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GENERAL STUDIES (TEST CODE : 1056)

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Medium Hindi/Eng.	ENGLISH	Registration Number	25609
Center	JAIPUR	Date	26-06-18

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	<ol style="list-style-type: none">1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).2. There are FOURTEEN questions printed in ENGLISH.3. All questions are compulsory.4. The number of marks carried by a question/part is indicated against it.5. 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.6. Word limit in questions, if specified, should be adhered to.7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.
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:			

75, 3rd Floor, Old Rajinder Nagar Market, Near Axis Bank, New Delhi – 110060

103, 1st Floor, B/1-2, Ansal Building, Behind UCO Bank, Dr. Mukherjee Nagar, Delhi – 110009

EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. 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

1) Public trust -
Civil servants are appointed for serving the public. Hence public's trust is ~~the~~ ~~most~~ crucial in ensuring smooth working environment. Further, civil servants should ~~to~~ aspire to build more public trust by their actions as well.

2) Objectivity -
It is a core value of ~~the~~ civil service as identified by Nolan Committee. As per this a civil servant must only look at objective facts & when making decisions and no subjectivity should creep in. This will ensure the principles of fairness and equality promised in our constitution.

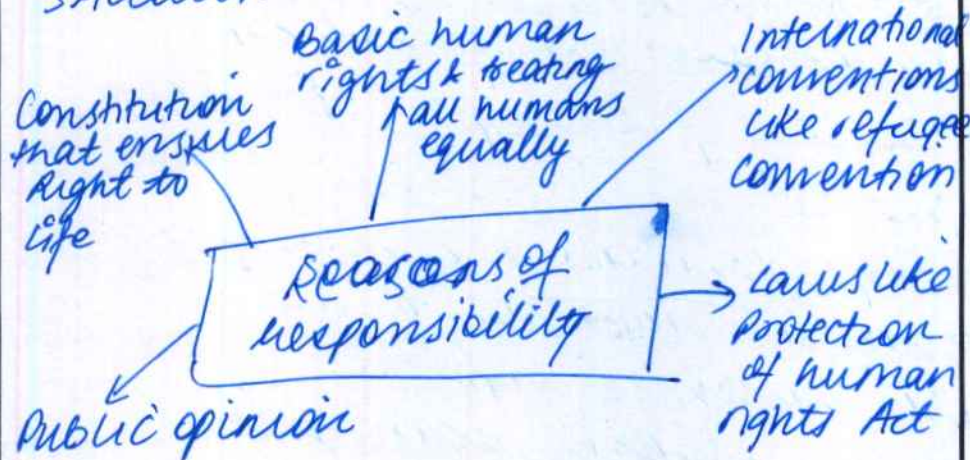
iii) Strength of character -
Civil servants work in high pressure conditions where the decisions made impact lives of many. Strength of character is a virtue that prevents moral lapses in such situations and provides fortitude.

iv) Empathy -
Civil services implies dealing with the public on a regular basis. Empathy, which is the ability to understand other's situation from their point of view shows that civil servant is accessible and compassionate. This also builds public trust.

v) Selflessness -
The ability to work for a cause higher than one's own is selflessness. In civil services one works for the well being of citizens. This includes values like anonymity which ensure credit goes not to one individual but the whole system.

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

In the ongoing worldwide migrant crisis the responsibility of nations to asylum seekers becomes important. Ensuring their human rights is the moral thing to do in such situations.



considerations for refugee policy

→ Reasons of Inflow. For eg.
→ ~~Availability~~ in case of the Rohingya exodus it is systemic oppression by the regime that causes migration. These thus have limited choices.

- Availability of resources
countries have to balance needs of citizens against those of migrants and form policy accordingly. For eg. Indian government chose to help Bangladesh under Operation Insaniyat by ~~support~~ giving additional resources.
- Skills and set of refugees.
- Impact of refugees on geopolitical situation.
for eg. Germans are allowing inflow of migrants to aid their economic reforms.

Further, such policy should be ~~case to~~ different as per different cases. The recent zero tolerance separation policy of children of USA shows how important it is to maintain ethical and moral principles in migration refugee policies.

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

Civil servants are held to a higher ethical standard as —

- They are working for the public and not their own selves
- They must ensure the best usage of scarce resources available and prevent misuse
- They are a pillar of strength to the community and their actions create a ripple effect and these are open to imitation by others.
- They are the face of the government for the public and its first line of defence.

Areas of concern

- Absence of a code of ethics that guides actions of civil servants
- Prevalence of corruption in public ~~de~~ decision making process.

- Lack of screening of potential civil servants for ethical behavior in circumpect manner
- Red tape and slow decision making
- Improper ethical training



Remedies -

1. Implementation of ethics code as mentioned in Administrative Reforms Commission Report 2007
 2. Training in ethics in a periodic manner and development of ethical sensitivity
 3. Creation of incentives to reward ethical behavior and punish unethical ones eg. implementing amendment to Prevention of Corruption Act
 4. Creation of ethics hotline in public offices
- most important in addition to above is value based education that ensures ethical behavior by all

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

APJ Abdul Kalam once said that parents and teachers should be focused on if we want a better future. Thus role played by both is important.

Role of families -

- first part of socialisation and thus must teach child right values
- child learns subconsciously from family too
- by aiding decisions and choices of child, eg which school they go to, family influences child's life.

Role of school -

- Formal education - imparts discipline and creates a foundation
- Peer learning - One learns from their friends/teachers as well.

→ moral learnings -
Taught via teaching about
manners, lives of great leaders,
and subjects like Psychology,
moral science etc.

→ Area to feel -
As the secondary sphere of
socialisation after family,
schools also become an
area where one tests and
confirms one's beliefs and
identifies norms.

Thus both family
and school play an
important role in socialisation
and development of a child.

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

morality in day to day life is doing the right thing as per one's ~~self~~ moral beliefs and values instead of choosing that which is easy or most unheaving.

I faced a moral dilemma when I was going after college. I wanted to prepare for civil services examination but was working at that time. Two choices available to me were;

↓
 Quit job and prepare for civil services Continue at job.

I chose the first option ~~at~~ even though it meant economic setback because -

- I was unable to give my 100% at work as I always wanted to prepare for this exam
- This implied I was being unfair to the organisation as they were spending resources on my training and salary
- Lastly, I was also not being true to myself as that job was not what I wanted to do. I was tying up resources for someone who would want to be there.

Thus I made the moral decision of following my beliefs.

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

10

Nuclear deterrence implies creation of nuclear weapons and stockpile to counter any threat to our security.

Ethical issues involved —

- ① Nuclear arms cause disproportionately large amount of loss than conventional weapons. eg. it causes genetic diseases that can be passed on.
- ② Innocents are punished for the mistake of a government
- ③ It creates a need in the competitor nation to also create a nuclear deterrent as in the case of Pakistan; haunting our security instead.
- ④ It leads us one step closer to nuclear war and a negative equilibrium, as mentioned by Mr. Barack Obama, making the world more unsafe.
- ⑤ It diverts resources away from

pressing needs like hunger, poverty etc., yet such deterrent is required as -

- To protect oneself from a nuclear threat.
- To stay ahead in international positioning of one self as a strong state, against hegemonies.
- It is the practical solution till ~~the~~ nonproliferation and de-nuclearisation happens across the whole world.

Due to ethical issues involved with nuclear deterrence India has formed a detailed policy that ensures Credible minimum deterrence while promising no-first-use. This makes us a responsible nuclear power.

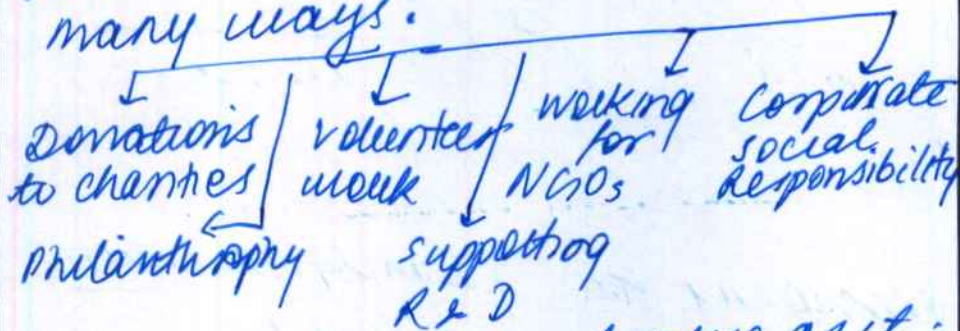
4. (a) We make a living by what we do, but we make a life by what we give. 10

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

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

i) ~~Altruism~~
'A life lived for others is
worth living. - Einstein

Altruism is the ability to look at interests of others and value them while making decisions. It manifests in many ways:



It is an important value as it:

- creates a positive culture of concern for one another
- creates a positive externality
- directs resources to the most needy and thus enhances general well being
- complements the efforts made by government for welfare.

ii) Education can play a very important role in inculcating values of altruism by -

→ Teaching about lives of altruists like Mahatma Gandhi, Mother Teresa etc.

→ Teaching moral values of compassion, empathy, sharing etc. that are key to altruism.

→ Telling one the problems faced by the world and creating sensitivity towards the same.

→ Providing good quality education is important so one earns well and can thus give back to society, even if indirectly.

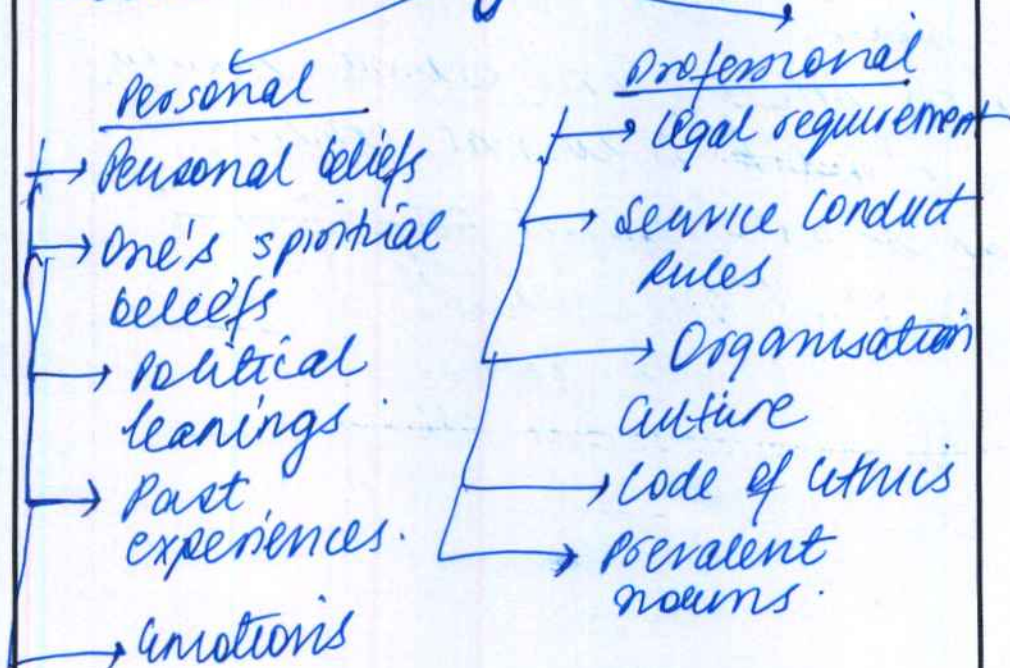
This type of education was envisaged by Gandhiji in his Nai Taleem and must be emphasised.

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

10

Personal ethics are those observed by civil servants in their personal life like relationship with loved ones, personal beliefs etc.

Professional ethics on the other hand are what is practiced in the work environment. They are determined by different means-



~~Integrity~~ For example, probity is a practice in professional ethics that implies one must be honest and uphold integrity and transparency in all forms of work.

The corresponding personal ethics example is being true and faithful to one's friends etc.

Thus the two are closely related and influence each other. Civil Services ensure that ~~and~~ ^{instead of} personal ethics, an officer follows professional ethics as presented in Max Weber's bureaucracy.

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.

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

Human beings ~~are~~ can
be judgemental in nature.
The above quote talks about
upholding oneself to the
same standards as one would
hold others.

For example, one might
condone an individual
throwing garbage in the open.
This shows respect for environment
but if one violates the same
by doing small things like
leaving lights on endlessly or
using plastic etc. This shows
an inconsistency in beliefs
and is thus wrong.

Similarly, it also implies that before calling out someone one should correct their own behavior. This will give moral force to one's actions.

When a mother went to Gandhiji to help her by ~~teach~~ teaching her child to not eat sugar, instead of immediately doing so, he asked her to come later. He took this time to change his own habits before imparting the lesson.

Thus one must always look at the mirror before criticising others.
Only when we change ourselves
will the world change.

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

10

Virtue ethics identifies many values that an ethical individual should possess but it places courage at the top. This is because courage provides us with the energy and ability needed to bring about anything.

① Temperance is an important human quality. eg. someone wanting to go on a food diet to practice temperance first needs courage to believe they can do so.

② Justice is also important. eg. Medha Patkar fought for justice for those affected by Narmada Dam. but courage gave her the ability to persevere over time with patience.

3. Truth is also an important quality. One can only speak the truth when they are courageous enough to face the consequences and live with it.

Thus courage is universal and required if one aims to better oneself.

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

While law is formed by the state, conscience is one's internal ethical standard both guide our ethical behavior -

- ① One would look at laws like Protection of Human Rights Act to see that human rights are paramount and protecting them is crucial.
- ② The Right to MNREGA provides everyone with a livelihood ensuring basic means of living.
- ③ Laws against sati, dowry, child marriage etc. tell us these are illegal, unethical practices.

conscience guides us as below -

- a) There is no law that asks
one to donate or do volunteer
work. But one's inner conscience
dictate this behavior
- b) While getting caught by
law might be difficult,
allowing ethical lapses, is not possible
as conscience is omnipresent.
This eg. if plastic is banned
in a city conscience would
dictate it not be used at home
- c) There are situations like
begging where conscience
might dictate helping the
beggar.

Thus law and conscience
are interrelated and both
guide our ethical actions.

7. Differentiate between the following using examples:

10

(i) Wants and Needs

(ii) Ethics and Etiquette

1) ~~Wants are needs~~
Needs are basic requirements
 that one has for a safe
 living. These include
 food, healthcare, water,
 clothes etc.

Wants on the other hand
 are one's aspirational
dreams. They don't always
 fulfil any basic need and
 might even be superfluous.

eg One needs to have a
 minimum wage paying job
~~but~~ as is pronounced in
 MNREGA but one would always
 want more. Here wanting is good.
 One needs a few pair of clothes
 to live by. Wanting more can
 be wasteful.

ii) ethics and Etiquette

ethics is ~~the~~ the standard that helps us decide between right and wrong at times of moral crisis.

etiquettes are formal ~~rules one must follow~~ manners and code of conduct one must follow while being good.

① They might clash

while etiquette dictates one must follow what their senior says at work, ethics requires one to have an independent thought process uninfluenced by seniority.

② They may go together

etiquettes teach us shaming is caring, which is also ethical.

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

Corporate governance
is the practice and mechanisms
used to hold managers of
corporates responsible to owners
and prevent wrongdoings.

Good corporate governance
ensures there are no ethical
lapses, and organisation
runs smoothly -

① Economic efficiency

If corporate governance is
weak there can be huge
financial losses eg. in Satyam
fraud case Satyam had to
declare bankruptcy. Thus good
corporate governance ensures
prudence and efficiency.

② Sustainable growth

Instead of allowing leakage of resources, good corporate governance ensures reinvestment. This implies sustainable growth. This is also true from the environment's perspective. eg. ~~transport~~ good practices at Tata ensured the organisation wasn't held captive to one individual and could sustain over time.

③ Financial stability

Corporate governance ensures timely reporting of financial position and thus action can be taken to ensure stability. Keeping risk in mind.

Thus it is not an end ~~means~~ in itself but a means to achieve the above. The recent Vday Kotak committee recommendations also aim to do the same.

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

9. A hilly state witnessed torrential rains leading to loss of life and property. Apart from the local inhabitants there were tourists stranded in large numbers. With the supply chains broken and increased demand, it was observed that local shopkeepers started selling essential goods at very high prices. With a very restricted possibility of being evacuated in the coming few days, the stranded people feel helpless. A crumbled governance infrastructure in remote areas has multiplied the extent of their agony. Given this situation, answer the following questions. 20

(a) Identify the various stakeholders in the case and give a reasoned account of their interests. Given the administrative, market and ethical perspective of viewing the situation, do you think there is a conflict in the priorities of these stakeholders?

(b) Suggest ways to harmonize competing interests in order to resolve the issues, provide relief and prevent escalation of conflict.

a) Introduction -
Hilly state is affected by disaster
leading to adverse affect on lives
of all stuck there.

Key stakeholders: Interests -

- Tourists - getting back to safety
while sustaining through
limited resources.
- Local residents - To survive the
disasters and minimise
loss to property and other assets
- Local shopkeepers - To survive and
profit from situation.
- Government - To minimise people,

and material loss, provide temporary assistance while returning to normalcy as soon as possible.

Admin perspective -

To return to normalcy as soon as possible by providing disaster relief, evacuation and shelter facilities.

market perspective

markets are ruthless. The mismatch in ~~den~~ higher demand and lower supply would dictate higher prices.

ethical perspective

- ① First priority should be to ensure physical safety
- ② Basic ration should be provided to all at the earliest
- ③ Aim should be to save as many people as possible, as per utilitarian perspective while ensuring no one is taken advantage of.

∴ There is a conflict in priorities of the above stakeholders.

ii) ways to harmonize interests

→ A dialogue can be opened by government as mediator ~~to~~ between consumers and shopkeepers to prevent misuse of market power and conflict resolution.

→ Laws like consumer protection Act 1986, essential commodities Act 1955 etc. can be used to prevent ~~the~~ higher prices for essential goods.

→ moral suasion is also an important tool that can be used to persuade the shopkeepers to change their practices. This includes things like 'naming' and 'shaming' shopkeepers.

- Government can use resources available with it to purchase from shopkeepers, using its powers to prevent higher prices and protecting buyers.
- Community leaders must be identified to monitor activities and wrongful ones and should be reported to a Command and control Centre made for this purpose.
- Special attention needs to be paid to the ~~new~~ tourists who are entitled. They face higher chances of being exploited. ~~thus both government,~~
- Leadership is needed in such dire situations. This can be provided by government

in the form of information
bulletin, hotlines, ~~an~~ information
on availability of essential
goods with shopkeepers etc.

Thus both persuasion
and punishment, along with
leadership will help solve
the crisis.

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. 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?

a) Decline in sex ratio has multiple facets attached to it -
 → It is illegal to ~~kill~~ abort a female child under Preconception and Pre Natal Diagnostic Techniques Act. Female infanticide is also illegal.
 ∴ It is a legal issue.
 → Availability of ultrasound machines and doctors who are willing to break the law ~~to~~ and perform sex selective abortion make it a medical issue.
 → Critically too taking the life of a human is wrong. Further arbitrary discrimination against

women stems from preconceived patriarchal notions and lack of ethical training or sensitivity. Doctors involvement leads it to being a medical ethics issue too.

b) Suggestions -

→ Legal aspect :

- * make reporting of female foeticide more easy and anonymous.
- * PCPNDT Act must be given adequate resources for implementation along with police force.
- * the punishment under this law should be made more stringent.

→ medical aspect

- * pregnancies should be tracked to ensure they are carried to term.

* doctors indulging in this should be debarred from practicing medicines

* technology should be used to ensure ~~better~~ usage of ultrasound machines as proper.

→ ethical aspect -

* emphasis should be on changing mindset that considers females to be weak and a burden

* this can be done by a large scale campaign as is being done in Beti Bachao, Beti Padhao scheme to create gender sensitivity and ensure gender mainstreaming

* value based education is also key

* must use ~~too~~ female leaders as case studies and ambassadors like Sakshi Malik in Haryana

c) Right to abortion

The matter here is of choice of the mother as measured against the right of the child to be born. Issues involved -

- mother should not be deciding for unborn child
- unborn child also has human rights and cannot be murdered.
- mother has right to make decisions for her own body instead of the state or a law.

~~Right~~ Prevention of female foeticide

Compared to the right to abortion which is a fight of feminists against the state, female foeticide.

is a fight against prevalent patriarchy ~~and~~. The belief here is that women are inferior. Issues -

- Treating unborn child unfairly, illegally
- Arbitrary discrimination
- Prevalent social beliefs.

Thus while both are about rights of women, to abort or to be born, the implications are different.

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. 20

Based on the information above, answer the following:

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

a) ~~issue~~
Introduction - Denial of ration to BPL families due to non availability of Aadhar card linkage with BPL card.

Stakeholders - Issues:

- BPL holders - denied basic right to food promised as part of right to life and National Food Security Act.
- Government - must fulfill promises made to citizens in a lawful manner. Handle it faces.

a conflict between benefits accrued from linking Aadhar to services against the human costs involved in denial of services.

→ At the national level too the government faces the issue of too many complaints ~~against~~ of denial.

→ media - wants to bring awareness about the truth but at times also resorts to sensationalism that may worsen the situation. Their presence calls for more deliberation.

Thus there are various issues involved here -

b) Steps to be taken.

i] First priority should be to link Aadhar card and
BN card in an expeditious

manner to ensure the problem is addressed at its root. For this concerned banks should be told to be active.

ii] If the above fails one must look at alternatives to Aadhaar linkage eg.

Supreme Court ruling says no one is to be denied benefits of essential schemes if they don't have Aadhaar cards. Thus temporary arrangements can be made for these households while:

↓
annulling them in the process of getting the Aadhaar card if they don't possess it

↓
starting process of linking cards if they already have it.

iii) ~~If the issue is that the
BOL/ capital holders don't/ do~~

c) As per World Development
Report 2016 on digitisation
and governance if
digitisation happens without
development of analogous
components it will lead
to higher inequality.

This can be said to be true
for India where the poor
are facing the problem
of digital exclusion —

→ They don't have access to
bank accounts or mobile
phones.

→ Internet in India is
available to only 300 million
people

- Even where internet is available, infrastructure supporting access like optical fibre networks are not available
- Lastly, at times digital illiteracy is the reason the poor are excluded.

Consequences

- ① They don't get access to basic services like credit
- ② They can't partake in the digital economy
- ③ Internet is a great equaliser, but they don't benefit from it
- ④ Basic services like in this case Aadhar card & related denial, are denied to citizens
- ⑤ It also improves governance but not for the poor.

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.

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?

a) Introduction -

As doctor and head of ethical alliance, I discover a nexus between hospital and pharma firms. Must decide on future course of action.

Stakeholders -

Senior doctor - Am responsible to the hospital to get best quotation. Responsible to Alliance as well as ourselves.
Hospital - indulging in nefarious activity of overcharging patients

Pharma - Motive is to generate
companies revenue and profits -

Assurance of - Aim is to ensure
doctors for ethical practices
ethical in health sector
healthcare

Ethical ~~solutions~~ issues

- ① Nexus between pharma companies and hospitals is inhumane and illegal
- ② It violates the purpose of healthcare which is to better life of patients.
- ③ Also denies patients drugs if they can't pay high price -
- ④ There is also a conflict between ~~the~~ ~~my~~ professional ethics that hold us responsible to the hospital against personal ethics that require us to follow our beliefs.

b) options for solution —

① Present distorted reality

Pros

- ~~will~~ status quo will prevent any negative change in hospital
- employment will be secure
- will uphold my duty to hospital by showing loyalty
- am supporting fellow doctors

Cons

- the unethical practices will continue
- wrongdoers will not be brought to justice
- will compromise on even principles
- will fail the purpose of Alliance

② Persuade doctors to stop indulging in such practice but will not expect to minister

Pros

- Have highlighted the problem and thus fulfilled my ethical responsibility.

Cons

- It is a ~~na~~ weak attempt at addressing the problem and ~~doesn't~~ ensure permanent resolution.

③ Ask doctors to report the problem themselves -

Pros	Cons
→ ensures my loyalty to fellow doctors	→ No guarantee they will do so
→ gives them a chance at redemption	→ might distort facts and not take responsibility
→ I am doing my duty to register complaint	→ I am passing on responsibility

④ Tell minister the reality -

Pros	Cons
→ in line with my beliefs as I consider practice unethical	→ might affect my employment condition negatively
→ Fulfilling duty as head of Alliance	→ I might be ostracised
→ This is also in best interest of hospital	→ Hospital may be penalised and not deliver healthcare anymore

c) I would choose option 4 as that ensures an end to wrongful practices. It ~~also~~ comes at a personal cost but ~~creates~~ is a step in the positive direction towards ethical practices in healthcare sector. In addition to this I will ensure the Alliance I am heading prevents such collusion from happening in future by bringing transparency in price setting process.

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

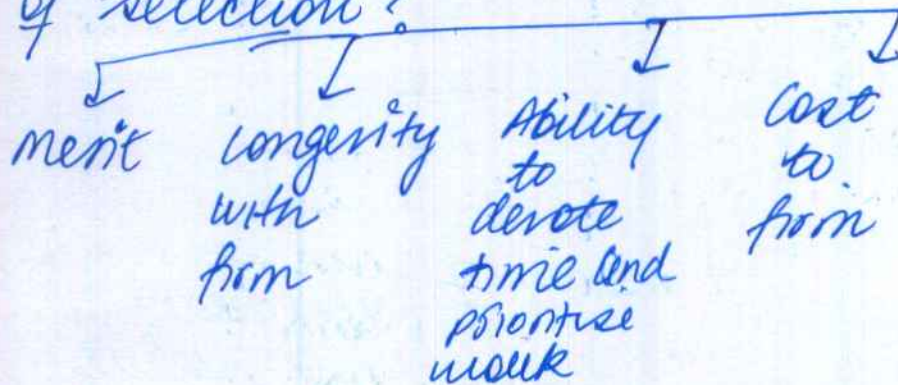
Introduction - How to factor in matrimony and maternity while selecting ~~to~~ female candidates for recruitment.

Stakeholders -

1. Firm - It needs an employee who is the best and doesn't leave the company, ensuring diversity.
2. Recruiter (me) - Must hire a female employee best suited for the company, in an objective manner.
3. Candidates - Looking for employment.

Ethical issues involved

① what should be criterion of selection?



② Married women are discriminated against in the work place as it ~~they are~~ is thought they might prioritise housework or leave later due to maternity.

③ Pregnant women are further discriminated against as they will take time for child care, including paid maternity leave. These are considered to be a drain on firm's resources.

⑤ Values involved - Neutrality, objectivity, Impartiality, empathy.

Options available:

	Pros	Cons
Don't hire from top 4 but someone else	<ul style="list-style-type: none"> → Reduced cost to firm → Distractions associated with maternity and maternity avoided 	<ul style="list-style-type: none"> → Is not a merit based decision → will cost firm in long run as best candidate is not hired → shows bias against these women
Let seniors or others decide who to hire	<ul style="list-style-type: none"> → decision not in your hands anymore → consultation is important as there is no right or wrong answer and it is crucial to hire best candidate for firm 	<ul style="list-style-type: none"> → shows indecision and inability to contribute → will be passing an important opportunity to bring diversity to firm

	Pros	Cons
Use only the married candidates and	<ul style="list-style-type: none"> → will bring diversity to firm → they have made their availability known → addresses urgency of situation 	<ul style="list-style-type: none"> → is discriminatory against the pregnant women → it is a non merit based decision
Hire the best candidates irrespective of personal situation	<ul style="list-style-type: none"> → most fair and objective decision → Personal life of candidate shouldn't affect decision as they have made availability known. → actual thing to do 	<ul style="list-style-type: none"> → These women might take career breaks at certain point and cost the company

I will select option 4, having
on the basis of merit.

Personal situation can be
disregarded as availability is
already known.

Further, these women will
bring an additional level of
diversity and experience
to the firm.

Discrimination on the basis
of gender is illegal and these
are just its connotations.

Lastly, if a married Indira
Nepi can head PepsiCo for
more than a decade and a
pregnant Sehera Williams
can win the Australian Open,
it is time to stop this
discrimination.

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.

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(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?

a) Factors to consider -

- ① Reasons for decline
- ② Cost of remedies to be suggested
- ③ Nature of industry the company is in
- ④ Level of competence of employees
- ⑤ Level of training of employees
- ⑥ Organisational structure of the firm and level of structure of customer facing department.

④ Reasons for alterations
to be isolated.

⑧ Organisation culture and
organisation's value

b) steps to be taken

① Restructure customer
interface side.

② Transform organisational
culture by highlighting the
importance of customer

③ Training employees in
customer relationship
management

④ Training employees in
organisational mission,
vision and values.

⑤ Creating a shared message
and internal marketing
to the employees.

- ⑤ External marketing campaign to deal with reputation related crisis
- ⑥ Improve hiring practices to hire employees better able to deal with employees
- ⑦ Such issues arise due to job dissatisfaction or cognitive dissonance and thus must empower employees to

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