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GENERAL STUDIES (TEST CODE : 1148)

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Medium Hindi/Eng.	ENGLISH	Registration Number	81836
Center	ORN	Date	05/09/18

INDEX TABLE		
Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
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4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

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

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EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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

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

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

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

- (i) लोक विश्वास
- (ii) वस्तुनिष्ठता
- (iii) चरित्र की दृढ़ता
- (iv) सहानुभूति/समानुभूति
- (v) निःस्वार्थता

i) Public Trust

- Governance and administration can be effective only if it is responsive to the public and involves participation of public.
- Public trust is important for public participation. Trust is garnered through honest, efficient, transparent and accountable governance.

ii) Objectivity

- To avoid any real or potential conflict of interest or ethical dilemma in public services.
- Gives a clear framework for duty and service.

- Individual ^{feelings} and personal subjectivity can lead to corruption, nepotism, maladministration.

iii) Strengths of character

- Shows courage and integrity of a civil servant in face of multitude of challenges.
- In our society, political interference, blackmail, populism etc may hamper good governance and prompt officers to deviate from their virtues → strength of character necessary to remain unperturbed.

iv) Empathy

- A civil servant effectively works for good of society → To properly understand and act according to needs of people, empathy with the circumstances of society necessary.
- Can help devise plans and formulate actions for societal well being.

v) Selflessness

- A civil servant should be concerned more about public interest than personal in his pursuit of duty.
- ~~Can~~ Help avoid corruption, nepotism, self-aggrandisement and neglect of duty.

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

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

Even in modern world with all the comforts, refugee crisis has spiralled into an international humanitarian crisis. In this situation, modern nation states do owe a responsibility towards asylum seekers:

- On humanitarian concerns → poor socio-economic conditions, abject poverty, exploitation faced by refugees.
- Responsibility → Through proxy wars, outside interventions, economic policies, many countries are responsible for unrest in currently unstable areas (es: Syria, Afghanistan) which has led to refugee problem.

The Syrian refugee crisis presents the largest such since World War II and has compelled many to think of a refugee policy.

Considerations for Refugee policy

i) Non-Refoulement principle

- A country cannot deport a genuine refugee to the place of unrest.

es: Deporting Rohingyas from Bangladesh back to Myanmar might cause repression.

ii) Capacity of the host country

- There is wide disparity in social and economic capacity of current nations.
- The number of refugees accepted should be in line with their capacities.

es: Germany accepting much more Syrian refugees than neighbours.

iii) Registration and vetting of refugees

- To get exact estimates → for infrastructure, housing, resources.
- Eliminate illegal migration.
- Avoid radical elements in guise of refugees.

iv) Responsibility - historical

- ^{Countries} USA which is responsible for crisis should take responsibility.

es: USA should accept much more refugees from middle east -

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

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

Civil service is a ^{highly decorated} ~~sovereign~~ ^{sanctified} and wing of the governance system. It ~~is~~ also endows obligations on civil servants to uphold ethical values, because:

- They are highly respected and followed by the general public.
- Unethical practices can have manifold and multiplying impacts on ~~evit~~ society
→ can lead to deprivation, denial of ^{my} fundamental rights etc.
- ¹ Derive power from the people and have responsibility and accountability to the public.

Main concern areas - Ethical standard in civil service and remedial measures

- i) No comprehensive legal/institutional framework
- Code of conduct inadequate to address the various ethical issues in governance.

Solution → Preparation of a comprehensive ethical code for civil service with inputs from various sections, recommendations of 2nd ARC report etc.

- ii) Poor enforcement due to poor institutional mechanism.
- Feeling of impunity among bureaucrats.

Solution → Ethics code to contain penal provisions as well as framework for enforcement.

- iii) Political-bureaucratic nexus
- Main reason for corruption, nepotism etc.

Solution → ~~non-~~ Guidelines for transparency in code of official business.

- ~~Clear~~ disclosure requirements for politicians and bureaucrats.

- iv) Colonial bureaucratic attitude

Solution → Performance based incentives.

- ~~Set~~ Annual Confidential Report → penalty/suspensions/etc for ~~non-~~ unethical practices.

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

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

Family is the first place where an impressionable baby is moulded into a school-going child. Initial impressions, attitudes and values such as love, honesty, compassion, co-operation etc are inculcated through family.

Role of family in socialization:

- ~~Acquire~~ ^{Develop} social impressions and attitudes of a child.
- Learn the importance of sharing and caring.
- Foundations of moral and ethical framework of the individual is laid.

Beyond family, as the child steps into the society and bigger world, schools come into play. They play an almost equal important role as families:

- i) Teaches to think beyond ~~the~~ family and towards friends, society, nation and ultimately humanity as a whole.
- ii) Helps inculcate values of co-existence, co-operation etc for mutual benefit beyond selfish interests.
- iii) Puts moral values through historical lessons, contemporary events etc.
- iv) Inculcates team work and leadership abilities.

While family lays the foundation, school builds upon it to cultivate a moral, thinking, reasoning and moral individual.

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

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

Day-to-day life compiled ultimately forms a whole human life. ~~state~~ Actions of people ~~are~~ in different circumstances aren't completely rational, independent and mutually exclusive. Hence, ~~the~~ what is practised daily (even seemingly unimportant things) finally develops individual's character and personality and ultimately a healthy society.

ethics in day-to-day life

- i) Every action, however small, causes impact on some → ethical actions leave positive impact on people.
- ii) Ethical actions help mould children at impressionable age → ~~develop~~ ^{build} an ethically strong future
- iii) Unethical behaviour can cause direct or indirect harms to people - physically

and/or mentally.

- iv) Helps one to be happy and content with
peace of mind.

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

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

India's nuclear doctrine mentions

'Credible Minimum Deterrence' as its major

objective. Nuclear deterrence refers to the

^{nuclear} stockpile and nuclear capability of a nation

sufficient to deter another nation from

launching a nuclear attack. It is considered

a defensive strategy.

Ethical dimensions of ~~it~~

→ Nuclear weapons are weapons of mass destruction (WMD) → can inflict massive damage to life and property, even of future generations

Ex: Hiroshima and Nagasaki bombings have led to several genetic and developmental defects).

→ ~~It is not ethical~~

→ It presupposes a first nuclear strike

- Which can cause widespread damage in the country and to its people.

- The people's right to life is put at danger in such a possibility which is unethical.

→ Use of nuclear weapons

- Even in case of retaliatory attack, it can lead to massive loss of life, many of whom might be innocent citizens of enemy country.
- Moreover, it can inflict ~~to~~ damages upon unborn children which is gross violation of human rights and ethics.

While it is a sound defense strategy, nuclear deterrence raises some uneasy ethical questions.

4. (a) We make a living by what we do, but we make a life by what we give. 10
- (i) Highlight the importance of value of altruism for a society.
(ii) Discuss the role of education in imparting such values.
- (a) जो हम करते हैं उससे अपनी आजीविका अर्जित करते हैं, लेकिन जो हम देते हैं उससे हम जीवन निर्मित करते हैं।
- (i) समाज के लिए परोपकारिता के मूल्य पर प्रकाश डालिए।
(ii) ऐसे मूल्यों को प्रदान करने में शिक्षा की भूमिका पर चर्चा कीजिए।

The above statement points out the difference between just existing and having a meaningful life.

i) Value of altruism for a society

- A society is a collective of individuals living within a framework of laws, rules, culture etc.
- Individual needs may be aligned with societal needs or may be exclusive.
- An individual ^{or family} can live, grow and prosper only in a stable, tolerant, accepting society.
- The greater good is very important, and being altruistic is necessary for the greater good.
- Altruism brings about social cohesion and cooperation and helps maximize social capital.

ex) The fishermen of Kerala with little regard to their lives and property rescued a lot of people stranded in Kerala floods 2018. This has strengthened the social bond and vitalised rehabilitation and reconstruction.

ii) Education in ^{developing} altruistic values.

- Education, especially at primary and secondary levels condition a child to the ~~needs~~ reality and needs of society.
- It teaches the importance of unity, co-operation through contemporary and historical lessons.
- Moreover, it ~~gives~~ gives practical experience ~~vis-a-vis~~ ^{on} team activities, importance of greater good etc.
- It broadens the view and opens the mind to different possibilities. ~~and~~ ~~develop~~ fosters empathy → the ingredients for altruism.

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

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

Personal ethics refers to the individual morality and ethical values entrenched in the person as a human being.

Professional ethics refers to the codes of conduct, propriety and objectivity associated with the performance of ones professional duties.

Relation between personal and professional ethics

i) When personal and professional ethics match

→ For instance, ~~a a~~ doctor

• A doctor

- Personal ethics require him to do no harm, help people.

- Professional medical ethics also based on beneficence and non ~~malfeasance~~ ^{maleficence}.

ii) When ~~for~~ they are in complete conflict

→ For instance,

• War situation.

- An enemy soldier is to be killed just because he belongs to the enemy entity and not because of his actions or character or morality.

iii) Personal and professional ethics - occasional conflict

- A public/civil servant faces this situation often.

An aggrieved poor person who has ~~not~~ no official records, but has been living in a land for several generations.

- Professional ethics → going by guidelines require his/her eviction.
- Personally, the person may feel different.

Following

In such situations, the person should explore the limits of his/her professional authority and identify as possible measures that can be taken within the law to address the situation.

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

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

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

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

5. (b) Courage is the first of human qualities because it's the quality that guarantees the others. 10

साहस प्राथमिक मानवीय गुण है क्योंकि यह वह गुण है जो अन्य गुणों को सुनिश्चित करता है।

An individual human being possesses a host of qualities and virtues which enables him/her to live ethically or morally in today's world. These qualities include:

- Honesty
- Integrity
- Punctuality.
- Sympathy
- Empathy
- Courage
- Justice etc.
- Compassion and love

- Today's world is beset with multitude of challenges and problems.
- One is tempted to lose his/her virtuous ways due to circumstances or pressure.
- It is through courage, not just physical courage, but courage of mind that one is able to withstand pressure and maintain integrity of character and one's virtuosity.

- For instance, an honest officer in midst of corrupt co-workers would find it extremely difficult to work honestly and in complete transparency, owing to peer pressure — direct and indirect. In such a case, it is courage of mind or heart that helps maintain his/her integrity and help abide by values.

- Courage, therefore, plays an important role in the exercise of other qualities possessed by a person. It helps guarantee the integrity of one.

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

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

Law as ethical guide

- More often than not, law of the land is formulated on the broad ethical principles governing the society at that time.
 - Law draws upon from as well as lends into the ethical and moral standards of the society.
 - ^{In} Societies/communities/countries based on rule of law, violation of these laws ~~often~~ lead to penalty and prosecution.
 - This serves as an ethical guide for a vast majority of people - for fear of law or prosecution guides them.
 - The source of law may ^{not} be ~~be~~ constitutional alone, it can be religious, community laws or institutional laws.
- For instance, murder of another person is a criminal offense legally in most of the

countries. Also, it is a ^{violation of} religious or community law as well. It ~~sits~~ ^{acts} as a moral guide and successfully deters violence in a lot of conditions.

Conscience as ethical guide

- Conscience is the inner moral compass or voice ~~is~~ of a person.
- Conscience is an intrinsic or inherent principle that influences and guides human action and ^{is evolved from external} evolves according to influences as well.
- It is the voice inside the head that judges the righteousness or wrongness of an action.
- Even in absence of law or immunity from law, conscience can guide a person to do the right thing.

For instance, there are certain legally permissible instances of murder like self defence or war situation. Some people or many choose not to engage in any violence even in these situations under directions from conscience.

7. Differentiate between the following using examples:

10

- (i) Wants and Needs
(ii) Ethics and Etiquette

उदाहरणों के साथ निम्नलिखित के बीच भेद कीजिए:

- (i) इच्छाएँ एवं आवश्यकताएँ
(ii) नीतिशास्त्र एवं शिष्टाचार

i) Wants and needs.

a) - Wants are desires of a person who wishes to acquire something to further his convenience or comfort or living conditions or bring him/her satisfaction.

- Needs are necessary requirements of a person to live a happy life or contented life or ^{to} achieve desired results or outcomes.

b) - Wants are optional, i.e., even in their absence, a person is able to live without handicap.

- Needs are compulsory \rightarrow in the absence of which standard of life is affected.

For example, for a ^{small} family living on basic wages in a city with good public transport, a car is a want, but accessibility and availability of public transport is a need. Even in the absence of a car,

They can carry out their works and live happily while without access to public transport, their livelihood ^{may} be affected.

ii) Ethics and etiquette

a) * Ethics

8. Good corporate governance is not an end in itself. It is a means to support economic efficiency, sustainable growth and financial stability. Discuss.10
उत्तम कॉर्पोरेट प्रशासन अपने आप में साध्य नहीं है। यह आर्थिक दक्षता, संघारणीय विकास और वित्तीय स्थिरता को प्रोत्साहित करने का एक साधन है। चर्चा कीजिए।

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

9. You are the District Development Officer posted in a backward region where open defecation is rampant and there is high child mortality due to diarrhoea. Under the Center's Swachh Bharat Abhiyan you spearheaded the construction of thousands of toilets in your area; still people relieve themselves in the open. The media and the opposition parties are already labelling the programme as a failure and waste of public money. You have been asked to report on the reasons for low usage and bring about a change. In this context, answer the following questions:

- (a) What are the reasons behind people not using the constructed toilets?
(b) How can people's attitude towards open defecation be changed? Give a reasoned account of the steps that you will take to bring about this change.

20

आप एक पिछड़े क्षेत्र में तैनात एक जिला विकास अधिकारी हैं जहाँ खुले में शौच की प्रथा व्याप्त है और वहाँ डायरिया के कारण बाल मृत्यु दर भी उच्च है। केंद्र के स्वच्छ भारत अभियान के तहत आपने अपने क्षेत्र में हजारों शौचालयों के निर्माण का नेतृत्व किया था; लेकिन अभी भी लोग खुले में शौच करने जाते हैं। मीडिया और विपक्षी दल पहले ही इस कार्यक्रम को एक विफल कार्यक्रम और सार्वजनिक धन की बर्बादी का तमगा लगा चुके हैं। आपको शौचालयों के कम प्रयोग के कारणों पर रिपोर्ट करने और बदलाव लाने के लिए कहा गया है। इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) लोगों द्वारा निर्मित शौचालयों का उपयोग न करने के पीछे क्या कारण हैं?
(b) खुले में शौच के प्रति लोगों के अभिवृत्ति को कैसे बदला जा सकता है? बदलाव लाने के लिए आप जो कदम उठाएंगे, उसका एक तर्कसंगत विवरण प्रदान कीजिए।

Swachh Bharat Abhiyan involves not just constructing toilets, but bringing in a behavioural change as well to improve sanitation and health in the country.

- a) Reasons behind people not using toilets
i) Years of experience of defecating in the open → people find it normal, convenient and comfortable.

- ii) Many people ironically consider using toilets as unsanitary → especially in case of dry latrines. This belief also has its roots in unfouchability practice (fear of contamination).
- iii) ~~No~~ Women-friendly toilets are not constructed in many places → excluding the large number of rural women.
- iv) Community toilets not maintained well.
- v) Availability of water is necessary for proper functioning of toilets → Many places face water scarcity.
- vi) Behavioural change is difficult to bring about in a short time. Unlearning what has been practised for decades will might take more than a few years to accomplish.

b) In the light of open accusations and opposition pressure, expedited measures to bring out a behavioural revolution should be undertaken. However, it is imperative to give enough time and opportunity to the populace to adapt rather than forcing them unreasonably simply because of political pressure.

Steps to be taken to improve toilet usage

i) First and foremost should be a mass awareness campaign targeting the desired population.

It can be carried out through:

- Television, radio, newspaper adverts as is being done now.
- roping in celebrities, popular figures to champion this cause.
- Social media campaigns → ^{targeting} ~~through~~ ^{social} ~~it~~ especially the youth.
- Innovative use of ICT ~~is~~

- Lack of awareness, information asymmetry is the major reason for non-usage.

ii) Involvement of local health infrastructure and local bodies in the campaign.

- Involvement of ASHAs, ANMs etc, elected representatives for door-to-door campaign.
- Since Primary Health Centres have disaggregated data on households, toilet usage can be added → and regular

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

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

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

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

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

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

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

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

Sex ratio in India is a poor 940 (Census 2011) while child sex ratio is at a dismal 919. ^{Some} Economically and educationally forward states like Haryana ^{have} show poor sex ratio which defies conventional wisdom that these lead to better sex ratio and gender empowerment. New technology has opened up more avenues for exploitation of women which has increased their vulnerability in our country.

- a) - We have tried to tackle the issue of low sex ratio and CSR through legislation and seen it as a medical issue.
- Consequently, acts ~~prevention of~~ ^{pre-conception} ~~pre-conception~~ Pre-Natal Diagnostic Techniques Act have been passed and various medical and health policies and interventions laid down to improve the sex ratio. However, these have had only limited success.
 - Preference for male (and son meta-preference) has been a long entrenched social desire evolved out of patriarchy, orthodoxy and poverty.
 - This preference has ~~seen~~ ^{resulted in} not just a low sex ratio, but is missing as well as unwanted girls (as high as 20 million).
 - It has led to neglect of girls' nutrition, their needs, education and ultimately denial of their fundamental rights to equality and life, which is a gross ethical violation.

Therefore, the ethical dimensions of low sex-ratio and son-preference have important implications and have to be addressed.

b) Steps to tackle declining sex-ratio

i) Increase coverage of education → better levels of education generally correspond to better women empowerment.

- Focus on female education → ensure 100% enrolment and reduce dropout of girls. Schools should have infrastructure and facilities catering to the needs of girls.

ii) Include gender sensitisation and gender education in school curriculum. ~~to~~

~~drive the~~
iii) large scale advertising and awareness campaigns promoting girl child and gender equality (along lines of Beti Bachao Beti Padhao, Apni Beti Hamari Beti).

iv) Incentivise education as upbringing of girl child - as girl child is usually seen

as a burden on financial resources in a family.

- Schemes like Sukanya Samridhi Yojana can help.
- ~~to~~ Reservation for girls of Economically Weaker Sections in private schools.
- Incentives, for ~~high~~ ^{to schools/parents} pass out of girls in ~~sec~~ higher secondary education.

v) Strict implementation of PCNDT Act.

vi) Comprehensive health scheme for females covering ~~infancy~~ ^{fetal} stage to infancy, childhood, adolescence right upto old age.

- It should take care of nutrition, mental health, sexual and reproductive health, pregnancy and maternal health.

c) Right to abortion vs female foeticide prevention

Ethical dilemma

→ Right to abortion is the right of a woman to have choice and autonomy over her body.

→ However, if the foetus is a ~~girl~~ ^{female}, it brings up the ~~is~~ essentially female foeticide in a country with low ~~CRP~~.

- But the actual ^{issue} ~~question~~ here is ~~the~~ whether the abortion is sex-selective or not. That is, ^{whether} the decision to abort was made because of the knowledge of the gender of the foetus.
- It is therefore, the knowledge or information regarding the gender which brings up the ethical issue, because right to choice or autonomy of a woman can't be denied because of mistakes of society and history.
- The solution, therefore is strict implementation of PCPNDT Act with sensitisation of doctors and medical professionals through health the country regarding the grave gender scenario in the country and moral hazard of gender identification

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

Based on the information above, answer the following:

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

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

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

The issue here is inadequate groundwork before implementations of a law/order which has resulted in exclusions of genuine beneficiaries.

a) Issues involved in the situation

i) BPL families concerned

- Denial of their fundamental right to a livelihood.
- Exclusion from free or subsidised rations which is their right.
- Time and effort wasted in pursual of this issue.
- Loss of income, nutrition. ~~in the~~ meanwhile.

ii) Officers in-charge

- Bound by law, but aware of the exclusion of intended people resulting in an ethical dilemma (personal vs professional ethics).
- On the receiving end of criticism from the public.

iii) Government

- A well-intended move causing difficulties to

poor people because of inadequate groundwork before implementation.

- Accountability before media as well as the public regarding denial of basic necessities.

6) Being an officer under the ~~lawful~~ government and constitution, I have to ensure that prescribed rules are followed while justice is done to the aggrieved families. Some steps are:

Option 1

- Contact authorities in charge of Aadhar issuance and linking (UIDAI) and enquire about actions necessary to initiate linking of Aadhar at the earliest.
- Meet with the aggrieved families and understand reasons for non-linkage of Aadhar.
- If the reason is due to technical issues or lack of access, bridge that gap immediately and facilitate Aadhar linkage.
- In case of apprehensions, allay their fears about Aadhar linkage and prompt them to

do it soon so they can start receiving their rightful rations.

Option 2

- The Supreme Court has ordered that no one should be denied any welfare benefits on grounds of no Aadhar linkage.

- Explore mechanisms through which rations can be made available without Aadhar.

Consultations can be made with PDS department, UIDAI and legal experts. Acting as an interlocutor, it can bridge the gap and ~~try to~~ ^{try to} solve the grievances of the families.

c) While rapid digital penetration and digitisation of government services are going on, a large proportion of population, especially rural population face digital exclusion. ~~At~~ Around half of Indian population has no internet access, the majority of them in rural areas.

Reasons

- Lack of sufficient digital infrastructure.
- Poverty and lack of access to digital technology.

- gy and electronic devices.
- Illiteracy ~~and~~ as well as digital illiteracy
 - A large digital divide is present in India:
 - Young-Old divide
 - Rural-urban divide
 - Poor-Middle class-Rich divide.
 - Low pace of technology adoption and reforms.

As a consequence, many people are deprived of welfare benefits.

 - Denial of services → PDS, LPG subsidy, welfare pensions etc.
 - Increasing already large inequality and rich-poor and rural-urban divide.
 - ~~Put~~ Disadvantaging sections without digital access — in terms of education, access to services, healthcare, financial services etc.
 - Financial exclusion of certain sections.

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

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

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

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

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

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

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

(c) आपकी अंतिम कार्यवाही क्या होगी और क्यों?

The above circumstance presents a picture which is becoming common these days, not only in healthcare sector, but also as well.

a) Stakeholders involved

i) Pharmaceutical company

ii) Doctors

iii) Patients → Beneficiaries of healthcare,

iv) Hospital administration.

v) Government → the regulator.

Ethical issues involved

• Pharmaceutical company and hospital administration

- Cheating people by charging exorbitant prices and preventing access to cheaper alternatives.

- Conflict of interest as pecuniary gain involved for both.

- Lack of humanitarian concern

• Doctors

- Misusing the trust of people by those doctors who are receiving pecuniary benefits.

Also clear conflict of interest.

- Moreover, while the corporate entities are designed to make profits, a doctor is expected

and trusted to ^{provide} give the best possible care at most ^{possible} affordable rates to public - clear professional violation and criminal negligence.

- Doctors who are not involved or against these practices face the consequences of breach

of trust and disreputation as well.

• Patients

- Breach of trust by service providers.
- Lack of access to rightful affordable healthcare.
- Information asymmetry (not aware)

• ~~Governor.~~

• Government

- Error of omission by letting this happen.
- If knowledge of such practices is there,
grave injustice to people.

b) Possible Solutions

Solutions

- Capping the prices of life-saving drugs as done by NPPA currently.
- Putting in a transparent mechanism for acquisitions of drugs and equipments by all hospitals - possibly a digital/online platform along the lines of Government e-marketplace (GEM).
- Ensure compliance through a structured and independent monitoring mechanism.
If possible introduce social audit of healthcare institutions by a forum of the stakeholders (patient welfare associations,

doctors, government and civil society representatives).

- Bring in strict legislation to punish unethical practices and to avoid nexus between pharmaceutical companies, hospitals and doctors.

Penal provisions and model punishment for violators.

- Establish a statutory healthcare ethics body to oversee healthcare environment.

c) Action to be followed

- ~~Appear~~ Gather as much facts or evidence regarding the situation — including invoice, quotation process, invoices, list of drugs purchased and their actual cost etc.
- Prepare a list of alternate ^{cheaper} drugs with the same efficacy which should have been purchased instead.
- Appear before the health minister and lay down clearly the facts as well as the report regarding unethical practices and recommendations.

- Give notice to the doctors who tried to influence beforehand and ask for their explanation. Further action can be initiated on giving the names to the Health Ministry or Medical Council for violating of medical ethics.
- Follow through and see that all possible is done to ensure affordable drug access to cancer patients as well as others.
- Also, contact NGOs or civil society organisations to start a people's movement for affordable life-saving drugs and health access.

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

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

Gender imbalance in workforce has been highlighted as a major impediment in achieving gender equality and ^{women} empowerment as well as good economic growth. IMF estimates that achieving gender parity in workforce can increase GDP of India by 6 to 7 percentage points.

As pointed out by the Human Resource Department, the gender imbalance is reflected in this firm as well.

Stakeholders and factors involved in recruiting

women

i) Recruits — Top 4 women (married as well as expecting women).

— Married women in India, ^{usually} have traditional commitments at home which have been entrenched by the patriarchal bias of our society.

— ~~Decrease~~ ^{Inability to put full} in ^{workhouse} or ^{full} commitment from part of pregnant or expecting mothers →

~~duty~~ ^{their health}.

— Health and nutritional requirements as well as workplace comforts important.

— Feeling of job insecurity on account of pregnancy (Fear of being replaced) and consequent leave required.

ii) Private firm

— Have to ensure the expecting mothers have supportive workplace environment to work
→ Would require investment or upgradation

of infrastructure and facilities.

- Having low ^{number of} women employees, ~~the~~ proper implementation of Sexual Harassment at Workplace Act might not be in place.
 - Internal Complaints Committee have to be empowered and if not present, constituted.
 - Sensitisation of male employees.
 - Economic losses for firm has to be factored
 - Due to loss of work hours on account of pregnancy
 - Support mothers through Maternity Benefits Act. ^{paid} Maternity leave for 26 weeks to be provided. - have to ensure work doesn't suffer during this period.
 - Creche facilities, adequate number of female toilets have to be in place.
- These factors have to be taken into consideration.

Course of action

i) Ensure all the guidelines are followed in the workplace to ensure safe and facilitative environment for women including:

- Internal Complaints Committee.
- Adequate number of female toilets.
- Creche facilities for nursing mothers (or future).

These measures give sense of security to women and help reach their maximum potential.

ii) Explain the scenario, measures taken and recruit the top women candidates.

Merits

- ~~Ensures~~ A 'step' closer to gender balance.
- Addresses the issues flagged by the Human Resource Department.

iii) Put in a framework for distribution of workload during leave (maternity) - through additional hours to other willing employees, work at home by willing mothers.

iv) Develop mechanisms, if not already in place, for work-at-home ~~is~~^{as} mandated by Maternity Benefits Act.

v) Ensure economic viability through efficient, responsive and ethical means so that the firm doesn't come under undue economic stress due to new recruitment and extended paid leave.

These measures ensure justice to the women employees as well as raise the reputation and credibility of the firm which can bring in rich social dividends as well as moral satisfaction.

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

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

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

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

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

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

The problem faced by Mr. A is a human resource management problem which has to be tackled carefully so that public relation and customer care issues are corrected and the workplace environment is made friendly without demoralising the functionaries of the company.

To tender advice, certain factors have to be taken into consideration:

i) Point Point of view of the company/management

- Fall in reputation of the company.
- How it is affecting the profitability as well as public sentiment.
- Limited human resource management expertise.
- Lack of ^{regular} feedback from customers hampering responsive & functioning.

ii) Functionaries/employees perspective

- Friendly and facilitative work environment available or not?
- Issues with pay or management present, if any?
- Personal issues affecting professional life.

iii) ~~Outside perspective~~

- ~~Whether~~

Suggested measures to deal with the situation

i) Bring all the functionaries together under the aegis of human resource department to discuss about the issues in a transparent manner.

- Make them aware of the declining business performance.

- Present the report of analysis on how poor customer service is costing the company its reputation and finances.

- Initiate an open discussion ~~regarding~~ ^{encouraging} their views and explanation on the issue.

ii) Based on the inputs received during the meeting as well as ^{incorporating} best practices globally, formulate a detailed customer interface/customer relations framework with guidelines and advice on how to deal with difficult customers.

iii) Start training sessions for compulsive employees to control themselves in their work environment and work ^{in a} amicable/friendly and amiable manner.

- iv) Initiate team building sessions and teamwork workshops to improve inter-employee relationships.
- Group picnics/trips can be planned on holidays to ~~make~~ ^{build} a co-operative and friendly team.
- v) Install a system to receive consumer feedback and assess consumer satisfaction ~~and~~ on the basis of which ratings are given to each employee (model followed by online ~~marketplaces~~ ^{service providers} such as Amazon, Uber etc)
- Institute incentives for better customer satisfaction → bonus pay, extra holidays, gifts, best employee awards etc.
- vi) Also discourage poor performance and getting into altercations ~~there~~ - can be monitored through CCTV cameras, customer reviews etc
- vii) Counselling and helpline for employees suffering from ~~stress~~ ^{stress}. These steps can help in improving workplace culture and interpersonal relationships.

