

RECEIVED

GENERAL STUDIES (TEST CODE : 1056)

Name of Candidate	Akshat Jain		
Medium Hindi/Eng.	English	Registration Number	101322
Center	DRN	Date	14/6/18

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	
1(a)	10		1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code). उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
1(b)	10		2. There are FOURTEEN questions printed in ENGLISH & HINDI इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं।
2(a)	10		3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं।
2(b)	10		4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
3(a)	10		5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one. प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
3(b)	10		6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
4(a)	10		7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off. उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।
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) Explain the significance of the following in the context of civil service: **10**

- (i) Public trust
- (ii) Objectivity
- (iii) Strength of character
- (iv) Empathy
- (v) Selflessness

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

- (i) लोक विश्वास
- (ii) वस्तुनिष्ठता
- (iii) चरित्र की दृढ़ता
- (iv) समानुभूति
- (v) निस्वार्थता

i) Public Trust - It refers to the faith shown by the public ~~refers to~~ towards the administration.

It is developed when the civil servants fulfil their duties in a time bound manner; show empathy and compassion; and execute their duty honestly.

e.g. T. Seshan's reforms within the Election Commission have generated public trust in the body, that it will conduct free and fair elections.

iv) Objectivity - It refers to making

decisions on the basis of facts, not feelings. It helps civil servants to serve with impartiality and non-partisanship.

iv) Strength of character — A civil servant with this attribute will maintain his integrity even in difficult times. It gives him/her the courage to stand by what is morally correct.

v) Empathy — A civil servant must understand the feelings of the citizens from their frame of reference. In this way, he/she can understand their concerns, needs and aspirations, and thus serve more efficiently.
e.g. If a officer can empathize with tribals, he can understand why proper FRA implementation is so necessary.

vi) selflessness — A civil servant must function to his full capability without having any selfish motive. Only a selfless officer can uphold the constitutional mandate of ensuring the dignity of individual.

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।

*Ethics in international relations
are very much needed in today's
interconnected world.*

In this context, nation states
have a responsibility towards asylum seekers -

- i) on humanitarian grounds
- ii) to protect them from prosecution
- iii) to uphold their own moral principles

Refugee Policy

should be based on -

- i) Humanitarian grounds

e.g. Rohingyas have been forced
to leave their homes due to no
fault of theirs. Thus other nations
must not send them away, back
to where their life is in danger

- ii) security purposes
- iii) Protecting the interests of own people, but only on rational grounds
- iv) In-built mechanisms of cooperation with agencies like UNHCR, for re-patriation and protection
- v) finding ways to turn the refugees into contributing partners in country's development
 - c.g. the Syrian war refugees that have entered Europe, can be integrated into the local economy

Thus, an ethical approach should guide us because humans remain humans irrespective of the borders from where they come.

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।

Civil servants must uphold ethical standards for -

1. Fulfilling their duties with utmost integrity, guided by
2. Take decisions impartially and based on merit
3. Build public trust
4. Uphold the constitutional values and ensure dignity of the individual
5. Preserve the rich tradition of the services
6. Opening themselves up for scrutiny for their actions

The main areas of concern include -

1. Political interference
2. Red-tapism within bureaucracy
3. Conflict of interests
4. Huge scope of discretion
5. Civil servants being unempathetic

towards the citizens

Remedial Measures

The 2nd ARC calls for a code of ethics and conduct for public servants, that should -

- i) Reduce the scope of discretion
- ii) Simplify rules and procedures by business process re-engineering
- iii) Risk profiling and preventive vigilance
- iv) ~~declaring~~ defining conflict of interests
- v) Value-training of servants and ways to handle ethical dilemmas
- vi) Ethical framework for Ministers to re-define the politician-civil servant relationship

The change must come from within the civil servants, who should uphold the spirit of service.

2. (b) While families are the first socializing agents, which inculcate moral values in a child, the role played by schools in this regard is also indispensable. Discuss. **10**

यद्यपि परिवार समाजीकरण के प्रारंभिक अभिकर्ता होते हैं, जो बच्चे में नैतिक मूल्य अंतर्निविष्ट करते हैं, फिर भी इस संबंध में विद्यालय द्वारा निभाई जाने वाली भूमिका भी अपरिहार्य होती है। चर्चा कीजिए।

A person is a manifestation of his surroundings. In this respect, families are like nurseries of human development. A child spends his/her maximum time with family, and thus his early personality is shaped by the values of the family.

If a family is like a nursery, then schools are like the playground of human development. Their role can be seen as follows -

1. The teachers are like 2nd parent to a child. A child not only learns the value taught, but also the values exhibited by teachers themselves
2. School is where a child develops his own thinking, and

judge whether values taught at home are ethical or not.

e.g. A child taught at home that girls are weak might realize that this is purely unethical, while learning at school.

3. A child's friend circle at school is a huge influence on him.
4. Values learnt at school are likely to last a lifetime, due to the age in which they develop.

Thus our schooling system must inculcate strong moral values, for the child of today is the leader of the nation tomorrow.

3. (a) What is the significance of morality in day-to-day life? Give an example from your own life where you chose moral action and elaborate the reasons for your choice of that action. **10**

दैनिक जीवन में नैतिकता का क्या महत्व है? अपने स्वयं के जीवन से एक उदाहरण दीजिए जहाँ आपने नैतिक कार्यवाही का चयन किया और उस कार्यवाही के चयन के कारणों का सविस्तार वर्णन कीजिए।

Morality refers to the individual set of principles that govern one's behaviour and actions.

It helps one to choose the correct path in life, stand-by in what one believes, and helps us realize the full extent of our humanity.

Example from my life

During my VIIIth standard, my teacher praised me in front of the whole class for topping in social sciences.

After I received my copy, I realized that there was a miscalculation of marks, enough to take me from

Rank 1 to outside even Top 3. It would also ^{lead to} lead to children mocking me after the praise I received.

However, I chose the morally correct path to get my masks corrected. To my surprise, the teacher informed the whole class about it, and the class applauded me with loud claps.

Hence I realized that doing the morally correct thing is extremely fulfilling and sometimes rewarding in ways one doesn't expect.

3. (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 आशामों का विश्लेषण कीजिए।

The recent UN Treaty on Ban of Nuclear Weapons has reopened the debate about ethics of nuclear deterrence.

Yes to nuclear deterrence

1. It preserves the global order and prevents wars
2. No major wars have been witnessed since WW II
3. It puts check on regimes like North Korea, who are otherwise unpredictable

No to nuclear deterrence

1. People live in a shadow of fear
2. It is ironic that nuclear armed countries prevent others from building own nuclear deterrence
3. Any possible escalation can

lead to a nuclear war, which is a grave come to humanity

4. Environmental costs of maintaining such a deterrence

It is important for nuclear-armed nations to work together and put an end to their stock.

Effort must be made to ensure technology does not fall into wrong hands by establishing a global framework like that for chemical / biological weapons.

4. (a) We make a living by what we do, but we make a life by what we give.**10**

- (i) Highlight the importance of value of altruism for a society.
(ii) Discuss the role of education in imparting such values.

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।

4. (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।

5. Given below are two quotations of moral thinkers/ philosophers. For each of these, bring out what it means to you in the present context.

नीचे नैतिक विचारकों/दार्शनिकों के दो उद्धरण दिए गए हैं। इनमें से प्रत्येक के लिए स्पष्ट कीजिए कि वर्तमान संदर्भ में आपके लिए इसके क्या मायने हैं।

(a) If people scrutinize their own faults as they do the faults of others, mankind will be freed of all evil. **10**

लोग जिस प्रकार दूसरों की गलतियों की संवीक्षा करते हैं, यदि उसी प्रकार अपनी गलतियों की भी संवीक्षा करें, तो मानव जाति सभी बुराइयों से मुक्त हो जाएगी।

5. (b) Courage is the first of human qualities because it's the quality that guarantees the others. **10**
साहस प्राथमिक मानवीय गुण है क्योंकि यह वह गुण है जो अन्य गुणों को सुनिश्चित करता है।

6. How do law and conscience act as source of ethical guidance? Explain with examples. 10

कानून और अंतःकरण नैतिक मार्गदर्शन के ओर के रूप में किस प्रकार कार्य करते हैं?
उदाहरण सहित व्याख्या कीजिए।

A person's actions are guided by internal and external factors.

The foremost internal guide is our conscience. It is the inner voice that distinguishes right from wrong, and pushes us to do the right thing.

e.g. When we harass street animals, our conscience reminds us that they too are living beings who love and feel pain.

Laws are rules that regulate our actions. They act as a deterrent for us and prevent us from doing wrong things.

e.g. Prevention of Corruption Act,
~~sexual~~ Prevention of sexual Harassment at Workplace Act etc.

Law are generally built on ethical standards, but it may not always be the case. This is because they depend upon the regime enacting them e.g. Section 377 of IPC

Also, there are various areas that cannot be ~~never~~ covered by laws. In such cases, a person's conscience is the best guide.

e.g. If you see others taking bribe, you may not be breaking the law, but still will be performing an unethical action. Your conscience will tell you to report this case.

Thus conscience is wider than law. However both are needed and good law are those that complement human conscience.

7. Differentiate between the following using examples; 10

(i) Wants and Needs

(ii) Ethics and Etiquette

उदाहरणों के साथ निम्नलिखित के बीच भेद कीजिए:

(i) इच्छाएँ एवं आवश्यकताएँ

(ii) नैतिकता और शिष्टाचार

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 refers to the fair, ethical and transparent administration of a company, in the best of interests of all stakeholders.

The importance of corporate governance can be seen as follows -

1. For the company itself -

Without corporate

governance, sustained growth is impossible

2. for economic development of the nation - Without it, tax frauds, black money and scams inhibit economic growth
3. for fostering an ethical work

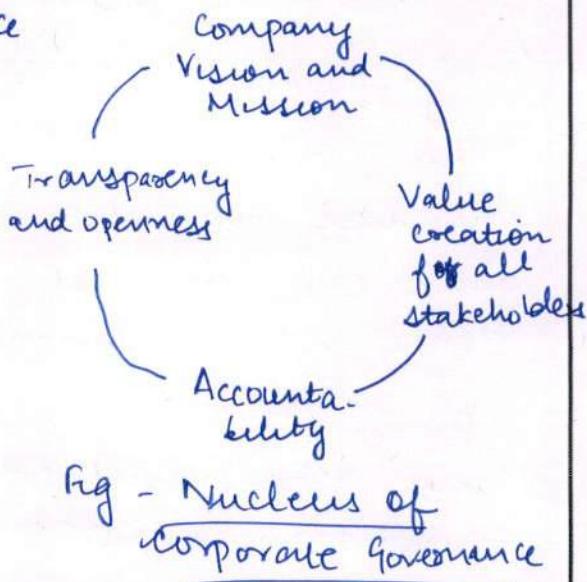


Fig - Nucleus of Corporate Governance

culture and spirit of entrepreneurship among youth

4. for building upon the reputation of the nation as a hub of attracting foreign investment
5. for protecting the environment and common goods
6. for preserving dignity and privacy of employees
7. Today, role of private sector has increased in public service delivery with the arrival of PPP model. Hence corporate governance is more so important
8. Many government agencies themselves function as corporates, in the form of PSUs and VSBs

Thus corporate governance is essential for the growth of a country. After all, Gandhi ji has said -

"Commerce without morality is a sin"

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

9. A hilly state witnessed torrential rains leading to loss of life and property. Apart from the local inhabitants there were tourists stranded in large numbers. With the supply chains broken and increased demand, it was observed that local shopkeepers started selling essential goods at very high prices. With a very restricted possibility of being evacuated in the coming few days, the stranded people feel helpless. A crumbled governance infrastructure in remote areas has multiplied the extent of their agony. Given this situation, answer the following questions. **20**

(a) Identify the various stakeholders in the case and give a reasoned account of their interests. Given the administrative, market and ethical perspective of viewing the situation, do you think there is a conflict in the priorities of these stakeholders?

(b) Suggest ways to harmonize competing interests in order to resolve the issues, provide relief and prevent escalation of conflict.

एक पहाड़ी राज्य में मूसलाधार वर्षा होने के कारण जान-माल की क्षति हुई है। स्थानीय निवासियों के अतिरिक्त बड़ी संख्या में पर्यटक फंसे हुए थे। आपूर्ति व्यंख्याओं के टूट जाने और मांग में वृद्धि होने के कारण यह देखा गया कि स्थानीय दुकानदारों ने आवश्यक वस्तुओं को अति उच्च मूल्यों पर बेचना आरंभ कर दिया। आने वाले कुछ दिनों में वहाँ से निकाले जाने की अति सीमित संभावनाओं को देखते हुए फंसे लोग स्वयं को लाचार अनुभव करने लगे हैं। दूर-दराज के क्षेत्रों में जीर्ण-शीर्ण शामन अवसंरचना ने उनकी व्यथा को और भी अधिक बढ़ा दिया है। इस परिस्थिति को देखते हुए निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) इस प्रकरण में विभिन्न हितधारकों की पहचान कीजिए और उनके हितों का तर्कपूर्ण विवरण प्रदान कीजिए। इस परिस्थिति को देखने के प्रशासनिक, बाजार (आर्थिक) और नैतिक परिप्रेक्ष्य को देखते हुए क्या आप यह मानते हैं कि इन हितधारकों की प्राथमिकताओं में परस्पर विरोधाभास है?

(b) इन मुद्दों के समाधान करने हेतु प्रतिस्पर्धी हितों के बीच सामंजस्य स्थापित करने, राहत प्रदान करने तथा संघर्ष को और अधिक बढ़ाने से रोकने के उपाय सुझाइए।

The given case is a classical example of conflict in ethical standards during natural disasters and calamities.

a) The various stakeholders involved -

• local inhabitants -

- ↳ Immediate healthcare for their loved ones who have been affected
- ↳ Recovery of damages to their property
- ↳ Availability of food and care without disruption
- ↳ Evacuation
- ↳ Answer from the government with respect to the poor infrastructure

• Tourists

- ↳ Immediate healthcare for those affected
- ↳ Availability of food and essential supplies without hurdles
- ↳ Evacuation
- ↳ Informing their relatives at home about their well-being

• local shopkeepers

- ↳ Care for those affected
- ↳ Opportunity to do business, especially when everybody helpless
- ↳ clearing all of their stock, and selling them at high prices
- ↳ Opportunity to help by providing supplies free or atleast at MRP

- Government

- ↳ Evacuating the people
- ↳ Informing families of tourists about the ongoing situation
- ↳ If foreign tourists are involved, informing the respective government
- ↳ Ensuring delivery of aid via air and other means
- ↳ Understanding root of the problem and taking steps to repair the infrastructure

The conflict in priorities of various stakeholders can be seen as below -

- i) shopkeepers' priority of doing business at maximum profit v/s locals and tourists' priority of receiving uninterrupted supplies without hurdles
- ii) Administration's priority of helping stranded people v/s their own interest in getting themselves evacuated first (for local officers)

- iii) Government's priority of evacuating people v/s starting the 'blame game' and delaying things.
 - iv) Tourists v/s locals with respect to receiving the limited supplies first, and in what number
- b) The mode of action should be -
- Local administration should reach the spot and assess the on-ground situation
 - The shopkeepers should be sensitized to provide supplies atleast at MRP. If they are reluctant, then they should be arrested as selling goods above MRP itself is a crime
 - Those locals and tourists who have purchasing capacity, should buy the goods at MRP. For others, it should be provided for free

- Each shopkeeper should maintain a proper account / record of items distributed, so that he can be reimbursed by the government later, if needed
- All the stakeholders should be calmed down and urged to cooperate, especially by giving priority to women, children and elderly
- The government should establish contact with local administration, and arrange for evacuation
- At the end, the infrastructure issue must be addressed, to prevent repeat of such incidents

Thus all competing interests can be harmonized in the above manner.

1056
VISION IAS™

Don't write
anything this
margin
(इस ओराल में
कुछ जा लियें)

10. 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 बिगड़ा 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 धूण हत्या निवारण में समाविष्ट नैतिक दुविधा पर चर्चा कीजिए। इसका समाधान किस प्रकार किया जा सकता है?

Gender discrimination is one of the most prominent ethical issue in India. The steady decline in sex ratio shows that despite improvement in our wealth and status, our moral character still remains unevolved when it comes to our girls and daughters.

a) The phenomenon cannot be viewed as a mere medical or legal issue because -

1. It will not address the patriarchal mindset of our society
2. As technology such as Ultrasound is easily available pan-India, it will only promote people to go outside their city for sex-determination
3. It will do nothing to improve the socio-economic and political status of women
4. It will further give a reason for not having girls

The ethical issues involved here are -

1. Denying the girl child her right to live
2. Undermining the dignity of the individual
3. Even if it's a foetus or a

child, killing her represents the gross crime of murder

4. Unfair treatment towards girls on an irrational basis

If these issues are not addressed, India can never achieve its socio-economic objectives, for women constitute near half of the population. Further, it is a sins on our humanity.

b) To tackle the issue, following solutions can be used -

Social

- L Enhancing the educational levels of the society, including that of parents
- L ~~Providing~~ Generating mass-level awareness programmes to induce behavioural changes
- L Initiating a campaign by the local women and supporting

men to pledge to protect girl child

Economic

- ↳ Tackling poverty and unemployment, as it is a chief reason why girls are viewed as economic burden
- ↳ Cash-based incentives via schemes

Legal

- ↳ Proper enforcement of PCPNDT Act
- ↳ Asking doctors / clinics to inform authorities if couples approach them for abortion / sex-determination

c) The ethical dilemmas involved are -

Right to Abortion

1. Female's right of bodily autonomy
2. Right of parents to decide whether they want to have a child

Prevention of female foeticide

Right of the girl child to live

Parents should have used protection, for now the child suffers due to no fault of own

3. If parents are not ready, then even if one forces them to have the child, they won't be able to give him/her the future it deserves

Bias towards girl child, exhibited by the fact that abortion rates for girl child are way higher

To resolve the dilemma, the parents must first try to avoid entering into this conflict, by using protection if they do not want a child. If still they enter into this dilemma, their decision for abortion must be based only on rational criteria, and not due to fear of having a girl child.

11. You are the officer-in-charge responsible for monitoring allotment of foodgrains under the Public Distribution System to BPL families in a given district. A group of BPL families in the district claim that they have been denied ration from fair price shops due to non-linking of Aadhar card with their BPL cards. They remark that the government and officers concerned are not empathising with their situation and stage a silent protest. Further, the incident is also being linked to similar instances in other areas of the country where people were denied access to PDS benefits due to similar reasons. The government receives a lot of criticism for this incident on social media networks. You are now in a conundrum, as you are aware that the BPL families need to get foodgrains on time. However, as a government officer, you also need to follow the prescribed rules. Media scrutiny has further aggravated the situation and you realize you need to tread carefully.

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Based on the information above, answer the following:

- (a) List the issues in the given situation that the parties involved are facing.
- (b) What step(s) will you take in the situation to ensure that the demands of the aggrieved persons are met without violating the rules?
- (c) In this context, briefly discuss how the poor in the country currently face digital exclusion and its consequence(s).

आप एक ज़िले में BPL परिवारों को सार्वजनिक वितरण प्रणाली (PDS) के अंतर्गत खाद्यान्न आवंटन की निगरानी करने हेतु जिम्मेदार प्रभारी अधिकारी हैं। ज़िले में BPL परिवारों के एक समूह का दावा है कि अपने BPL कार्ड को आधार कार्ड से न जोड़ने के कारण उन्हें उचित मूल्य की दुकानों से राशन देने से मना कर दिया गया है। उनका कहना है कि सरकार एवं संबंधित अधिकारी उनकी स्थिति से समानुभूति नहीं रखते हैं और वे मौन विरोध प्रदर्शित करते हैं। इसके अतिरिक्त इस घटना को देश के अन्य क्षेत्रों में घटित इसी प्रकार की घटनाओं से जोड़कर देखा जा रहा है जहां ऐसे ही कारणों से लोगों को PDS से लाभ प्राप्त करने से बंचित कर दिया गया था। इस घटना के कारण सोशल मीडिया नेटवर्कों पर सरकार की अत्यधिक आलोचना हो रही है। अब आप विकट समस्या में फंस गए हैं क्योंकि आपको ज्ञात है कि इन BPL परिवारों को समय पर खाद्यान्न की आवश्यकता है। हालांकि, सरकारी अधिकारी होने के नाते आपको निर्धारित नियमों का पालन भी करना है। मीडिया जाँच से स्थिति और भी बिगड़ गई है और आपको अहसास होता है कि इस मामले में आपको सावधानीपूर्वक आगे बढ़ना पड़ेगा।

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) दी गई परिस्थिति में शामिल पक्षकारों द्वारा सामना किए जा रहे मुद्दों को सूचीबद्ध कीजिए।
- (b) इस परिस्थिति में, नियमों का उल्लंघन किए बिना पीड़ित व्यक्तियों की मांगों की पूर्ति सुनिश्चित करने हेतु आप कौन-सा/से कदम उठाएंगे?
- (c) इस संदर्भ में, संक्षेप में चर्चा कीजिए कि देश में निर्धन लोग वर्तमान समय में डिजिटल अपवर्जन (बहिष्करण) और इसके परिणाम(मों) का सामना किस प्रकार करते हैं?

The Public distribution system is a lifeline to BPL families, whose successful functioning is an utmost priority for the administration.

As the officer-in-charge, the values that should guide me are -

- Empathy and compassion to weaker sections
- Upholding spirit of service
- Integrity

a) The parties involved and issues faced by them are -

1. BPL families

- ↳ Denial of ration despite having BPL cards
- ↳ Non-empathising attitude of the administration

2. Fair Price shops

- ↳ Backlash from the BPL families
- ↳ Having to reject people from accessing grains despite knowing their condition

- ↳ Inability of government to solve the issue

3. Administration

- ↳ Protest of the people
- ↳ Media scrutiny
- ↳ Why Aadhaar has not been linked?
- ↳ Violation of the Constitutional mandate to work for welfare of citizens

5) My plan of action here would be -

- ↳ Meet with the protest leaders and assure them of our willingness to address their concerns
- ↳ On-the-spot Aadhaar linking drive, preferably at the protest venue itself
- ↳ Approaching NGOs to provide foodgrains immediately to those whose Aadhaar cannot be linked
- ↳ Noting down the names of those

whose Aadhaar is being unable to link; resuming their PDS entitlement; and linking Aadhaar within a week.

L Addressing the media about the solution reached with the protest leaders

c) Around 6 lakh households in rural India are digitally illiterate. The reasons are -

1. Poverty
2. Illiteracy and low educational entitlements
3. Poor digital infrastructure in rural and remote areas
4. Cost of technology

Due to this, the poor are -

1. Unable to access technology that can enhance their living standards
2. Remaining outside the fold

- of government initiatives like Aadhaar, Jan Dhan Yojana etc.
3. showing reluctance to adopt technological solutions on long term
 4. Unable to participate in the economic development of India
 5. Unable to close down the inequality gap with the rich

Thus it is necessary that digital literacy of the poor be the foremost objective of digital India. The required infrastructure needs to be established by encouraging local entrepreneurs and financiers. Steps like PM G DISHA, and ^{and CSC} are a welcome move in this direction.

12. 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 कम्पनियों और अस्पताल प्रशासन के बीच मिलीभगत का पता लगाते हैं। आपको पता चलता है कि दोनों की मिलीभगत हैं और वे अत्यधिक उच्च कीमतों पर दवाइयाँ 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 ऑफ 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 टोड-मरोड 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?

Ethics are extremely important in healthcare sector, especially in a society where doctors are treated next to gods.

a) The stakeholders and ethical issues involved are -

1. Hospital administration

- ↳ Selling drugs at high prices despite availability of low-cost drugs
- ↳ Accepting illicit money from pharma companies
- ↳ Looting patients despite the ~~severity~~ of the disease (cancer)
- ↳ Potentially going to be responsible for death of poor ~~customer~~ patients

2. Patients

- ↳ Loss of their trust in hospital
- ↳ Potentially will finish their life-savings

3. Pharma companies

- ↳ Commerce without morality
- ↳ Using helplessness of patients for own profits
- ↳ Bribery doctors

4. Alliance of Doctors for Ethical Healthcare

- ↳ Many are going against the alliance's core mission and values
- ↳ Involuntary consent to the ongoing unethical practices

b) The possible solutions are -

1. Staying quiet

- Merit →
- ↳ No trouble for the hospital and colleagues
 - ↳ Potentially saves my job

- Demerit →
- ↳ Unethical, especially as I am the head of the Alliance
 - ↳ Compromises my integrity
 - ↳ forever suspect of being the cause of death
 - ↳ Possibility of case coming out in open later of patients

2. Reporting the case

- Merit →
- ↳ Fulfil my duty as head of the alliance
 - ↳ Punishment for the wrong-doers and justice for the patients
 - ↳ Potential reward for my role in unearthing

Demerit →

- ↳ loss of job most probably
- ↳ what if I am unable to prove the case?
- ↳ Possibility of government ignoring the case

- c) As a doctor who listens to his conscience, my final course of action will be -
- Collect all possible evidences, facts and proof of misdoings
 - Collect information on the doctors involved in the scam
 - Present the report to the Minister and take moral responsibility, as members of my own alliance were involved
 - Recommend reimbursement for the patients who have been robbed

Since I myself will take moral responsibility, I won't fear others. The government might even reward me for my moral courage, or give a less severe punishment. In any case, my morality will be the victor.

13. You are working as a Manager who handles critical projects in a private firm. You have recently been issued a notice by the Human Resource department that categorically highlights gender imbalance in your team and instructs you to recruit more females. Realizing the importance of this matter you decide to roll out vacancy requirements on an urgent basis and close it within a week. You receive several applications and start interviewing female candidates. However, you realize that the top four candidates are married and two of them are expecting their child. During the interviews the candidates commit on their priority for the project, till it finishes and show willingness to work from home, afterwards. What is the course of action that you will take? Explain the factors that you will take into account and justify the merits of the course of action. **20**

आप एक निजी फर्म में प्रबंधक के रूप में कार्यरत हैं और अतिमहत्वपूर्ण परियोजनाएं देख रहे हैं। मानव संसाधन विभाग ने आपके नाम हाल ही में एक नोटिस दिया है जिसमें स्पष्ट रूप से आपकी टीम में लैंगिक असंतुलन को रेखांकित किया गया है और आपको अधिक महिलाओं को भर्ती करने का निर्देश दिया गया है। इस प्रकरण के महत्व को देखते हुए आप इसि संबंधी आवश्यकताओं को तत्काल आधार पर रोल-ऑउट कर एक समाह के भीतर पूरा करने का निर्णय लेते हैं। आपको कई आवेदन प्राप्त हुए हैं और आप महिला उम्मीदवारों का साक्षात्कार लेना आरंभ करते हैं। हालांकि, आप पाते हैं कि शीर्ष चार उम्मीदवार विवाहित हैं और उनमें से दो गर्भवती हैं। साक्षात्कार के दौरान उम्मीदवार परियोजना के पूरा होने तक इसे प्राथमिकता देने की प्रतिबद्धता व्यक्त करते हैं और इसके पूरा होने के पश्चात् घर से काम करने की इच्छा व्यक्त करते हैं। आप क्या कार्यवाही करेंगे? जिन कारकों को आप ध्यान में रखेंगे, उनकी व्याख्या कीजिए और कार्यवाही के गुणों की न्यायसंगतता सिद्ध कीजिए।

As a manager, the factors I will take into account for the recruitment process will be -

1. Ment of the candidate
2. Candidate's genuine interest in the company and their commitment to the company
3. long term benefit of company

4. The need to close out the gender imbalance urgently

Thus my course of action will be as follows -

- Understand from the candidates whether they have the full support of their families for this job
- If they say yes, then I will ask the pregnant candidates about the details of pregnancy. The remaining two will be immediately hired.
- I will assess the situation with the pregnant candidates. If it is such that the project will not be compromised, I will hire them.
- Since the candidates have committed their monty for the project, and are willing to work from home, it can

be assumed they are committed to the company.

- If I find that there is an element of compromise involved, instead of rejecting the candidates, I will try to offer low-risk positions, with an objective of transferring them to higher position post-pregnancy.
- If the candidates express fear that their families might withdraw them later on, then I will give them a day to sort out the issue, if possible. Meanwhile, I will keep other candidates as stand-by.

The above plan helps me to keep 'merit' and 'compassion' as the core of my action. Pregnancy is a short-term issue, and thus the women can become a significant asset for the

company in future. However those who are unsure whether they will be at the company in the long run, are going to cost the company. My plan of action is such that it understands their position, offers them a route, and protects the company's interests.

14. 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. **20**

- (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?

मिस्टर A एक अति प्रतिष्ठित कंपनी के वरिष्ठ सदस्य हैं और उनका ग्राहकों से पर्याप्त अंतर्क्रिया (कस्टमर इंटरफ़ेस) है। हाल के महीनों में, कंपनी के व्यवसाय में कमी आई है। विस्तृत विशेषण 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?

One of the most important facets of corporate governance is to establish an excellent relationship with the customers.

- a) My advice will be based on the following factors -
1. Reviving the business of the company
 2. Restoring the trust of the customer

3. Dealing with the impulsive nature of the employees
4. Enhancing the overall work culture in the company
5. Presenting a long-term sustainable model so that company's image is not only restored, but better than previous
6. Giving a feasible solution that Mr. A can appropriately propose to company

b) The plan of action thus will be -

- Customer feedback and review to be initiated, to understand the specific issues
- simultaneously, feedback of employees will be taken regarding their interactions with customers, and also

for their grievances within the company

- The two sets of feedback will be analysed together. This will help us understand issues of not only customers, but employees
- A detailed plan to be prepared now to address the issues
- The employees will be sensitized and informed about the customer reviews, but only the legitimate ones as identified earlier
- They will be trained to resolve these problems, including in anger-management for fiery characters
- At the same time, office trips, parties and ice-breaker sessions will be held to improve bonhomie between employees, especially those who don't see eye-to-eye

- If an employee's behaviour doesn't improve, h/she must be warned and if needed, relieved of his / her duties
- In the meantime, regular customer reviews to be taken to chart the improvement

Through this model, Mr. A would be able to protect best interests of all stakeholders, and his company will usher in an era of ethical corporate governance.

