



GENERAL STUDIES (Test Code : 418)

Sept 2014 Module

Name of Candidate Registration No.

Schedule Module

Place Time Date

Classroom Distance Learning Classroom & Distance Learning

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1	10	
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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 उम्मी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपकी प्रवेश-पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यू.सी.ए.) पुस्तिका के मुख-पृष्ठ पर अधिकृत निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में दिए गए उत्तर पर कोई अंक नहीं मिलेगा।
- 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।

Total Marks Obtained

Remarks:

Signature of Examiner

GENERAL STUDIES (Test Code : 418)

Overall Macro comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

All The Best

Section A

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

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

1. Even years after its introduction, the ability of Citizen's Charters in improving the efficiency of public services and making governments more accountable, is found wanting in many areas. In context of this statement, mention the various lacunae in the formulation and implementation of citizen's charters in India and suggest how they can be addressed in light of the Sevottam model. (150 words) 10

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

Citizen's charters first started in Britain in early 1990s. In India after the resolution of the Chief Minister's conference in 1997, it was recommended that it be used in public service organisation.

However, major lacunae still persist. Eg:

- (i) It is a top-down approach. The lower level cutting edge bureaucracy is not sensitized.
- (ii) ~~The~~ Citizen's opinion is not properly accounted for.

- (iii) No grievance redressal mechanism exists
- (iv) It is a moral contract only not a legal obligation.
- (v) Cutting edge bureaucrats are not properly trained. Capacity building is lacking.
- (vi) Frequent transfers of officers ensures that there is no continuity in the approach.
- (vii) Hardly any choices are offered to citizens.

Thus the Planning Commission along with PMO has developed a Process re-engineering model of servotom for service delivery. It envisages:

- (i) A dedicated grievance redressal mechanism where citizens

may file their complaints regarding dissatisfaction with a public service and get it redressed -

- (ii) A feedback mechanism to incorporate the views of the citizens.
- (iii) Capacity building and training of all the concerned employees.

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?

The RTI act as a law has been a milestone in securing transparency, openness and accountability.

However, the actual implementation suffers from lack of capacity both at the level of

- public authority
- citizens

Public authorities are ill equipped to handle large volume of data. They suffer from work culture and the culture of secrecy.

Citizens too are not empowered enough to understand their rights. Most of them are not aware about procedures to file RTI and how to appeal.

Recommendation :

- (i) Planning commission should develop modules and best practices to be incorporated by public authorities
- (ii) special funds should be made for Data Management. One should be on the HoD to implement digitalisation.
- (iii) Sensitivity and IT training is necessary.
- (iv) The vacancies in the Information commission should be filled and number of members may be increased.
- (v) Awareness campaign should be done for citizens. NGOs may be utilized.

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।

Code of conduct is a standard set of guidelines ^{of rules}, which are unambiguous list of do's and don't for specific situation.

Although they are derived from the ethical ~~the~~ principles of an organisation or profession.

but their strict specificity to a particular case, makes an administrator as a mere mechanical body.

Code of conduct being a set of rules, thus are akin to legal codes, whose violation will attract penalties. Thus it becomes coercive and takes away the discretionary powers of an officer.

The discretionary powers in a limited sense are necessary to take a decision based on the uniqueness of a situation. It helps in becoming compassionate for weaker sections.

That is why the 4th report of 2nd ARC titled 'Ethics in Governance' has recommended the government

to make a code of Ethics.

The code of ethics are broad guiding principles. It should be based on:

- accountability
- transparency
- integrity
- compassion etc.

Thus Civil Services Conduct (Rules) should go hand in hand with the code of Ethics.

4. Define Work Culture. Suggest how an efficient work culture could be developed in the Indian scenario. (150 words) 10

कार्य संस्कृति को परिभाषित कीजिये। भारतीय परिदृश्य में एक कुशल कार्य संस्कृति कैसे विकसित की जा सकती है, सुझाव दीजिये।

Work culture is the processes, systems and shared beliefs in an organisation, through which an employee connects with his job, with his peers and with the organisation at large.

Recommendation for Indian scenario!

The public organisation in India are criticized for being

- ~~the~~ centralized
- hierarchy based organisation
- top down communication
- no incentive for good work
- lack of motivation of the employees
- arrogance and not attitude of serving the people - etc.

Thus there is a need of restructuring in the organisational structure and in the policy of personnel management. Following steps may be taken:

- (i) Delegation of Authority
 - more responsibility to the cutting edge bureaucracy
- (ii) Sensitivity training and team spirit development
 - thus a feeling of belongingness will develop.
- (iii) Encourage performers with incentives.
- (iv) A 360° performance appraisal system and management by objective
 - thus inter-personnel relationship will develop.
- (v) Transparency and Accountability should be increased
 - use of e-governance
- (vi) Decentralized decision making

(iii) Two way communication

- feedback of employees should be regularly taken
- based on that improvement should be done.

India thus needs a 21st Century public organisation.

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

Transparency and freedom of information are merely first step towards an open government.

~~with~~ Freedom of information gives the citizens a legal right to demand the information regarding the decisions, policies etc of a government. Transparency is about positively sharing of the information and

putting it in the public domain -

However, open government is a paradigm shift. It is not only restricted to access of information alone. It envisages:

- Participative citizenship
 - where decisions are taken ~~the~~ keeping citizens as a stakeholder and decision maker.
- Citizens are transformed from passive recipients to active decision makers.
- Citizen centrality
 - citizens becomes the centre of the government policies and not the bureaucrats.

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

The condition of developed countries is fundamentally different from that of a developing country like India. The effects of corruption are much more pervasive and de-stabilizing in developing countries. Following are the differences.

(i) The roots of democracy are very stable in developed countries. Whereas, in developing countries corruption can undermine the nascent growth of democracy.

(ii) Corruption acts as a tax. It affects ~~the~~ the poor section the most.

— Developing countries have a vast majority of population as poor. Thus, corruption affects

directly, in their day-to-day activities related to basic livelihood related issues on a much larger scale.

(iii) State has an additional objective of socio-economic development in developing countries
— thus corruption in government will severely affect the welfare programme like poverty alleviation, food security act etc.

(iv) Nature of corruption is different.
— In developed countries, it is mostly 'wholesale' corruption whereas in developing countries both 'wholesale' and 'retail' corruption coexist. Retail corruption affects the common people directly.

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 believed in having a constant dialogue with even the oppressor. He wanted to reform even his oppressor, instead of killing them. Thus without violence, he shooked the very foundation of British empire.

~~Since~~ majority of the problems of
naxalism is due to the:

- lack of development
- insensitive attitude of the
cutting edge bureaucracy
- development displacement
after 2nd five year plan is
focus on rapid industrialization
- de-tribalization

However, a small section is
ideologically bent upon
violence.

Thus a proactive and sensitive
approach is needed. Only a
security focussed approach will
not yield dividends. Gandhi
ji believed in hating the sin
and not the sinner.

~~Thus~~ we have a unique case of
solving insurgency problem in
Mizoram, through democratic route.

The Mizo National Front under Lal Denga was convinced after talks with the Government of India to shed violence and participate in elections. Lal Denga won and became the chief minister.

This approach should be applied towards Naxals as well.

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।



There is a strong correlation between Attitude and Behaviour,

However, not always ~~behaviour~~ ^{attitude} translates into behaviours. Reasons could be

- Pressure of society

eg. one may ~~not~~ believe in ritualism and pomp and show during marriage still due to pressure one may ~~not~~ opt for court marriage

- For a larger interest of society or others

- a PM may not believe in negotiating with terrorists, but to save innocent children he may order the release of terrorists.

- For reasons of expediency

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।

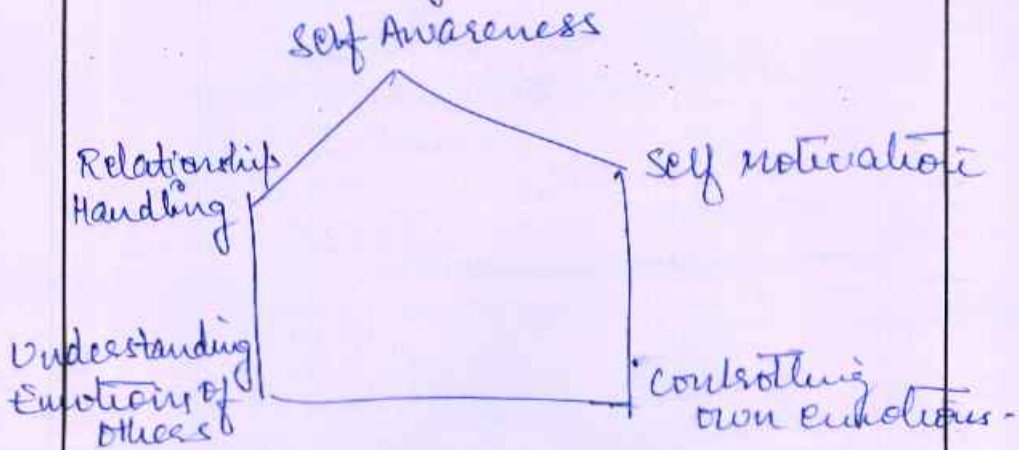
9. Empathy is not only an important ingredient but also an indicator of one's emotional intelligence. Elaborate. (150 words) 10

समानुभूति, किसी भी भावनात्मक बुद्धि (EQ) का महत्वपूर्ण घटक ही नहीं, बल्कि यह उसका एक सूचक भी है। विस्तार से बताएं।

Emotional intelligence in understanding the emotions of others requires

- (i) Empathy and
- (ii) social skills

According to Boleman, EI serves the following



Thus Empathy is an important indicator of EI constituent of EI.

At the same time, a person

cannot would his appropriate
response if he is not empathetic
towards other's feelings.

Empathy is the first step towards
compassion.

In this way Empathy becomes
an indicator of EI.

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

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

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

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?

Characteristics :

- (i) He understands the issues, problems and emotions of his subordinates
- (ii) He keeps the employee's motivation high
- (iii) He can quickly resolve any ~~kind~~ conflict situation

- (iv) In times of crisis, he acts as a leader and guides the team.
- (v) Subordinates look at him for inspiration.
- (vi) Can manage family and professional life conflicts easily.
- (vii) Do not succumb under pressure.

How it helps :

- (i) He becomes more confident ~~at~~ and sure about himself.
- (ii) Less stress means, less health related issues.
- (iii) 80% success in life is related to ED.
- (iv) Family and work life related stress are easily managed.

12. Bring out what this statement means to you in the present context:

"There comes a time when one must take a position that is neither safe, nor politic, nor popular, but he must take it because conscience tells him it is right." - Martin Luther King (150 words) 10

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

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

There are two sources of guidance

— one is external to the individual, in the form of law

— other is internal to the individual in the form of voice of conscience.

E.g.: It is on the basis of voice of conscience that Mahatma Gandhi withdrew non-cooperation movement after chauri-chaura incident.

Because it was unethical to use violence.

Martin Luther King said this during the civil rights movement of 1960s.

In the present context:

- Government should go for passage of Women Reservation Bill in the parliament, even if it is strongly opposed.
- There is need for well targetted Subsidies. This may be a very unpopular decision.
- In government organisation promotion based on performance should also be a criteria and not only seniority.

13. Your friend eats too much junk food, how would you be able to bring about a change in her/his attitude about food? (100 words) . 5
- आपका मित्र अत्यधिक अस्वास्थ्यकर खाद्य पदार्थों का सेवन करता/करती है। आप इस खाद्य को लेकर उसके दृष्टिकोण में बदलाव कैसे ला सकते हैं?

Section B

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

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

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

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

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

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

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

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

The case presents an ethical dilemma of seeing only the unethical practices and possible illegal manner of these operations of these drug de-addiction centres versus

balancing the positive impact of their operations on the major stakeholders.

This case requires a pragmatic and innovative approach by the DM, so

as that the illegality or unethical manner of their operation may be transformed into an ethical business.

Option Analysis:

(a)

Positive:

- A prompt action will ensure that this unethical model do not get replicated in other districts.
- drug addicts and their family will be saved from high rates.
- such centers in the district may attract drug addicts from outside districts in a large number. Such problem will be restricted.

Negative:

- Drug addicts will have no avenues for rehabilitation
- their families will suffer and may become hopeless
- the society as a whole may suffer

from increased crime rate

- police will be burdened more
- other districts will lose an opportunity to learn from this model

(2)

Positives

- if petition is agreed then both drug addicts and families will get ~~into~~ financial cushion, as sales will be cheap
- the private centres will be forced to modify their business model

Negatives:

- with limited fund, resources would need to be diverted from other development schemes. so other citizens are actually subsidizing it.
- Administration will be further burdened in setting up such centres.

- (c) Positive:
- a technically qualified team will be better able to recommend the best action
 - with this step, the private clinic will get a strong message to reform their operations
 - innovative solutions may emerge

Negative:

- It will be time consuming
- medical team being specialist may not give a holistic solution. They may not be able to suggest how additional resources will be garnered.

(d) Positive:

- Administration will require no additional tasks like additional resource management etc.
- In any case, these centres are somewhat helping the drug addicts.

Negative:

- This is against the principle of duty, and prudent approach
- These centres are working in unethical way. Compromise with values should not be done.

Recommendation: Proactively send a report to government to

set up government centres. Funding can be partially covered through user pay model. Additionally a PPP model may be used. Also suggest for Regulation.

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

उस महिला ने नियमों का उल्लंघन किया और अपने बेटे के साथ क्रीडा स्थल में पीछे-पीछे चली गयी। यह खतरनाक है और नियमों के खिलाफ भी है क्योंकि ऐसी सम्भावना है कि कोई वयस्क उसमें फिसल सकता है और गिर सकता है और यदि उसके इस कार्य से वह या कोई बच्चा घायल होता है तो यह बीमा के अंतर्गत नहीं आएगा। इस महिला का ऐसा मानना है कि उसके बेटे को विशेष ध्यान और लगातार निगरानी की ज़रूरत 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 विल्ला कर जवाब दिया और कहा कि उसके बेटे को भी अन्य बच्चों कि तरह उस हवा से भरे हुए स्थान पर रहने का हक है। सुरभि ने सहमति प्रकट की और उस महिला को याद दिलाया कि उसने बच्चे को बाहर जाने के लिए नहीं कहा बल्कि, सिर्फ उन्हें ही बाहर जाने के लिए कहा है। उस महिला ने फिर यह कहते हुए जवाब दिया कि उन्हें अपने बेटे की मदद हेतु वहां रहना होगा।

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

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

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

Ethical Dilemma:

- Following the letter of the law (Rules)
vs showing compassion and empathy
for weaker sections (differently-abled child)
- Strictly implementing the Rule of law without compromise vs proactively suggesting innovative way to help the weaker people without compromising with law

This case demands that this incident may be used as a feedback and the relevant rules should be amended for future.

Option Evaluation:

(1)

Merit:

- Sunita may not be an appropriate authority to grant relaxation on discretionary ground. Manager may have that authority.
- Sunita will be relieved of the onus and pressure to take decision.
- In any case, she is not denying the request of mother.

Demerit:

- It may be seen as shirking the responsibility.
- it will add to one more layer in the decision making.
- time consuming.

(2)

Merit:

- Rule of law (rules & regulations) are strictly followed.

- this warning may be sufficient to resolve the issue
- sarithi is taking decision by herself, safety of child and other children will be ensured.

Demerit:

- compassion and empathy for weaker section is missing
- the son has no fault. However, he will face punishment, if his mother do not follow the orders. This is against Law of Natural Justice.
- no proactive or innovative step is shown

(8) Merit:

- Administrators are given discretionary power, because law cannot answer every practical situation.
- This shows compassion.

Demerit

- safety of the mother, son and many other children will be at stake.
- This may become a precedent in future
- it is not sure, if sarithi has that authority to do so.

Recommended Action:

Rule of Law should not be compromised.
However, Innovative approach should
be used to show compassion.

Also, this incident must be used
as a feedback to incorporate changes
in the process and rules for disabled
children for the future.

Step 1: Politely but firmly tell the mother
that her genuine concern for her son
is in fact a source of danger to the
life of her son, apart from the
danger to the safety of other children.

Step 2: Tell the mother that Susheela
will personally visit her son, but
the mother should remain outside

Step 3: Proactively suggest to the
top management regarding the
need to make changes in the
process and rules for disabled
children.

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. 20

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

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

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

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

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

Ethical Dilemma

- Follow the orders of the superior (Assistant Manager) vs crisis of conscience
- Passively doing her regular duty vs proactive duty in bringing out corruption in the organisation.
- Balancing the principle of duty and integrity for the job vs facing potential financial and career loss.

Options Available:

- (a) Sandhya should keep silence and take no action on this matter

Merit:

- She is actually following the orders of superior
- She will be saved from any possible widowhood or victimisation
- Her financial security will be safeguarded.

Demerit:

- It will lead to crisis of conscience
- against the values of duty,

integrity, dedication and honesty
 - The bank in the long run will
 be ruined, so will be the career of
 Sandhya.

(b) sandhya should resign and try
 for some other job

merit

- saved from victimization
- saved from crisis of conscience
 that she was a party to the corruption
 by continuing to work

demerit

- not good for her career
- this is a escape route. Against
 the principle of duty.
- cognitive dissonance may emerge
- it does not solve the problem of
 corruption

(c) sandhya should reveal this
 to the Branch Manager

merit

- higher authorities may not be
 knowing the ground reality. So
 he may pursue the case
- sandhya has done her duty
 by following institutional hierarchy

Demerit

- If Branch Manager is also involved then she will be victimised.
- she may face charges that she is making unsubstantiated allegation.

Recommended Action:

step 1: Sandhya must first gather facts and documentary proof on this matter -

step 2: Then she should tell this to the Branch Manager in an official mail wait for reply or action.

step 3: If no cooperation comes, then approach higher authorities. Only as last resort approach to the vigilance department of the bank or the Chief Vigilance Commission (CVC).

Personal consideration should not come in the way of duty -

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 हैं।

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

यह एक तरह की अनूठी तकनीक है जिसे सिर्फ एक ही निर्माता प्रदान करता है। जब इस तकनीक को डिजाइनर द्वारा निर्दिष्ट कर दिया गया और खरीद लिया गया, तब उस कंपनी का विक्रेता आपके पास आता है और आपको विदेश में हवाई यात्रा के टिकट के साथ एक शानदार समारोह में शामिल होने के लिए आमंत्रित करता है। आप उस विक्रेता, जयेश को इस मुलाकात से पहले नहीं जानते थे। सीधे तौर पर खरीद फरोख्त में आपकी कोई 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 सभी का मूल्यांकन करें और कारण सहित ऐसे विकल्प का चुनाव करें जो आपको स्वीकार्य हो।

Ethical Dilemma:

• Balancing the conflict of Interest
For an administrator, all the personal benefits must be subordinated to the

- larger public benefit
- An administrator must be proactive in declaring any possible conflict of interest. The onus is on the administrator to foresee such possibility.
 - An administrator must not only have honesty, integrity, transparency and accountability, but he must also be seen to have these values.

Options Available

(a) Accept the offer

Merit

- It may not be illegal as GM has no direct purchasing responsibility.
- no undue favour is done anyway. So no loss of public money & involved.

Demerit:

- The GM may be later charged with corruption. It may become embarrassing.
- Even if there is no mala fide intention, there is no proactive assessment.

of any conflict of interest

- It is against the Civil Services (Conduct) Rules, 1962, to accept prize, reward, gift etc of such high amount without taking permission of appropriate authority.

(b) Decline the offer

Merit

- In future, the GM will be saved from any allegation of corruption
- The salesman will get a signal that in future, he should better be clean with no mala fide intention of influencing the officers.

Demerit

- It may appear rude to decline the invitation for a party
- Otherwise there are not any other demerit.

(c) Inform the superiors and only after their consent, accept the offer

Merit

- Civil Services (Conduct) Rules has been followed

- no chance of any future allegation.

Demerit

- it does not resolve the original conflict of interest

- the superiors may doubt the integrity of the GM, for sending this proposal for consent.

Recommended Action:

Proactively try to understand if any potential conflict of interest is there or not.

step 1: Verify the antecedents of the salesman.

step 2: Upon knowing his identity, strictly deny his offer. Also tell him not to do the same with any other officer of the PSU.

step 3: Send this report to the vigilance department of the PSU, so that in future they make take ~~an~~ extra precaution while granting tenders to this company.

However, the present procurement tender should be continued.

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.

20

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

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

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

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

Ethical Dilemma:

• Taking advantage of a situation to do a ~~no~~ right thing, as it serves the self-interest versus doing right thing for the sake of it.

This case demands values of uprightness, honesty, integrity, a sense of duty

towards

- self
- friend
- professor
- and to the society at large

options available:

(a) Inform the Professor

Merit:

- the friend is doing unethical thing, A cannot be justified
- a competitor less means more chances of getting high grades

Demerit:

- if the motive was to lessen the competition, then the means becomes unethical, as per Kant's Categorical Imperative

- friend was not given an opportunity to be reformed by initial warning from me.

- friend may develop ill-will feeling

(b) Remain unconcerned, as in the normal situation I would have remained unbothered.

merit:

- no ill-will feeling of the friend
- later on no cognitive dissonance as crisis of conscience will occur that for self-benefit, it was done

Demerit

- by overlooking these small lapses in values, I am encouraging the friend to compromise with bigger values in life.
- overlooking the crime means being party to it. It is against the values of integrity and principle of duty.

- (c) First warning the friend and if he does not heed the advice, then
- inform the professor

Merit

- it is possible that these minor errors of judgements will be resolved in the first warning itself.
- it is the duty of friendship.
- professor may spoil his career, if directly approached.

Demerit:

- I may not get good grades, as the friend

(d) will still be in the competition.
Tell other friends to put pressure on him
to rectify the mistake.

Merit

- peer pressure may resolve the
situation.

Demerit

- the friend may be embarrassed
in front of all the other friend.

Recommended Action:

Not only the action should be ethical
and legal, but the motive should
also be pure and ethical.

I should strictly warn the
friends to not resort to cheating.

It is an act of academic corruption.

It is more harmful to society than
financial corruption. If he does
not heed my advice, then I will
put peer pressure through other

friends.

As a last resort, I will inform
the professor. However, this
should be done to reform a friend
and not to intentionally harm a competitor.

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

1. What are the options available to Kathi?

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

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

1. काठी के पास क्या विकल्प हैं?

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

Ethical Dilemma:

• Only filling the loopholes in a law
(here employee benefit program) vs
being compassionate and show
positive discrimination for people
in need (here medical condition of
Ankit's mother)

Options

(a) Immediately fill the loopholes in
the employee benefit program
merit
- the spirit of the law (here the
program) will be restored

- it will lead to plugging the leakage of the money of the organisation
- such loopholes encourages indiscipline and set in wrong values as it encourages wrong tendencies

Demerit:

- special needs of people like Aashit will not be met.
- Only doing this, shows incompassionate behaviour of Kashi.

(4) Stop the employee benefit program altogether

Merit:

- Many employees have been unethical - so they do not deserve it.
- The leakage of money of the organisation will be immediately arrested.

Demerit

- it is ~~is~~ not a progressive step. The mistakes of few, cannot be a reason to punish innocents.

- (c) - will lower employees motivation
- Take action against employees who took undue advantage of the program
- Merit
- it will set discipline in the organisation
 - lost money could be recovered
- Demerit
- although it may be unethical, but it cannot be said that it was illegal to exploit a loophole in the rule.
 - may demoralise the employees.

Recommended Action :

Rule of law cannot be compromised under any circumstances. Also laws, rules and regulation must be ~~be~~ timely updated on the basis of ground level feedback.

However, compassion and empathy for persons in need is also essential.

Kathi must plug the loopholes immediately. But simultaneously she must institutionalise a mechanism to grant soft loans to employees like Anil who badly need it. This will enhance employee morale.

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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Ethical Dilemma:

Journalistic ethics demands complete objectivity and neutrality. Its task is to act as a reflection of reality and facts.

However, the larger national interest cannot be ignored.

Journalistic ethics is not an end in itself. It exists within the larger societal objectives like

- revealing unethical conduct of the authority
- promoting progressive ideas for the societal benefit.

It is for this reason that during communal violence, the names of ~~the~~ the warring religious communities are not mentioned.

Because of larger ethical values of preserving the dignity of a rape victim, her name or identity is not revealed.

Thus, in this case, since it is not clear whether the action of government was a mala fide conduct or it was an honest but desperate attempt to save the economy. In latter case, it was an act in the nation's interest.

Thus immediately revealing the information would jeopardise the economic security and of ~~the~~ the nation. Millions of poor people may lose their livelihood.

Action Required:

First ascertain the motive of the

government. If it is malafide conduct, then immediately publish the report.

But if it was an honest attempt to save the economy then withhold the information. When the economy will rebound then publish all the details.

