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GENERAL STUDIES (TEST CODE : 1154)

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Medium Eng./Hindi	ENGLISH	Registration Number	110468
Center	HOME	Date	14/09/18

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	
1(a)	10		<ol style="list-style-type: none">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 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 अनिर्दिष्ट 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 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।
1(b)	10		
2(a)	10		
2(b)	10		
3(a)	10		
3(b)	10		
4(a)	10		
4(b)	10		
5(a)	10		
5(b)	10		
6	10		
7	10		
8	10		
9	20		
10	20		
11	20		
12	20		
13	20		
14	20		
Total Marks Obtained:			
Remarks:			

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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

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

- (i) Public trust (लोक विश्वास)
- (ii) Objectivity (वस्तुनिष्ठता)
- (iii) Strength of character (चरित्र की दृढ़ता)
- (iv) Empathy (समानुभूति)
- (v) Selflessness (निस्वार्थता)

Civil service needs to uphold 'public interest' over every thing else at all times. Thus, the significance of following are:-

(i) Public Trust :- Helps in better public relations, boost morale of services and is a sign of effective public service delivery.

Eg:- low public trust on police force encourages vigilantism.

(ii) Objectivity :- It is important that every decision is based on merit and rational criteria with reasons recorded in writing. It helps in reducing discretion and corruption.

eg :- Allocation of spectrum.

(iii) Strength of character:- To uphold values of integrity, honesty and probity even in adverse circumstances.

Eg:- IAS officer Ashok Khemka .

(iv) Empathy :- As civil servants work with society facing issues like inequality, poverty, gender discrimination, hatred against immorality, empathy help in understanding public concern.

Eg:- Prison reforms by IPS officer Kiran Bedi

(v) Selflessness :- Keeping public interest above self interest as many conflict of interest situation arise in public service.

Thus, all these value help in ethical conduct by civil servant.

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।

Asylum seekers are person facing threat to their life and independence in country of their residence / citizenship and applying for residence in other countries.

Nation states' do owe a responsibility as:-

- 1) Many countries punish behavior which goes against the basic human rights.
- 2) Liberal democracies give rights not only to their citizen but to others.
- 3) Many asylum seekers risk their life for public interest. Eg:- Edward Snowden who disclosed PRISM program of US.
- 4) Prison condition of some countries are inhuman and prisoners face torture.
- 5) Rule of law is essential feature of human

right which is ignored in dictatorial regime.
Eg:- Dalai Lama in India.

Following consideration should be kept in mind:-

- 1) Nature of offence committed by asylum seeker. Eg:- Vijay Malia, Mehul Choksi seeking asylum post financial frauds in unjustified.
- 2) Legality of step taken. As countries can take the issue to International Court of Justice.
- 3) Whether offence is serious under domestic law.
- 4) Whether seeker faces immediate threat to life in home country.
- 5) Whether just and fair rule of law is followed.

Thus, a holistic asylum policies based on these considerations can be termed.

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

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

Civil servants by nature of their work have to duty to uphold 'public interest'. They have special obligation to uphold ethical standards

rs:-

- 1) Large no. of people depend on them.
- 2) They are role models for many in the society.
- 3) Morale of subordinates depend on their ethical conduct.
- 4) Their conduct enhances public trust in government.
- 5) They deal with conflicting situation and immense discretionary powers.

Their are following area of concern:-

- 1) No ~~the~~ code of ethics is formulated.

- 2) Diffusion of accountability due to hierarchical structure.
- 3) Low risk, low reward system encourages inertia to improve performance.
- 4) Various cases of corruption has reduced public trust.
- 5) Poor monitoring mechanism. (Delay between audit and action taken)
- 6) Political interference and partisan decision making.

Following measures can be taken to improve ethical conduct :-

- 1) Reduce discretion (e-governance)
- 2) Fix accountability.
- 3) Code of ethics to be formulated.
- 4) Hota committee recommended scrapping Article 311 and summary removals.
- 5) Role of HoD to lead by example.

Thus, ethics as first wall against deviant behavior needs to be promoted.

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

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

Nuclear weapons have proliferated since World War II. They are justified based on following reasons:-

- 1) Prevented any major war since WWII by acting as deterrence.
- 2) Proliferation has been limited to small number of countries.
- 3) Moratorium of testing new weapons under comprehensive test ban treaty.

However, the risk with nuclear weapons remain as:-

- 1) Many time world reached brink of nuclear war (Eg:- Cuban Missile crisis 1961).
- 2) Diversion of limited resources from social programmes to weapon research.
- 3) Countries developing tactical weapon that can be used in warfare.

- 4) Capacity to create mass destruction and loss of lives.
- 5) Threat of reaching to non-state actors.
- 6) Use of nuclear weapons by state to further their diplomatic interests is unethical.

Thus following is way forward:-

- 1) No first use policy and credible minimum deterrence as maintained by India.
- 2) Verifiable and collective destruction of weapon by all states based on consensus:

3. (a) We make a living by what we do, but we make a life by what we give.

(i) Highlight the importance of value of altruism for a society.

(ii) Discuss the role of education in imparting such values.

10

जो हम करते हैं उसमें अपनी आजीविका अर्जित करते हैं, लेकिन जो हम देते हैं उसे हम जीवन निर्मित करते हैं।

(i) समाज के लिए परोपकारिता के मूल्य पर प्रकाश डालिए।

(ii) ऐसे मूल्यों को प्रदान करने में शिक्षा की भूमिका की विवेचना कीजिए।

Swami Vivekananda has said that there is no bigger worship than devotion to ones' duty. Thus altruism or devoting oneself to duty of others' has following role in society:-

- 1) It brings to ~~true~~ intrinsic goodness among human beings.
- 2) Values of love, tolerance, kindness encourage peace, harmony and happiness in society.
- 3) It bring immense personal satisfaction by being able to help those in need.
- 4) It gives meaning to life.
- 5) Gandhiji has said that true duty is to devote oneself in duty of others.

(b) Education can play following role:-

- (i) Inculcate values like empathy, compassion that encourage altruistic behavior.
- (ii) Provide examples from great men's lives like Abraham Lincoln, Martin Luther King that fought for rights of others.
- (iii) Develop right attitude toward people, situation and circumstances.
- (iv) Community work as part of school education will inculcate service attitude in children.
- (v) Promote feelings of fraternity, secularism social justice which are ideals of our constitution.
- (vi) Inculcate scientific temper and rationality to free oneself from dogmas and prejudice.

Thus moral education should be encouraged to build a harmonious society.

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

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

Ethics refers to set of standards which a society places upon itself to guide thought, action and behaviour.

Personal and professional ethics play following role:-



Thus, personal and professional ethics are not separate but two sides of same coin. For eg:-

- 1) A person with love, tolerance in personal relationship will empathise with problems of society.
- 2) Fidelity and Integrity are signs of trustworthy person.
- 3) Kindness and selflessness too are related.

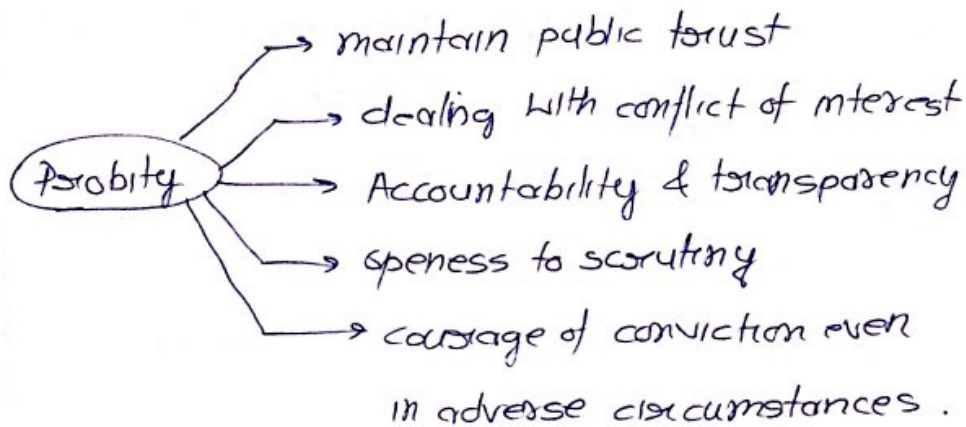
Similar relationship can be found for other values too. A person having these values is sure to uphold 'public interest' and be true to his duty as civil servant.

4. (a) Bring out the significance of probity in public life. What are the requisites for ensuring probity in governance? Pointing out the key concerns in India in this context, suggest certain remedial measures. **10**

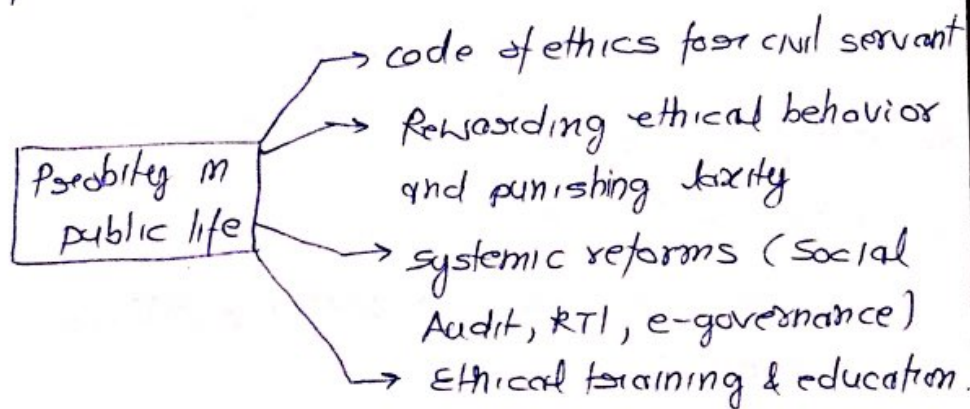
सार्वजनिक जीवन में ईमानदारी (probity) का महत्व दर्शाइए। शासन में ईमानदारी सुनिश्चित करने की क्या अपेक्षाएं हैं? इस संदर्भ में भारत में प्रमुख चिंताओं का उल्लेख करते हुए, कुछ उपचारात्मक उपायों का सुझाव दीजिए।

Probity refers to complete and constant commitment to ethical conduct and upholding values like 'integrity', 'honesty' etc.

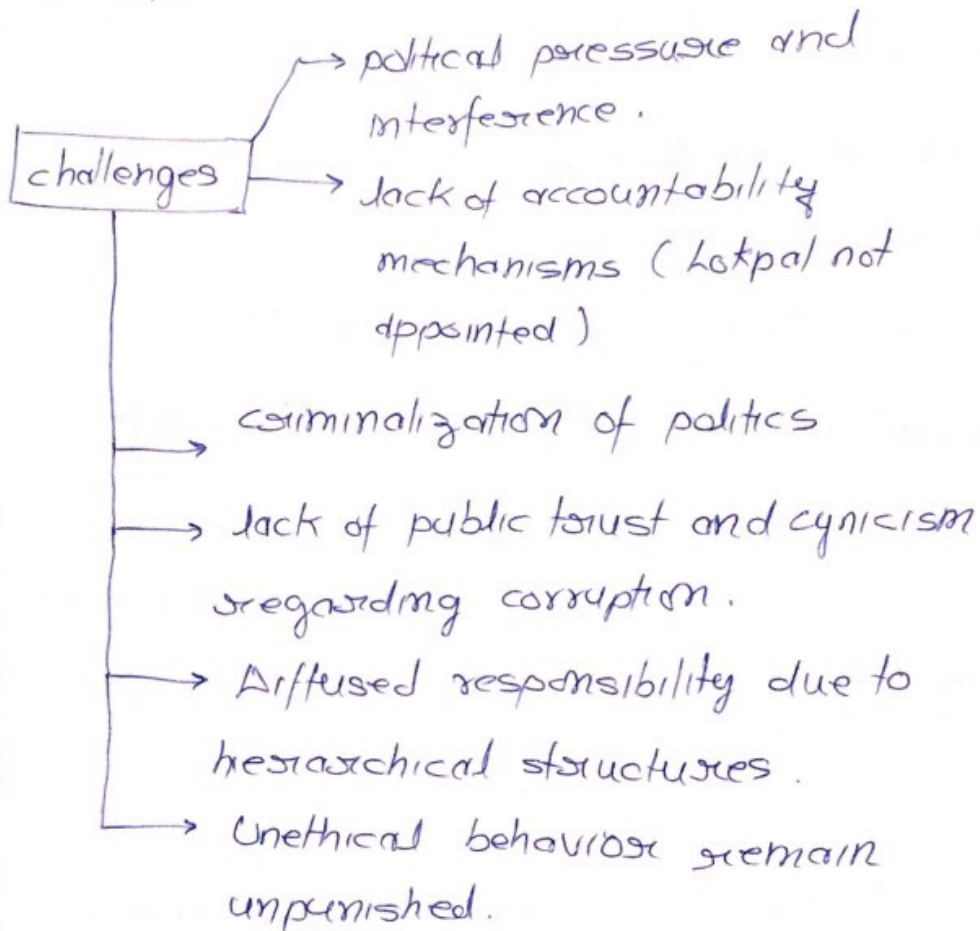
It has following significance in public life:-



To ensure probity in public life following steps are required:-



Following challenges exist to probity in public life in India :-



Following remedial measures as suggested by 2nd ARC can be taken :-

- 1) Code of ethics to be formulated.
- 2) Reducing monopoly in governance.
- 3) Timely social audits.
- 4) Intelligence gathering regarding unethical behaviour etc.

4. (b) While the corrupt and dishonest should be punished swiftly, honest public servants need to be protected against malicious and motivated complaints to enhance efficiency and effectiveness of an organisation. Discuss. How can the two objectives be reconciled? 10

जहाँ भ्रष्ट और बेईमान को तत्काल दंडित किया जाना चाहिए, वहीं किमी मंगठन की दक्षता और प्रभावशीलता बढ़ाने हेतु दुर्भावनापूर्ण और अभिप्रेरित शिकायतों से ईमानदार लोक सेवकों की सुरक्षा की जानी चाहिए। चर्चा कीजिए। इन दो उद्देश्यों के बीच किस प्रकार सामंजस्य स्थापित किया जा सकता है?

Balancing between punishing corrupt and protecting honest civil servants need to be maintained as:-

- 1) Many time bonafide commercial decisions may go wrong too. Eg:- NPA in banking sector.
- 2) 2nd ARC says that risk taking should be encouraged in governance.
- 3) Action taken on malicious complaints reduces morale of honest civil servants.
- 4) It gives birth to risk aversion and delays in decision making.
- 5) Finally it may lead to policy paralysis.

However, corrupt behaviour needs to be punished swiftly as:-

- 1) Non action will encourage corrupt behavior.
- 2) Public interest will suffer.
- 3) Morale of honest officers will suffer.
- 4) Gives rise to crony capitalism and politician-business-bureaucrat nexus.
- 5) Harassment of public by demanding bribes.

Thus, it need to be reconciled in following

manner :-

- 1) Complaints should be objective, verifiable and accurate.
 - 2) Secret enquiry needs to be conducted before official enquiry.
 - 3) Systemic reforms like encouraging competition, social audit, risk management etc.
 - 4) Sanction by neutral party like CVC before starting investigation.
 - 5) Law enforcement agencies like CBI, CVC, ED etc. need to be sensitized about risk in administrative decision making.
- Amendment to (prevention to corruption Act) is step in right direction.

5. (a) Explain with examples how emotional intelligence increases the effectiveness of leadership skills in a civil servant. 10

उदाहरण सहित व्याख्या कीजिए कि किस प्रकार भावनात्मक समझ (बुद्धि) एक सिविल सेवक में नेतृत्व कौशल की प्रभावशीलता में वृद्धि करती है।

Emotional intelligence refers to skill of being aware of one emotions and guiding emotions to direct thought, behaviour and action.

It increases leadership skill in civil servant as:-

1) Capacity to empathize with problem of society.

Eg:- Dantewada DM Shri Saurabh Kumar organized counselling session for jobless youth to understand their problems.

2) Encourage behaviour change and leading by example.

Eg:- DM of Kesala district cleaned latrine pit to promote sanitation.

3) Help in dealing with conflicting situation.

Eg:- Crowd management.

4) Helps in ensdelling others to ones vision by persuasion .

Eg:- civil servants need to persuade citizen against social evils like gender discrimination.

5) Deal with political supervisors while maintaining neutrality .

6) Encourage efficient work culture that will improve service delivery .

7) Influence society to act ethically and leading by example .

Thus , emotional intelligence is one of most critical trait for civil servants .

5. (b) A Citizens' Charter sees public services through the eyes of those who use them. In this context, analyze the importance of citizen charter in making public services citizen centric. **10**

सिटीजन चार्टर उन लोगों की दृष्टि से सार्वजनिक सेवाओं को देखता है जो इनका उपयोग करते हैं। इस संदर्भ में, सार्वजनिक सेवाओं को नागरिक केंद्रित बनाने में सिटीजन चार्टर के महत्व का विश्लेषण कीजिए।

Citizen charter is a document through which an organization makes commitment regarding quality of services, timelines to be followed and procedure for grievance redressal.

Citizen Charter + Social Audit + Service delivery \Rightarrow SEVUTTAM MODEL (2nd ARC)

Its importance can be gauged from following:

- 1) It educates the public about the expectations from the organization.
- 2) Encourages transparency & accountability in service delivery.
- 3) Spreads awareness about the services offered.
- 4) Reduces scope of corruption.
- 5) Provides grievance redressal mechanism to

public.

However, it suffers from certain lacunae

like:-

- 1) Gap between promises made and services offered.
- 2) Lack of civil society involvement in formulation of charters.
- 3) Grievance redressal is not provided.
- 4) Lack of action taken on non-implementation.
- 5) It is not enforceable by law.

Thus following steps can be taken:-

- 1) Timely reviews based on public feedback.
- 2) Bilingual charters.
- 3) Fixing accountability of officials on non-implementation.
- 4) Passing a Public Service Delivery Act making it enforceable.

Thus, citizen charter has strong potential for citizen empowerment.

7. "Nonviolence is not servile passivity but a powerful moral force which makes for social transformation". Comment. 10

"अहिंसा दाम्बल जैसी निष्क्रियता नहीं है बल्कि एक शक्तिशाली नैतिक बल है जो सामाजिक परिवर्तन में मदद करता है"। टिप्पणी कीजिए।

Gandhiji described non-violence as a tool for
a ~~real~~ courageous person and not for
servile passivity as:-

- 1) It required moral courage and integrity to remain true to principle under adverse circumstances.
- 2) It does not mean that unjust laws will be accepted. But they are protested against in a peaceful manner. Eg:- Dandi March to break salt law.
- 3) It exposes true character of adversary who use force against a non-violent satyagrahi.
- 4) It is tool for social transformation as it persuades adversary to surrender.
Eg:- Champaran, the Dae satyagraha.

5) It will bring real change in others as threat of violence can lead to mere 'compliance' but not change of heart.

6) Gandhiji proved it time and again with his struggle against untouchability and communal violence that it can bring social change.

Thus, it is right time to imbibe those values again in light of rising mob violence etc.

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

9. The steady decline in sex ratio suggests that marked improvement in the economy and literacy rates do not seem to have had any impact on this index. In fact, the availability of new technology and its easy access for the urban, wealthy and educated have worsened the trend and harmed the status of women in Indian society. 20

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

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

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

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

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

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

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

a) The census 2011 have highlighted that the child sex ratio has declined to around 915 which is even lower than previous census.

It is viewed as legal and medical issue

as:-

1) Legal :- Pre-conception and pre-natal diagnostic

- test for gender determination are banned.
- 2) The issue is considered as lack of effective monitoring of illegal abortion clinics.
- 3) The low sex ratio in urban areas with access to medical facilities shows that medical technology plays a role.
- 4) Sex-ratio in tribal / rural societies with no access to modern technologies is better.

However, it is more of an ethical issue.

qs:-

- 1) Focus on medical and legal issue address only supply side and not the demand for sex-selective abortion.
- 2) Prevalence of patriarchy, gender-discrimination etc. gives birth to such tendencies.
- 3) Knowledge and education without character

has failed to curb it even in affluent sections.

4) Medical ethics where doctors agree to perform abortion for monetary consideration.

5) Wider responsibility of community to maintain gender balance.

6) Following steps can be taken to tackle the problem:-

1) Improving status of women in society through education, employment etc.

2) Awareness generation to persuade families against such evil. Eg:- Beti Bachao Beti Padhao Program.

3) Strict enforcement of anti-dowry, anti-domestic violence laws etc.

4) Social change using mass media (radio, TV, films). Eg:- Padman movie talks about female menstrual hygiene.

c) Right of abortion vs ~~Right~~ Prevention of female foeticide has following ethical dilemmas :-

- 1) Right of individual over bodily integrity
vs Right of unborn baby to life.
- 2) Abortion can be due to other reasons
like unplanned pregnancy, sexual assault
etc.
- 3) Difficulty to assign motives and proof
guilt whether reason of abortion is
due to girl child.
- 4) Due to low status of women, they may
be under pressure of family members
to go for abortion.

The issue can be resolved in following
manner :-

- 1) Allowing abortion only if diagnostic for
sex determination has not been carried out.

- 2) Allowing abortions in case of unmarried females.
- 3) Married couple to go through compulsory counselling before abortion.
- 4) Maintaining case history of abortion to determine serial cases of abortion due to ~~female~~ girl child.
- 5) In the end, since the issue is due to the discrimination of 1000s of years, community as a whole needs to be motivated to find solutions.

10. You are working as a senior doctor in the oncology department of a super specialty hospital located in Delhi. While accessing the quotations from reputed pharmaceutical companies to hospitals, you unearth a nexus between pharma firms and the hospital administration. You get to know that they are hand-in glove with each other and trying to fleece cancer patients by selling drugs at exorbitant prices, even though low cost alternative drugs are available in the market. Being the head of Alliance of Doctors for Ethical Healthcare, who is working against the arbitrary price regime of life saving drugs, you get a chance to represent your case before the Health Minister of your state. However, certain other doctors of the Alliance have asked you to present a distorted reality in front of the Minister since they are obtaining pecuniary benefits from such a scheme of nexus, which would cease if the nexus gets exposed. **20**

- (a) Identify the main stakeholders and ethical issues involved.
 (b) Analyse the possible solutions for addressing the issues.
 (c) What would be your final course of action and why?

आप दिल्ली में अवस्थित एक सुपर स्पेशलिटी अस्पताल में ऑन्कोलॉजी विभाग में एक वरिष्ठ चिकित्सक के रूप में कार्यरत हैं। प्रतिष्ठित दवा कंपनियों द्वारा अस्पतालों को दी जाने वाली संविदा दरों (कोटेशन्स) को प्राप्त करने के दौरान आप दवा 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 ऑफ डॉक्टर्स फॉर एथिकल हेल्थकेयर के प्रमुख होने के नाते आपको यह मामला अपने राज्य के स्वास्थ्य मंत्री के समक्ष प्रस्तुत करने का एक अवसर मिलता है। हालांकि इस अलायन्स के कुछ अन्य चिकित्सकों ने आपसे मंत्री के सामने वास्तविकता को तोड़-मरोड़ कर प्रकट करने के लिए कहा है, क्योंकि उन्हें इस सांठ-गांठ की योजना से आर्थिक लाभ प्राप्त हो रहे हैं, जो मिलीभगत के प्रकट हो जाने पर बंद हो जाएंगे।

- (a) इसमें समाविष्ट प्रमुख हितधारकों एवं नैतिक मुद्दों की पहचान कीजिए।
 (b) इन समस्याओं को हल करने के लिए संभावित समाधानों का विश्लेषण कीजिए।
 (c) आपकी अंतिम कार्यवाही क्या होगी और क्यों?

a) Various cases of private hospitals asking for exorbitant prices from patients have recently come to light. The present case has following stakeholders and ethical issues:-

- 1) Patients who ~~are~~ due to their informational asymmetry have been exploited.
- 2) Private hospitals and pharma companies whose ~~are~~ indulging in corrupt practices for pecuniary gains.
- 3) Fellow doctors who are acting in unethical manners and being dishonest to their profession.
- 4) Government which is unaware of the fraud and violation of law under its nose.
- 5) Senior doctor, who as head of alliance of ethical healthcare has responsibility to raise the issue with appropriate authorities.
- b) Following solutions can be undertaken:-
 - 1) Warning the pharmacy company and hospital management and asking them to reimburse patients

Merit :- Reputation of hospital and pharmacy will be saved.

→ Patient will get their money back.

Demerit :- They may disagree to reimburse.

→ Culprits will go unpunished.

→ No guarantee of non repetition in future.

2) Bring the case to minister's light but agree to some demands of fellow doctors.

Merit :- Government will take appropriate action.

→ Safeguards for future will be ensured.

→ Reputation and job of fellow doctors will be saved.

Demerit :- I will be the party to corruption by hiding details.

→ Further inquiry by government may bring full details in notice.

3) Present case with full facts to minister.

Merit → Government will take action

→ Culprits will be punished and it will

serve as deterrent for future.

→ Patients will get 'complete justice'.

Demerit :- My relation with my colleagues
will suffer.

c) Thus, I would follow following course of
action :-

1) Collect all necessary evidence of wrong
-doing.

2) Confront the hospital management, doctors
and pharmacy owners with the evidence.

3) Persuade them to accept guilt and reimburse
the patient by giving threat of going
to minister.

4) Consult with fellow members of my Alliance
over course of Action to be followed.

5) Finally submit all evidence and fact to the
minister.

c) ~~See whether~~ persuade minister to bring

a bill for better regulation of sector as such things might be happening at other healthcare centre as well.

Thus, being a senior doctor it is my responsibility to lead by example and ensure that I remain devoted to my duty.

11. 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 आई है। विस्तृत विश्लेषण के आधार पर यह पाया गया कि कंपनी के कुछ अधिकारी मनकी 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?

a) An efficient work culture is essential for any organization to excel in its field of operation. In the present case, I will consider following factors before making advise:-

1) Identifying the stakeholders' involved:-



2) It is important to make oneself aware of all the facts of case like :-

(i) Reasons for conflict between employee.

If that issue can be removed better relations can be maintained.

(ii) Nature of work

To know whether employee have right kind of emotional intelligence for the job.

(iii) Customer feedback

To understand what results in altercation with them and how services can be improved.

(iv) Historical work culture of company.

Since it is a big and reputed company there must be some reason for this trouble.

(v) Background of employees

To understand the reason for impulsive nature and grievances they may have.

3) Finally, I will consider vision of Mr. A for his company and what he thinks is cause and solution of the problem.

b) I will suggest following steps to deal with situation :-

(i) Hold separate discussion with employees to understand their grievances.

(ii) Try to solve the issue if any which has led to their disaffection to their work.

(iii) Inform them about the detrimental impact of their behavior on the company.

(iv) If the issue lingers after the following measures, employees creating problems need to be identified and warned against deviant behavior.

(v) Reward good behavior to encourage better work culture.

(vi) Issue apology to dissatisfied customers to improve company's reputation.

(vii) Use emotional intelligence workshops, training for managers to better handle conflict among employees.

(viii) Strict monitoring mechanism and action taken based on customers' feedback.

Thus, improving work culture by imbining emotional intelligence, accountability and communication is way forward.

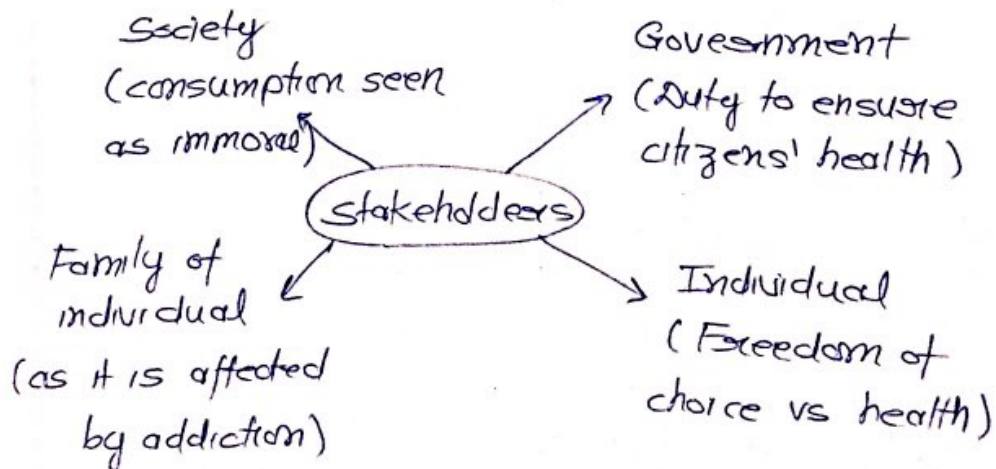
12. While on the one hand, some state governments have implemented alcohol consumption prohibition laws, it is permitted in other states. Debates around this issue often involves aspects such as individual rights, cultural attitudes and social welfare. As a teacher you need to explain the key issues involved to a young audience. What are these? How would you conclude the lecture? 20

एक और जहां कुछ राज्य सरकारों ने मद्यपान निषेध कानून लागू किए हैं, वहीं अन्य राज्यों में इसकी अनुमति है। इस मुद्दे पर बहस में प्रायः व्यक्तिगत अधिकार, सांस्कृतिक अभिवृत्ति और सामाजिक कल्याण जैसे पहलु सम्मिलित होते हैं। एक शिक्षक के रूप में आपको युवा श्रोताओं को इसमें सम्मिलित महत्वपूर्ण मुद्दों को समझाना है। ये मुद्दे क्या हैं? आप अपने व्याख्यान के निष्कर्ष में क्या कहेंगे?

Alcohol due to its intoxicating and addictive nature is considered bad for consumption and thus is banned by several states. As a teacher, following line of action can be followed:-

1) Key issues

(i) Identifying the stakeholders and their perspective



The 3 key issues of individual rights, cultural attitudes and social welfare need to be seen from perspective of all stakeholders :-

1) Individual right.

- Everyone has guaranteed fundamental rights but they can be restricted on certain grounds like public order etc.
- An individual cannot be provided right to harm himself in ethical society.
- Socio-economic condition where high poverty, low education and awareness are rampant.
- Ill effects on health like liver failure etc.

2) Cultural attitudes

- Ban on drinks has been important part of our freedom struggle. Eg:- picketing of shops.

- Intoxication is seen in bad light and an immoral act by society.
- Women, tribals have campaigned for the ban as it affect their lives adversely.
- However, ~~all~~ individual rights cannot be held hostage to conservative cultural attitudes. eg:- child marriage is outlawed.

3) Social Welfare

- Intoxication and addiction linked to poverty.
- States' duty to protect citizen. (DPSP of constitution makes it imperative on state to ban liquor)
- Drunk driving is leading cause of accidents.
- creates law and order problem and crime against women.
- At the same time, all citizens can't be punished for acts of few.

→ Blanket bans lead to black marketing, corruption and food poisoning.

Hence, looking at diverging interests and viewpoints involved, I would suggest following ~~line of action~~ ^{my} conclusion :-

- 1) Making students aware of ill affects of alcohol as a part of teaching responsibility.
- 2) Making them understand the reason behind action of state government.
- 3) However, since ~~no~~ blanket ban can lead to only compliance and no change in attitude it is better to take further steps:-
 - (i) Increasing taxes on alcohol.
 - (ii) Awareness generation through ~~spice~~ spiritual leaders, role models etc.
 - (iii) Providing health centres for people dealing with addiction.
 - (iv) Reducing access to liquor shops by regulating their numbers.

In the end, I will provide examples of great leaders like Gandhiji, Swami Vivekanand and encourage children to stay away from alcohol without any fear of law only.

13. You are a teacher in the Science department of a reputed college. Your HoD (Head of Department) has been a good mentor to you and has guided your career progress. You get to know from one of your students that the HoD gives private tuitions at his residence, which is disliked by many others in the department. There are also rumours that he might be giving extra marks to the students taking his tuitions. When enquired, his reply is that he is not alone and a few other teachers are giving private tuitions as well. He assures you that it is beneficial for the students as some of them need extra attention. He advises you not to make a fuss about it and indirectly reminds you about the assessment rating, which is due this week. You are aware that a good rating will definitely get you the due promotion. The HoD is due to retire in 4 months.

(a) What are the dilemmas that you face in this situation?

(b) Highlight the course of action that you would adopt and give reasons for the same.

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आप एक प्रतिष्ठित कॉलेज के विज्ञान विभाग में एक शिक्षक हैं। आपके विभागाध्यक्ष आपके अच्छे परामर्शदाता रहे हैं और आपके करियर की प्रगति में उन्होंने आपका मार्गदर्शन किया है। आपको अपने एक छात्र से पता चलता है कि विभागाध्यक्ष अपने निवास पर निजी ट्यूशन प्रदान करते हैं, जिसे विभाग में कई अन्य लोगों द्वारा नापसंद किया जाता है। इस बात की भी अफवाहें हैं कि वह अपना ट्यूशन लेने वाले छात्रों को अतिरिक्त अंक दे रहे हैं। पूछे जाने पर उनका उत्तर है कि वह अकेले नहीं हैं और साथ ही कुछ अन्य शिक्षक भी निजी ट्यूशन दे रहे हैं। वह आपको आश्चर्य करते हैं कि यह छात्रों के लिए लाभदायक है क्योंकि उनमें से कुछ पर अतिरिक्त ध्यान देने की आवश्यकता है। वह आपको इस संबंध में हंगामा न मचाने का परामर्श देते हैं और अप्रत्यक्ष रूप से आपको मूल्यांकन रेटिंग के संबंध में याद दिलाते हैं, जो इसी सप्ताह नियत है। आप जानते हैं कि अच्छी रेटिंग से निश्चित रूप से आपको उचित पदोन्नति मिलेगी। विभागाध्यक्ष चार महीने में रिटायर होने वाले हैं।

(a) इस स्थिति में आप किन दुविधाओं का सामना कर रहे हैं?

(b) उस कार्यवाही पर प्रकाश डालिए जिसे आप अपनाएंगे और इसके कारण बताइए।

The current case involves 'conflict of interest' between duty as a teacher and pecuniary gains through 'private tuitions.'

The teacher will face following dilemma in the present situation :-

- 1) The future of students who don't take ~~take~~ private tuition may suffer due to lesser marks.
- 2) Use of their official position by teachers to indulge in ~~with~~ unethical acts.
- 3) The career growth of teachers may suffer if he decides to take further action on the issue.
- 4) The reputation of college and future of current students will face a setback if situation comes to public.
- 5) The future of students taking private tuition will suffer as they will get marks due to undue acts and it will put bad impression on their moral growth.

b) The following course of action can be adopted in present situation:-

- (i) Persuade the HoD and other teachers' not to indulge in such acts as they are illegal and against future of children.
- (ii) If they disagree, collect the evidence against any illegality in awarding marks to student.
- (iii) Check the rules to confirm whether giving private tuitions is allowed.
- (iv) Confront the teachers' with all the evidence to use it for persuasion.
- (v) Consult the parents' of student taking private tuitions and highlight the fact that it affects their child's future.
- (vi) If none of the following steps succeed in curbing the menace, it will be prudent to submit evidence to highest authority.

(vii) If teachers' and HoD are proved to be at fault, their assessment will hold no value in the eyes of authority.

Thus with following steps, I can safeguard future of all children, my job as well as reputation of my college.

14. While stampedes and mishaps due to overcrowding have led to loss of lives on multiple occasions, it remains an issue discussed only when there is a tragedy. Recently you were assigned the responsibility of conducting a mela around a revered religious place, which attracts millions of devotees. Every year the numbers have been increasing and this year due to certain celestial alignments the crowd is expected to be unprecedented. In the previous year the officer in charge was criticised and transferred over allegations of hurting religious sensitivities by restricting access to the religious place. You have three months to prepare for the mela.

- Identify the key areas you would focus on?
- What are the challenges that you foresee?
- How do you propose to overcome them?

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यद्यपि भीड़-भाड़ की वजह से होने वाली भगदड़ और दुर्घटनाओं के कारण कई अवसरों पर जीवन की क्षति हुई है, तथापि यह केवल किसी त्रामदी के घटित होने के उपरांत ही चर्चा किया जाने वाला एक मुद्दा बनकर रह गया है। हाल ही में आपको लाखों श्रद्धालुओं को आकर्षित करने वाले एक पूजनीय धार्मिक स्थल के निकट एक मेला के संचालन का उत्तरदायित्व सौंपा गया है। मेले में प्रति वर्ष संख्या बढ़ती रही है और इस वर्ष कुछ विशेष खगोलीय संरेखण के कारण अभूतपूर्व भीड़ होने की आशा है। पिछले वर्ष प्रभारी अधिकारी की आलोचना हुई थी और धार्मिक स्थल पर पहुंच को प्रतिबंधित करके धार्मिक संवेदनाओं को आघात पहुंचाने के आरोप में उनका स्थानांतरण कर दिया गया था। मेला की तैयारी करने हेतु आपके पास तीन महीने हैं।

- उन महत्वपूर्ण क्षेत्रों की पहचान कीजिए जिन पर आप ध्यान केंद्रित करेंगे?
- आप कौन-सी भावी चुनौतियां देख पा रहे हैं?
- उन पर काबू पाने हेतु आपका क्या प्रस्ताव है?

The issue involves crowd management to prevent any mishaps. Thus, I will focus on following key areas:-

1) Identifying the stakeholders:



- 2) Studying the reports of previous colleagues to identify difficulties they faced in management.
- 3) Consultation with local administration as they have better idea of situation on ground.
- 4) Creating a team of senior officials and assigning roles like traffic management, security, stay, cleanliness etc.
- 5) Ensuring safety and capacity of infrastructure to handle crowds by consulting engineers.
- 6) Understanding religious sensitivities involved by talking to senior members of religious institutions.
- 7) Analyzing the requirements of personnel, equipment and submitting report to my seniors.

(b) Following challenges can be expected :-

- (i) Miscreants creating panic among crowd.
- (ii) Incapacity of force to handle all time high crowd due to special occasion.
- (iii) security threat as terrorists use such congregation as their targets.
- (iv) ~~Lack of~~ Requirement of emotional intelligence among local level officials to handle crowd.
- (v) Conflict between crowd and authority over issues like stay arrangement etc.
- (vi) Traffic management in the city.

(c) I will propose following line of action:-

- (i) Diffuse crowds by using multiple entry and exit routes.
- (ii) Use of loudspeakers etc. at important places to address crowd.

- (iii) Appeal by religious leaders to crowd to maintain peace and harmony.
- (iv) Monitoring of situation through helicopters and satellite.
- (v) Emergency services like water, police at various places.
- (vi) Collaboration with intelligence agencies to counter terror threat.
- (vii) Training of officials in crowd management
- (viii) keeping the seniors in loop ~~about~~ ~~may~~ and taking their advice.