ramesh to be recruited as the corporate consulting engineer for the company, which would be a position of greater responsibility along with a stable income. During a casual conversation, Suresh mentions an incident in the 1960s wherein 10,000 gallons of a petrochemical was leaked into the local environment by the company due to negligence, though at the time no damage was found, and no mention of this leak was made to the press. When Ramesh mentions that the state law requires him to report all spills, Suresh reminds him that no harm had been done and reminds him that the company can't have a consulting engineer who does not value loyalty and respect confidentiality. 20

(a) Identify the ethical issues involved in the given case.

(b) What are the options available to Ramesh in this situation? Evaluate each of them.

(c) Had you been at Ramesh's place, what would have been your course of action? Give reasons for the same.

रमेश जो कि एक बहुत-ही मेहनती व्यक्ति है, अपने परिवार में पैसा कमाने वाला एकमात्र व्यक्ति भी है। उसने कई वर्षों से एक तेल कंपनी की स्थानीय सहवृद्ध इकाई में कार्य किया है और उस कंपनी के स्थानीय सुविधा के प्रबंधक सुरेश के साथ एक मजबूत एवं विश्वसनीय संबंध स्थापित किया है। हाल ही में सुरेश ने कंपनी के कॉर्पोरेट परामर्शी इंजीनियर के रूप में नियुक्ति हेतु रमेश के नाम की अनुशंसा की है, यह पद स्थिर आय के साथ ही साथ अधिक जिम्मेदारी का पद होगा। एक अनौपचारिक बातचीत के दौरान सुरेश 1960 के दशक में घटित एक घटना का उल्लेख करता है, जिसमें कंपनी की लापरवाही के कारण 10,000 गैलन पेट्रो कैमिकल्स का स्थानीय पर्यावरण में रिसाव हो गया था, लेकिन उस समय उसके कारण कोई क्षति ज्ञात नहीं हुई थी और प्रेस को इस रिसाव की कोई जानकारी नहीं दी गयी थी। जब रमेश उल्लेख करता है कि राज्य के कानून के अनुसार उसे तेल रिसाव (स्पिल्स) की सभी घटनाओं को दर्ज कराना आवश्यक है तो सुरेश उसे याद दिलाता है कि उस घटना कोई हानि नहीं हुई थी और उसे पुनः स्मरण कराता है कि वह ऐसा परामर्शी इंजीनियर नहीं रख सकता जो गोपनीयता का सम्मान नहीं करता हो।

(a) दिए गए मामले से जुड़े नैतिक मुद्दों की पहचान कीजिए।

(b) इस परिस्थिति में रमेश के पास कौन-से विकल्प उपलब्ध हैं? उनमें से प्रत्येक का मूल्यांकन कीजिए।

(c) यदि आप रमेश के स्थान पर होते, तो आपकी कार्यवाही क्या रही होती? उसके लिए कारण दीजिए।

This case involves a issue of personal interests v/s professional ethics and a question over conscience.

(a) ETHICAL ISSUES INVOLVED

- (1) First is whether to go for personal accomplishment or to stand by law of the country
- (2) It involves ethical dilemma between natural morality, legal morality v/s practicality
- (3) It involves breaching the loyalty of the company for which he has served for so many ~~to~~ years at the cost of job as well as family security
- (4) Giving priority to individual morality over the future of family since he is the single bread winner.

(b) OPTIONS AVAILABLE

- (1) Firstly he can keep it as a secret and not disclose to anyone

Pros: (i) Reward in terms of promotion

(ii) satisfaction as family income is secured

Cons: (i) may cause internal dissonance

(ii) is against the laws of country

- (2) Secondly he may report the same to the law enforcement agencies and get rid of the dilemma.

- Pros : (i) will resolve crisis of conscience
(ii) it will be a good precedent for the legal system of the country
(iii) it will create public welfare

- Cons : (i) It will cost him his job & income security which is adverse to his family
(ii) It will be a breach of company's loyalty.

(3)

Thirdly he may talk to his senior about voluntary disclosure about the incident with the help of media as it will not only create a good public image that company has realised his moals but also will turn into profit into long run.

- Pros : (i) good brand image building
(ii) solve the crisis of conscience
(iii) uphold the law of the country

- Cons : (i) It may backfire as law may impose swift penalty
(ii) It may not be accepted by the senior

(C)

Had I been at Parnesh's place I would have gone for the third (3rd) action as it will address all my individual, familial, professional concerns. I'll fulfill my duty as a responsible citizen abiding by laws, loyalty to company as

well as responsibility towards family.

Thus driven by the "common good" approach I'll follow the path having benefits for all with least harm.

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कुछ ना लिखो)

12. You are the CEO of a social media company that has a wide user base. The social network offered by your company has emerged as a platform for people to interact with each other and share news, opinions etc. However, at the same time, women are being repeatedly harassed and cyber bullied through this network. Whenever any instance of harassment is brought to notice of the company, your staff members immediately deactivate the account of the culprit. However, since new accounts can be created easily, such incidents continue to happen. Also, the system to verify one's account details has been deemed lax by public authorities and human rights groups. But in order to increase the user base, you have to ensure that it is easy for a new user to sign up. Increase in the user base leads to more advertisements on your network, which is a source of huge annual turnover for the company. At the same time, in wake of increasing instances of harassment, you also need to tighten the process of creating new accounts and deactivate or delete the ones being misused. 20

(a) Highlight the options available to you in this scenario and evaluate each of them. What course of action will you take and why?

(b) Is there a need for having reasonable restrictions on social media for it to remain a platform of healthy and fruitful engagement. Analyse from the viewpoint of different stakeholders.

आप एक सोशल मीडिया कंपनी के मुख्य कार्यकारी अधिकारी (CEO) हैं जिसके उपयोगकर्ताओं की संख्या (यूजर बेस) बहुत अधिक हैं। आपकी कंपनी द्वारा प्रस्तुत किया गया सोशल नेटवर्क वस्तुतः लोगों को एक दूसरे के साथ संवाद करने और समाचार एवं राय इत्यादि साझा करने के लिए एक मंच के रूप में उभरा है। लेकिन, साथ ही साथ इस नेटवर्क के माध्यम से महिलाओं को बार-बार परेशान किया जा रहा है और वे साइबर बुल्लिंग (बदमाशी) की शिकार हो रही हैं। जब कभी परेशान किए जाने की कोई घटना कंपनी के ध्यान में लाई जाती है, आपके कर्मचारी वर्ग के सदस्य तत्काल ही दोषी व्यक्ति के खाते को निष्क्रिय कर देते हैं। लेकिन, नया खाता आसानी से बनाया जा सकता है इसलिए इस प्रकार की घटनाएँ जारी रहती हैं। साथ ही, अपने खाते के विवरणों को सत्यापित करने की प्रणाली सार्वजनिक अधिकारियों एवं मानवाधिकार समूहों द्वारा शिथिल मानी गयी है। किन्तु अपने उपयोगकर्ताओं की संख्या बढ़ाने के लिए आपको यह सुनिश्चित करना है कि नए उपयोगकर्ता के लिए साइन अप करना (सोशल नेटवर्क से जुड़ना) सरल हो। उपयोगकर्ताओं की संख्या में वृद्धि होने पर आपके नेटवर्क पर अधिक विज्ञापन आते हैं, जो कम्पनी के लिए भारी मात्रा में वार्षिक प्रतिफल का स्रोत सिद्ध होते हैं। साथ ही, परेशान करने की घटनाओं में वृद्धि को ध्यान में रखते हुए आपको नए खाते बनाने एवं दुरुपयोग करने वाले व्यक्तियों के खातों को निष्क्रिय करने या मिटा देने (डिलीट करने) की प्रक्रिया को सुदृढ़ करने की भी आवश्यकता है।

(a) इस परिदृश्य में आपके समक्ष उपलब्ध विभिन्न विकल्पों पर प्रकाश डालिए और उनमें से प्रत्येक का मूल्यांकन कीजिए। आप कौन-सी कार्यवाही अपनाएंगे और क्यों?

(b) क्या स्वस्थ और उपयोगी संलग्नता का एक मंच बने रहने के लिए इस हेतु सोशल मीडिया पर युक्तियुक्त प्रतिबंध लगाए जाने की आवश्यकता है? विभिन्न हितधारकों के दृष्टिकोण से विश्लेषण कीजिए।

This case involves conflict between means & ends, subjectivity vs objectivity, trade off between ethics, profit and law or principles of corporate governance.

(a)

OPTIONS:

- (1) First is to let the system remain as such as it is a way to earn profit which is prime aim of any business.

PROS: (i) Huge profit maintenance

(ii) easy user base, continue brand image

CONS: (i) similar instance of harassment

(ii) abuse of platform for vested interests

(iii) may face action from govt. in long term.

(2)

secondly the user checking system may be tightened to ensure no scrupulous elements enter into the platform

PROS: (i) still pacify the public authorities & human rights groups

(ii) still reduce the instances of women harassment

(iii) still create good use & precedent for the platform.

CONS: (i) still be difficult to bind such a platform as it will reduce user base & thus profit

(ii) still be impossible to identify all such elements.

(iii) It may jeopardise the freedom of speech.

(3) A balance between the two is required i.e. a common minimum verification process based on a copy of ID proof to be uploaded to ensure reduction in such instances.

Pros: (i) It'll not dilute user base much as only one copy of ID is required extra.

(ii) It'll address all concerns related to cyber bullying & help to work at par with public authorities

Cons: (i) May tarnish the reputation process of company
(ii) May reduce its profit in short term

But still this is the best option & I'll take this course of action since it balances all concerns of corporate & professional ethics with social responsibility.

(b) Regulation of social media:

(1) CORPORATES / SOCIAL MEDIA COMPANY

They may not require regulation in the interest of their profit but still have minimum restriction will help in making them a secure platform

(2) USERS:

They may have no problem with the restrictions provided the overall right of freedom of

speech is compromised only to the extent provided in constitution & law

(2) STATE / GOVT:

They may strive for over-regulation in their own interests but they must respect the rights of citizens and limit such regulation to curbing erratic elements only.

(4) HUMAN RIGHTS GROUP / NGO'S / CIVIL SOCIETY:

They may want some sort of regulation to prevent the interest of vulnerable groups like women, elderly etc.

Thus regulation is necessary as free-ridership & absolute freedom is harmful but it should be balanced with natural human rights to freely raise his voice & concerns over any matter.

13. You and your friend are living together in a metropolitan city and preparing for civil service examinations. While you manage to meet your daily targets, you sense that your friend is unable to cope up with the pressure of the exam. Fear of not passing the exam and meeting the expectations of his family is stressing him further. You realise that with time your friend is losing interest in everything and often talks about committing suicide if he is unable to meet his goal. He is also missing out on meals and prefers to stay indoors when asked to venture out. When you sought professional help, the doctor diagnosed your friend with clinical depression. Being aware that your friend needs professional counselling and psychiatric care, you reach out to his parents who reside in a rural area. They rebuff you for suggesting counselling and instead reiterate that nothing is wrong with him. They sternly mention that your bringing up the matter will only make people engage in loose talk. They also ignore you when you politely inform them that it is not wise to ignore one's mental health. Your friend's parents see his state as a sign of failure and decide to call him home where he can continue with his preparation. You are aware of the gravity of the situation if your friend goes back to his house. You also know that there is very little awareness about mental health and that the solution is not to ignore it but to take necessary measures to tackle it. 20

(a) As a concerned friend and an aspiring civil servant who can frame policies for the public in the future and has a moral duty towards them, what are the options available to you in such a situation?

(b) Evaluate each of these options and choose the option you would adopt, giving reasons

आप और आपके मित्र दोनों एक महानगर में एक साथ रह रहे हैं और सिविल सेवा परीक्षाओं की तैयारी कर रहे हैं। जबकि आप अपने दैनिक लक्ष्यों को पूरा करने की प्रक्रिया का उचित प्रबंधन कर लेते हैं किन्तु आपको भान होता है कि आपका मित्र परीक्षा का दबाव सहने में अममर्थ है। परीक्षा में उत्तीर्ण न होने का भय एवं अपने परिवार की अपेक्षाओं को पूरा न कर पाने की चिंताएं उसे और भी अधिक अवसादग्रस्त कर रही हैं। आपको भान होता है कि समय के साथ सभी चीजों में आपके मित्र की रुचि समाप्त होती जा रही है और वह प्रायः अपना लक्ष्य प्राप्त न कर पाने पर आत्महत्या करने की बात करता है। वह कई बार खाना भी नहीं खाता है और बाहर घूमने जाने के लिए कहने पर कमरे अंदर ही रहना पसंद करता है। जब आपने एक पेशेवर डॉक्टर की सलाह ली तो डॉक्टर ने आपके मित्र का नैदानिक परीक्षण कर उसे नैदानिक अवसाद (क्लिनिकल डिप्रेशन) से पीड़ित बताया। इस बात से अवगत होते हुए कि आपके मित्र को पेशेवर परामर्श एवं मनोचिकित्सीय देखभाल की आवश्यकता है, आप ग्रामीण क्षेत्र में रहने वाले उसके माता-पिता से मिलने गए। पेशेवर परामर्श का सुझाव देने पर उन्होंने न केवल आपकी बातों को सिरे से नकार दिया अपितु बार-बार यही दोहराते रहे कि उसे कुछ नहीं हुआ है। उन्होंने कठोरतापूर्वक उल्लेख किया कि आपके द्वारा इस मामले की चर्चा करने से लोगों को मनगढ़ंत बातें बनाने का अवसर ही मिलेगा। जब आप उनसे विनम्रतापूर्वक निवेदन करते हैं कि किसी के मानसिक स्वास्थ्य की

उपेक्षा करना बुद्धिमत्तापूर्ण कार्य नहीं है तब भी वे आपकी उपेक्षा करते हैं। आपके मित्र के माता-पिता उसकी स्थिति को विफलता का संकेत मानते हैं और उसे (आपके दोस्त को) वापस घर बुलाने का निर्णय करते हैं जहां वह अपनी तैयारी जारी रख सकता है। यदि आपका मित्र अपने घर वापस जाता है तो आप उस परिस्थिति में उत्पन्न होने वाली समस्या की गंभीरता से अवगत हैं। आप यह भी जानते हैं कि मानसिक स्वास्थ्य के संबंध में बहुत कम जागरूकता है एवं इसका समाधान इसकी उपेक्षा करना नहीं बल्कि इससे निपटने के लिए आवश्यक उपाय करना है।

(a) मित्र के कल्याण के लिए चिंतित एवं सिविल सेवक बनने की आकांक्षा रखने वाले व्यक्ति के रूप में, जो भविष्य में जनता के लिए नीतियों की रूपरेखा तय कर सकता है और जिसकी उनके प्रति नैतिक जिम्मेदारी होती है; ऐसी स्थिति में आपके पास कौन-से विकल्प उपलब्ध है?

(b) इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए और कारण बताते हुए वह विकल्प चुनिए जो आप अपनाएंगे।

This case involves issues of parent pressure, social stigma against mental health problems, suicidal currents and ambitions in life.

OPTIONS

- (1) *Firstly I can admit what my friends parents say and don't care about the situation*

PROs: (i) *this'll absolve me of any responsibility*
(ii) *it'll be easy course of action for me*

CONS: (i) *It will create inner turmoil & dissonance for not standing with my friend in need*
(ii) *it'll be questionable over my morality as a civil service aspirant.*

- (2) *Secondly, I can try to persuade my friend's parents and also involves my parents to*

help them understand the gravity of situation
& taking immediate recourse to counselling.

PROS : (i) ~~It~~ It may help in creating realisation
among his parents about criticality of issue
(ii) It may be satisfying for me as a responsible
and caring friend & civil service aspirant

CONS : (i) It may ~~be~~ not work due to adamant &
irrational mindset of his parents
(ii) It may result into further problem as they
may not allow me to meet my friend

(3)

Thirdly I can take recourse to some NGOs and
doctors who provide counselling to such parents
about importance of timely care for such
patients

PROS : (i) It may help them understand better through
social influence & persuasion
(ii) It may create less problem for my friend

CONS : (i) Again discompliance with the suggestions
(ii) Insulation of friend from society

(4)

I can also involve some of my other common
friends, their parents and even resort to
social media platforms to highlight the issue

if all the persuasive appeals to his parents has failed. This will surely create pressure on them & may compel them to resort medical counselling.

PROS: (i) Immediate medical care to friend
(ii) No loon talks about him
(iii) give me inner satisfaction

COM: (i) It may not work and rather they may rebuff all these mediums
(ii) It may create pressure on my friend if he comes to know about this

Thus 4th option is the best possible course of action as it involves best use of social tactics and emotional intelligence to handle the situation with the care & patience it requires without stressing any stakeholder and have awareness value about mental health also.

14. You are the Managing Director of a multinational company that prides on hiring people from diverse backgrounds. The company also chooses multiple projects under Corporate Social Responsibility that are geared towards social inclusion and empowerment of vulnerable sections of the society. Miss 'X' who works in your office tells you that she has been diagnosed with HIV. It happened due to malpractice by a medical practitioner who re-used a contaminated syringe that led Miss 'X' to contract the disease. The company has strict policies about toleration and you ensure Miss 'X' that she can continue with her job in the company without facing any form of discrimination. A few days after the revelation, Miss 'X' angrily submits her resignation letter. She states that she has faced discrimination at the workplace everyday after the revelation. Her colleagues are hesitant to eat lunch with her, they make sure they do not drink water from the same source and the females in the office comment on her marital status. She is also asked to sit separately during departmental discussions. She intends to sue the company for mental harassment. If she takes the step, the public image of the company will be maligned and its non-discriminatory policies will be questioned. The following are some suggested options for you to deal with the situation as a Managing Director of the company. Evaluate the merits and demerits of each of the options: 20

- (a) You accept her resignation and suggest a compensation package so that she refrains from suing the company.
- (b) You persuade her not to submit her resignation and transfer her to another department.
- (c) You ask her to continue with her job and take strict action against the colleagues who discriminated against her. Also, state (without necessarily restricting to the above options) your course of action, giving proper reasons.

आप एक ऐसी बहुराष्ट्रीय कंपनी के प्रबंध निदेशक हैं जो विविध पृष्ठभूमि के लोगों को काम पर रखने में गर्व करती है। कंपनी कॉर्पोरेट सामाजिक उत्तरदायित्व के अंतर्गत समाज के सुभेद्य वर्गों के सामाजिक समावेशन एवं सशक्तिकरण की दिशा में कार्य करने वाली विविध परियोजनाओं का भी चयन करती है। आपके कार्यालय में कार्य करने वाली सुश्री 'X' आपको बताती है कि वह एच.आई.वी. (HIV) से ग्रस्त हैं। उन्हें HIV का संक्रमण एक चिकित्सा पेशेवर के गलत अभ्यास के कारण हो गया था, जिसने एक संक्रमित सुई का पुनः उपयोग किया जिससे सुश्री 'X' को यह रोग लग गया। सहिष्णुता के संबंध में कंपनी की नीतियां कठोर हैं और आप सुनिश्चित करते हैं कि सुश्री 'X' किसी प्रकार के भेदभाव का सामना किए बिना कंपनी में अपना जॉब करती रह सकती है। HIV से संबंधित जानकारी प्रकट करने के कुछ दिनों के बाद सुश्री X क्रोधपूर्वक अपना त्यागपत्र जमा करती हैं। वह कहती हैं कि HIV से संबंधित जानकारी प्रकट करने के बाद उन्हें कार्यस्थल पर प्रतिदिन भेदभाव का सामना करना पड़ा है। उनके सहकर्मी उनके साथ भोजन करने में संकोच अनुभव करते हैं, वे यह

सुनिश्चित करते हैं कि जिस जलपात्र से वह पानी पीती है उसके वे पानी न पिएँ और कार्यालय की महिलाएँ उसकी वैवाहिक स्थिति पर टीका-टिप्पणी करती रहती हैं। विभागीय चर्चाओं के दौरान उनसे अलग बैठने के लिए भी कहा जाता है। वह मानसिक उत्पीड़न के लिए कंपनी पर मुकदमा करना चाहती हैं। अगर वह यह कदम उठाती हैं, तो कंपनी की सार्वजनिक छवि को क्षति पहुँचेगी और इसकी गैर-भेदभावपूर्ण नीतियों पर प्रश्न उठेंगे। कंपनी के प्रबंध निदेशक के रूप में इस स्थिति से निपटने के लिए आपको सुझाए गए कुछ विकल्प निम्नलिखित हैं। इनमें से प्रत्येक विकल्प के गुणों और अवगुणों का मूल्यांकन कीजिए:

- (a) आप उनका त्यागपत्र स्वीकार कर लेते हैं और उन्हें एक क्षतिपूर्ति पैकेज का सुझाव देते हैं ताकि वह कंपनी पर मुकदमा न करें।
- (b) आप उन्हें अपना त्यागपत्र जमा नहीं करने के लिए मनाते हैं और दूसरे विभाग में उसका स्थानांतरण कर देते हैं।
- (c) आप उन्हें उनका जॉब जारी रखने और उनके विरुद्ध भेदभाव करने वाले सहकर्मियों के विरुद्ध कठोर कार्रवाई करने के लिए कहते हैं। साथ ही (अनिवार्य रूप से केवल उपर्युक्त विकल्पों तक ही सीमित रहे बिना) उचित कारण बताते हुए अपनी कार्यवाही भी बताइए।

The above case involves issue of ignorance about HIV, social stigma attached to it, and presence of discrimination in society despite strong legal and normative safeguards.

- (a) If I accept her resignation & give her adequate compensation so that she refrains from suing the company.

PROS: (i) Company image is maintained
(ii) She'll get adequate remuneration for sudden loss of job

CONS: (i) It'll create bad precedent and reaffirm the actions of those colleagues who discriminated her
(ii) It will create environment of impunity
(iii) It will penalise the Miss X for no fault.

It (iv) still create dissonance in my mind

(b)

If I persuade her not to quit and transfer her to another department.

PROS: (i) It'll safeguard her from further discrimination while maintaining her job security
(ii) maintain company's brand image
(iii) It'll be as per company's vision of non-discrimination & provide me satisfaction also.

CONS: (i) It will again create a bad precedent and Ms. X will be forced to adjust for no technical reasons
(ii) It will be antithetical to future such incidents
(iii) Though company's ideals are held in letter but their spirit is somewhat diluted.

(c)

If I ask her to continue the job and take strict action against the discriminating colleagues

PROS: (i) It will set good example of swift and impartial action against such acts
(ii) It will reboot Ms. X's confidence and trust in company's values
(iii) It will provide me with inner peace as ideals are upheld without any conditions on Ms. X.

CONS: (i) It may not be practical to penalise such large workforce and that too in sphere of

informal groups

- (ii) it may accentuate the grim scenario against Ms. X who may face ostracisation.

(d)

Another option can be to convene a meeting of all employees and a session be held about HIV awareness, it causes, transmission, stigmas attached, how they affect the patients negatively.

It may be ~~can~~ added with invitation to some Doctor or celebrity to endorse it through his expert, inspirational appeals, and asking Ms. X to continue job.

PROs: (i) it'll hit at root of problem and remove unsubstantiated ignorance

- (ii) No ~~solution~~ against Ms. X
- (iii) company's image & values held
- (iv) my mental peace held.

CONS: (i) may not work to remove the stigma completely

- (ii) may not reduce the discrimination fully

But still 4th option is best & I'll follow it owing to its power of appealing & socially influencing people without any use of ~~app~~ force and relying on virtue approach of inherent goodness.

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VISION IASTM

Don't write
anything this
margin
(इस आका में
कतु न लिखें)