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28 AUG 2018
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GENERAL STUDIES (TEST CODE : 1148)

Name of Candidate	Moomal	Registration Number	28375
Medium Hindi/Eng.	English	Date	28/8/2018
Center	NATIONAL TRUST, ORN BUILDING		

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
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:

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

1) Public trust :- It can be better termed a 'social capital' between the governed and the government. High levels of social capital improves credibility and legitimacy of the civil servant, thus makes ~~enform~~ enforcement and execution of policies easier. This further results in Good Governance. Increasing 'Public participation' is fundamental to improving public trust.

2) Objectivity This refers to the fact-based and empirically justified decision making. It again improves public trust as it reveals 'integrity' of an officer.

37) Strength of character: It is the 'consistency' with a internal set of values and principles. It is a mark of intellectual, personal and moral integrity. In a civil service it ensures commitment to public welfare, fortitude and courage to avoid temptation.

4.) Empathy: It means understanding others 'emotions' and re-experiencing them as ours. It makes public service more effective and builds social capital. Empathetic leader is able to leverage diversity better, make integrative approach to problem solving and improve work culture.

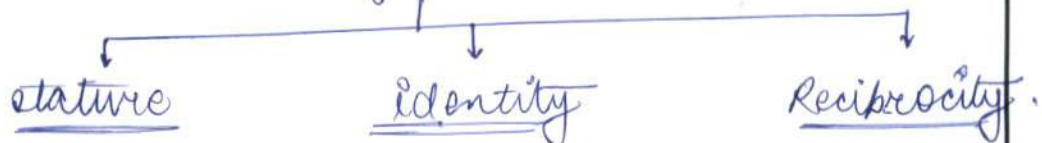
5.) Selflessness: It means placing public interest prior to personal interest. It will ensure 'dedication to public service, probity in governance and fiscal, functional, process accountability'. In all it will generate a sense of responsibility in public servant — who will go beyond call of duty.

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।

Nation states are as such primarily concerned with 'NATIONAL INTEREST'. But their responsibility towards asylum seekers stem from their responsibility towards "INTERNATIONAL PEACE". Human rights is the integral part of maintaining international peace.

3 components that guide the behaviour of nation state are —



But in my opinion, a even higher force which should guide nations should be embedded in "human invaluableness". It resonates with Ubuntu Philosophy of Africa and Vasudhaiva

Kutumbkam philosophy of India.

Refugee policy formulation:-

① should be a 'fine balance' between national interest and protection of human rights.

For instance: Rohingyas should be allowed to take refuge in India only after thorough checking and surveillance.

② Refugee policy should also strive for stabilising conditions in their refugee homecountry so that systematic repatriation can be conducted.

③ The rights of refugees should be ensured but not at cost of destabilizing a country's own socio-economic and political fabric.

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 have special obligations to maintain ethical standards because —

① They are in positions of authority, enjoy power and high levels of discretion

“with great power comes great responsibility”

② civil servants deal with 'public resources' and they are bound to be accountable and ethical in their conduct.

Main concerns:—

① 'Code of conduct' is insufficient for regulating behaviour it focuses more

on rules and compliance.

⑥ laws, rules and regulations have external locus of control thus ineffective.

⑦ laws increase 'formalization' and reduces responsiveness of administration.

[Remedy] :-

① supplement 'code of ethics' along with code of conduct which focuses on values and principles [Mota committee & Santhanam committee].

② Recruit individuals with high moral grounding & conscience, this shifts locus of control internally.

③ Increase the cost of unethical behaviour, using stringent laws and removing encasine protection available under A511. etc.

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 and schools are two crucial 'agents of socialization'.

Family is an informal agent whereas school is a formal agent.

Where family is crucial socializing agent in first 5 years of a child, school plays a role in the 'formative years of the child'.

These years are the most impressionable ones, thus schools have to be very cautious in inculcating values.

Family has father, mother and parenting styles as crucial parts of value development. Schools use curriculum, extra-curriculum, teachers and peer group as parts of social

-ization process.

Family inculcates values of trust, love, compassion, honesty through observant learning, reward-punishment approach. School on the other hand teaches —

- cognitive and psychomotor skills through curriculum.
- interpersonal skills and social, civic competencies through extra curriculum.
- Teachers use approaches of attribution and appraisal to inculcate self-efficacy; leadership; punctuality etc.
- Peer group: team spirit, value of commitment, self awareness, sharing and caring.

It is very important that familial values align with school values as any discrepancy can cause 'value confusion'.

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 सविस्तार वर्णन कीजिए।

Ethics is the rule of
conduct in a society which guides
behaviours, actions and choices.

In our day-to-day life we are surrounded by decisions to make and actions to be undertaken. Our ethics very subtly guide us through ethical dilemmas and gives a sense of ultimate happiness.

According to Dalai Lama —
life without religion is still easy,
but life without ethical underpinning
is unimaginable.

Political theorist Thomas Hobbes
calls 'ethics as necessity', without
which humans will face 'state of war'.

During my early school days, I used to be academically weak. Once I flunked in mathematics. Here, I had to options to hide my marks from my parents and not face the music and second to be ethical, not to lie and accept my failure.

I choose to reveal my marks to my parents, though it meant to confront them and their scolding. But surprising, they instead of scolding me, wanted me to practise more and perform better next time.

I chose this ethical action, as it gives me 'inner peace' and a sound sleep. My unethical action entails sense of 'guilt' and 'dissonance' within.

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।

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।

Life is not just about
'utilitarian ethics', sometimes we
get much more mental pleasure and
social happiness by the act of giving.
This is the philosophy of the 'Joy of
giving'

(a) Altruism is a voluntary
act of 'redistribution of wealth'. It not
only reduces inequality but also
improves social integration. It is a
win-win situation as the giver gets
experience self satisfaction of 'giving
back to the society' in whatever
capacity.

Benjamin Franklin was a
wealthy yet altruistic man. He believed

In the 'net value of a person' measured by his efforts at making other's life more valuable. He brought together commerce and values of altruism, thus a pioneer of CER in the world.

(ii)

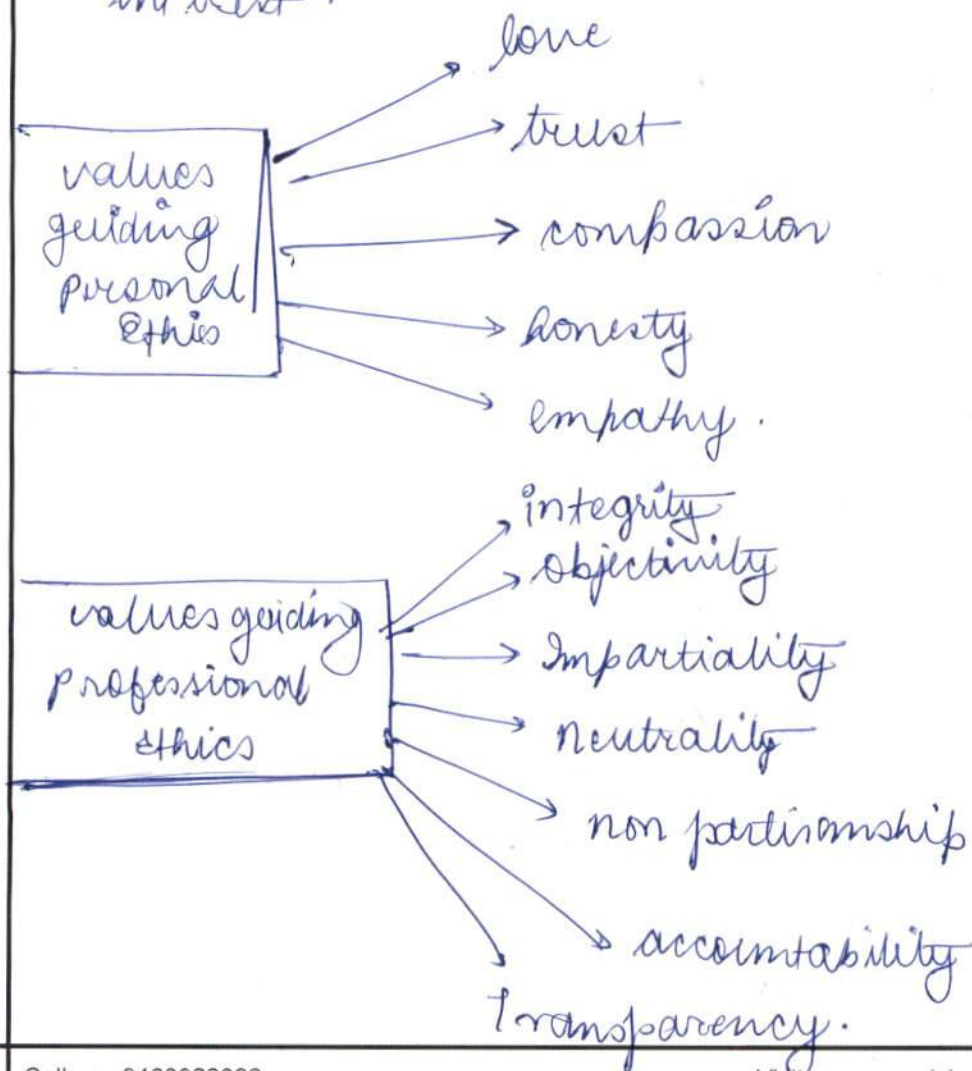
Education plays an important role in making understand the 'value of intangibles'. As altruism gives back intangible gains — goodwill's, self satisfaction, happiness and completeness. This cannot be realised by an uneducated man who values materialistic gains.

This education system should be structured so as to value 'marks' less than experience, practical knowledge of a student. Altruism also need not result in spontaneous gains, thus education values of patience will be of great value here.

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।

For better results it is always better that personal and professional ethics of civil servants show 'minimum discrepancy'. It will reduce crisis of conscience and conflict of interest.



A combination of personal and profession ethics can lead to better decision making. As both values and facts are considered.

eg. Honesty and integrity: A civil servant who is honest and also is consistent and reliable in showing honest character will not succumb to political pressures.

But whenever there is conflict b/w personal and professional ethic, civil servant must be guided by 'public welfare' and follow constitutional ideals.

eg. Empathy & objectivity

Suppose an ^{poor} old man comes to an officer seeking his pension without documents. Here officer is caught between empathy & objectivity. His discretion must be guided by public welfare at large.

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।

People today have developed 'ego defensive' and 'other critical' attitude.

Both are destructive attitudes as ego defensive attitude encourages false self esteem and self deception. ~~whereas~~ whereas 'other criticism' is not constructive but destructive in nature.

The reason for such attitude is that adults do not want to face the light. They are insecure and thus find it easier to malign others rather than correct oneself. ~~eg~~ It is easier to blame reservation status of others, to hide ones ~~one~~ own lack of capability to succeed.

It is always easier to
weave slippers yourself, rather
than to blame the earth which
soils your feet.

To improve this anamody
we need to create an environment
of unconditional acceptance, non-
judgemental attitude towards others,
this will help change ego defensive
attitude, allow self introspection,
acceptance of faults & thus improve.

Man has to be emotionally
intelligent and increase his personal
competencies — self awareness,
self motivation and self regulation.
Only an enlightened soul of such
kind can help others to change
constructively.

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।

Courage is crucial element of maintaining other qualities of honesty, integrity ~~and~~ accountability, transparency and tolerance.

Courage is crucial to intellectual integrity and honesty. Only a man who has courage can stand with the judgement of truth. for instance: whistleblowers show the highest levels of integrity and courage.

Leopoldus showed courage when he announced that planets revolve around the sun, & even if it costed him his life by the church.

Gandhian ethics of non-violence (Ahimsa) and satyagraha is also a 'mixture of the strong' and not possible without courage.

Nonviolence requires the courage to not hit back. It demands high levels of self control and regulation.

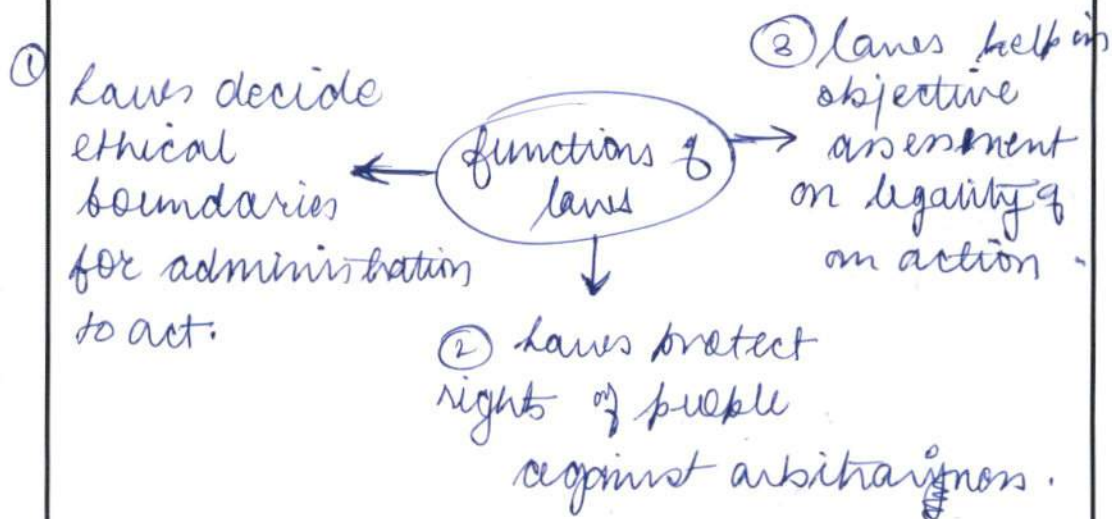
Similarly satyagraha is the ability to undertake suffering by the satyagrahi. This too requires soul force and indomitable will to withstand suffering.

Even Plato mentions Courage as basic of the 4 virtues in his theory of virtues along with wisdom, temperance and justice.

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।

Laws are set of rules which are issued by sovereign political authority to guide the behaviour actions and choices. Regulations puts laws in action.
eg Prevention of Corruption Act 1988



But there are obvious limitations to laws —

- ① ~~not~~ inherently incomplete.
- ② ~~not~~ anticipatory in nature.
- ③ limited scope.

- Ⓐ external locus of control
- Ⓑ not all laws are moral
- Ⓒ rigid not responsive to society.

Conscience on the other hand is an 'intellectual exercise' to decide upon the morality of an action. It overcomes the limitation of laws —

- Ⓐ wider scope
- Ⓑ internal locus of control.
- Ⓒ keep deontological system of laws strong.
- Ⓓ conscience makes law enforcement easier.

For example: Traffic rules and regulations if based solely on laws will require strict supervision, surveillance for implementation. But if citizenry has cultured conscience, laws will be followed in spirit not just in procedural sense.

7. Differentiate between the following using examples:

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(i) Wants and Needs

(ii) Ethics and Etiquette

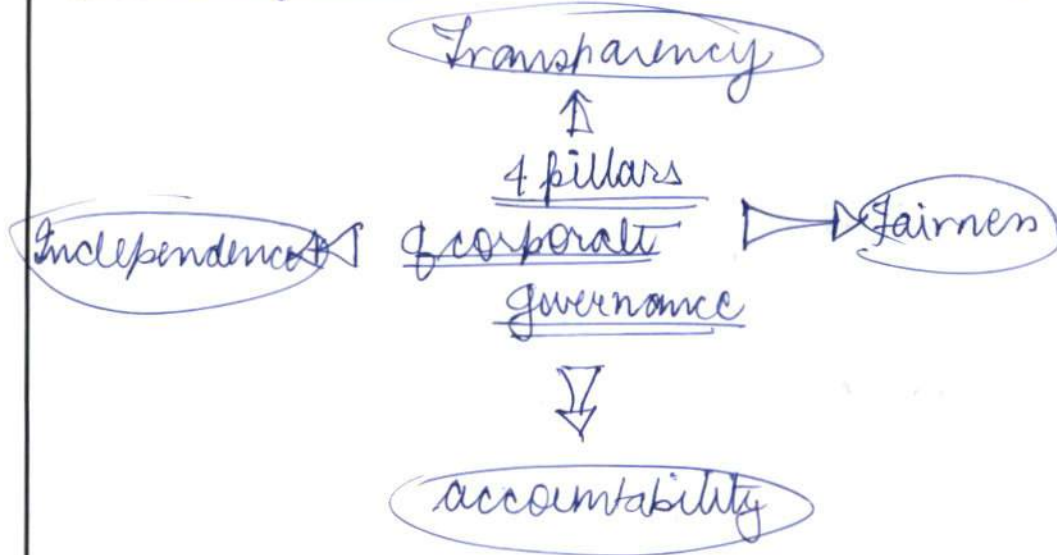
उदाहरणों के साथ निम्नलिखित के बीच भेद कीजिए:

(i) इच्छाएँ एवं आवश्यकताएँ

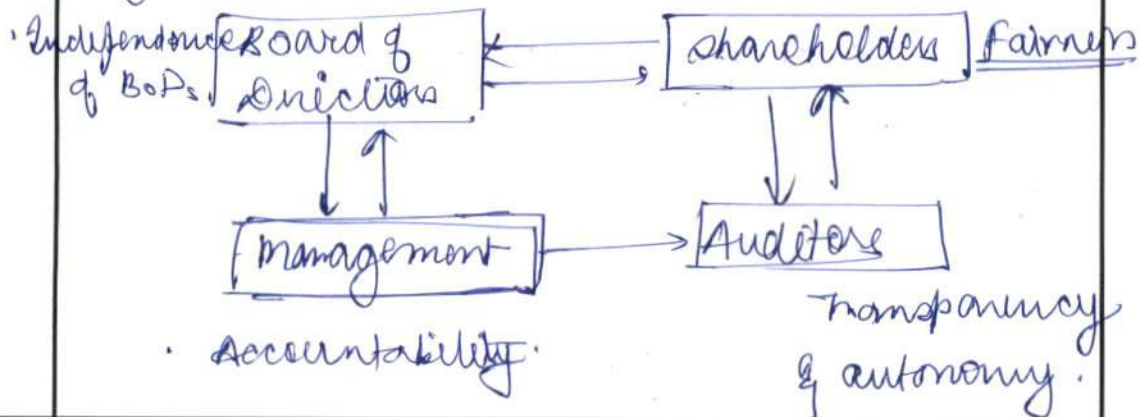
(ii) नीतिशास्त्र एवं शिष्टाचार

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, संधारणीय विकास और वित्तीय स्थिरता को प्रोत्साहित करने का एक साधन है। चर्चा कीजिए।

Corporate Governance is the balance companies economic goals with larger social goals of the society.



Corporate Governance is based on these 4 pillars it insures, good governance at corporate level between



Good Corporate Governance ensures
good company's health, safe shareholder's
money and trust.

Economic efficiency: Transparency on
part of auditors and autonomy of
decision making at directors level
ensures efficiency.

Sustainable growth: This will boost
investor trust and this will
lead to more risk-taking leading
to economic growth.

Financial stability: credible auditors
report, accountability of managers
and sense of fairness among stakeholders
will avoid any uncertainty in share
market.

Eg. No Insider trading.

Thus good corporate governance
is key to multiple gains.

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?

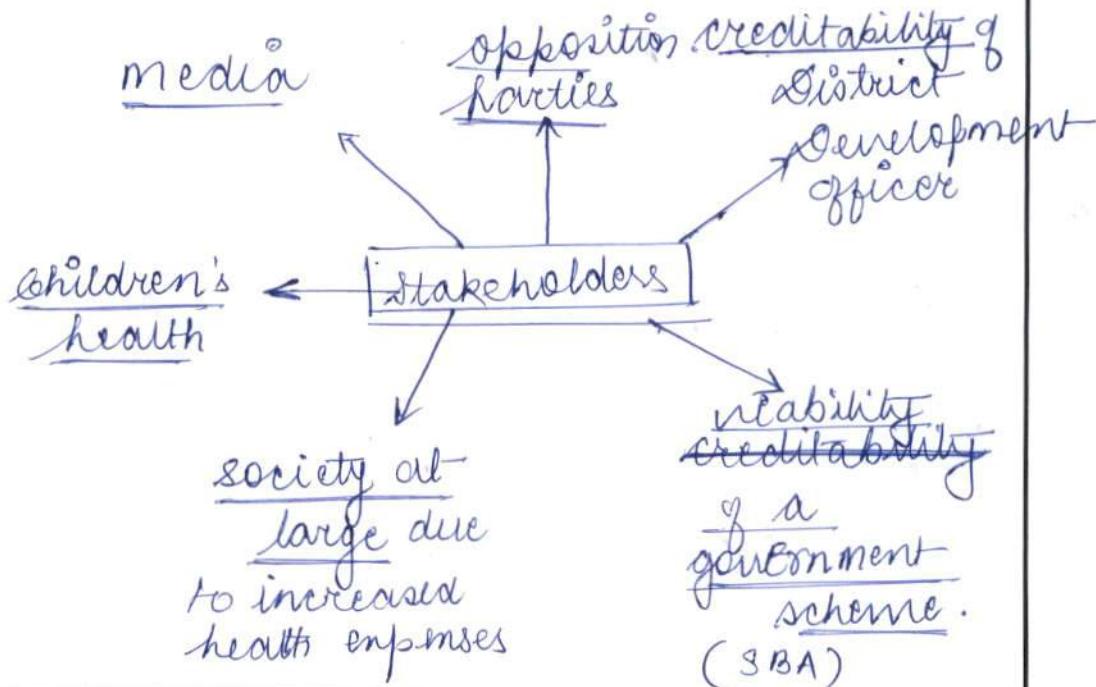
(b) How can people's attitude towards open defecation be changed? Give a reasoned account of the steps that you will take to bring about this change.

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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।



The case under concern:

Attitudes are objectified values; specific determinants of behaviour and are "difficult to change". Any attitude is result of socialization and are held by 'attitude holder' as they serve certain functions —

1. need and want satisfaction
2. knowledge function
3. ego-defensive function
4. value expressive function

Q.7

Despite the construction of toilets people are reluctant to use it. This is mainly due to 'behavioural inertia'. The reason is that holding such attitude is serving one or the other attitudinal functions.

① Knowledge function : many people are unaware of the problems related to knowledge open defecation. This attitude is the easiest to change, by providing counter-empirical evidences.

② Ego defensive function :

The concept of pollution and purity held by certain upper class brahmins are not ready to shed this notion. ^{Usage of toilets} ~~this~~ will not make caste system redundant but will also attack their self esteem. This is most difficult to change as it requires "PERSONALITY REORGANIZATION".

③ Need and want satisfaction :

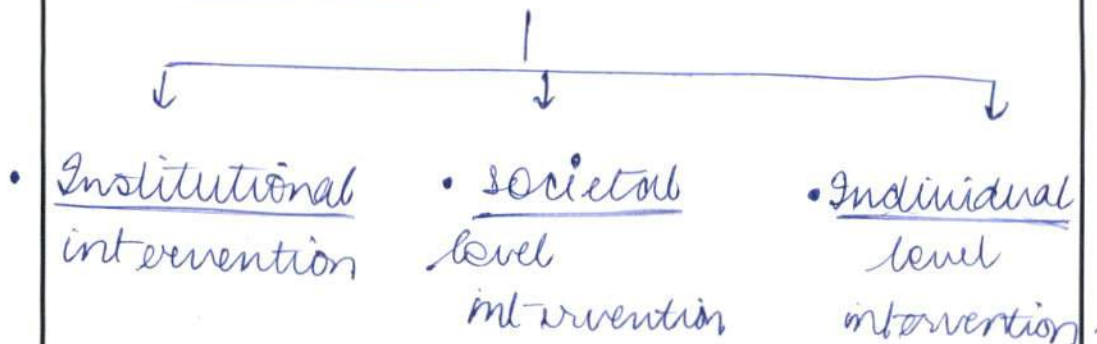
Maintaining separate areas for defecation sustains caste system. This has utilitarian functions for upper castes as shudras do all

menial and manual jobs.

The function also indicated towards need for infrastr
uctural setup, which has been to
an extent met by Swachh Bharat
Abhiyan.

b.7

The required change in
people's attitude can be achieved
at 3 levels:-



Institutional levels includes
law making but implementation is
a problem here given the nature &
problem.

The most effective will be

societal level intervention, which is at personal level, unlike laws which are impersonal.

Individual efforts are also crucial as "courage of one man makes a majority".

Course of actions:-

- ① 1st institutional level will try to adopt 'best practises' from other better performing districts.
- ② Involve children / Bal mandalis to monitor and encourage behavioural change.
- ③ Use persuasion at panchayat level and family level using Swachha-grahis, to show people their real stakes involved.
- ④ social influence using prominent leaders and actors having high credibility and trustworthiness etc.

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?

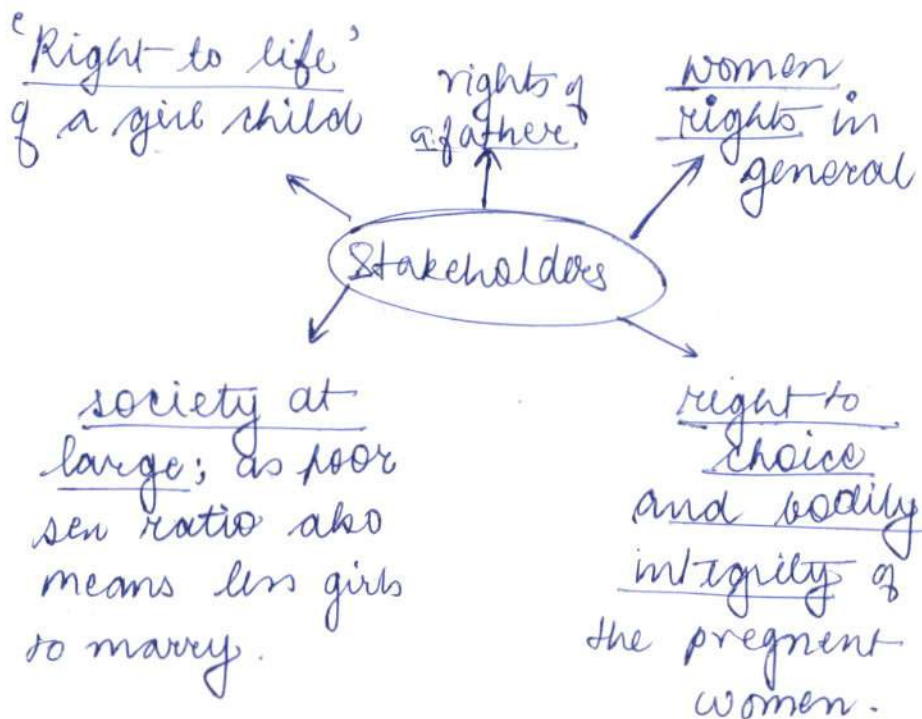
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लिंगानुपात में निरंतर गिरावट यह संकेत देती है कि अर्थव्यवस्था एवं साक्षरता दरों में उल्लेखनीय सुधार के परिणामस्वरूप भी इस सूचकांक पर कोई प्रभाव पड़ता प्रतीत नहीं हो रहा है। वास्तव में, नई प्रौद्योगिकी की उपलब्धता और शहरी समृद्ध एवं शिक्षित लोगों तक 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?



92 The case study reveals that as material and development indicators are rising, "social values are being compromised." It reveals parochial education system, materialistic life style, excessive individualism.

Ethical issues involved-

- sex selective abortion; decreasing levels of compassion in society, even mothers.
- poor law enforcement (PCPNDT)
- societal acceptance and indifference towards an illegal practice.
- increasing violence against women, women is not treated as an end in herself, but a 'means' to an end.

b) suggestions to tackle problem:-

① Institutional level

Laws, rules and regulations to be made more strict with better enforcement. Raise the cost of engaging in sex selective abortion.

④ PCPNDT against sex determination of a child.

• Clinical establishment Act to deregister illegal practitioners & Quacks.

② societal intervention:-

Behavioural change at societal and family levels. Govt. scheme such as Beti Bachao, Beti Padhao an initiative to raise awareness about girl child.

The agents of socialization
: schools, media, family, workplace

and religion to inculcate values of
 → gender equality
 → gender sensitization.

Mechanisms used by
 socialization agents —

① observant learning eg a boy develops
 gender sensitivity values from the
 way his father ~~teach~~ treats his mother.

② carrot and stick approach: by
 giving incentives for desired behaviours
 and punishing undesirable ones.

eg Shama Lakshi scheme which provides
 financial incentives on the birth of a
 girl child.

③ Individual interventions

This can be in the
capacity of a mother, father, or
ASHA, ANM etc. to discourage sex
 selective abortion.

→ There is an ethical dilemma between 'pro life' and 'pro choice'. Both are equally compelling and favoursing only one compromises the other.

The best approaches to resolve this dilemma will be—
→ justice approach.
→ virtue approach.

In any case, justice must be done to all contenders. It is also a case of 'situation ethics' where a lot depends on the circumstances under which abortion is demanded.

Moral theology will argue against abortion as every human being is a reflection of god, but here too doctors and other stakeholders must abide by highest virtues of life but while deciding in favour of the either. Even god's commandments should be backed by reason.

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:

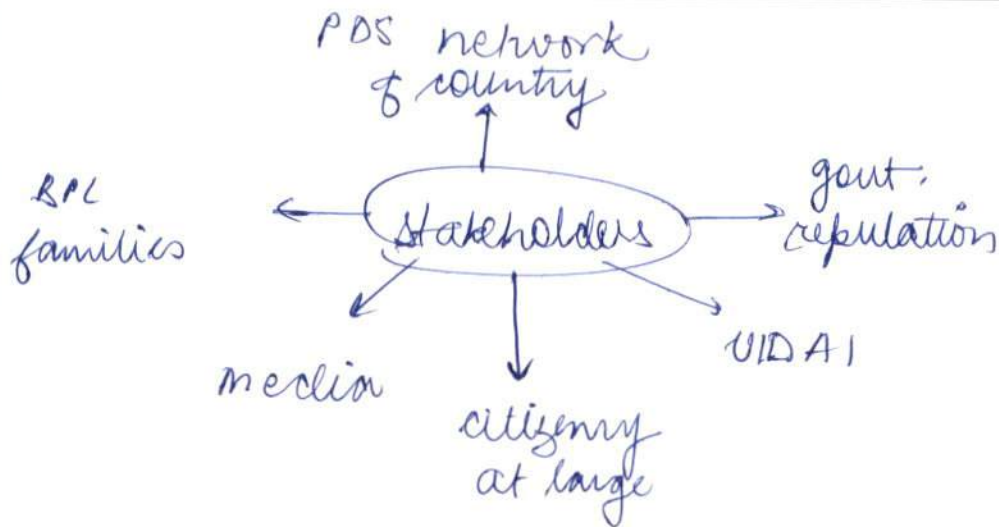
- (a) List the issues in the given situation that the parties involved are facing.
(b) What step(s) will you take in the situation to ensure that the demands of the aggrieved persons are met without violating the rules?
(c) In this context, briefly discuss how the poor in the country currently face digital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

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आप एक जिले में BPL परिवारों को सार्वजनिक वितरण प्रणाली (PDS) के अंतर्गत खाद्यान्न आबंटन 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?



①

case under concern!

- Conflict between values of objectivity and empathy on the part of the officer-in-charge.
- BPL families facing starvation & hunger deaths. Their right to food is somewhere compromised
- Creditability of Aadhaar linked public delivery is suffering.
- social media and citizen journalism demanding accountability.

- Legitimacy of the govt. and efficiency of PDS network is at stake.

b) Course of action

- Expedite the process of Aadhaar linking for BPL families.
- Sub that is complete, it will authenticate use of 'ration cards' physically at ration shops to avoid starvation deaths.
- This might have problem of no targeting but we cannot afford targetting right away, where it will amount to inclusion of genuine beneficiaries.

©

Digital inclusion is due to ~~cause~~ of digital divide in the country —

- rural-urban divide
- lack of digital literacy.
- lack of digital infrastructure
- gender divide.

Thus any kind of allocation efficiency through digital route has to first ensure digital efficiency.

Consequences —

- violation of rights
- poor governance
- compromise on public welfare.
- Increase in poverty further.

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 (कोटेशन) 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 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?



Ethical issues involved-

- ① Health expenditure induced poverty due to out of pocket expenditures.
- ② accessibility of healthcare is at stake, thus costing lives of many.
- ③ commercialization of healthcare
- ④ Doctor and medical ethics at stake

b) possible solutions:-

① I will present a distorted reality in front of the minister.

② I will show intellectual integrity and stand by the 'truth', thus exposing the nexus.

③ I will ~~try to~~ call for an internal enquiry into this malpractice as reputation of hospital is at stake.

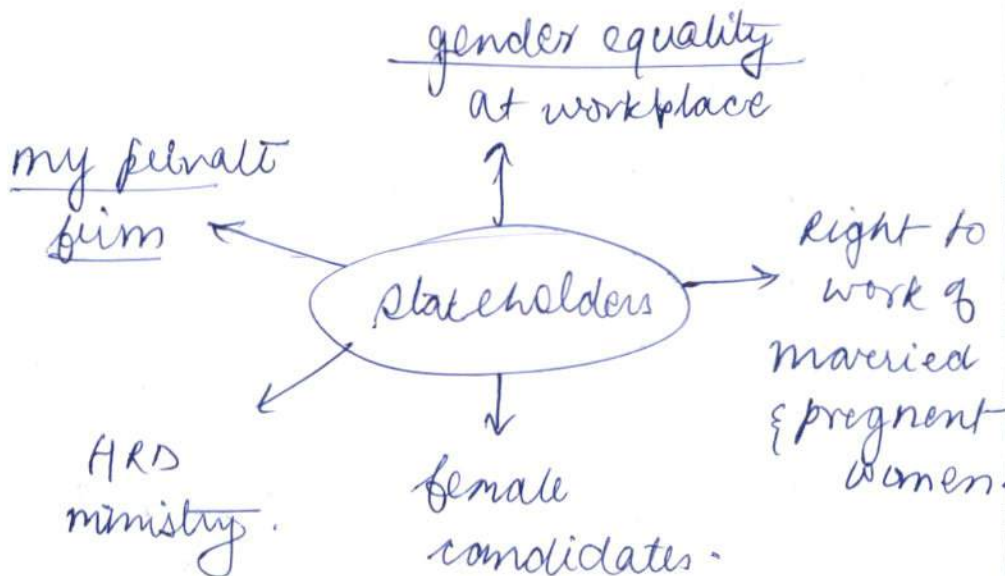
c) I will stand by the judgement of truth as a doctor, head of alliance of doctors for ethical healthcare and as a citizen.

It is my duty and I will follow 'deontological ethics' in this case. As no amount of commercial gain or reputation can be weighted more than patients' lives.

This might bring me animosity of ~~now~~ my fellow doctors but will give me a sense of self satisfaction, happiness for the patients and sense of fulfillment of primary responsibility towards patients.

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-आउट 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।



Concern

- Professional and work ethics
w/ familial responsibilities
for women
- work-life balance
- work efficiency and commitment
-ment of married & pregnant
women.

Course of Action:-

- I will prefer the 'merit and competence' of the candidates irrespective of their ~~marital~~ marital status and reproductive obligation.
- Technology is a viable option to give equality of opportunity to all.

Thus work from home will be considered till the time work efficiency and goal is not compromised.

→ my company will ensure creche facility for women with children, so that they can fulfill both their obligations without compromise.

factors that affect my decision making:

- ① Gender equality
- ② equality of opportunity.
- ③ competence >> other values.

Justification:-

- ① will meet companies efficiency levels as well as govt. obligation on time.
- ② Entrance cost borne by the company to provide facilities will be ~~govt~~ covered by increased productivity and goodwill.
- ③ women employees will bring diverse set of understanding to a project
- ④ My decision is also in accordance with the laws of the land where acts such as Maternity Benefit act encourage ~~gender~~ women participation at workplace.

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?

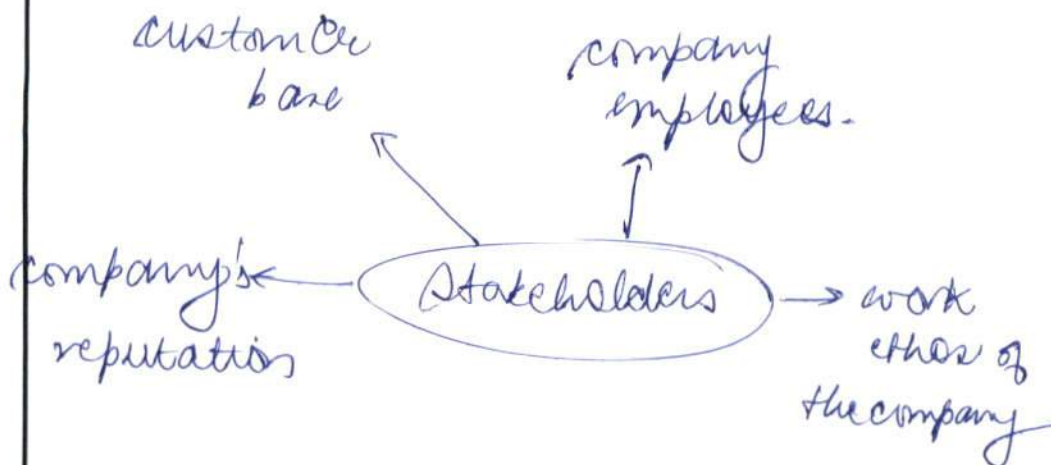
(b) What steps will you suggest to deal with the situation that the company faces?

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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?



(iv.)

factors :-

- (i) highly reputed company, thus ~~cost~~ customer expectations are high.
- (ii) strong but poor work culture is detrimental to reputation of company.
- (iii) Customer experience is a part of company services.
- (iv) attributes of the personnel is also an inseparable part of company's product eg. his appearance and attitude.
- (v) more than proficiency of a company, the soft skills of its employees matter.
- (vi) socialization of employees matter thus 'recruitment policy' of company

needs to be looked into.

① steps—

① begin with warning and then
subsequently weed out
destructive elements out of the
company.

② change the recruitment policy of
a company, where make soft
skills as an important criteria.

③ cultivate good and strong work
culture and lead by an
example.

(iv) Training for company employees
after periodic intervals

④

