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GENERAL STUDIES (TEST CODE : 1154)

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Medium Eng./Hindi	ENGLISH	Registration Number	140631
Center	ONLINE	Date	27-08-18

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
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:

INSTRUCTIONS

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

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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.

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

1. (a) Explain the significance of the following in the context of civil service: 10

सिविल सेवा के संदर्भ में निम्नलिखित के महत्व की व्याख्या कीजिए:

- (i) Public trust (लोक विश्वास)
- (ii) Objectivity (वस्तुनिष्ठता)
- (iii) Strength of character (चरित्र की दृढ़ता)
- (iv) Empathy (समानुभूति)
- (v) Selflessness (निस्वार्थता)

In the context of Civil Service, certain virtues become guiding principles and exercise significance over its functioning.

(i) PUBLIC TRUST

- essential in establishing direct connection
- imposes emotional responsibility
- enforces moral accountability.

Eg: Without public trust as in case of Watergate scandal administration loses credibility.

(ii) OBJECTIVITY

- ensures merit based decision making
- enforces impartiality

Gg: Objective analysis of Delhi's urban
infra led to E. Shreedharan's Metro Success.

(iii) STRENGTH OF CHARACTER

- upholds individual leadership
- ensures loyalty of subordinates
- source of inspiration.

Gg: Durga Shakti Nagpal case is a lynchpin
of strength of character:

(iv) EMPATHY

- better understanding of people's needs
- brings devotion to public service closer
to policy makers.

Gg: Operation Karuna during Kerala flood-relief
worked because of All-India empathization.

(v) SELFLESSNESS

- leads to clarity of conscience
- more will power to serve.

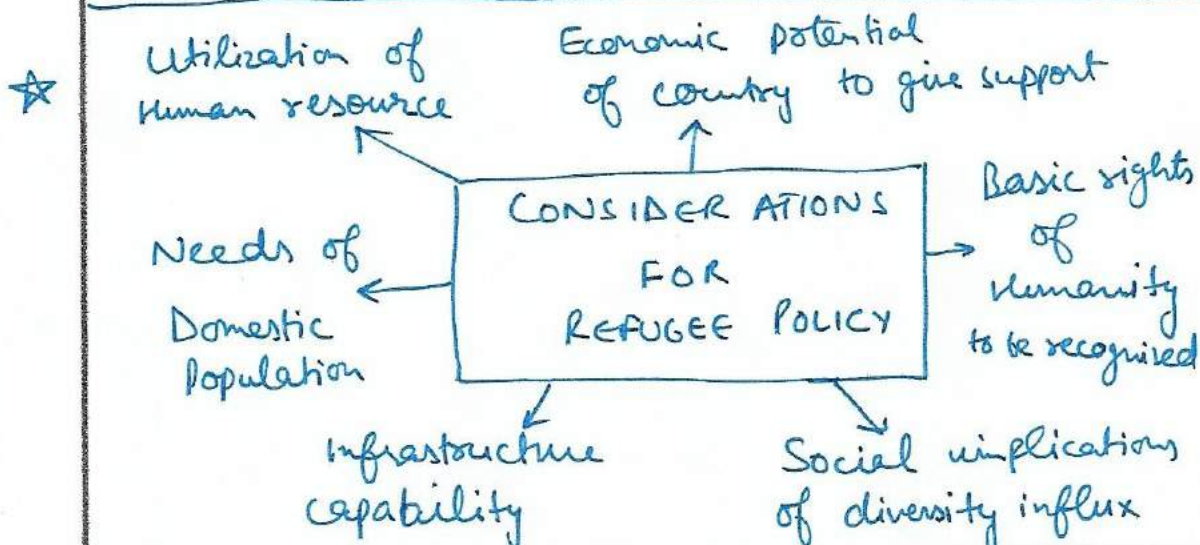
Gg: TSR Subramanian's career as a prime
civil servant. Hence, all 5 virtues are significant.

1. (b) Do you think nation states owe a responsibility towards asylum seekers? What are the considerations that should, in your opinion, go into the making of a refugee policy? Provide arguments with contemporary examples. 10

क्या आप मानते हैं कि शरण चाहने वालों के प्रति राष्ट्र राज्यों की जिम्मेदारी होती है? आपकी राय में, शरणार्थी नीति निर्मित करते समय किन विषयों पर विचार किया जाना चाहिए? समसामयिक उदाहरणों के साथ तर्क प्रदान कीजिए।

Asylum seekers' population all over the world has risen from 6 million in 2000-01 to 13 million in 2015-16 according to UNDP.

- ★ Nation's definitely owe a responsibility towards them because of:-
- Humanitarian principles
 - On grounds of UN membership.
 - recognition of 'nation' as a 'people' and not merely 'territory'.



Arguments① Economic potential of the state:

eg: Turkey is facing influx of 2 million refugees from Africa & West Asia but has only resources for less than 35%.

② Utilization of Human resource

eg: United Kingdom's economy functions on mostly refugees with cheap labour.

③ Social & Political aspect:

eg: Rohingyas have triggered riots and political disagreement between Bangladesh & Myanmar.

Thus, need of the hour is to view the crisis holistically and pass a binding UN resolution on asylum seekers.

2. (a) Why do civil servants have a special obligation to uphold ethical standards? What are the main areas of concerns for implementation of an effective ethical standard in civil services? In this context, suggest measures to remedy these concerns. 10

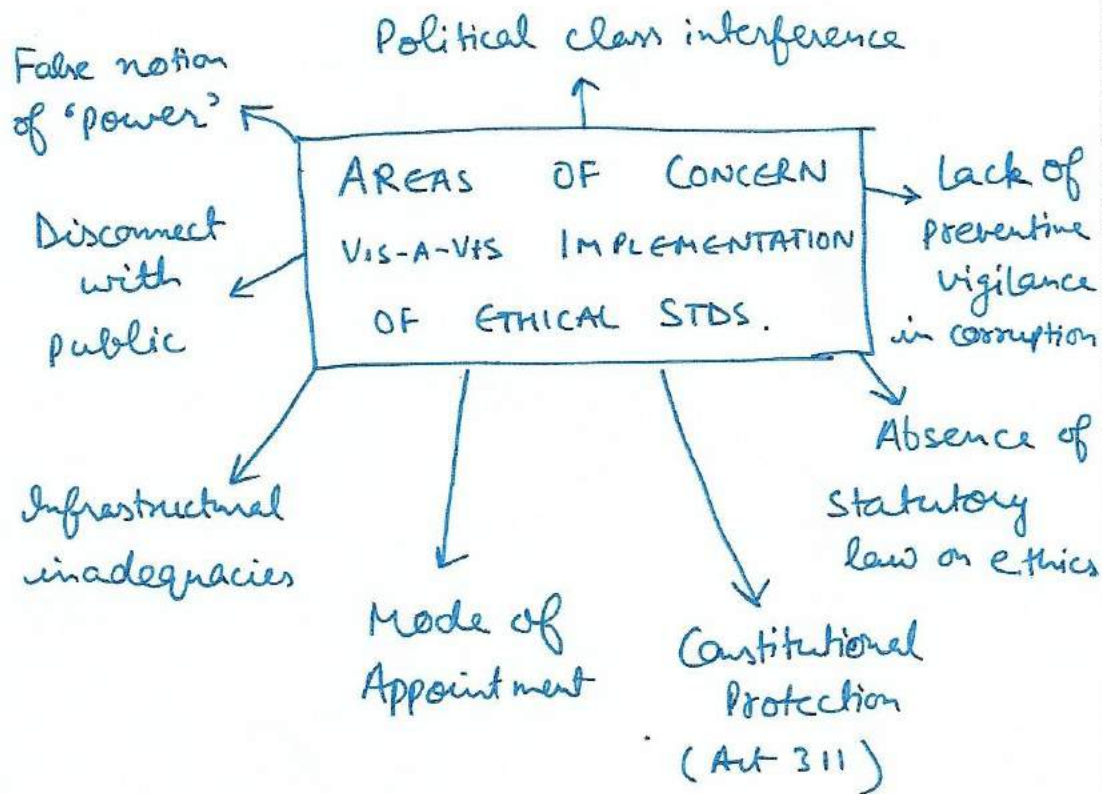
नैतिक मानकों को बनाए रखने के प्रति सिविल सेवकों का एक विशेष दायित्व क्यों होता है? सिविल सेवाओं में एक प्रभावी नैतिक मानक के कार्यान्वयन हेतु चिन्ताओं के प्रमुख क्षेत्र क्या हैं? इस संदर्भ में, इन चिन्ताओं को दूर करने हेतु उपाय सुझाइए।

Ethical standards form the management and guiding norms of ethical infrastructure of civil services. Civil Service Rules, 1964 are an example.

★ Civil Servants are obliged to uphold ethical standards;

- to guarantee better service delivery
 - to ensure moral integrity and collective probity.
 - to send a positive message to the public and positive reciprocity
 - to serve without fear or favour
- Ultimately uphold Max Weber's 'value neutrality'.

★



★

Suggested measures include:

- 2nd ARC, Kote, Baswan Committee Recommendations
- Gauging technology & e-governance
- 360° review system of reports.

Carl Jung rightly said that the 'inner dialogue' of ethical std's leads to 'outer results' of efficient performance.

2. (b) Analyse the ethical dimensions of using nuclear deterrence as a self-defense strategy. 10

आत्मरक्षा की एक रणनीति के रूप में परमाणु भयादोहन (निवारण) का उपयोग करने के नैतिक आयामों का विश्लेषण कीजिए।

India's nuclear policy entails a 'no-first-use' policy with a doctrine of Credible Minimum deterrence (CMD)

This aspect of 'deterrence' has several ethical implications:

★ POSITIVES :

- It ensures national security.
- It guarantees armed readiness.
- Civil - Military relations strengthened.
- Appeared 'notion' of public safety.

★ NEGATIVES

- Puts humanity in danger of elimination
- Life and property jeopardized.
- Leads to bilateral & global arms race.

- History shows its dubious track record.

Example: Hiroshima-Nagasaki led to a collapse of a civilization and risk of cold war. However, it also led to beginning of decolonization and development of a new world order.

Thus, nuclear deterrence has ~~two~~ sided ethical implications. India must use it minimize the chances of any armed conflict especially vis-a-vis China & Pakistan.

3. (a) We make a living by what we do, but we make a life by what we give.

(i) Highlight the importance of value of altruism for a society.

(ii) Discuss the role of education in imparting such values. **10**

जो हम करते हैं उससे अपनी आजीविका अर्जित करते हैं, लेकिन जो हम देते हैं उसे हम जीवन निर्मित करते हैं।

(i) समाज के लिए परोपकारिता के मूल्य पर प्रकाश डालिए।

(ii) ऐसे मूल्यों को प्रदान करने में शिक्षा की भूमिका की विवेचना कीजिए।

Adam Smith in his 'The Wealth of Nations' wrote that the function of philanthropy, altruism and education were to direct 'various' towards the right section of society.

- (i) Importance of value of altruism
- it is a basic instinct of empathy
 - leads to proximity in diversity
 - nations are built on values of 'altruism' (tendency to work for other's benefit above your own)
 - Immanuel Kant places it under elements of deontological morality

Example: Bill & Melinda Gates foundation has changed the dynamics of wealth by embracing altruism and helping poor countries develop in education & health.

(ii) Role of education in imparting altruism

- Children reflect the future of a society
- Grass-roots level social change happens through education.
- 'Altruism' is based on human 'friendship' and compassion which can be taught.

Example: Ramakrishna Mission's 'Living as a friend' programme focuses on altruism in all sections of society.

Martin Luther King Jr. called 'altruism' a 'diamond' among all 'gems of virtue'.

3. (b) Giving examples, examine the relationship between personal and professional ethics of civil servants. 10

उदाहरण प्रस्तुत करते हुए सिविल सेवकों के व्यक्तिगत एवं पेशेवर नैतिकताओं के बीच संबंधों का परीक्षण कीजिए।

Personal and professional ethics are
devoted separate emphasis by the
Nolan Committee on public relations.

★ Relationship between personal and professional ethics involves:-

- identification of separate spheres of personal & public life.
- recognizing personal pointers of conscience as opposed to professional gains.
- reinforcing human values in contrast to illicit aims of monetary professional well-being. (as in Example 1) → P.T.O

However, the relationship also involves a cohesion between the two:

- identifying one's own development in the well being of the profession as a whole.
- integrating personal reason with professional actions & decisions. (as in Example 2)

Example 1: Secretary to Ministry of Transport

He must separate his personal interest when auctioning tenders to projects where his own friend might be participating.

Example 2: Secretary to Ministry of Social Justice

must work on a policy for disabled people as if they all are his own family and friends.

Thus, personal & professional ethics are complementary as well as competitive.

4. (a) Bring out the significance of probity in public life. What are the requisites for ensuring probity in governance? Pointing out the key concerns in India in this context, suggest certain remedial measures. 10

सार्वजनिक जीवन में ईमानदारी (probity) का महत्व दर्शाइए। शासन में ईमानदारी सुनिश्चित करने की क्या अपेक्षाएं हैं? इस संदर्भ में भारत में प्रमुख चिंताओं का उल्लेख करते हुए, कुछ उपचारात्मक उपायों का सुझाव दीजिए।

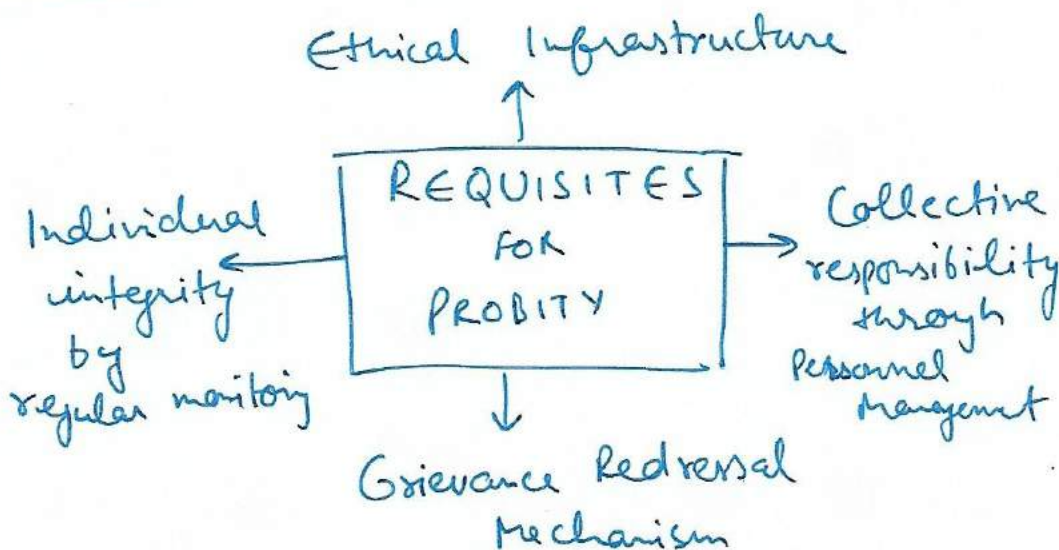
Probity in public life refers to the highest standards of integrity in public service.

★

SIGNIFICANCE :

- ↳ ensuring social & distributive justice.
- ↳ guaranteeing unflinchingly work ethic.
- ↳ dedication to the cause of people.

★



★ KEY CONCERNS IN INDIA:

- Money & muscle power influence.
- Dubious process of postings, appointments.
- Absence of strict supervision.

★ Suggested measures:

- Kota committee recommends review of Act 311 that gives civil servants protection.
- Review of Prevention of Corruption, 1988 Act.
- Strengthening RTI, 2005 & Whistleblower Act, 2011.
- 2nd ARC recommends 'value education' to civil servants.

Thus, Ministry of Personnel & Training along with UPSC can ameliorate probity in public life.

4. (b) While the corrupt and dishonest should be punished swiftly, honest public servants need to be protected against malicious and motivated complaints to enhance efficiency and effectiveness of an organisation. Discuss. How can the two objectives be reconciled? 10

जहाँ भ्रष्ट और बेईमान को तत्काल दंडित किया जाना चाहिए, वहीं किसी संगठन की दक्षता और प्रभावशीलता बढ़ाने हेतु दुर्भावनापूर्ण और अभिप्रेरित शिकायतों से ईमानदार लोक सेवकों की सुरक्षा की जानी चाहिए। चर्चा कीजिए। इन दो उद्देश्यों के बीच किस प्रकार सामंजस्य स्थापित किया जा सकता है?

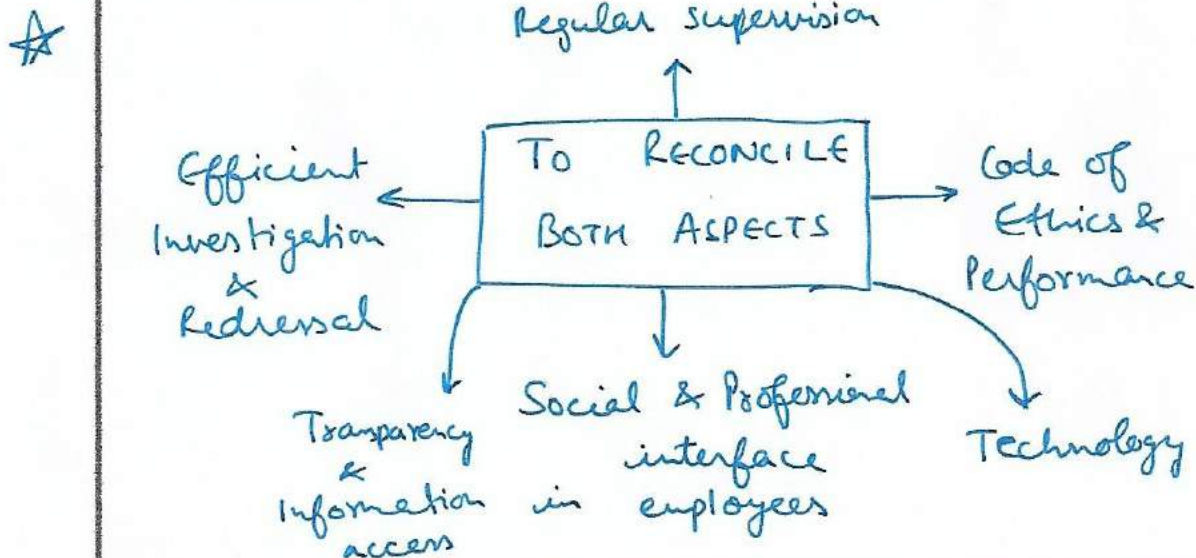
'Every organization is like a basket of apples', remarked Bernard Asuncion,

'the rotten ones must be thrown and the good ones relished.'

★ 'Corrupt & dishonest must be punished...'

- to guarantee clean image of org.
- to set valuable precedent for new comers & subordinates.
- to instill a standard 'work ethic' of honesty.
- notion of 'justice' to the public

- 'Honest public servants: protected & motivated'
- because good elements emanate holistic goodness within the structure.
 - infuse positivity in functioning
 - rewards lead to inspiration for more hard work & efficiency.
 - examples & role models to others.



Sub divisional magistrate in Guwahati

Mr. Anup Kumar is a great example of instilling the above 2 elements in the local administration.

5. (a) Explain with examples how emotional intelligence increases the effectiveness of leadership skills in a civil servant. 10

उदाहरण सहित व्याख्या कीजिए कि किस प्रकार भावनात्मक समझ (बुद्धि) एक सिविल सेवक में नेतृत्व कौशल की प्रभावशीलता में वृद्धि करती है।

Emotional Intelligence is defined as the ability to perceive, understand, manage and use the emotions of ourselves and our surroundings.

★ It increases effectiveness of leadership through the following:-

① Self-awareness: eg. a civil servant who is self aware is in cognizance of his physical & mental aptitude.

② Self-regulation: eg: he who controls himself can control other's emotions as well.

③ Social skills: eg: EI will empower

one to interact better with others.

④ Motivation : eg: the leader will keep other civil servants under him optimistic and forward looking.

⑤ Dilemma resolution of one's inner feelings as well as the problems of stress will expedite org's working.

All the above examples prove that EI is indispensable for effectiveness of leadership.

5. (b) A Citizens' Charter sees public services through the eyes of those who use them. In this context, analyze the importance of citizen charter in making public services citizen centric. 10

सिटीजन चार्टर उन लोगों की दृष्टि से सार्वजनिक सेवाओं को देखता है जो इनका उपयोग करते हैं। इस संदर्भ में, सार्वजनिक सेवाओं को नागरिक केंद्रित बनाने में सिटीजन चार्टर के महत्व का विश्लेषण कीजिए।

A Citizen's Charter is a public document that highlights the aims, objectives, modes of service and redressal of an institution with respect to its customers / clients.

★ Importance :

- ① Delineates clearly 'what, how and why' of an organization's role.
- ② Easy understanding of service delivery by consumers.
- ③ Time-bound framework is given.

- ④ Grievance redressal : complaint booking etc. ensures relief to the plaintiff.
- ⑤ 'Vision & Mission' reflect long-term goals.

However, it faces challenges

- not periodically updated.
- scope of service usually restricted.
- lack of awareness
- complicated language.

Way forward :

Citizen Charter must be given

statutory backing and accompanied by changes in RTI and new laws like Transparency of Rules Act (TORA) for better functioning.

6. Social media has played a key role in influencing political opinions and social attitudes in India. Comment. 10

भारत में सोशल मीडिया ने राजनीतिक मतों और सामाजिक अभिवृत्तियों को प्रभावित करने में महत्वपूर्ण भूमिका का निर्वाह किया है। टिप्पणी कीजिए।

Social Media has witnessed an explosion of users. India is set to have 730 million subscribers by 2022 acc. to TRAI.

★ ROLE IN INFLUENCING POLITICAL & SOCIAL OPINIONS

- ① Freedom of speech has rendered the internet a platform of opinion.
- ② 'Echo-chambers' & 'bubble-filters' have led to formation of political & social groups online.
- ③ Youth's presence & Demographic dividend has worked in its favour.

④ Positive aspects of it include presence of vulnerable section, women empowerment and easy information access.

⑤ Negative repercussions include incitement of violence, riots, fake news, lynching and social unrest.

The IT Act, 2000. must be reformed and B.N. Shrikrishna panel for data privacy and Kemachandra Committee for cybersecurity as well as TK Vishwanathan Comm. on online hate speech must be considered.

7. "Nonviolence is not servile passivity but a powerful moral force which makes for social transformation". Comment. 10

"अहिंसा दासत्व जैसी निष्क्रियता नहीं है बल्कि एक शक्तिशाली नैतिक बल है जो सामाजिक परिवर्तन में मदद करता है"। टिप्पणी कीजिए।

Vaclav Havel once said during the Czechoslovakian Velvet Revolution that
'Non-violence is the power of the
powerless.'

- Gandhiji's emphasis on Satyagraha as a moral force that strengthens the oppressed & weakens the oppressor is well known one.

- Social transformation occurs when minds change and for that change violence needs to be abjured. Thus, non-violence is directly related to peace that ensures social development.

- Non-violence should never be viewed as a weak response to injustice. We have examples of Mandela and Martin Luther that exhibit its effectiveness.
- Anna Hazare's anti-corruption drive and Irom Sharmila Chennu's fasting are 21st century examples.

Non-violence was and is an exhibition of rationality against senseless violence & plunder.

8. Good corporate governance is not an end in itself. It is a means to support economic efficiency, sustainable growth and financial stability. Discuss. 10

उत्तम कॉर्पोरेट प्रशासन अपने आप में साध्य नहीं है। यह आर्थिक दक्षता, संधारणीय विकास और वित्तीय स्थिरता को प्रोत्साहित करने का एक साधन है।

Corporate Governance is referred to as the just functioning of the private and PSU sector to support economy of the nation as well as finance of the firm.

★

Better corporate governance;

- ensures level playing field
- equitable opportunity
- healthy competition
- protection of minority investors
- avenues to new sections of population esp. women.
- growth of fiscal capability.
- risk of firm's profitability.

However, there lie several challenges:-

- Nepotism eg. Tata - Misty case
- Bank frauds eg. PNB.
- Diversion of funds.
- Crony capitalism.

To guarantee better corp. governance
Uday Kotak panels recommendations like
corp. audit, women directors, independent
directors and regular screening must
be undertaken.

Corporate Governance, cited NR
Narayana Murthy is also about 'karma'
of the Gita along with the 'reethi' of 'Charakya'

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

9. The steady decline in sex ratio suggests that marked improvement in the economy and literacy rates do not seem to have had any impact on this index. In fact, the availability of new technology and its easy access for the urban, wealthy and educated have worsened the trend and harmed the status of women in Indian society. 20

(a) Explain why the phenomenon should not be simply viewed as a medical or legal issue and more attention should be given to the ethical issues involved.

(b) Give some suggestions to tackle the problem of declining sex ratio.

(c) Discuss the ethical dilemma involved in Right to abortion vs. Prevention of female foeticide. How can this be resolved?

लिंगानुपात में निरंतर गिरावट यह संकेत देती है कि अर्थव्यवस्था एवं साक्षरता दरों में उल्लेखनीय सुधार के परिणामस्वरूप भी इस सूचकांक पर कोई प्रभाव पड़ता प्रतीत नहीं हो रहा है। वास्तव में, नई प्रौद्योगिकी की उपलब्धता और शहरी समृद्ध एवं शिक्षित लोगों तक इसकी आसान पहुँच ने इस प्रवृत्ति को और बिगाड़ा है तथा भारतीय समाज में महिलाओं की स्थिति को क्षति पहुँचाई है।

(a) व्याख्या कीजिए कि क्यों इस परिघटना को मात्र एक चिकित्सीय या विधिक मामला नहीं समझा जाना चाहिए और इसमें समाविष्ट नैतिक मुद्दों पर अधिकाधिक ध्यान दिया जाना चाहिए।

(b) घटते लिंगानुपात की समस्या से निपटने हेतु कुछ सुझाव दीजिए।

(c) गर्भपात का अधिकार बनाम कन्या भ्रूण हत्या निवारण में समाविष्ट नैतिक दुविधा पर चर्चा कीजिए। इसका समाधान किस प्रकार किया जा सकता है?

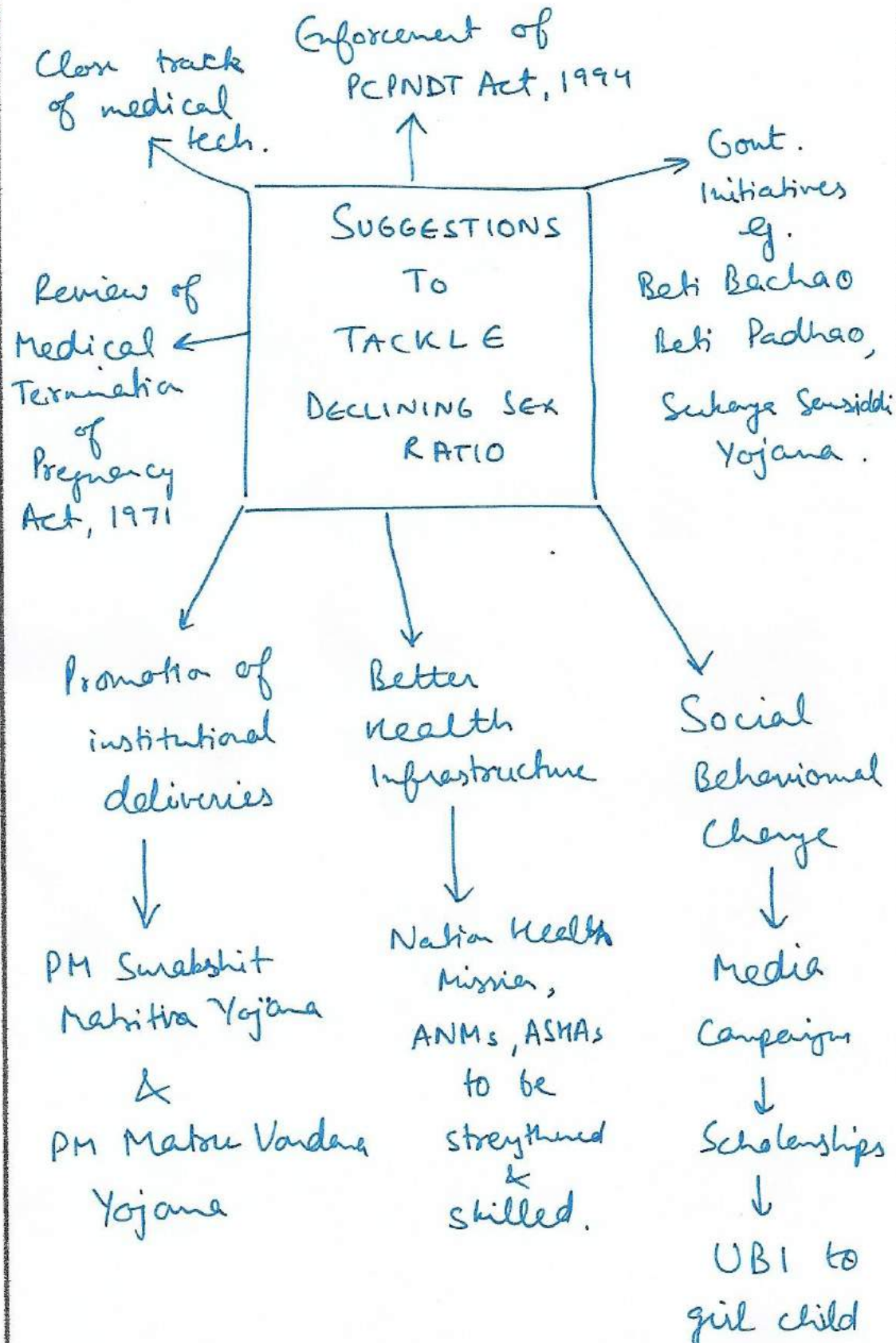
NFHS-4 cited reports of
declining sex ratio - esp. CSR (child
sex ratio) from 921 in 2011 to
909 in first report of 2015-16.
This shows a marked decrease.

(a) Though there are social implications of medical issues (like presence of inefficient delivery system, prominence of non-institutional deliveries through midwives) as well as legal issues (like absence of law to promote hospital births, ill-functioning of PCPNDT, 1994).

There are ETHICAL ISSUES involved:-

- ① Stigma around 'girl child' as inferior to boys.
- ② Unethical medical sex-determination by doctors.
- ③ Ethical bankruptcy of the joint family in rural and urban regions.
- ④ Ignorance of hypocrisy of patriarchy in society.

(b)



(C) The ethical dilemma in right to
Abortion vs Prevention of female foeticide

↓

- ① Women's right over her body vs
killing of a foetus are conflicting
situations.
- ② Religious aspect vs. Libertarian
aspect offers greater conflict in the
issue.
- ③ Mother's health vs foetus' health
becomes an issue in dire
circumstances.
- ④ Personal liberty vs Social stigma
as both have contrasting significance
in such case.

THE DILEMMA'S RESOLUTION :-

- Perceiving the inalienable right of human dignity above social pressure.
- Considering the 20 weeks allowance of abortion in MTP Act, 1971.
- Judicial scrutiny & Medical condition on a case-by-case basis.

Thus, the proposed MTP Amendment Bill, 2017 which extends its abortion deadline to 24 weeks can be the way forward.

10. You are working as a senior doctor in the oncology department of a super specialty hospital located in Delhi. While accessing the quotations from reputed pharmaceutical companies to hospitals, you unearth a nexus between pharma firms and the hospital administration. You get to know that they are hand-in glove with each other and trying to fleece cancer patients by selling drugs at exorbitant prices, even though low cost alternative drugs are available in the market. Being the head of Alliance of Doctors for Ethical Healthcare, who is working against the arbitrary price regime of life saving drugs, you get a chance to represent your case before the Health Minister of your state. However, certain other doctors of the Alliance have asked you to present a distorted reality in front of the Minister since they are obtaining pecuniary benefits from such a scheme of nexus, which would cease if the nexus gets exposed. **20**

(a) Identify the main stakeholders and ethical issues involved.

(b) Analyse the possible solutions for addressing the issues.

(c) What would be your final course of action and why?

आप दिल्ली में अवस्थित एक सुपर स्पेशलिटी अस्पताल में ऑन्कोलॉजी विभाग में एक वरिष्ठ चिकित्सक के रूप में कार्यरत हैं। प्रतिष्ठित दवा कंपनियों द्वारा अस्पतालों को दी जाने वाली संविदा दरों (कोटेशन्स) को प्राप्त करने के दौरान आप दवा कंपनियों और अस्पताल प्रशासन के बीच मिलीभगत का पता लगाते हैं। आपको पता चलता है कि दोनों की मिलीभगत है और वे अत्यधिक उच्च कीमतों पर दवाइयां बेच कर कैंसर रोगियों को लूटने का प्रयास कर रहे हैं, जबकि बाजार में कम मूल्य वाली वैकल्पिक दवाएँ उपलब्ध हैं। जीवन रक्षक दवाओं की मनमानी मूल्य व्यवस्था के विरुद्ध कार्य करने वाले, अलायन्स ऑफ़ डॉक्टर्स फॉर एथिकल हेल्थकेयर के प्रमुख होने के नाते आपको यह मामला अपने राज्य के स्वास्थ्य मंत्री के समक्ष प्रस्तुत करने का एक अवसर मिलता है। हालांकि इस अलायन्स के कुछ अन्य चिकित्सकों ने आपसे मंत्री के सामने वास्तविकता को तोड़-मरोड़ कर प्रकट करने के लिए कहा है, क्योंकि उन्हें इस सांठ-गांठ की योजना से आर्थिक लाभ प्राप्त हो रहे हैं, जो मिलीभगत के प्रकट हो जाने पर बंद हो जाएंगे।

(a) इसमें समाविष्ट प्रमुख हितधारकों एवं नैतिक मुद्दों की पहचान कीजिए।

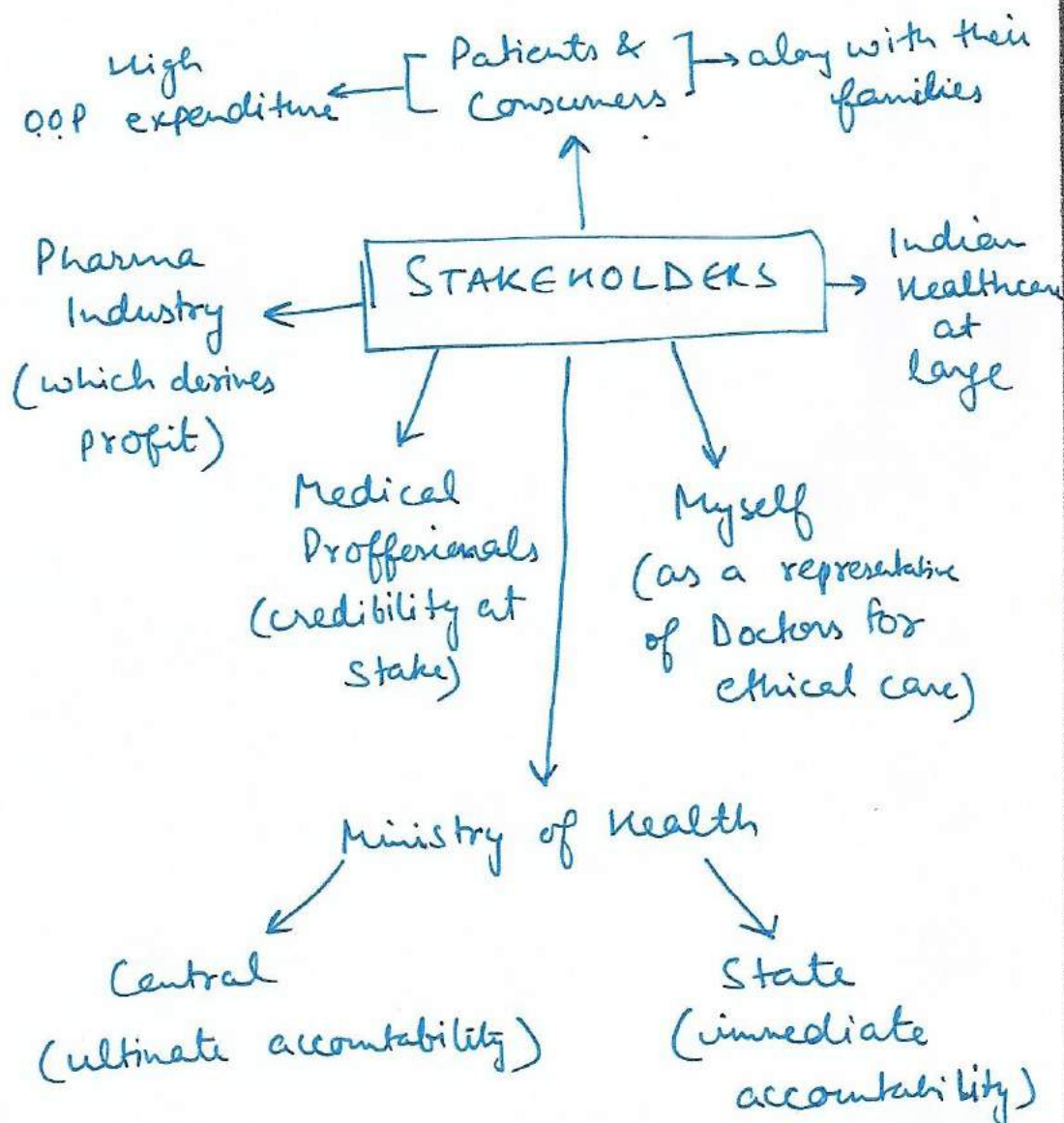
(b) इन समस्याओं को हल करने के लिए संभावित समाधानों का विश्लेषण कीजिए।

(c) आपकी अंतिम कार्यवाही क्या होगी और क्यों?

P.T.O

The grave and unethical issue of unfair medicine pricing reels the Indian medical sector and leads to over 23% of households going BPL due to high medical expenses.

(a)



ETHICAL ISSUES :

- ① Moral values vs Professional benefit
- ② Self interest vs Public interest
- ③ Procedural failure on part of Doctors for Ethical Healthcare's monitoring.
- ④ Misuse of official authority by a clique of doctors.
- ⑤ Personal integrity vs organizational loyalty.

(b) POSSIBLE SOLUTIONS :-

- ① Given in to peer pressure and report a distorted reality.

Merits: upholding loyalty to colleagues

De-merits: moral corruption & betrayal of ideals of public service.

- ② Persuasion of colleagues to present a mixed bag of cost-benefit analysis.

Merits: monetary benefit to hospital & colleagues

De-merits: half-truths are worse than lies.
Deception of Ministry & people of state.

③ Reporting the case without fear of or
favour

Merits: Bringing out true reality & service
to the public.

De-merits: Jeopardising job and jobs of others.
Anger of colleagues.

(C) FINAL COURSE OF ACTION:

① Trying to convince corrupt doctors of
their way-day & importance of the
truthfulness of report.

② Reporting to the Health Minister
without fear or favour as in
option ③ above.

- ③ Asking for a probe into nexus of pharma-hospital industry across the state.
- ④ Focus on remediation of costs and income tax payments by the hospital and

This course of action will be taken because :-

- issue has pan-India repercussions
- poverty of the population must not be the consequence of corruption of public services like healthcare.
- personal probity is more important to me than job security.

'Sarve bhavantu Sukhine' motto of Indian medicine will thus be upheld.

11. Mr. A is a senior most member of a highly reputed company with considerable customer interface. In recent months, the business of the company has been going down. On detailed analysis, it was found that some of the functionaries of the company have impulsive nature, which has many a times led to altercations with the customers and even among themselves. This has adversely affected the work culture and sullied the image of the company in the market. He seeks your advice, as you are his friend as well as a person who understands management.

(a) What are the factors that you would consider in making your advice?

(b) What steps will you suggest to deal with the situation that the company faces?

20

मिस्टर A एक अति प्रतिष्ठित कंपनी के वरिष्ठ सदस्य हैं और उनका ग्राहकों से पर्याप्त अंतर्क्रिया (कस्टमर इंटरफेस) है। हाल के महीनों में, कंपनी के व्यवसाय में कमी आई है। विस्तृत विश्लेषण के आधार पर यह पाया गया कि कंपनी के कुछ अधिकारी सनकी स्वभाव के हैं, जिसके कारण कई बार ग्राहकों के साथ और यहां तक कि आपस में भी कहा-सुनी (तकरार) हो जाती है। इसका कार्य संस्कृति पर प्रतिकूल प्रभाव पड़ा है और बाजार में कंपनी की छवि पर भी धब्बा लगा है। वह इस मामले में आपसे परामर्श चाहते हैं क्योंकि आप उनके मित्र हैं और साथ ही प्रबंधन की समझ रखने वाले एक व्यक्ति भी।

(a) किन कारकों को ध्यान में रख कर आप अपना परामर्श देंगे?

(b) कंपनी द्वारा सामना की जा रही स्थिति से निपटने हेतु आप क्या कदम उठाने का सुझाव देंगे?

Altercations among colleagues and
customers are a sign of individual
violence as well as collective failure
of a team. Thus the above situation
calls for a relook at 'management'.

(a) As a friend and guide to Mr. A, as well as a close observer of field of management, the following factors will be considered by me:-

- ① Personal backgrounds of employees.
- ② Nature of products sold by the company, their prices, delivery system etc.
- ③ Efficiency of the customer interface system vis-a-vis physical & virtual aspects.
- ④ Competence of the ~~personnel~~ personnel management and heads of departments.
- ⑤ Any action taken by the manager on Mr. A before or after the attractions began.
- ⑥ Lastly, consideration of my relationship with Mr. A.

(b) I would suggest the following steps:-

- ① Personal interaction between individuals involved in altercations.
- ② Feedback from clients & customers regarding official behaviour.
- ③ Collective group discussion to bring out a healthy exchange of ideas regarding the problem.
- ④ Patient hearing to 'impulsive' employees and hearty advice to them.
- ⑤ Regular group recreational activities to motivate the staff and promote 'team work'.
- ⑥ Filing of a comprehensive report regarding problems, actions taken and consequences in company for future reference.

Thus, above analysis of situation and advice of measures to M.A will be based on empathy, code of professional ethics and most importantly Emotional intelligence.

P.T.O.

12. While on the one hand, some state governments have implemented alcohol consumption prohibition laws, it is permitted in other states. Debates around this issue often involves aspects such as individual rights, cultural attitudes and social welfare. As a teacher you need to explain the key issues involved to a young audience. What are these? How would you conclude the lecture? 20

एक और जहां कुछ राज्य सरकारों ने मद्यपान निषेध कानून लागू किए हैं, वहीं अन्य राज्यों में इसकी अनुमति है। इस मुद्दे पर बहस में प्रायः व्यक्तिगत अधिकार, सांस्कृतिक अभिवृत्ति और सामाजिक कल्याण जैसे पहलु सम्मिलित होते हैं। एक शिक्षक के रूप में आपको युवा श्रोताओं को इसमें सम्मिलित महत्वपूर्ण मुद्दों को समझाना है। ये मुद्दे क्या हैं? आप आपने व्याख्यान के निष्कर्ष में क्या कहेंगे?

A teacher's role is based on
personal brilliance, understanding the
young audience as well as having
the ability to convey information &
opinion successfully and insightfully.

The issue of alcohol prohibition
will be discussed by me through a
lecture, thus it is really important
to have a structure to my
lecture.

★ STRUCTURE TO MY LECTURE ON
KEY ISSUES OF ALCOHOL PROHIBITION
LAWS :-

① Importance & Introduction

- current affairs
- role of govt in alcohol consumption
- state subject.
- Bihar's, Gujarat's examples.
- Historical initiatives pre and post independence.

② 'Individual Rights' explanation

- Libertarian principles of individualism
- Non-paternalistic laws with respect to consumption of alcohol, smoking etc.
- Stress on Fundamental Rights but, importance of DPSPs and Fundamental Duties.

② 'Cultural attitudes' explanation

- Perception of other nations towards alcohol.
- Perception of religion and philosophers.
- Perception of modern society.
- Literary & practical case studies.

④ 'Social Welfare' explanation

- Detrimental effect on youth.
- Domestic violence & breechy marriages
- Women against alcohol.
- Larger impact on efficiency of administration & economy.
- Rise of black market

⑤ Ethical dilemmas

- Liberty of one vs freedom of others
- Personal indulgence vs Social Responsibility

- Legal inefficiency vs legislative obligation.
- Citizen's liberty vs State's encroachment.

★ ⑥ CONCLUSION OF THE LECTURE

- Highlighting the need for balance.
- Social reform over use of force.
- Past failures of prohibitional laws.
- Neutral analysis of issues needed.

I would further quote John Maynard Keynes who said
'Prohibition is the first trigger of crime', however, Nehru's doctrine of 'social control of vices' will be also emphasised.

P.T.O

13. You are a teacher in the Science department of a reputed college. Your HoD (Head of Department) has been a good mentor to you and has guided your career progress. You get to know from one of your students that the HoD gives private tuitions at his residence, which is disliked by many others in the department. There are also rumours that he might be giving extra marks to the students taking his tuitions. When enquired, his reply is that he is not alone and a few other teachers are giving private tuitions as well. He assures you that it is beneficial for the students as some of them need extra attention. He advises you not to make a fuss about it and indirectly reminds you about the assessment rating, which is due this week. You are aware that a good rating will definitely get you the due promotion. The HoD is due to retire in 4 months.

(a) What are the dilemmas that you face in this situation?

(b) Highlight the course of action that you would adopt and give reasons for the same.

20

आप एक प्रतिष्ठित कॉलेज के विज्ञान विभाग में एक शिक्षक हैं। आपके विभागाध्यक्ष आपके अच्छे परामर्शदाता रहे हैं और आपके करियर की प्रगति में उन्होंने आपका मार्गदर्शन किया है। आपको अपने एक छात्र से पता चलता है कि विभागाध्यक्ष अपने निवास पर निजी ट्यूशन प्रदान करते हैं, जिसे विभाग में कई अन्य लोगों द्वारा नापसंद किया जाता है। इस बात की भी अफवाहें हैं कि वह अपना ट्यूशन लेने वाले छात्रों को अतिरिक्त अंक दे रहे हैं। पूछे जाने पर उनका उत्तर है कि वह अकेले नहीं हैं और साथ ही कुछ अन्य शिक्षक भी निजी ट्यूशन दे रहे हैं। वह आपको आश्चर्य करते हैं कि यह छात्रों के लिए लाभदायक है क्योंकि उनमें से कुछ पर अतिरिक्त ध्यान देने की आवश्यकता है। वह आपको इस संबंध में हंगामा न मचाने का परामर्श देते हैं और अप्रत्यक्ष रूप से आपको मूल्यांकन रेटिंग के संबंध में याद दिलाते हैं, जो इसी सप्ताह नियत है। आप जानते हैं कि अच्छी रेटिंग से निश्चित रूप से आपको उचित पदोन्नति मिलेगी। विभागाध्यक्ष चार महीने में रिटायर होने वाले हैं।

(a) इस स्थिति में आप किन दुविधाओं का सामना कर रहे हैं?

(b) उस कार्यवाही पर प्रकाश डालिए जिसे आप अपनाएंगे और इसके कारण बताइए।

P.T.O

The case of pedagogical integrity has been facing challenges since the emergence of the coaching and tutions industry. The above case is a classic example of moral inadequacy rising from structural aberration of the education system's incompetence.

(a)

DILEMMAS OF THE CASE:

- ① Moral values vs professional loyalty
- ② Insubordination vs enforcer of justice.
- ③ Respect for superior vs responsibility towards students' welfare.

④ Ineffective

(b)

COURSE OF ACTION WITH REASONS :-

① Patient hearing to the causes of Students as opposed to the HoD.

→ Because a clear delineation of the case is required to undertake it.

② Persuade HoD that what he has been doing is unfair and as he is retiring in 4 months, he must apologize and correct his impartial checking & evaluation.

→ Because conviction rather than

Confrontation will work better with a superior.

③ In case HoD refuses, a careful cost-benefit analysis will be done by me to weigh the cases of the stakeholders:-

- students' benefit
- HoD's reputation
- effect on other teachers
- My own job security.

④ After the analysis, I will report to the internal complaints committee of the college and tell them to act on it.

- Because it is a matter that must be dealt with internally.

⑤ I would remind the committee to do their job expeditiously as 4 months later loads of student's futures will be at stake.

⑥ I would expect the rest to be done by the college administration.
→ Because it is not under my jurisdiction to take action against such a senior professor.

My job will be to treat my students fairly & encourage other teachers to not follow the 'tuition' biased model. Moreover, I will focus on my teaching skills further to offset the bias of tuitions.

14. While stampedes and mishaps due to overcrowding have led to loss of lives on multiple occasions, it remains an issue discussed only when there is a tragedy. Recently you were assigned the responsibility of conducting a mela around a revered religious place, which attracts millions of devotees. Every year the numbers have been increasing and this year due to certain celestial alignments the crowd is expected to be unprecedented. In the previous year the officer in charge was criticised and transferred over allegations of hurting religious sensitivities by restricting access to the religious place. You have three months to prepare for the mela.

(a) Identify the key areas you would focus on?

(b) What are the challenges that you foresee?

(c) How do you propose to overcome them?

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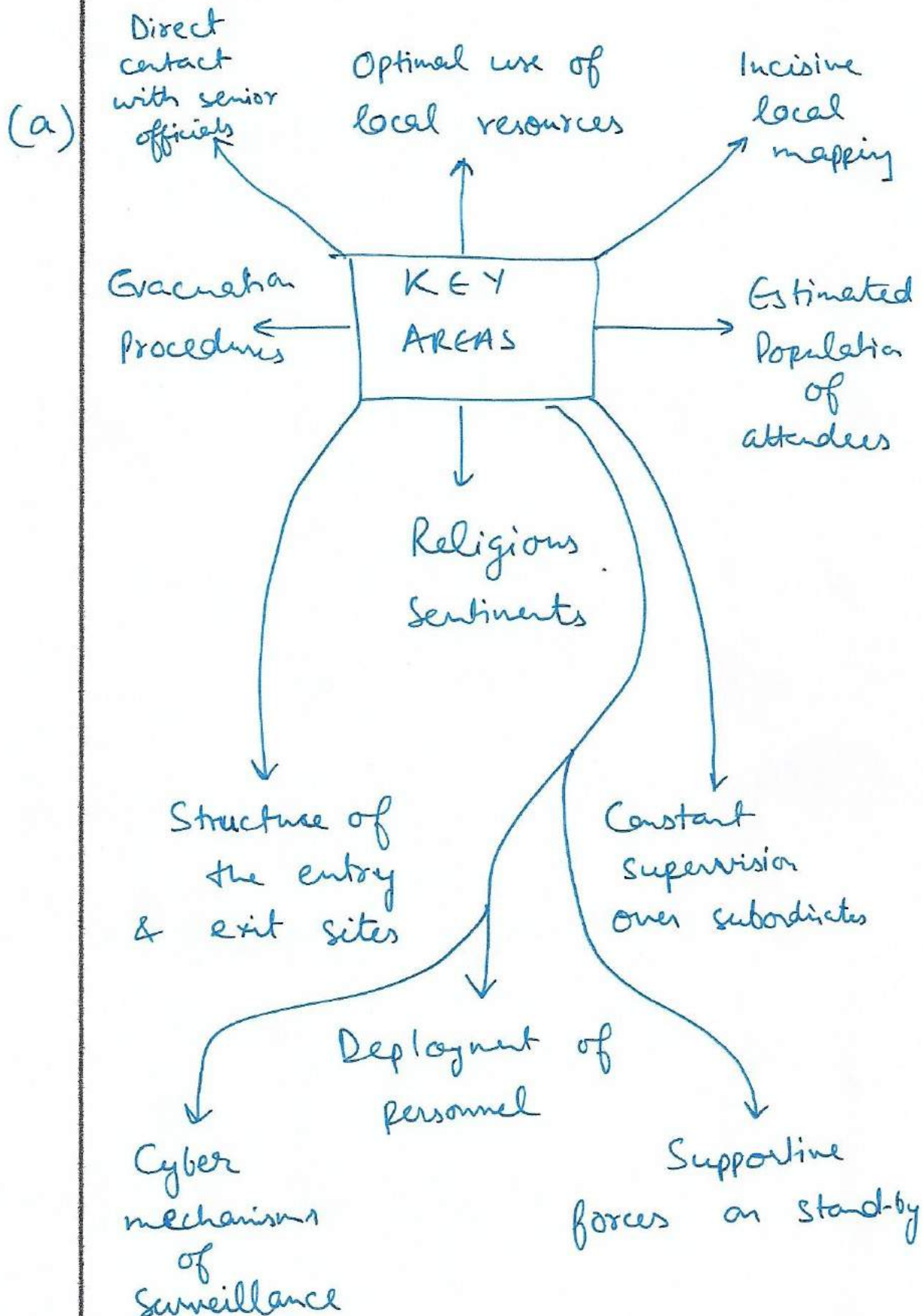
यद्यपि भीड़-भाड़ की वजह से होने वाली भगदड़ और दुर्घटनाओं के कारण कई अवसरों पर जीवन की क्षति हुई है, तथापि यह केवल किसी त्रासदी के घटित होने के उपरांत ही चर्चा किया जाने वाला एक मुद्दा बनकर रह गया है। हाल ही में आपको लाखों श्रद्धालुओं को आकर्षित करने वाले एक पूजनीय धार्मिक स्थल के निकट एक मेला के संचालन का उत्तरदायित्व सौंपा गया है। मेले में प्रति वर्ष संख्या बढ़ती रही है और इस वर्ष कुछ विशेष खगोलीय संरेखण के कारण अभूतपूर्व भीड़ होने की आशा है। पिछले वर्ष प्रभारी अधिकारी की आलोचना हुई थी और धार्मिक स्थल पर पहुंच को प्रतिबंधित करके धार्मिक संवेदनाओं को आघात पहुंचाने के आरोप में उनका स्थानांतरण कर दिया गया था। मेला की तैयारी करने हेतु आपके पास तीन महीने हैं।

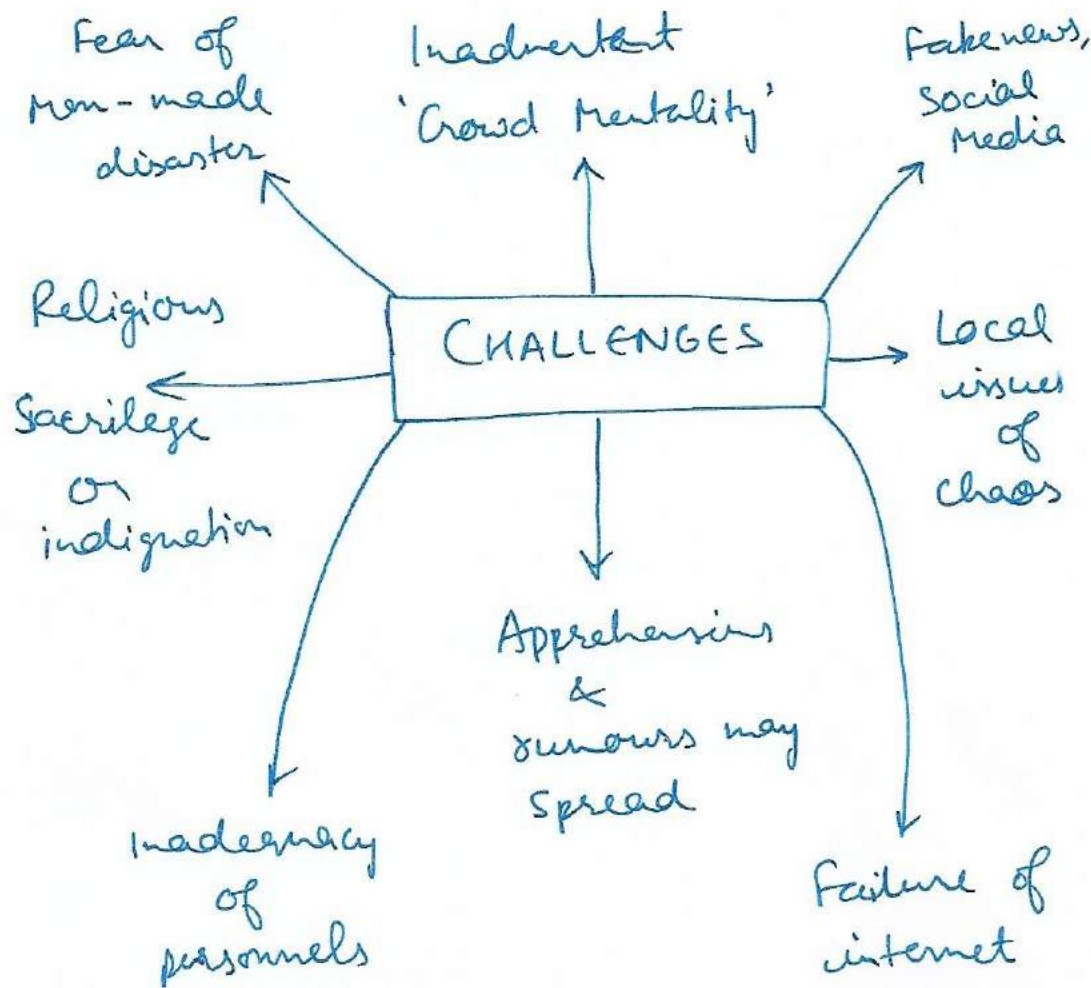
(a) उन महत्वपूर्ण क्षेत्रों की पहचान कीजिए जिन पर आप ध्यान केंद्रित करेंगे?

(b) आप कौन-सी भावी चुनौतियां देख पा रहे हैं?

(c) उन पर काबू पाने हेतु आपका क्या प्रस्ताव है?

Crowd control has become an issue of prime importance in India. As the in charge I need to be focussed on key areas, foresee the challenges & make proposals to overcome them.



(b)(c)

- I propose to overcome the above
- by constant vigilance of public spaces.
 - contact with junior & senior officials
 - monitoring of social media
 - health emergency teams

- Paramedic & supportive teams for aid
- Basic facilities at all times (drinking water etc.)

This plan of action will surely
lead to a ~~very~~ successful completion
of the Mela.

