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GENERAL STUDIES (TEST CODE : 1056)

Name of Candidate	CHITRA	Registration Number	7719
Medium Hindi/Eng.	ENGLISH	Date	10/09/18
Center	M.N.		

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 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।

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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.

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

Public trust :- Virtue enables to perform task of administration in fair and justice manner. To be able to make assigned allocation to the intended beneficiaries in time bound manner can be an example.

PDS distribution, effective disbursement of scheme, leading from the front - refusing corruption (bribe)

Objectivity :-

Ability to make pragmatic, realistic feasible decision in time bound manner.

Eg:- A public servant posted in
LWE affected district needs to broaden
his priority of administration by having
more interface when compared to other
districts.

Strength of character

- to resist any personal benefit
from political and public in general
- to go ahead with larger interest
of people instead of vested interest.

Eg:- Bhega Shakti Nagpal against
UP State government.

Empathy :- To ensure weaker sections,
women, disabled, elderly are having
easy access to schemes.

To be effective listener to subordinate.

Selflessness :- Placing public interest
above personal interest.

In general, they are of
supreme significance for civil servants.

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।

In recent times Syria, Afghanistan and South Sudan are the major sources of refugee. Similarly Asylum seekers (in India's case Dalai Lama, since 1959) has been provided refugee rights in India.

Key legislation :- UN convention on Refugee, 1951,

- Nansen convention for climate Refugee
- New York Declaration on Refugee migration.

In the contemporary times, GLOBAL compact on migration has assigned following concerns.

- nation states must share the responsibility of the burden of refugee.

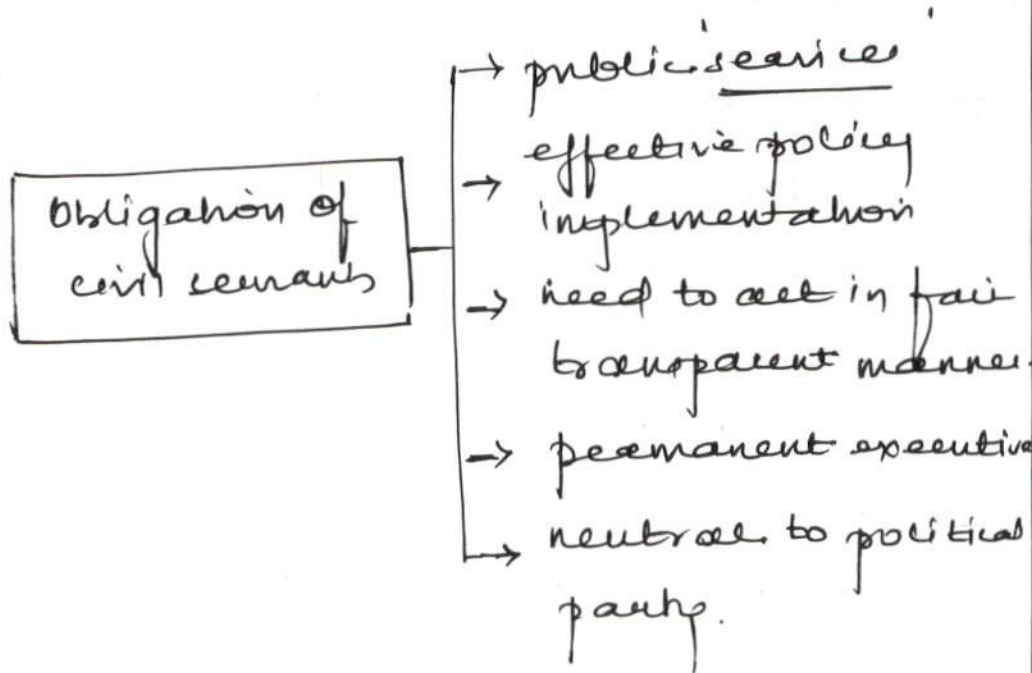
- care should be taken to save their lives, followed by rehabilitation and subsequently to restore livelihood.
- adequate provisions to provide them with source of identity, protection.
- need to create UN Refugee Rehabilitation fund for overall rescue and rehabilitation
- utmost priority to women, deserted children

Recent examples :- In wake of the protectionist tendencies, economic burden, threat of terrorism, EU was criticised for its disjointed refugee policy (Turkey, Germany hosted majority of refugee). Canada and USA also ended up imposing limits.

of Refugee. Hence need is COLLECTIVE SHARING

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।



Key areas of concern

- administrative inefficiency.
- tendency to be policy neutral.
- inactivity, lack of motivation
- massive political interference
- frequent transfers,
- lack of incentive based on performance
- Problem of "punishment" postings.

Measures to enhance ethical standards

As per 2nd ARC and reports of
Hota and Berman Committee,

- emphasis on regularly building mid-level training (after 8-10 years) and leadership roles in service (after 15-16 years).
- With lateral entry, incentive to outperform the new entrant owing to expertise domain.
- Frequent interaction with group C & D level officers to encourage transparency.
- Adequate amendments to
 - ✓ Prevention of Corruption Act 1988
 - ✓ Benami Property Transaction Act, 2016
 - ✓ Civil Services Conduct rules, 1964
 to ensure systemic reform.

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।

Families are primary home while school is secondary home to a child all through its foundation years.

Role of family to inculcate MORAL values :-

- Virtue of truth, honesty.
- Idea of extended family, value of love, respect, care, empathy.
- Interaction with relatives, cousins develop idea of social relation.
- It becomes basis of personality development

In complimentary terms, a child's interaction outside its family, in a school and class shapes the following :-

- Idea of social conduct, behaviour
- co-existence of diverse set of ideas, tradition (customs and religion)
- value of effective interaction, speech, communication.
- virtue of respecting diverse values, opinion, tolerance

In addition, spirit of healthy competition, performance, team spirit are all outcome of school.

In this way overall development of a child is on basis of healthy family environment coupled with good school.

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 :- The basis of decision making, actions and conduct, if are subject to values of 'moral' (right versus wrong; good versus bad) is morality

Significance in day-to-day life :-

- The virtue of being truthful, honest in one's action
- Being disciplined, principled in day to day life.
- Being considerate to others in general

For example, very often I come across a situation, when in process of purchasing item from a shop, I get more money than what actually

I must be payed while returning balance amount by shop keeper. In temptation to cheat, it is morality which consciousness between the money.

Secondly, while travelling in a train, we come across old/senior citizens who are in need of lower berth. If I have been allotted a lower berth, my moral consciousness compels me to offer them a seat.

Reason for choice of action :-

- dilemma of being wrong (as part of moral upbringing) to
- help people in need
- to not cheat anyone.
- to offer someone seat who needs it more.
- to be upright in my conduct and action.

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 आयामों का विश्लेषण कीजिए।

Nuclear Deterrence is the doctrine of stockpiling, developing nuclear weapon as safeguard against any potential threat from other nuclear power.

- India since 1974 and subsequently in 1998 test-fired its nuclear weapons. In retaliation, our western neighbour Pakistan also complemented.
- India follows the doctrine of NO FIRST USE POLICY and is yet to sign Nuclear non-proliferation treaty.

Is it ethical :-

- Yes, in case of potential nuclear war at global level
- for geo-strategic and security concern to protect

critical infrastructure and key installation.

- In addition, as reflective of prestige of Nuclear supplier group's membership, it acquires economic position

Why not ethical?

- might result in whole world becoming nuclear breeding ground.
- resources are diverted from development of poor, needy.
- countries will act as logghead
- potential nuclear war risk

Thus, as seen in Global conference of Nuclear disarmament, need of the hour is to use nuclear power only for civilian and peaceful purpose and act only with extreme restraints.

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।

ALTRUISM :- It is an act of benevolence
gesture to give away for larger benefit
and greater good.

Importance :-

- To reduce the exclusivity and issue of inequality.
- To encourage the idea of compassion,
eg:- organ donation is a case.
- To create a more egalitarian society to reduce gap b/w haves and have nots.
- Recent times, Government of India has brought use of this term in curriculum.

Role of education plays a key role in inculcation of this virtue :-

- The need to control greed and only consume what is required is taught as part of Gandhian learning. This is also in case of resources of earth.
- Value education places large emphasis on values, morality to prioritise large good over narrow parochial interest.
- We read in school textbooks how on occasion of Id (irangan) and Dussehra, we give alms to poor and needy.

This virtue of altruism is an essential component to enhance ethical ~~base~~ base of any society.

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।

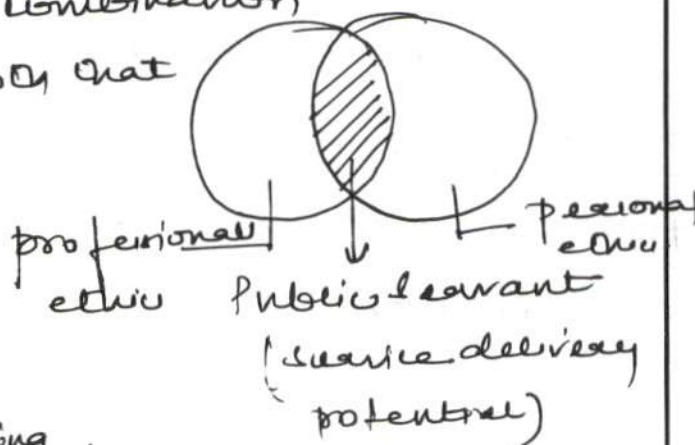
Personal ethics implies the values that we live by in our day to day actions. It can be related to ideas of discipline, honesty, truth etc.

Professional ethics on other hand is that values required in large official decision making capacity, involving ideas of transparency, objectivity, timebound decision making.

Both of these, are not distinct they largely overlap and shape the overall public servant in general.

Hence it is the combination of virtue of both that determines

- efficiency
- performance
- decision-making.



Examples :-

If a public servant is honest in his daily life, at family and societal interaction, he will ensure that the department allocated to him functions in a transparent manner. There is bound to be emphasis on zero tolerance in taking bribes and immediate reporting of such cases by his subordinates.

Similarly if he is disciplined, he will set an example by reaching office on time, and motivates his department to improve efficiency.

Above all, if he is a man of integrity, he will not succumb to any political pressure and work without any fear (or) favour clause.

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।

This quote reflects the value of
 → SELF-INSPECTION.
 → CORRECTION
 → CRITICAL EVALUATION OF ONESELF.

Relevance of Statement :-

Human beings, as a social animals has yardstick defined to make judgments, comments upon others. It is very easy to find faults with others. But, this lacks the following

- Lack of insight
- Lack of moral conscience
- Lack of a broader perspective
- Tendency to criticize others actions easily.

In present context for example,

- In inefficient functioning of SAARC (formed in 1985) as regional body of South Asia, Pakistan have often blamed India to impose its will (due to it being 60% share of area, GDP, Population). Instead if it can understand how its support to terror activities has blocked many SAARC summit, it will benefit whole of South Asia.

Similarly,

In sports events, instead of blaming winners to have taken illegal doping substance and undermining their efforts of a country, one can improve its own sports infrastructure, there are more chances of winning a medals.

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।

Courage :- The virtue to take up decision in all its dimension without fear of failure, the idea of taking risk backed by objective rationale is courage.

It is a major virtue in civil service and a human quality in general.

Recent contemporary examples :-

- The bold decision to launch demonitisation drive of high currency note in December 2016, was a step that required courage and risk. In long run, it led to erasing of black money and shift to digital economy.

- Surgical strike was again a bold statement to counter cross border attacks with definite message to retaliate.

How does courage guarantee the other qualities :-

- It encourages effective decision making
- encourages to take up challenges
- Strong value of courage is key to reforms within one self.
- one also is subjected to the process of choosing path less taken
- At personal as well as at professional level, courage is key to newer opportunities,

Then the ability to challenge and redefine the rules lead to path of innovation, self discovery.

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

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

Law becomes the prescribed instrument which acts as reference, binding, instruction to carry out a task in defined manner.

Conscience on the other hand is subjective, differs from person to person, is varied, but acts as determining point in one's course of action.

Law in contrast is largely defined, rigid, fixed.

LAW and CONSCIENCE

For ethical guidance, both of these are essential. Law helps to check any aberration while conscience acts as moral check on intent, empathy, rightness vis-a-vis human value system.

Law is universal while conscience varies with each individual.

Examples -

While law prescribes procedure for accident victim brought to a hospital to be treated after police registration as a doctor, one's conscience do not allow to let the patient loose life owing to legal procedure.

Similarly, if an old lady, who is not in possession of any identity card demands PDS under Antyodaya, there as a public servant, my conscience does not allow me to refuse her rights. I will ensure that adequate provision is undertaken to distribute the entitlement and also arrange identity card.

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

Wants and Needs :-

→ Wants are unlimited, a desire to acquire material resources can be endless.

→ In contrast, needs are essential requirement for basic maintenance to live a dignified life.

- For example, while my need is to buy a four wheeler to go to office, purchasing four new model of luxury car is reflection of unnecessary wants.

Ethics and Etiquette :-

- Ethics is the moral compass of behaviour while etiquette is the physical expression of one self.

For example :-

In a public office, a male subordinate may salute (or) designate a women higher officer in certain manner, follows etiquette of standing but ethnically, he may within his household be opinionated about

- patriarchal norms of women
- women being inferior to men.
- behave unpolitely with his wife, daughter

Hence former is a virtue defined from within and latter is acquired / incorporated subject to requirement -

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।

As per Companies Act, 2013, and
SEBI guideline, a company with a
turnover of above 10 billion per year
must contribute 2% of its average
of preceding 3 years of profit to

- education
- environment
- public services

In our context, why is it significant?

- the idea of giving back to society
- the complimentary role of corporate to help government in effective redistribution.
- translating economic development to social development.
- it enhances human resource development inherent economic growth

Hence, many a times, it is found that CSR contributors into its own subsidiary companies. This erodes the intent and base of social responsibility

SIGNIFICANCE

- Incentivizing corporates to make voluntary contribution and promote good will.
- Encouraging formation of CSR fund, which can be independently held and frequent audit to ensure transparent allocation.
- In general, local NGOs can be allocated for sector specific improvement by CSR contribution.

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 श्रृंखलाओं 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 शासन 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 बढ़ने से रोकने के उपाय सुझाइए।

This case reflects the ethical case of disaster-prone calamity management and inefficient governance due to lack of infrastructure. In addition the fact that it is a remote area has worsened the condition.

Stakeholders

- local inhabitants of a hilly state and
- stranded tourists in large number
- personal interest of local shopkeeper - (lack of empathy).
- State disaster management and District disaster management in general.

While the first two stakeholders are in need of evacuation on urgent basis - threat to life, property, the local shopkeepers due to economic crunch are hiking prices not only to earn more out of crisis, but also to use the disaster to their favour. While it may also end up discouraging any excess purchase, hoarding among panic stricken masses.

Clearly owing to the situation,
there are varied interest, priorities
and response.

Ways to harmonise the interest :-

- The local shopkeepers can be urged to not raise prices of basic items, needs of essential services to such high that it goes beyond the reach of masses.
- Similarly tourists and local inhabitants need an assurance that adequate measures are being taken to
 - fill in / procure essential items of need
 - measures of prompt evaluation
 - attempts to rescue, relief and rehabilitation are being made on priority basis.

There there is a need to resolve
issue by

- effective communication to
avoid panic among stranded
tourist and local inhabitants
- time bound measures to request
district and state authority to
bring in essential supply depending
on severity of situation.
- ensuring minimum hoarding,
price tampering by moral and
effective persuasion of shopkeeper
and finally warning them.

In our way it is comprehensive arrange-
ment, management and effective
co-ordination, that will resolve the
issue in effective manner.

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 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?

Across the world, with the emergence of sex detection techniques, female infanticide gave way to pre-natal sex selection.

- Punjab and Haryana despite being prosperous economically has a skewed sex ratio of 800 girls in every 1000 boys
- Economic survey (2017-18) was released with 'pink' cover page to highlight :-

Despite change in attitude, outcome and agency, India suffers from

- a) concept of missing girls
(more than 63 million girls go missing owing to sex selective abortion, female infanticide, trafficking)
- b) concept of unwanted girls
son-metapreference where in a process to have last child as male, 21 million girls were born (unwanted).

All of these disturbing trend reflects

- social mentality of son preference
 - patrilocality (shift to husband's place)
 - patrilineality (property/inheritance)
 - tradition of dowry
 - old age assistance to parents by son.
 - performance of rituals after death by son.

Clearly then, it is not a cause by one set of stakeholders. (family, community, policy) are all equally responsible in this notion.

In this context, hence, solution is also multi-dimensional.

- adequate license, preventive punitive measures, legislation for fine and reward under PCPNDT Act; to discourage sex selective abortion.
- Measures to improve the condition of girl child. Recent schemes of
 - ✓ Beti Bachao Beti Padhao
 - ✓ Sukanya Samriddhi Yojana
 - ✓ 26-week of maternity leave to public and private sector employed women.
- In addition, reproductive agency economic empowerment, strict implementation of Dowry Prohibition

Act, due to deep bill provision are a must.

- Above all social and moral reform to change the age old mindset is utmost crucial to arrest the declining child sex ratio.

Ethical dilemmas

In its various judgements of Supreme Court, there are analogies over right to choice vs right to life.

- The decision to abort a child (male or female) before 26-28 weeks is permissible subject to if it is
 - due to rape of a woman
 - impairs medical health of pregnant women
 - if woman is involuntarily, mentally unfit.

In this case, prime emphasis hence must be to resolve on basis of

- medical certification by a registered doctor, if having a child is threat to life of mother.
- if the basis of having a child was forced (in case of rape, unwanted pregnancy).
- Overall, it should be on the basis of the legal justification in order to go ahead with abortion.

But if it is conscious attempt to abort a female child, then it is subject to legal direction and such act by doctors and medical practitioners should be punished.

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.

20

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 जिले में BPL परिवारों को सार्वजनिक वितरण प्रणाली (PDS) के अंतर्गत खाद्यान्न आवंटन की निगरानी करने हेतु जिम्मेदार प्रभारी अधिकारी हैं। जिले 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 वंचित 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?

In this case, there is a need to understand

- administrative inefficiencies and bottlenecks.
- Reason for non-linking of Aadhar card with BPL card
- Rationale of the protest both by BPL as well as protesting by media.

Issues faced :-

- Non-disbursal of entitled food grain to BPL families due to non-linking of Aadhar card
- The fact that it is also faced in other parts highlights systemic need to enhance Aadhar linking infrastructure.
- Need to address the issue of food grain allotment on priority basis to avoid starvation death.

Steps to be taken :-

- I will ensure that all those BPL families who are elated with one of the two identity cards are identified. Based on the details, I will conduct quick verification.
- Because linking of these cards is driven by technology, I will ensure that it is done on a priority basis.
- For those who have only BPL card, Aadhaar enrollment forms and biometric data collection will be taken by concerned authority.
- The BPL household will be assured of foodgrain delivery at earliest possible date subject to generation of Aadhaar number and linking with BPL card.
- In addition, I will look into the reasons for lack of linking of the card, bring it to notice of concerned

department.

These two case require short term and long term solution.

On immediate basis,

- verification, arrangement to give the seeds will be taken up.
- ensure they are allocated the entitled foodgrain (largely illiterate) and not subjected to harassment.

Long term, idea would be to look into administrative inefficiency and correct it at pan-India level with help of honest officers.

Why poor faces digital exclusion

- lack of awareness
- inadequate penetration of internet, broadband connectivity
- inadequate power infrastructure

- Lack of any basis of identity proof.
- unorganised, informal basis of credit and exchange.
- Lack of political and bureaucratic will to ensure digital inclusion

Consequences :-

- Starvation Death (as seen in Jharkhand) due to lack of ID card
- Inadequate access to entitled social assistance
- gross inequality of opportunity
- violation of dignified life.
- exclusion and deprivation

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 (कोटेशन) 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 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 तोड़-मरोड़ कर प्रकट करने के लिए कहा है, क्योंकि उन्हें इस साठ-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?

This is a standard case of moral and ethical conflict at workplace, impacting larger public health. This case demands the application of following ethical principles :-

- Moral right versus moral wrong.
- short-term gain versus large scale harm.
- narrow vested interest versus greater public good.
- right^ueousness. Versus the urge to ignore and act neutral.

Main Stakeholders

- I, as senior doctor in oncology department at super-specialty hospital (private institution)
- I also as head of Alliance of Doctor for ethical healthcare.
- Reputed pharmaceutical companies, Private hospital
- Other doctors (in greed of pecuniary benefit) at risk of public.
- Health Minister.

Possible solution

(i) - Firstly, I will try to understand the loophole in administration, by hearing the pharma companies as well as hospital administration. As the drugs are being sold at exorbitant price, I will try to organise a meeting, explain the social and human cost of such arbitrary price regime.

These are life-saving drugs (Right to life is fundamental right) and to make them beyond the reach and scope of majority is ethically wrong. This was also seen recently in case of cardiac stents.

(ii) Of this way of persuasion, effective communication by invoking emotional intelligence proves ineffective, I will file a case on the

pharmaceutical companies as well as on those hospitals which are prescribing these drugs.

- More effort to prescribe "generic drug" on prescription will be made mandatory.
- Action to inform National Pharmaceutical Pricing Agency on priority basis must be done to bring notice of such malpractice.
- Additionally, in my meeting with Health Minister, after having tried all the official procedure of
 - effective persuasion,
 - complaint in writing.
 - warning to fellow doctors about ethical cost.
 - informing NPPA

I will bring this matter to notice of Health Minister. My position of

head of all time of doctor for
ethical healthcare will add to
my request on behalf of association

Because the government
of the day will find it rational,
pro-people friendly (as case with
Jan Aushadi Yojana, reduction in
pricing of tents), adequate legislation
of cepping the limit of price on these
essential drug will go a long way
to end the ordeal and misery of
poor in general.

Hence my final course of
action will be subject to the response
at various attempt to solve the
problem of exorbitant pricing.
More awareness to encourage use of
low cost alternative drug both among
doctor as well as pharmacist in general.

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 रिक्ति संबंधी आवश्यकताओं को तत्काल आधार पर रोल-आउट कर एक सप्ताह 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।

In this case, the dilemma involves

- *need vs efficiency.*
- *need to prioritize output of my firm vs gender imbalance redressal (as highlighted by the HRD)*
- *Emotional Intelligence vs pragmatism/objectivity.*
- *Reasoned decision making.*

Course of action :-

As rightly pointed out, my main aim will be to conduct the interview keeping in mind best interest of my firm, its productivity and efficiency. But this must be balanced with the incorporation of best female mind on a prompt basis.

- Emphasis on merit, efficiency, core competency.
- I will look for best suited candidate in my projects in terms of subject expertise, aptitude, attitude towards timely completion of projects.
- Secondly, emphasis will be upon availability to report on demand, as company's larger interest is of utmost importance.

Factors and rationales behind the opted course of action :-

1) As the candidate shows willingness to commit on their priority, it is of secondary importance that they are married.

2) As regard to expecting of child (I need to show ethical values) and also inform of the 26-weeks entitled maternity benefit provision available to the candidate.

However preference will be given to meet over these criteria as it helps in long run for interest of company.

3) Finally, the idea of work from home, if is feasible to the project assigned can be selected as viable option as long as done in a time bound manner, and regular updating by the candidate.

In this case, hence, emphasis is upon

- efficiency, merit, intent, willingness to work in time bound manner.
- enthusiasm of the candidate, ethical professional integrity as well as
- promoting those candidate who is most suited for the area of my project.

Thus a case of effective decision making evaluating the short and long term consequences of the company.

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 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।

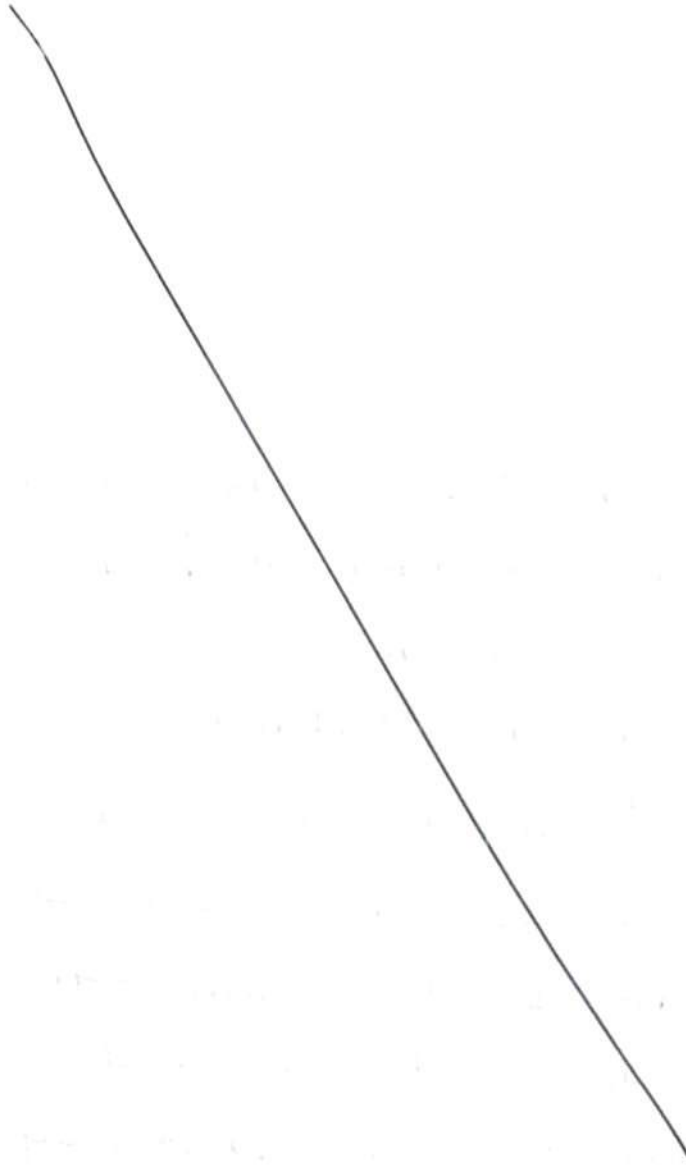
(a) किन कारकों को ध्यान में रख कर आप अपना परामर्श देंगे?

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

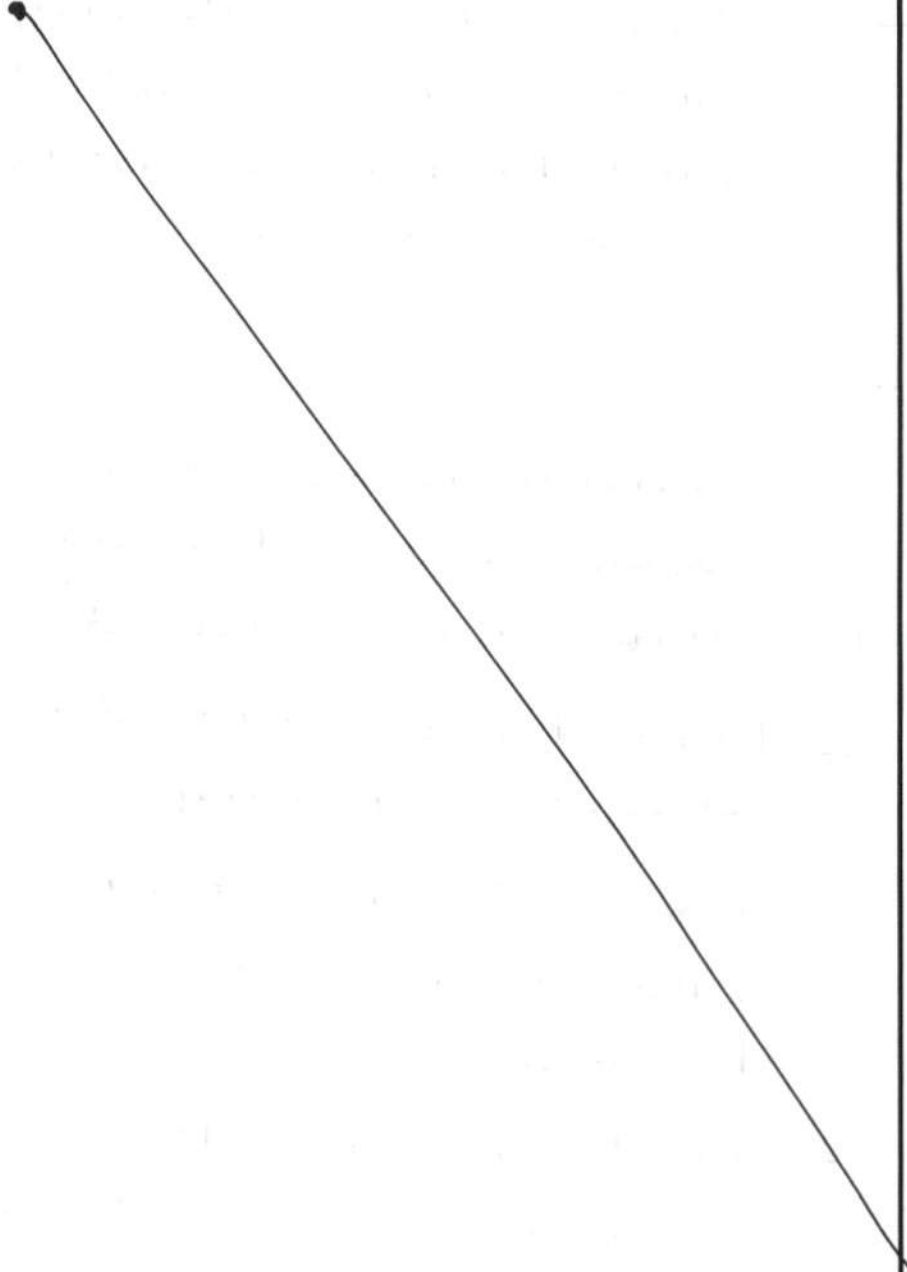
This case deals with professional management of company, with reversed human resource management - customer - company interface

As an expert in management, I will be expected to provide sound, feasible, cost-benefit analysis based ethical suggestion to my friend, so as to re-invent the service and image of his company.

[P - T. O]



[P. T. O]



Key ethical dilemma :-

- to understand that company is highly reputed with considerable customer interface.
- Professional ethics of efficiency, innovation should balance polite attempt to handle work culture (due to some functionaries).

Factor :-

- transparency, recording of call for internal training purposes is to be checked.
- Reason for recent dwindling of business of company.
- look into if there is adequate emphasis on appraisal of the functionaries.
- Also find if there is effective means of communication between my friend and the functionaries.

Suggestion

- frequent meetings in the company to understand the pattern of complaints by the customer.
- Because it is a reputed company, brand management involves
 - ✓ timely redressal of grievances,
 - ✓ coming out with new offers, schemes to be at par with competitive players
 - ✓ ensure that functionaries are given adequate internal training (peer)
 - ✓ annual ~~form~~ appraisal as well as incentive based promotion should motivate the functionaries.
- There will also be a suggestion to meet more frequently with management staff.
- Care should be taken to also note issues faced by functionaries that may have led to alienation.

with customers .

In totality, the idea must be to revamp the issue that may have led to these issues in efficient and smooth functioning of an otherwise reputed company.

This case tests my integrity, insight, innovation, pragmatism and ability to offer problem solving ideas to my friend in specific.