



GENERAL STUDIES (Test Code : 418)

Name of Candidate	ABHJIT SHUKLA	Registration No.	2098
Schedule	B	Module	
Place	MUMBAI	Time	3:00 p.m.
Date	2/11/2014		
Classroom	☐	Distance Learning	☒
Classroom & Distance Learning		☐	

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Q. No.	Maximum Marks	Marks Obtained
1	10	
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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 अंग्रेजी 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 (क्यूसीए) पुस्तिका के मुख-पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिखे गए उत्तर पर कोई अंक नहीं मिलेगा।
- Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ निर्दिष्ट 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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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।

The Citizen's Charter in India suffers from a number of deficiencies like the following:

- 1) The design and implementation has been more of a top down exercise with little involvement of the lower levels of the administration, making it an armchair exercise.
- 2) The promises made in the charters are either too stringent or lax.
- 3) The ideology of the charter has not percolated through the layers of administration.
- 4) Insufficient training and capacity.

building of the officials has also hampered the successful implementation of the charter.

5) Lack of informed and vigilant citizenry has also acted as a hurdle.

6) Untimely transfer of key officials has also left the operation in quagmire.

7) Effective grievance redressal in case of failure to implement service delivery promises is also a cause for failure.

The above problems can be remedied to a great extent by the implementation of 'sevottam' model which is a model for service delivery excellence and better citizen engagement. The model has three pillars.

1. Implementation of citizen charter through a consultative mechanism.

2. Development of an effective grievance redressal system.
3. Building service delivery capacity.

All the above steps are envisioned to be taken at different levels of the organisation with the involvement of all stakeholders. Thus, if implemented with requisite political and administrative will with attention to change management, it can transform service delivery.

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?

Right to Information provides the citizens access to the information on which the country is run and by the virtue of being its citizens which is their own information. However, the RTI Act has not achieved the amount of success it had the potential to achieve. Some of the problems associated with it have been - lack of organised information, lack of involved citizenry, overburdened information commissions etc.

These problems of capacity building can be remedied by the following steps:

- 1) The 2nd ARC has recommended

setting up of a State Level Information Management Office to help the government departments in each state to adopt the best practices in information handling and management so that information can be provided when sought.

2) There should be mechanisms for screening frivolous complaints to the information commissions to check their over-burdening.

3) Information Commissions can be expanded seeing the surge in number of appeals.

4) A campaign of educating the citizens about the act and their entitlements needs to be taken up for better citizen participation and real transparency in our democracy.

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।

A Code of Conduct is a legal document that outlines the expectations from a public office in terms of the dos and don'ts. It has great value in guiding the actions of the public servants but has certain limitations:

1) It is a basic legal document which

has been often criticised for shifting the focus from objective attainment to compliance

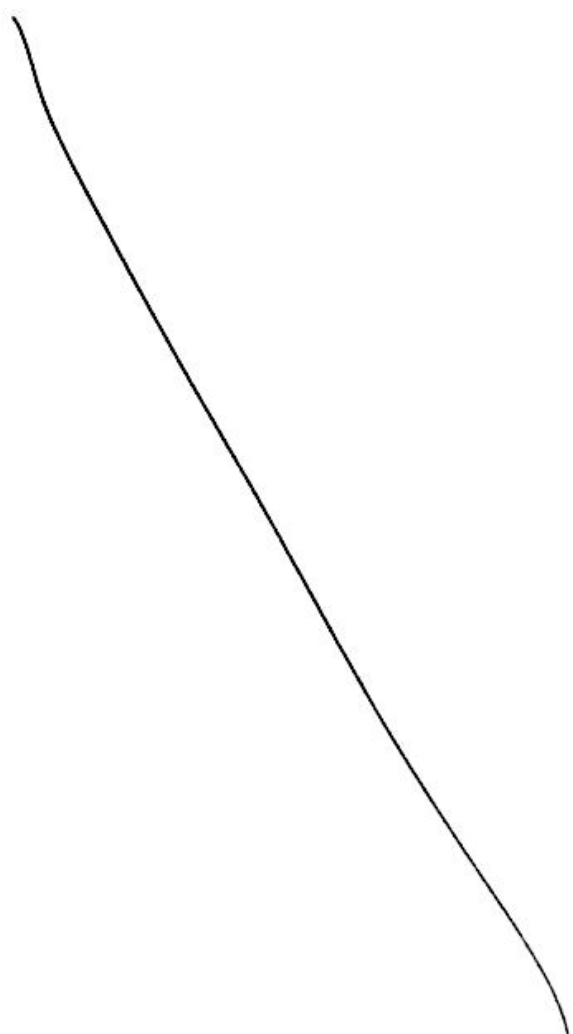
2) It has also been criticised for laying down bare minimum standards which do not always serve the purpose of an ethical and responsive administration.

3) Being a legal document it has been criticised for ~~been~~ using coercive power rather than motivating the public servants.

4) It cannot produce long term changes in the administrators because it lacks the flexibility and a long term vision.

Thus, it can be suggested that a code of conduct should be supplemented by a code of ethics to make the public officers more idealistic

and to promote responsibility and
not mere accountability.



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।

Work culture is the shared meanings of work operating in a given environment at both personal and group levels. It is the manner in which the members of an organisation relate to their work, act in respect of their work and in turn affect their work.

The Indian scenario of work culture, particularly in the public services, has been often criticised for being overly centralised, lacking in pride in one's own work, lacking in all-way communication, high levels of discretion, less outcome and people orientation etc.

These issues can be resolved through the following shifts:

- 1) From control to commitment management

The work culture should be changed to focus more on outcomes expected through changes like delegation of responsibility.

2) From code of conduct to code of ethics - Values of organisation should be stated explicitly.

3) From centralisation to decentralisation.

4) From resource consumption to resource creation - The work should emphasize that employees take initiative and transform themselves as assets for the organisation.

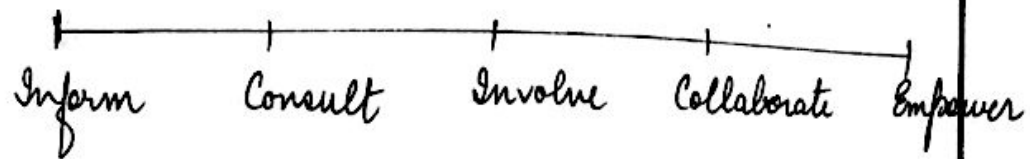
5) From providing to enabling - The beneficiaries should be empowered in the true sense and should become self sufficient over a period of time rather than depend on the administration as passive beneficiaries. This will require greater outcome orientation.

By making the robove shifts,
work culture could be changed
from its present state to an ideal
state or from work ethos to work
ethics.

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।

Open government is a broad paradigm that incorporates wide variety of concepts like citizen empowerment through greater transparency and access to information, citizen engagement through their feedback about various government actions and last but not the least - citizen participation in framing of policies.

The continuum of an open government can be explained by the increasing citizen involvement along the following scale:



Increasing participation.

1. Inform - This is the first and the most basic stage where citizens get to know about government's actions on a regular basis.
2. Consult - Citizens get a say in implementation of government plans. Till this stage, the citizen is a passive actor. The active involvement begins with next stage.
3. Involve - Citizens are actively involved in implementing of schemes and

their feedback causes changes.

4. Collaborate - citizens effectively voice their concerns and get governments to act as per their needs.

5. Empower - It is probably an ideal stage where the citizens have been empowered to such an extent that they no longer need the government intervene in their day to day lives and can provide for themselves.

Thus, transparency and freedom of information form the first steps of a more comprehensive form of open government.

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 बिकसामीय देश को इसे लेकर चिंतित होने की आवश्यकता क्यों है?

Corruption has affected the societies of both developed and developing countries in multifarious ways. However, its impacts on the developing countries have been greater and more far reaching. Some of these adverse impacts are:

- 1) A developing country is generally struggling with years of backwardness and making attempts to overcome it using its scarce resources at hand which it can ill afford to waste. Corruption acts as a wasting influence on these scarce resources.
- 2) Developed and economically successful countries have lesser numbers of vulnerable population unlike developing countries. These vulnerable sections are the worst hit when

the funds earmarked for their welfare are appropriated for private gains. Thus, developing nations lose more from corruption.

- 3) Corruption causes delays in execution of projects and may even cause execution of inefficient ones at the cost of efficient one. Thus, it places higher costs both in terms of time and money on already stretched developing countries.
- 4) It corrodes the moral fibre of nations which are still in the stages of infancy.
- 5) It may cause proliferation of practices that may reduce democratisation and citizen participation. E.g:- use of money power in politics.

Thus, corruption has more severe repercussions for developing nations.

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।

Mahatma Gandhi professed the methods of truth and non-violence to fight any evil in the society. His emphasis was to cause a transformation in the ideas of his adversary through his non-violent acceptance of truth.

The above idea can find a place in the struggle our country is waging against Naxalism.

Naxalism is a problem of violence created by lack of development and a governance deficit. The people have taken up arms against a government they do not ~~seem~~ as just.

Indeed the ground realities in the Naxalism affected areas are full of deprivations and suffering. Thus, it is a struggle by ~~the~~ some people for a justified cause but with the misplaced ideology of violence.

Gandhi's method of non-violent struggle is applicable in this context.

- 1) The people need to be educated in these ideals so that they can give up their support for armed outfits and can further participate in our democracy.
- 2) The people need to realize the truth that their poor state is a direct

outcome of the violence perpetrated by Naxal outfits which are hampering their development.

- 3) The administration should also adopt this ideology of non-violence in practice and try to win over the hearts of citizens in these regions through goodwill and not force alone.

Though the above solutions may not form a complete picture and some force may be needed to counter the violent elements but nonetheless they form an essential part of the picture.



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।

Attitudes are lasting evaluations of the social world which affect our actions. However, behaviors are not always a true reflection of the attitude held.

Attitudes form a major component of the forces affecting behavior. But another equally important force is the normative component or the perception about social acceptability of our actions. They both act together to decide the final behavior.

E.g.- The choice of a public servant to receive a bribe ~~may~~ will be affected by his attitude towards corruption and his opinion about how the society views corruption. Thus, even an officer who does not feel adversely about being

corrupt can't act in a corrupt manner if he evaluates that the society would be overwhelmingly opposed to his act.

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।

Sigmund Freud has enumerated fear as one of the prime motives for affecting human actions. Fear has a considerable potential to cause change in people's attitudes and actions.

A rational appeal to change one's behavior due to a content of fear in a message can be successful under the following circumstances:

- 1) The fear originates from a very credible source and cannot be dismissed as a fake warning.
- 2) Fear is also effective if it threatens the loved ones of an individual
E.g:- appeals to quit smoking because passive smoking affects the people close to us is based on this premise.
- 3) If the cause of fear is complex and cannot be easily understood then fear can cause effective attitude and behaviour change. E.g:- threat of a complex disease associated with a behaviour.

Thus, fear has great potential to affect actions, behaviours and attitudes. However, it should be used judiciously as extreme use may backfire.

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।

Emotional intelligence is the ability to perceive emotions in oneself and others, reason with emotions, assimilate emotions in oneself ^{thought} and others and reason emotions in oneself and others.

Empathy is the quality of being able to put oneself in someone else shoes and to understand their situation as if one would understand one's own. It has been included as a component of emotional intelligence by various thinkers like Goleman, Meyer and Salovey etc.

But apart from being a component of EI, Empathy is also an indicator of EI. Only a person who can sense the pain or suffering of others and can act in order to relieve that pain or suffering

shows the quality of empathy and compassion but he is at the same time expressing his ability to perceive someone else's emotions and to act based on those emotions. Thus, he is expressing his EI.

10. (a) IQ helps you getting selected, EQ helps in getting promoted. Discuss. (100 words) 5

बुद्धिमत्ति (IQ) आपके चयन में मदद करता है, भावनात्मक बुद्धिमत्ता (EQ) आपकी पदोन्नति में मदद करता है। चर्चा कीजिये।

EQ or emotional quotient has often been quoted as a determinant of success in a career

A person with a high EQ has both personal and social effectiveness. This means that he can be aware of his inner emotions as well as those of others around him and can regulate them as per the need of the situation. This makes

him adept at the following:

1. He is able to resolve organisational conflicts effectively.
2. He is able to provide role clarity.
3. He can maintain calmness under stress.
4. Can remain motivated as well as he can motivate others.
5. He can communicate better with the members of his team making them come together.
6. He can provide better leadership.

Thus, he can be highly effective in a job due to his interpersonal skills. Though he might have been selected due to his IQ but these interpersonal skills will help him go a long way in his career. Therefore, IQ gets one selected but it is EQ that gets one promoted.

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

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

5

Obeying orders is a sign of deference to authority. If a person obeys orders which he knows are ethically wrong then he ~~is~~ ^{may be} doing so out of the influence the authority has on him. This influence may be derived from any of the bases of power - coercion, reward, referant, ~~admirer~~ expert etc. This means that he may be obeying these orders to avoid punishment, to get some reward or simply because of admiration for the authority or ~~for~~ its expertise.

Another reason for such a behavior may be the inability or the unwillingness to do the cognitive work demanded for evaluating all the consequences of an unethical action.

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?

An emotionally intelligent administrator can be expected to have some or all of the following characteristics:

- 1) He will be compassionate towards the plight of the vulnerable sections of the society or the problems of those he is expected to serve.
- 2) He will understand the conflicts created ~~due~~ to within the organisation

due to interpersonal differences and would be able to resolve them.

3) He would be able to relieve the anxiety of his subordinates due to lack of role clarity.

4) He would be able to remain self motivated despite being faced by unfavorable circumstances and would be able to motivate his team members as well.

5) He would be able to forge an effective team spirit through his use of understanding the emotions of others and guiding them towards a common purpose.

6) He would be able to handle stress better.

7) He would communicate the objectives of the organisation in a manner that is better understood by its members.

Thus, emotional intelligence can help a civil servant by being more empathetic, compassionate, effective, efficient, provide better leadership to his subordinates and being more dedicated in the face of adversity.

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
political, 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 है, दर्शाएँ:

"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 अंतर्जगत् उसे कहती है कि यह सही है।" - मार्टिन लूथर किंग

The above statement can act as a guiding light for us in a number of fields where tough decisions await us and we may be shying from our responsibilities due to one or the other superficial consideration. It has implications in the following fields:

1) At a personal level, it can mean owning the responsibilities for the acts that ~~have~~ should have been done by us and are finding and proceed to perform them despite their being not to our liking but because they ought to be done.

2) In the political arena, it may mean revisiting some of the popular policy choices, ^{offshoots} which may have an adverse political fallout. E.g:-

including reservation for the poor irrespective of caste or birth, decriminalisation of politics through stringent legislations etc.

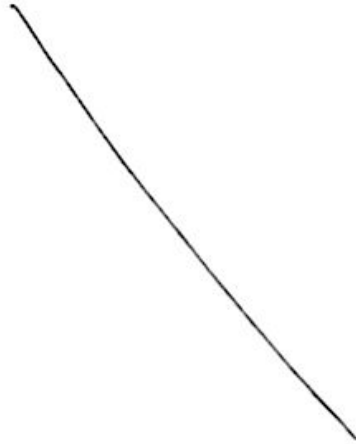
3) In the economic arena, it may mean taking difficult decisions like cutting down unproductive and ill targeted subsidies, divesting inefficient PSUs etc.

4) In the social field, it may mean providing women actual empowerment, acting in the interests of the downthrodde etc.

5) In technology, it may mean promoting only those technologies which will serve the long term common good without paying heed to the sunk costs or vested interests.

Therefore, this timeless piece of wisdom may find applications in whatever area one is in and is

facing a difficult choice.



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?

To bring about a change in the attitude of a person it is necessary to understand the purpose served by the attitude. In case of people with a strong liking to junk food it is either because of their need to satisfy their taste buds or ~~to~~ due to eating disorders triggered by anxiety, depression etc.

Before advising my friend I would ascertain the cause of his attitude of liking towards junk food.

If it is because of his need to satisfy his taste buds then I would systematically ~~advise him~~ inform him about the health risks he is exposing himself to by his choice while suggesting healthy alternatives which taste good.

If the habit is due to stress or anxiety I would explain to him how this habit is unrelated to relieving stress. In extreme cases I would even advise him to seek professional help in this regard.

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.

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

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आप एक जिले 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 है। यद्यपि ये केन्द्र अत्यधिक शुल्क लेते हैं, फिर भी ये पीड़ितों के परिवारों को एक आशा देने हेतु जाने जाते हैं और नशे में लिये लोगों के सम्स्थानीकरण में कानून व्यवस्था मुनिश्चित हुई है, जो कि पड़ोसी जिलों में नहीं दिखती है।

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

- (a) निजी पुनर्वास केन्द्रों को पूर्णतया बंद किया जाना
- (b) सरकारी केन्द्रों के खोलने हेतु धन की उपलब्धता के लिए उच्च अधिकारियों को प्रार्थना किया जाना
- (c) बखिर्क गहराई में इस मामले में खानबीन करने के लिए एक चिकित्सा दल की स्थापना और उनकी रिपोर्ट के बाद ही कार्यवाही करना
- (d) केन्द्रों को पहले की ही भांति कार्य करने देना

a) Shutting down these private de-addiction centres would serve the benefit of ending the unethical practices associated with them.

It will lead to the families of the addicts facing some problems at first but ~~those~~ since these families are already paying high rates, they may find better alternatives.

The addicts themselves will be better off by not getting incentives for relapse.

The crime rates may go up and there may be loss of employment for some members of the society.

(b) If the petitions for opening a government center are accepted and the center is run appropriately with adequate capacity and facility then it will help the ~~society~~ ^{city} get rid of addiction problem as well as it can weed out the unethical centres while not burdening the families of addicts to search for new centres and will also keep crime in check.

The disadvantage here is that the funds that will be used in setting up the centre will be diverted from not be allocated to some other scheme which may have benefits for some other section of the society. Thus, it poses an ethical dilemma. However, it can be resolved through using a business model that can generate revenues through user charges based on classification of services.

(c) Setting up a medical team will bring out the exact nature of the problems associated with these centres and the extent of these problems. Thus it may bring about a more nuanced opinion about them and may help in formulating a regulatory policy which can let these centres function while improve their work. This will be a win-win situation for all stakeholders.

Even if such a possibility is exhausted then the study will help in better understanding of problems and can help in future policy formulation as input.

But it will act as a dilatory factor for action.

(d) Letting the centres function in the same manner has little benefit for the city. While at they keep addicts off the road, they are not providing a legitimate solution to the problem. They are also extracting the hard earned money of citizens, thereby exploiting them!

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.

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सुरभि एक मॉल में बच्चों के ड्रीडा स्थल में कर्मचारी के रूप में कार्यरत थी। ड्रीडा क्षेत्र में विभिन्न खेलों के उपकरण हैं और छोटे बच्चों का एक अनुभाग है। उसकी जिम्मेदारियों में, स्वागत कक्ष का कार्य, सभी लोग प्रवेश के समय भुगतान करे ऐसा सुनिश्चित करना, इसके अलावा ड्रीडा क्षेत्र के नियम समझाना, जन्मदिन के समारोह आयोजित करना, और बच्चों की देखरेख करना शामिल है। एक बार शनिवार के दिन जब बरखा हो रही थी तब ड्रीडा स्थल में विशेषतः भीड़ थी, एक माँ और उसका मानसिक रूप से विकलांग पुत्र ड्रीडा क्षेत्र के पास आ गए। ड्रीडा 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, बच्चों को ड्रीडा स्थल में जाने की अनुमति नहीं होती क्योंकि वो ड्रीडा स्थल के वीमा के अंतर्गत नहीं आते। बच्चे की माँ को सुरभि ने मौखिक तथा सूचना पट्ट पर चिपकी हुई सूची में निषेधों 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 बयस्क 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 की 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 माफ 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 निहाय में 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)

1. Surbhi, by referring the matter to the manager, is recognising the fact that the issue is beyond her competence to deal with. As it is a special case, and it may be useful to do so. However, she should try to make the women understand the rules and the insurance implications, ^{once again} before doing so. ^{once} The manager then would be the appropriate authority to take

decision on whether to exclude the woman and her child based on the facts of the situation. This way, ~~the~~ Surbhi would not be overstepping the bounds of her duty while maintaining the interests of her employer as well as the clients.

2 If Surbhi asks the woman to leave or makes her leave by force then it may hurt the image of the employer as the woman has already made an allegation of discrimination. Also, it would be inconsiderate towards the mother of the child who deserves ~~full~~ preferential treatment. Thus, such an action does not bode well for both her employer and her client. Also, taking such an action without a surety about whether there ~~is~~ ~~an~~ an exception can be made for the woman to let the

child play at her own risk may cost her job as well.

3. Surbhi can make an exception for the special needs of the child. But such a decision, without a sanction from a higher authority or without reference to the established rules may endanger her own job, the safety of the woman and her child and the reputation of her employer. Though it may serve the ^{benefit} ~~problem~~ of averting the immediate problem.

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 शुक्राक्षी दिनों में उसने यह देखा कि अनुदान के धन का कुप्रबंधन और वृष्टिपूर्ण आवंटन किया जा रहा था। उसके कुछ सहकर्मी भी अपने व्यक्तिगत कार्यों हेतु कारों सहित, बैंक की संपत्ति सामग्रियों, का प्रयोग कर रहे थे।

हालांकि, 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 नकल 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 है और जो शाखा प्रबंधक के बाद द्वितीय स्थान के पद पर है। महेश ने संध्या से कहा, "आपने कुछ नहीं सुना, आपने कुछ नहीं देखा और आप कुछ नहीं कहेंगी।" संध्या एक दम हैरान थी, केवल छद्मचार के कारण स 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 जरूरत थी और उसे यह कार्य पसंद भी आ रहा था। उसे इस बात की भी चिंता थी कि एक वर्ष में भी सब समय के अंदर ही नौकरी छोड़ना पड़ सकता होगा, साथ ही भविष्य में किसी सरकारी संस्थान में नौकरी की सम्भावना को भी धुमिल कर देगा। वहीं दूसरी तरफ, वह छद्मचार के इस माहौल में अत्यंत ही असहज महसूस कर रही थी।

1. संध्या के पाम 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।

Sandhya has the following options:

(1) She can accept Mahesh's advice

This will not solve the problem of corruption and public money will be misused for private ends. Inefficient employees may continue to propagate similar evils in the bank.

Sandhya may save her job by this course of action but will have to live with a guilty conscience.

(2) She can report this to the Branch Manager and the higher ups in the organisation.

This course of action risks the personal ease of Sandhya but is intended ~~not~~ and may cause victimisation by the vested interests in the bank, the extent of which may be as high

as making her leave her job which would cause mental and financial stress.

However, it can bring about a positive change if the higher authorities act quickly to end the malpractices in the work and initiates an inquiry into illegitimate hiring. The larger public interest will be served by this.

Sandhya herself may inspire other honest employees in her organisation as well as others to speak up and set things right. Thus, it can have far reaching repercussions.

3) Sandhya can leak this info anonymously to the media.

In this course of action, Sandhya's personal interests are protected.

However, there will a strong

erosion of public trust based on the media report. The bank may itself get defensive and try to hide its problems rather than acting against them. Even if they act, efficient action cannot be guaranteed in the absence of eyes and ears within the bank.

Thus, on the basis of the above evaluation, the best course of action for Sandhya would be to report the issues to higher authorities and help them in taking action.

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 जिम्मेदारियों में इस नए संयंत्र के लिए कर्मचारियों की भर्ती करना, एक सुरक्षित प्रारूप सुनिश्चित करना और उसके निर्माण के पश्चात उसे प्रारंभ करना शामिल है।

अपने पूर्ण 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 विशेषताये भी हैं। आपने इस तकनीक के इस्तेमाल हेतु परियोजना के डिजाइनर को आश्वासन 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 बिदेश 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 में पहचान नहीं जानते थे। सीधे तौर पर खरीद फरोख्त में आपकी कोई जिम्मेदारी 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 सही का मूल्यांकन करें और कारण सहित ऐसे विकल्प का चुनाव करें जो आपको स्वीकार्य हो।

The options available in this context are -

1) Not accepting the invitation
Not This course of action ensures

that no questions can be raised on my integrity and will help in implementing the remaining parts of the projects without fear or favor. It will only be of a personal loss by not attending a lavish party. ~~which is~~

(2) Accepting the offer without any disclosures.

This may not be a wrong action as I had not colluded with the manufacturer in any way and by doing so I ~~can~~ ~~may~~ will not have to deny personal pleasures.

However, this may give a perception of collusion and may lower the dignity of the public office and public trust in it.

(3) Accepting the offer with disclosures to appropriate higher authority

regarding there being no conflict of interest.

This option appears to combine the best of both worlds but in practice it may be used by some vested interests to lower the dignity of public office by raising questions of lack of integrity. Though these questions can be answered to their satisfaction but the image which suffers a setback is difficult to retrieve.

Hence, the best course of action, in my opinion, would be to refrain from the offer.

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 में अध्ययन कर रहे हैं। कक्षा में आपकी श्रेणी जो होनी चाहिए उसमें 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 में 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 सीमित 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।

The options available under the given circumstances are:

1) ~~Accepting the~~ Not speaking about the cheat sheet

This action would not only jeopardise my own chances but also those of others. Also, it would not benefit

my friend in the long run whose success in this venture might make him prone to such or even greater digressions in the future. Though it will save my personal friendship.

(2) Complain to the professor

This will stop an unethical practice and will ensure that the exams have a level playing field. It will also deter others like my friend with cheat sheets from using them for the risk of being caught.

However, it will sow the seeds of acrimony between me and my friend.

(3) Ask the friend to help me with the cheat sheet

It is a quick fix to all the problems of the present if I am not caught cheating. Despite this it will

promote an unethical practice in the society and I will be using the others in the class as a means to my end which violates the highest standards of ethics.

Also, cheating on a small exam when an opportunity presents itself may act as a slippery slope for further wrong actions when the conditions are favorable.

Therefore, on the basis of the above deliberation, it would be best if I reported the case to the invigilator with an explanation to my friend^{later} that what I did was also in his best interests.

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.

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रूचा और अंकित, काठी के मस्थान के दो कर्मचारी हैं। एक दिन दोनों हॉल में कर्मचारी लाभ कार्यक्रम के बारे में बात कर रहे थे। अंकित, जिसे हाल ही में कुछ वित्तीय समस्याएँ हुई थी, रूचा को बताता है कि कैसे लाभ कार्यक्रम में एक कमी के चलते उसे वित्तीय सहायता प्राप्त हो जाएगी जो उसे अपनी माँ के स्वास्थ्य की 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 चुनें जिसे आप काठी को अपनाने हेतु सलाह देंगे।

The options available to Kathi are:

(1) To report about Ankit as he is using the loophole for personal gains and is misusing the funds of the organisation. This will ensure that the wrongdoing is stopped and loopholes are mended and the organisation works efficiently with its resources being used for the purpose it was meant to be.

However, this action will

harm Ankit as he is genuinely in need of money. It may also harm Kathi's personal terms with her colleagues.

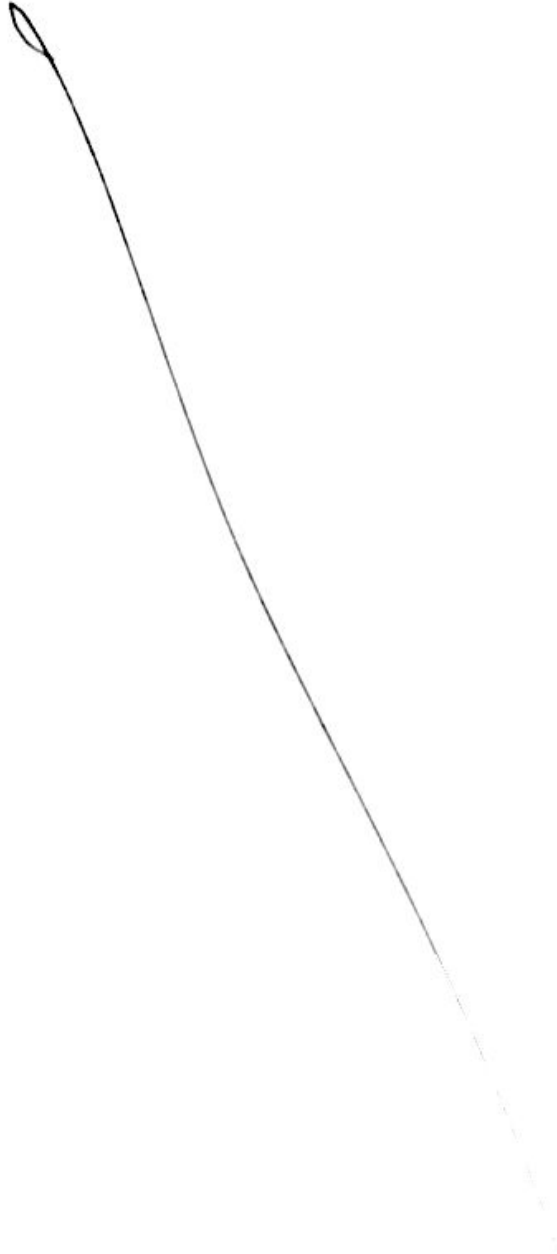
This action may be offset by suggesting to Ankit legitimate means of arranging funds for his mother's medical treatment.

(2) Do not disclose the overheard conversation as Ankit needs the money. This will not be in the best interests of the organization or its employees as those who are working honestly are in a way being exploited by these dishonest practices.

(5) ~~Help the supervisor also~~

Based on the above discussion the best course of action

would be to inform the supervisor about Ankit and his reasons for such action while helping Ankit arrange for funds.



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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Reporting of this incident involves the dilemma of people's right to know versus the adverse implications of such knowledge. Also, there will be an associated personal benefit if the news is leaked.

In such a scenario, the rights approach to decision making would suggest to divulge the information to the public as they have a right to know about the government's actions. It will also further my journalistic career.

However, the adverse implications associated with the divulgence show that the common

good of having a stable economy will be hurt by the news. Then, the indulgence will only be an act of personal benefit. Also, the indulgence may harm transparency in government as the government may tend to keep such news as bigger more protected secrets and may become less transparent in the long run.

Thus, to protect the common good in this scenario, it would be better not to let this news out in the open.