



GENERAL STUDIES (Test Code : 418)

Name of Candidate

Registration No.

Schedule

Module

Place Time

Date

Classroom Distance Learning

Classroom & Distance Learning

INDEX TABLE

| Q. No. | Maximum Marks | Marks Obtained |
|--------|---------------|----------------|
| 1 | 10 | |
| 2 | 10 | |
| 3 | 10 | |
| 4 | 10 | |
| 5 | 10 | |
| 6 | 10 | |
| 7 | 10 | |
| 8 | 10 | |
| 9 | 10 | |
| 10 | 10 | |
| 11 | 10 | |
| 12 | 10 | |
| 13 | 5 | |
| 14 | 20 | |
| 15 | 20 | |
| 16 | 20 | |
| 17 | 20 | |
| 18 | 20 | |
| 19 | 15 | |
| 20 | 10 | |

Total Marks Obtained

Remarks:

Signature of Examiner

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, ID Number and Test Code).
उत्तर-पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक नम्बर आदि।
- There are TWENTY-FIVE questions printed both in HINDI and in ENGLISH.
इसमें पच्चीस प्रश्न हैं तथा हिन्दी और अंग्रेज़ी दोनों 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 (क्यू.सी.ए.) पुस्तिका के मुख-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।

GENERAL STUDIES (Test Code : 418)

Overall Macro comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

All The Best

Section A

Answer the following questions in not more than the word limit specified for each in the parenthesis:

निम्नलिखित प्रश्नों के उत्तर उनके सम्मुख कोष्ठक में निर्दिष्ट शब्द-सीमा से अधिक शब्दों में ना लिखें;

1. Even years after its introduction, the ability of Citizen's Charters in improving the efficiency of public services and making governments more accountable, is found wanting in many areas. In context of this statement, mention the various lacunae in the formulation and implementation of citizen's charters in India and suggest how they can be addressed in light of the Sevottam model. (150 words)

10

इसकी शुरुआत के कई वर्षों के बाद भी, लोक सेवाओं की दक्षता में सुधार और सरकार को अधिक उत्तरदायी बनाने में नागरिक अधिकार-पत्र की क्षमता में कमियां पायी गयी हैं। इस कथन के सन्दर्भ में, भारत में नागरिक अधिकार-पत्र के निर्माण और क्रियान्वयन में विभिन्न कमियों का उल्लेख कीजिये और सेवोत्तम मॉडल के द्वारा उन्हें कैसे दूर किया जा सकता है, सुझाव दीजिये।

Ans

Citizen charter is a voluntary declaration on the part of service providers to the citizens about expected standards of service delivery and avenues available for grievance redressal.

After many years also, citizen charters are facing shortcomings in formulation and implementation.

- ① Charters are prepared without consulting all stakeholders.
- ② Charters are prepared from head offices without paying attention

to local needs.

- 3) ~~NO~~ ~~one~~ Charters have become one time exercise, they are not updated frequently.
- 4) Charters contain vague promises with no avenues of grievance redressal.
- 5) Capacities are not developed in the organisation and its employees for implementation of charters.
- 6) Charters do not have legal backing.

Sevottam model for excellence in service delivery can help overcome these problems. It relies on 3 aspects -

- ① Defining service standards clearly with active participation of stakeholders and regular updation

② Developing physical and human resource capabilities for the implementation.

③ Installing a sound grievance redressal mechanism aiming to prevent, register and redress the grievances.

Following the said approach Sevottam model can overcome shortcomings.

2. For the success of Right to Information (RTI), a major challenge is to develop capacities for access to information. Discuss. How can the capacities of both public authorities and citizens be enhanced? (150 words) 10
- सूचना के अधिकार (RTI) की सफलता के लिए, एक बड़ी चुनौती सूचना की प्राप्ति के लिए क्षमता का विकास करना है चर्चा कीजिये। सरकारी अधिकारियों और नागरिकों दोनों की क्षमता को कैसे बढ़ाया जा सकता है?

Ans

~~The~~ Right to Information act is a major milestone towards open and transparent government in India. However developing capacities for access to information. Merely providing information will not be sufficient.

Here the following steps should be taken to increase access to information capacities

① For government authorities → They public

must be providing training in the information and communication technology. So that they can become better equipped to access

information.

② For citizens → To increase capacity of access of to information the information should be available in local language.

The information must be reliable and simple so that citizen can understand and verify it. For example inspite of money spent on road construction in district, info should be word wise so that citizen can verify.

Also the citizens should be encouraged to access information. They must have avenue available on different platforms like mobile etc. They must also be able to take follow up action.

3. Code of Conduct has been criticized as a "coercive, quick-fix strategy" that "reduces ethics to legalism by focusing on both the lowest common denominator and penalties for deviations". Discuss (150 words) 10
- आचार संहिता की एक "आक्रामक, फौरी रणनीति" के रूप में आलोचना की गयी है जो "न्यूनतम मापदंड और विचलन के लिए दंड, इन दोनों पर ध्यान केंद्रित कर नैतिकता को विधिपरायणता के स्तर तक कम कर देती है" चर्चा कीजिये।

Ans → Code of conducts are generally a list of various do's and don't for the public servants. There are majorly a list of prohibited actions for the civil servants. These are criticised as these are coercive, quick fixes. Their

focus is on law to penalise any breach of code of conduct.

However this approach is very narrow. Because public servants needs to have ethics of public service. It should not be because of coercion but because of positive ethos of service

Secondly the code of conduct provides guidelines in certain cases. Public servants have to work in a dynamic environment. They have to face many situations ~~where~~ where they have to rely on their discretion. In such situation ethics are very important.

Thus it is very important to have code of ethics for

civil servants to enable them
to work ethically. Second admini-
strative reforms commission also
recommended code of ethics.

4. Define Work Culture. Suggest how an efficient work culture could be developed in the Indian scenario. (150 words) 10
कार्य संस्कृति को परिभाषित कीजिये। भारतीय परिदृश्य में एक कुशल कार्य संस्कृति कैसे विकसित की जा सकती है, सुझाव दीजिये।

Ans →

Work culture refers to way of life at work. It represents the senior-subordinate relations at work, communication, openness, leadership etc.

In Indian context there is need to improve work culture in following ways.

① senior-subordinate relations should not be just based on hierarchy rather based on mutual trust where culture of guidance is there.

② Also need to balance family and work life is there. For this purpose more flexibility in schedule like flexible working hours, working from home etc.

is required.

③ Better leadership can help in providing efficient work culture. For this purpose training should be provided.

④ More recreational, sports activities etc. also can help in better communication and co-ordination.

5. Open government is an even more comprehensive concept than transparency and freedom of information. Elaborate. (150 words) 10
खुली सरकार, पारदर्शिता और सूचना की स्वतंत्रता से भी अधिक व्यापक अवधारणा है। विस्तार से बताएं।

Ans ~~Open government though~~

Transparency and freedom of information though help in achieving open government. However open government is not limited to these aspects. An open government is one which involves citizens at all stages and is

ready for scrutiny at all levels.

Thus an open government is one that is transparent, responsible, accountable, participatory and sensitive.

Transparency and right to information definitely help but they can become ineffective in absence of any grievance redressal mechanism.

Due to lack of participation, citizen will lose interest in accessing information.

Also open government is continuously open to suggestions from citizens or group of citizens.

6. If corruption exists even in rich, economically successful countries, why should developing countries like India be worried about it? (150 words) 10
यदि भ्रष्टाचार धनी, आर्थिक रूप से सफल देशों में भी व्याप्त है, तब भारत जैसे विकासशील देश को इसे लेकर चिंतित होने की आवश्यकता क्यों है?

Ans →

Corruption exists even in rich countries. It is the result of greed of men which is common to all societies. However it is more worrying aspect for a country like India because-

① Existing information asymmetry →

In India ~~most~~ large number of the people

are poor and illiterate. They are not aware of their rights and entitlement. In such case corruption leads to violation of their human rights.

② Country like India has limited economic resources, in such case corruption drains out

these resources at the cost
of most underprivileged and
deprived section which is
against social justice.

③ Corruption leads to rent
seeking and inefficiency which
is hurting our public services.

7. "There are many causes I would die for. There is not a single cause I would kill for." In context of this statement by Mahatma Gandhi, explore the relevance of his concept of non-violence in dealing with the menace of Naxalism. (150 words) 10

"ऐसे कई कारण हैं जिनके लिए मैं बलिदान दे सकता हूँ। ऐसा एक भी कारण नहीं जिसके लिए मैं किसी की हत्या कर सकूँ।" महात्मा गांधी के इस कथन के सन्दर्भ में, नक्सलवाद की समस्या से निबटने में उनकी अहिंसा की इस अवधारणा की प्रासंगिकता की जांच करें।

Ans → Gandhiji kept non violence as one of most sacrosanct goal.

He also talked of service to the community. In light of Naxal violence, following points are important -

① Naxal violence is happening because of state apathy in the

~~the~~ part and violence by the land owners, moneylenders etc.

② Many a time innocents are killed in violence, this helps in further alienation of people towards the navals.

③ However it is important that Navals are resorting to violence and ~~are not~~ who can not be tackled by non violence.

8. (a) Is behaviour always a reflection of one's attitude? Explain with relevant examples. (100 words)

5

क्या किसी का व्यवहार सदैव उसकी अभिवृत्ति का प्रतिबिम्ब होता है? प्रासंगिक उदाहरणों सहित स्पष्ट कीजिए।

Ans →

Attitudes are mental evaluations of social beings. They have potential to guide behaviour however, it may not always lead to behaviour. For example → A person may have very strong attitude towards watching a particular film but he may not do so because of curfews imposed in the area.

Thus the attitude depends on the circumstances also. Thus the behaviour is a combination of dispositional as well as situational factors. Also attitude's intensity also affect the behaviour. Higher the intensity, higher the probability of action for example we may tend to help a person in a road

accident more strongly if we have
been through similar accident
before.

8. (b) Discuss the effectiveness of "fear" in changing people's attitudes and behavior. 5

लोगों के अभिवृत्ति और व्यवहार को बदलने में "भय" की प्रभावशीलता पर चर्चा कीजिये।

Ans Fear appeal can lead to change
in the attitude and behaviour
but on other side it can lead
to hardening of attitude-

for example-

If a smoker is told about fear
of cancer and other diseases, he
may end up changing his other
attitude. On the other hand he

may justify his actions by using filter cigarettes, or by saying that it is good to live short enjoyable life than long life.

Thus along with fear it is important that the person should have any way to cope with the fear. If fear is used along with alternative then it is more effective.

9. Empathy is not only an important ingredient but also an indicator of one's emotional intelligence. Elaborate. (150 words) 10
समानुभूति, किसी भी भावनात्मक बुद्धि (EQ) का महत्वपूर्ण घटक ही नहीं, बल्कि यह उसका एक सूचक भी है। विस्तार से बताएं।

Ans ->

Empathy is about feeling other people's emotions. It is about thinking from their position.

Empathy is an important ingredient of emotional intelligence. Others are self awareness, self management, self motivation and social relations. All these aspects are completed by empathy.

~~Self awareness is~~

presence of empathy in an individual is indicator of one's emotional intelligence. An empathetic person is aware of his emotions.

An empathetic person thinks from other people's point of view.

with an intention of alleviating their sufferings.

In this process he manages himself. This process also requires mental resilience as he can help others so he will be able to help himself. Social skills are important part which complete empathy. ~~by action~~

Thus presence of empathy is very important for emotional intelligence.

10. (a) IQ helps you getting selected, EQ helps in getting promoted. Discuss. (100 words) 5
बुद्धिलब्धि (IQ) आपके चयन में मदद करता है, भावनात्मक बुद्धिमत्ता (EQ) आपकी पदोन्नति में मदद करता है। चर्चा कीजिये।

Ans IQ includes ability to understand, reason and manage. It includes mathematical, logical and intellectual abilities. This can help in getting in the job as the jobs exams require these qualities.

However EQ refers to understanding one's emotions, managing one's emotions, self motivation, and empathy and social skills. These

Skills are very important to deal with clients, colleagues.

These help in better coordination and communication. They help improve in the performance.

Thus IQ is more individual oriented quality helping to get job whereas EQ helps in promotion.

10. (b) Why do people obey orders, which they know are ethically wrong? (100 words) 5

लोग ऐसे आदेशों का पालन क्यों करते हैं, जिसके विषय में वे जानते हैं कि यह अनैतिक हैं?

Ans-

Obedience is done despite knowing that their actions are illegal because -

① Diffusion of responsibility - People do not take responsibility of their actions thinking that they are just following orders. For example - many Nazi officers in post war scenes said they were just following orders.

② They can not see the consequences of their actions directly - People tend to work as a part to some larger goal so they are not aware of end goal. For example a plumber in a company dealing with poisonous gases.

③ Also sometimes people follow orders because of fear of authority also.

11. List down some of the characteristics of an emotionally intelligent administrator. How can emotional intelligence help civil servants? (150 words)

10

एक भावनात्मक रूप से बुद्धिमान प्रशासक की कुछ विशेषताओं को सूचीबद्ध कीजिये। भावनात्मक बुद्धिमत्ता लोक सेवकों की मदद कैसे कर सकती है?

Ans

An emotional intelligent administrator has many qualities -

- ① Self awareness → He is aware of his emotions, moods etc. He knows about his strength and weaknesses.
- ② Self management → An emotionally intelligent administrator follows temperance. He does not get driven by passions.

③ Self motivation → He is able to keep himself motivated and focussed on goal.

④ Empathy → He has empathy towards people in general and weaker sections in particular.

⑤ Social skills → He is a good communicator and has good people skills.

Emotional intelligence can help administrators in many ways-

① For better coordination and communication with colleagues, seniors and public.

② For conflict resolution between different parties.

③ For keeping himself motivated in the tiring environment. He remains oriented towards goal.

- ④ Empathy helps in better formulation, implementation and evaluation of policies and also towards weaker sections.
- ⑤ Social skills provide him visibility and he is more approachable to the public.

12. Bring out what this statement means to you in the present context:
"There comes a time when one must take a position that is neither safe, nor
politic, nor popular, but he must take it because conscience tells him it is
right." - Martin Luther King (150 words) 10

वर्तमान सन्दर्भ में निम्नलिखित कथन का आपके लिए क्या निहितार्थ हैं, दर्शाएं:

"एक ऐसा समय आता है जब व्यक्ति को ऐसा स्थान ग्रहण करना चाहिए जो न तो सुरक्षित हो, न ही राजनीतिक हो, और न ही लोकप्रिय हो, लेकिन उसे इसे इसलिए स्वीकार करना चाहिए क्योंकि उसकी अंतरात्मा उसे कहती है कि यह सही है।" - मार्टिन लूथर किंग

Ans

The statements highlights the importance of conscience in the sphere of ethical decision making. Conscience is innate and its more collective intuitive part.

Conscience plays a very important role particularly for public servants - They have to deal with many situations where they have to act by discretion, in such situation conscience is what can guide a person

Many a time voice of conscience is against popular

belief ~~and~~ however it is what
we must do as it helps in
avoiding dissonance.

for example if a

13. Your friend eats too much junk food, how would you be able to bring about a change in her/his attitude about food? (100 words) 5

आपका मित्र अत्यधिक अस्वास्थ्यकर खाद्य पदार्थों का सेवन करता/करती है। आप इस खाद्य को लेकर उसके दृष्टिकोण में बदलाव कैसे ला सकते हैं?

Section B

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

निम्नलिखित प्रश्नों में, दिए गए मामलों का ध्यान से अध्ययन करें और उसके बाद दिए गए प्रश्नों का उत्तर दें (लगभग 250 शब्दों में) :

14. You are a young DM in a district, which is seeing rapid mushrooming of private Drug de-addiction centres. The centres are known to function in an unethical manner and their business model involves a specific consideration for cases of relapse victims. Although these centres charge at high rates, they are known to give families of addicts hope and institutionalisation of addicts has ensured maintenance of law and order, not seen in neighbouring districts.

Analyse the following options for their positive and negative impact on the various stakeholders of the society.

- Shutting down of the private rehab centres altogether
- Petitioning the higher authorities to deploy funds for opening up of government centres
- Setting up a medical team to delve into the matter more deeply and acting only after their report
- Letting the centres function in the same manner as earlier

20

आप एक ज़िले में युवा जिलाधिकारी हैं जहाँ पर निजी नशा मुक्ति केन्द्रों की तेज़ी से वृद्धि हो रही है। ये केन्द्र अनैतिक तरीकों से चलाये जाने के लिए जाने जाते हैं और उनके व्यापार के मॉडल में पुनः नशे के शिकार होने वाले पीड़ितों के लिए विशेष प्रावधान शामिल हैं। यद्यपि ये केन्द्र अत्यधिक शुल्क लेते हैं, फिर भी ये पीड़ितों के परिवारों को एक आशा देने हेतु जाने जाते हैं और नशे में लिप्त लोगों के संस्थानीकरण से कानून व्यवस्था सुनिश्चित हुई है, जो कि पड़ोसी ज़िलों में नहीं दिखती है।

निम्नलिखित विकल्पों द्वारा समाज के विभिन्न हितधारकों पर पड़ने वाले सकारात्मक और नकारात्मक प्रभाव का विश्लेषण कीजिये:

- निजी पुनर्वास केन्द्रों को पूर्णतया बंद किया जाना
- सरकारी केन्द्रों के खोलने हेतु धन की उपलब्धता के लिए उच्च अधिकारियों को प्रार्थना किया जाना
- अधिक गहराई से इस मामले में छानबीन करने के लिए एक चिकित्सा दल की स्थापना और उनकी रिपोर्ट के बाद ही कार्यवाही करना
- केन्द्रों को पहले की ही भांति कार्य करने देना

Ans → The situation in hand requires me to act so as to stop unethical conduct as well as to safeguard interests of drug addicts and their families as well

as general public.

Stakeholders are drug addicts, their families, general public, rehabilitation centre owners etc.

Here analysing the given steps-

(a) Shutting down of private centres altogether :→ This approach will have the benefit that the unethical practices will be stopped. However it will be detrimental to the law and order situation, also it will lead to loss of faith in the families of drug addicts.

(b) Petitioning authorities to deploy funds for opening up of government centres →

This approach will be beneficial in the long term as government centres can be better and early monitored.

However it will cost the government

sufficient amount of funds. Also in the privatisation era it is important that government centres establish service standards however both private and public should operate together.

c) Setting up a medical team to delve matter deeply and acting only after their report. → Medical team should definitely be set up. It will help in examining the issue in a holistic manner from expert point of view.

However as ~~of~~ the report can take some time to come, there is need to issue warning or notice to the owners to follow ethical practices

d) letting the centres function in the same manner - In this way I won't have to do anything however this will be ~~the~~ dereliction of duty.

Moreover, as I have knowledge of the malpractices, if anything happens I shall be responsible for that.

Suggested way → In such case I shall follow mixed approach of the given options. I will issue notice to owners to check any unethical practices. Along with it a committee will be constituted to look at matter in detail. I will also ~~req~~ recommend senior officials to set up centres in government sector to act as centres of excellence.

15. Surbhi had a job at the local mall as an employee at Play-Around. The Play-Around has different Play equipment and a little kid section. Her job included working the front desk, making sure that people paid as they entered, also informing them of the rules of Play-Around, hosting birthday parties, and watching the children.

One rainy Saturday when Play-Around was particularly crowded, a mother and her mentally disabled son came to Play-Around. Play-Around does not discriminate and all children are allowed on as long as they meet the height requirements. However, adults are not allowed on the Plays because they are not covered by Play-Around's insurance. The mother was informed about the rules verbally by Surbhi as well as by the posted lists of rules.

This woman disregarded the rules and chose to follow her son onto the Plays. This is dangerous and against the rules because there is the possibility that an adult could slip and fall, and if either she or another child got hurt due to her actions the insurance would not cover it. This woman believed that her son needed special attention and constant supervision.

When it came to Surbhi's attention that the woman was on the inflatable, Surbhi told the mother that she would have to get off, however, her child could stay. The woman responded by yelling at Surbhi, telling her that her child had every right to be on the inflatable as any other child. Surbhi agreed and reminded the woman that she had not told the child to get off but only the mother herself. The woman then responded by saying that she had to stay with her son in order to help him.

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

1. Surbhi should refer the matter to the manager of the Play-Around.
2. Surbhi should make it clear to the woman that either she should move out or she has to force her son out as well.
3. Surbhi should make an exception considering the special needs of the child in question.

Also please indicate (without necessarily restricting to above options), what you would like to advise, giving proper reasons. 20

सुरभि एक मॉल में बच्चों के क्रीडा स्थल में कर्मचारी के रूप में कार्यरत थी। क्रीडा क्षेत्र में विभिन्न खेलों के उपकरण हैं और छोटे बच्चों का एक अनुभाग है। उसकी ज़िम्मेदारियों में, स्वागत कक्ष का कार्य, सभी लोग प्रवेश के समय भुगतान करें ऐसा सुनिश्चित करना, इसके अलावा क्रीडा क्षेत्र के नियम समझाना, जन्मदिन के समारोह आयोजित करना, और बच्चों की देखरेख करना शामिल हैं। एक बार शनिवार के दिन जब वर्षा हो रही थी तब क्रीडा स्थल में विशेषतः भीड़ थी, एक माँ और उसका मानसिक रूप से विकलांग पुत्र क्रीडा क्षेत्र के पास आ गए। क्रीडा स्थल में भेदभाव नहीं होता और सभी बच्चे यदि ऊँचाई के मापदंड को पूरा करते हैं तो उन्हें अंदर जाने की अनुमति होती है। हालाँकि, वयस्कों को क्रीडा स्थल में जाने की अनुमति नहीं होती क्योंकि वो क्रीडा स्थल के बीमा के अंतर्गत नहीं आते। बच्चे की माँ को सुरभि ने मौखिक तथा सूचना पट्ट पर चिपकी हुई सूची से नियमों की जानकारी दे दी थी।

उस महिला ने नियमों का उल्लंघन किया और अपने बेटे के साथ क्रीडा स्थल में पीछे- पीछे चली गयी | यह खतरनाक है और नियमों के खिलाफ भी है क्योंकि ऐसी सम्भावना है कि कोई वयस्क उसमें फिसल सकता है और गिर सकता है और यदि उसके इस कार्य से वह या कोई बच्चा घायल होता है तो यह बीमा के अंतर्गत नहीं आएगा | इस महिला का ऐसा मानना है कि उसके बेटे को विशेष ध्यान और लगातार निगरानी की जरूरत है |

जब सुरभि को इस बात की जानकारी हुई कि वह महिला हवा भरे हुए गद्देदार स्थान पर थी, तो सुरभि ने उस महिला से कहा कि उन्हें बाहर आना होगा, यद्यपि उनका बेटा वहां पर रह सकता है | उस महिला ने सुरभि से चिल्ला कर जवाब दिया और कहा कि उसके बेटे को भी अन्य बच्चों कि तरह उस हवा से भरे हुए स्थान पर रहने का हक है | सुरभि ने सहमति प्रकट की और उस महिला को याद दिलाया कि उसने बच्चे को बाहर जाने के लिए नहीं कहा बल्कि, सिर्फ उन्हें ही बाहर जाने के लिए कहा है | उस महिला ने फिर यह कहते हुए जवाब दिया कि उन्हें अपने बेटे की मदद हेतु वहां रहना होगा |

निम्नलिखित कुछ सुझाव दिए गए हैं | विकल्पों में से प्रत्येक के गुण और दोषों का मूल्यांकन करें:

1. सुरभि को इस मामले की जानकारी क्रीडा स्थल के प्रबंधक को देनी चाहिए |
2. सुरभि को उस महिला से साफ शब्दों में कहना चाहिए कि या तो उसे बाहर आना होगा या फिर उसके साथ उसके पुत्र को भी बाहर मजबूरन निकलना पड़ेगा |
3. सुरभि को उस बच्चे की विशिष्ट जरूरतों के लिहाज़ से एक अपवाद के रूप में इसे स्वीकार करना चाहिए |

इसके अतिरिक्त, कृपया उचित कारण देते हुए बताएं कि आप क्या सलाह देना चाहते हैं (ऊपर दिए गए विकल्पों तक सीमित हुए बिना)

Ans→

The situation represents a dilemma in front of Surbhi whether to follow rules and regulations by words or take into account special need of the disabled child.

Stakeholders of the situation are Surbhi, her company (mall), the insurance company, the disabled kid, his mother and other playing children.

Examining the given alternatives -

1) Referring matter to manager of play around → In this way Susabhi will follow the rules, however it shows that Susabhi is not able to decide on her own. Also the process may take some time in which an accident may occur.

2) Susabhi should make clear to women that she has to move out or her son will be forced out as well. - This is following regulation by word however it shows lack of empathy in Susabhi. She has to take into account the need of special child. Also as the centre does not discriminate between children, case of mentally disabled child has to be considered to make the place inclusive.

3) Susabhi should make an exception
considering special needs of child. -

In this case Susabhi is showing
empathy towards special child.

Empathy is a good gesture however
as given that this is a rainy
and crowded day, the chances of
slipping are high. In that
happens it will be detrimental to
other children and also to Susabhi
as she is responsible.

Suggested solution → In this case
there is need to have empathy to
for the child with special need,
however interest of other children
can not be compromised, the
probability of which is higher
on crowded or rainy day. Thus

she may ask the women to
monitor her child from some
distance but not on inflatable.

In the meanwhile she can ask
for manager's advice as well.

16. Sandhya recently completed her B.Com and was extremely excited to be hired for her dream job working for a Public Sector Bank. During her initial days, she began to notice that funds from grants were being mismanaged and misallocated. Some of her co-workers were also using bank property materials, including cars, for personal business.

However, Sandhya was most shocked by the hiring practices she witnessed at the office. Applicants to the jobs were supposed to take exams that were invigilated by bank employees. Sandhya began to notice that the invigilators were allowing applicants to cheat on the tests because the applicants had already been chosen for the job. Many of these pre-chosen applicants were friends of current employees.

Sandhya reported what she witnessed to Mahesh, the Branch Assistant Manager, who was second-in-command to the Branch Manager. Mahesh told her, "You heard nothing, you saw nothing, and you say nothing." Sandhya was absolutely shocked; not only by the corruption, but that it was deliberately being swept under the rug.

Sandhya was in a dilemma. She really needed the job to pay off loans, and she loved the actual content of the work she was doing. She was also concerned that it would look bad to leave her first job out in less than a year, as well as tarnish future chances to work in a government organization. On the other hand, she felt extremely uncomfortable in her work environment due to the culture of corruption.

1. What are the options available to Sandhya?
2. Evaluate each of these options and choose the option you would adopt, giving reasons.

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संध्या ने हाल ही में अपना बी.कॉम पूरा किया था और अपनी कल्पना के अनुसार एक सार्वजनिक क्षेत्र के बैंक में कार्य करने हेतु अपनी नियुक्ति को लेकर अत्यंत उत्साहित थी। अपने शुरुआती दिनों में उसने यह देखा कि अनुदान के धन का कुप्रबंधन और त्रुटिपूर्ण आवंटन किया जा रहा था। उसके कुछ सहकर्मी भी अपने व्यक्तिगत कार्यों हेतु कारों सहित, बैंक की संपत्ति सामग्रियों, का प्रयोग कर रहे थे।

हालाँकि, संध्या को सबसे ज्यादा हैरानी कार्यालय में होने वाली भर्ती के तरीकों को देख कर हुई। नौकरियों के आवेदकों को परीक्षा में बैठना होता था जिसकी निगरानी बैंक के कर्मचारी करते थे। संध्या ने देखा कि परीक्षा नियंत्रक ही स्वयं आवेदकों को नक़ल करवा रहे थे क्योंकि इन आवेदकों को पहले से ही चुन लिया गया था। पूर्व चयनित बहुत से इन आवेदकों में से कई बैंक के कार्यरत कर्मचारियों के मित्र थे।

संध्या ने जो देखा था वह महेश को बताया जो कि शाखा का सहायक प्रबंधक हैं और जो शाखा प्रबंधक के बाद द्वितीय स्थान के पद पर हैं। महेश ने संध्या से कहा, "आपने कुछ नहीं सुना, आपने कुछ नहीं देखा और आप कुछ नहीं कहेंगी।" संध्या एक दम हैरान थी; केवल भ्रष्टाचार के कारण से ही नहीं बल्कि इस कारण से भी कि इसे जानबूझकर दबाया जा रहा था।

संध्या दुविधा की स्थिति में थी। उसे अपने ऋणों की भरपाई के लिए नौकरी की अत्यंत ज़रूरत थी और उसे यह कार्य पसंद भी आ रहा था। उसे इस बात की भी चिंता थी कि एक वर्ष से भी कम समय के अंदर ही नौकरी छोड़ना गलत होगा, साथ ही भविष्य में किसी सरकारी संस्थान में नौकरी की सम्भावना को भी धूमिल कर देगा। वहीं दूसरी तरफ, वह भ्रष्टाचार के इस माहौल में अत्यंत ही असहज महसूस कर रही थी।

1. संध्या के पास में कौन-कौन से विकल्प उपलब्ध हैं?
2. इन विकल्पों में से सभी का मूल्यांकन करें और उचित कारण सहित ऐसे विकल्प का चुनाव करें जो आपको स्वीकार्य हो।

Ans → The situation presents dilemma for Sandhya. ~~She~~ on one end there is her own interest to maintain job and pay off loan on the other her duty towards organisation and public stakeholders are Sandhya, her colleagues at the bank, general public, Bank as an organisation.

The various alternatives and their analysis is as given :

① Doing nothing → In this way she can safeguard her own interest of keeping the job and pay off the loan. But this may lead to slippery slope where by compromising, she also may become party to this corruption. This will be against the principle of following duty also. As she has

the knowledge she has to bring it to notice.

② leaving the job → This will cost her. This way she may find it difficult to find new job and she will find it difficult to pay off the loan. This approach also shows lack of courage in Sandhya also. However the positive is that she has refused to be part of the systematic corruption. Also as it is said "for evil to has been succeed, only thing required is good men to do nothing." Thus this won't be right way.

③ She should report the matter to manager and higher authorities with proof. → This way she will

act according to her conscience
and duty. Though in the short
term it may lead to her
harassment by the colleagues but
it will be good for her reputation
in the long term. This approach
will also safeguard the interests
of the organisation (bank) and
general public.

Out of the analysed approaches,
I will follow approach 3 of
reporting to higher authorities as
it is most balanced and right.

17. You have been appointed as a General Manager in a Public Sector Undertaking, a new chemical plant for which is to be designed and then constructed. Your responsibilities included hiring the staff for this new plant, ensuring a safe design and then starting the plant up after construction. During your previous experience you had noted that a new type of technology could be used in the plant in place of conventional technology employed in public sector plants till now. The new technology is less expensive and has more safety features. You have convinced the project designer to employ this new technology. This is a unique technology and only one manufacturer provides it. After this technology has been specified by the designer and purchased, the salesman of concerned company visits you and invites you to a lavish party in a foreign land with air tickets. You have not known the salesman, Jayesh, prior to the visit. You had also no direct purchasing responsibilities; you had just wanted the new technology for better safety in the plant.
1. What are the options available to you?
 2. Evaluate each of these options and choose the option you would adopt, giving reasons.

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आपको एक सार्वजनिक क्षेत्र के उपक्रम का महाप्रबंधक नियुक्त किया गया है, जिसके लिए एक नए रासायनिक संयंत्र का प्रारूप तैयार करना है और उसे निर्मित करना है। आपकी ज़िम्मेदारियों में इस नए संयंत्र के लिए कर्मचारियों की भर्ती करना, एक सुरक्षित प्रारूप सुनिश्चित करना और उसके निर्माण के पश्चात उसे प्रारंभ करना शामिल हैं।

अपने पूर्व अनुभव से आपने ऐसा देखा है कि अब तक सार्वजनिक उपक्रमों में प्रयुक्त की जाने वाली पारम्परिक तकनीक की जगह संयंत्र में एक नयी तकनीक का प्रयोग किया जा सकता है। इस नयी तकनीक का दाम भी कम है और इसमें सुरक्षा की अधिक विशेषताएँ भी हैं। आपने इस तकनीक के इस्तेमाल हेतु परियोजना के डिजाइनर को आश्वस्त कर लिया है।

यह एक तरह की अनूठी तकनीक है जिसे सिर्फ एक ही निर्माता प्रदान करता है। जब इस तकनीक को डिजाइनर द्वारा निर्दिष्ट कर दिया गया और खरीद लिया गया, तब उस कंपनी का विक्रेता आपके पास आता है और आपको विदेश में हवाई यात्रा के टिकट के साथ एक शानदार समारोह में शामिल होने के लिए आमंत्रित करता है। आप उस विक्रेता, जयेश को इस मुलाकात से पहले नहीं जानते थे। सीधे तौर पर खरीद फरोख्त में आपकी कोई ज़िम्मेदारी नहीं थी; बल्कि आप तो संयंत्र की बेहतर सुरक्षा की दृष्टि से नयी तकनीक का इस्तेमाल करना चाहते थे।

1. आपके पास में कौन-कौन से विकल्प उपलब्ध हैं?
2. इन विकल्पों में से सभी का मूल्यांकन करें और कारण सहित ऐसे विकल्प का चुनाव करें जो आपको स्वीकार्य हो।

Ans→

The dilemma is about accepting and not accepting the foreign trip and also its future consequences.

The stakeholders in this situation are myself, the supplier company and its salesman and my parent organisation (Public sector undertaking)

The various options available and their analysis is as follows-

① Accepting the gifts → As I have committed no impropriety and was unknown to salesman in the past, this may seem like harmless approach however this is not good from personal as well as organisational point of view. From personal point of view, this is not acceptable according to conduct rules and can invite disciplinary action in the future. From organisational point of view also this will put me in a conflict of interest situation in the future which

may lead to compromise of interest of organisation.

② Rejecting the offer and reporting it to vigilance and also cancelling the purchase → This may be too extreme a step. The salesman may not be aware of the conduct rules and so he is just wanting to provide gifts in light of our purchase from the company.

So it must be explained to him that if he wants to do anything then it must be for organisation not for an individual. Cancelling the purchase will lead to worsening the relations as well as loss of important and unique technology.

③ In this light the better approach will be to explain

the salesman about rules of
not accepting the gift. Also if
he wants to give some token
gift, it can be accepted on
behalf of company and put in
company's ownership.

This way the conflict of
sub interest situation will be
avoided and good relations will
also be maintained.

18. You have been studying for the past two weeks for your final exam in the college. Your grade in the class is much lower than it should be, and your father has warned you to improve it or there will be consequences. So declining invitations for parties, restricting your time with friends, and spending hours in the library, you have done a lot to prepare for this exam. On the exam day you sit next to a mutual friend of yours that lives on the same floor in the hostel. Talking with him before the test begins, you notice that this friend has hidden a cheat sheet at the top of his backpack. Ordinarily, you wouldn't be concerned about it; however, the professor has already announced that only limited students would pass the exam. Even if everyone does really well, the professor will divide up the grades to make sure there's a limited amount of A's and B's.

1. What are the options available to you?

2. Evaluate each of these options and choose the option you would adopt, giving reasons.

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आप कॉलेज में अपनी अंतिम परीक्षा के लिए पिछले दो हफ्तों से अध्ययन कर रहे हैं। कक्षा में आपकी श्रेणी जो होनी चाहिए उससे अत्यंत निम्न है और आपके पिता ने इसके सुधार हेतु चेतावनी दी है अन्यथा इसके दुष्परिणाम होंगे। अतः समारोहों में शामिल होने से मना करके, दोस्तों के संग बिताये जाने वाले वक़्त में कमी करके और पुस्तकालय में अपना समय व्यतीत करके आपने परीक्षा के लिए काफी तैयारी कर ली है।

परीक्षा वाले दिन, आप छात्रावास में आपके ही तल पर रहने वाले एक आपसी दोस्त के बगल में बैठते हैं। उस दोस्त से परीक्षापूर्व बातचीत से पता चलता है कि उसने अपने बैग के ऊपरी हिस्से में नक़ल छुपा रखी है। सामान्यतः आप इससे परेशान नहीं होते, लेकिन, प्रोफेसर ने पहले ही घोषणा कर दी है कि कुछ सीमित संख्या में बच्चे ही उत्तीर्ण होंगे। भले ही सभी अच्छा प्रदर्शन करते हैं, फिर भी प्रोफेसर, यह सुनिश्चित करने के लिए कि सिमित संख्या को ही "A" और "B" श्रेणी प्राप्त हो, श्रेणियों को बाँट देंगे।

1. आपके पास में कौन-कौन से विकल्प उपलब्ध हैं?

2. इन विकल्पों में से सभी का मूल्यांकन करें और कारण सहित ऐसे विकल्प का चुनाव करें जो आपको स्वीकार हो।

Ans

The situation presents dilemma between following duty of reporting cheating to professor and safeguarding interest of friend and also personal interest.

The stakeholders in the given situation are myself, my friend, other students and the professor.

Various options and their analysis is as follows-

① Doing nothing → In this approach I will be safeguarding my friend in short term however it will set a dangerous precedent of succeeding using unfair and illegal means. In the long term this will be against my friend's interest. It will also be a violation of trust of professor. Also from personal point of view also, I may end up getting lower grades inviting condemnation by my father.

② Reporting the matter immediately to the professor. → This way, I will be following my duty however ~~but~~ I will breach the promise of my friend who told me about

the cheatsheet moreover, it may lead to his expulsion. From personal point of view also this will lead to loss of friendship.

③ Convincing him to volunteering surrendering the cheatsheet before the exam - This way I will be preventing from bad thing (cheating) to happen. As Grandhiji has said "hate the sin, not the sinner". I have to stop the act of cheating. This will also help in safeguarding the friendship. Also I may end up getting higher grades.

I will follow the third option and convince the friend not to cheat.

19. Richa and Ankit are two employees of Kathi's organisation. One day the two were talking in the hallway about the employee benefits program. Ankit, who has had some recent financial trouble, explains to Richa how the benefits program has a loophole that will allow him to receive some financial assistance that he really needs to help pay health care costs for his mother. Kathi overhears the conversation. Later, Kathi is approached by her supervisor who says he heard a rumor that some people were taking advantage of the company benefits program.

1. What are the options available to Kathi?

2. Evaluate each of these options and choose the option, which you recommend Kathi to adopt giving reasons. 15

ऋचा और अंकित, काठी के संस्थान के दो कर्मचारी हैं। एक दिन दोनों दालान में कर्मचारी लाभ कार्यक्रम के बारे में बात कर रहे थे। अंकित, जिसे हाल ही में कुछ वित्तीय समस्याएं हुई थी, ऋचा को बताता है कि कैसे लाभ कार्यक्रम में एक कमी के चलते उसे वित्तीय सहायता प्राप्त हो जाएगी जो उसे अपनी माँ के स्वास्थ्य कि देखभाल में आने वाले खर्चों के भुगतान हेतु चाहिए। संयोगवश, काठी इस बातचीत को सुन लेती है। बाद में काठी का पर्यवेक्षक उससे संपर्क करता है जो कहता है कि उसने कुछ ऐसी अफवाह सुनी है कि कुछ लोग कंपनी के कर्मचारी लाभ कार्यक्रम का गलत लाभ उठा रहे हैं।

1. काठी के पास क्या विकल्प हैं?

2. इन सभी विकल्पों का मूल्यांकन करें और कारण सहित ऐसा विकल्प चुने जिसे आप काठी को अपनाने हेतु सलाह देंगे।

Ans Kathi has overheard the conversation.

Now she has dilemma whether to tell this to supervisor or not. The various stakeholders in the situation are Kathi, her supervisor, Ankit, Richa and the company.

The options available are

① Ignoring the overheard conversation and doing nothing thinking that no crime has yet taken place.

In this way kathi will not be following her duty to proactively act to safeguard interest of the company and her colleagues. If Arkit actually ends up committing a fraud then kathi will also be responsible as she didn't take preventive step. This will be detrimental to interest of all kathi, Arkit as well as company.

② Reporting the matter to supervisor and asking for immediate action -

This way she will be safeguarding interest of company however this will be acting in her haste.

Arkit has not yet committed any thing wrong, he may have said those words only because of financial problems faced. Too

entreme a step will also be against the trust and morale of the employees.

③ In such case better step in my opinion would be to talk to supervisor about taking care of the loophole which can be exploited. Also talking seperately to Ankit about the issue.

Kalhi should take Ankit into confidence and should try to help him if he is facing any financial problems. This will help in safeguarding trust and morale of employees. Also this will help prevent misuse of the provision.

20. You are a young reporter who has unearthed the case of the government secretly pledging gold to a foreign country. Reporting of the said activity would trigger a downward spiral for the economy as trust in the government would decrease, domestic and foreign investors will pull out investments from the country. The reporting of the incident would definitely improve your career prospects. You are still to share this information with anybody.
What will you do and why?

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Ans

As a reporter I am facing a dilemma of choosing between my career prospects and national interests.

The stakeholders in this case are myself, the government and people at large.

The various options available are-

- ① Reporting the matter will further my career prospects but it will have negative effects for the country.
- ② Not reporting the matter - this way my career prospects will be affected. But this won't be good for the country as well.

After sometime, this will come to light hurting the country. Also such government is breaching the trust of the people.

In this case the best option will be to report the matter to a constitutional authority like Supreme court with all the proof.

In this way I can ensure that action is taken against such wrongdoing, and also in the long term, when the case becomes public my career prospects will also benefit.

