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GENERAL STUDIES (TEST CODE : 1056)

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Medium Hindi/Eng.	ENGLISH	Registration Number	
Center	ONLINE	Date	24.6.2018

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	1. 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)। 2. There are FOURTEEN questions printed in ENGLISH & HINDI इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं। 3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं। 4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं। 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. 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। 6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए। 7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off. उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।
1(a)	10		
1(b)	10		
2(a)	10		
2(b)	10		
3(a)	10		
3(b)	10		
4(a)	10		
4(b)	10		
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6	10		
7	10		
8	10		
9	20		
10	20		
11	20		
12	20		
13	20		
14	20		
Total Marks Obtained:			
Remarks:			

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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) समानुभूति
- (v) निस्वार्थता

1. a) Several values play a crucial role in the context of civil services.

i) Public Trust: It means that civil servant must gain the respect and trust of the people. People will believe in the good intentions of the administrative measures. Civil actions will be seen as in their own benefit and lays the foundation of democracy.

ii) Objectivity: It means acting on the basis of facts, rather

than prejudices. It helps the civil servant to be impartial, his/her actions will be justifiable and people will see him/her as fair.

iii) Strength of character :

- It helps a civil servant to
- resist temptations of power
 - Perform his/her duties even though unpopular

iv) Empathy : It means "feeling with" the people. Civil service deals with people, their difficulties and making lives better. Without thinking from their viewpoint, a complete understanding of problems will be unachievable. It also promotes public trust.

v) Selflessness : A civil servant is expected to be impersonal, separating private from public needs. Selflessness enables true dedication, integrity and an honest work ethic.

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

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

Asylum seekers seek refuge in a foreign country due to intolerable conditions at home nation. Nation-states owe a responsibility to them because

① Human rights are universal
② Political obligation, as most countries are signatories of UN Declaration on human rights.

③ Modern liberal thinking and globalisation show that moral boundaries are not co-terminus with national boundaries.

④ Even in strictly utilitarian sense, the problems & instability in one country can spill over to the next. eg: Islamic State starting fighting Syria & Iraq.

Several considerations are required for a refugee policy.

① Prime duty of administrators and political leaders is to their own people who elected them.

② But simultaneously, they are a part of the global community, where problems & their solutions transcend national borders.

Consider the case of Rohingya refugees. They seek asylum in Bangladesh due to discriminative policies of Myanmar. This puts a strain on social systems in Bangladesh and causes discontent. But rejecting asylum will mostly cause a human rights catastrophe.

Therefore Refugee policy must be fair, allowing persecuted groups to stay, but not beyond the carrying capacity of the state.
~~Global support~~

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 a special obligation to uphold ethical standards because

- ① They occupy a position of public trust
- ② They possess powers ~~in~~ of diverse nature, which has potential for misuse.
- ③ Their actions directly affect the people.

Main areas of concern for effective ethical standards are:

- ① Ineffective accountability mechanisms.
- ② Inadequate grievance redressal mechanisms.
- ③ Lack of stakeholder participation
- ④ Ineffective ethical training.

eg: IPS officer caught cheating
in the UPSC mains exam last
year.

⑤ ~~Lack of stakeholder participation in~~
~~the formulation phase.~~
Measures required:

Measures required

- 1) Ensure a wide range of stakeholder participation, especially the people who are directly impacted.
- 2) Enforcement of vertical accountability (superiors) and horizontal accountability (inter-departmental).
- 3) Easily accessible grievance redressal mechanism, with time bound resolution of complaints.
- 4) ~~Hota committee recommended~~
~~for~~ Training civil servants to be proactive in identifying & resolving ethical issues & resolving them.

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।

Values are a concept of the desirable, with a motivating force.

Families are the starting point of values. It occurs through a subtle sense of reward and punishment. Parents encourage obedience, discipline, honesty, etc and scold children for misbehaviour, dishonesty, etc. These initial lessons stick with most people throughout their life, unless it is changed by peer pressure or extreme experiences.

Role played by schools are also indispensable. They build and reinforce values obtained from families.

eg: They teach children to respect elders, ~~which~~

The main sources of value formation in schools are ① Teachers

② Peer pressure.

At times, they can conflict with each other.

eg: Peer groups encouraging rebellious behaviour, while parents and teachers prefer obedience. This can also become a foundational value of the child ~~as~~ later as an adult.

eg: A bully in school becoming a bully at workplace.

The end result is based on the strength of each value inculcated.

Thus, both families and schools are key to development of moral values.

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

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।

Morality ~~is~~ is derived from the latin root "moralis" which means traditional customs or proper behaviour. ~~It is~~

It is highly significant in day to day life because it represents the values which are socially accepted. It is subjective and hence represents ideals which are held close to one's heart.

eg: Dishonesty to one's spouse ~~is~~ may not be illegal, but it is considered immoral.

Example from my life :

At my workplace, I was in charge of recruitment. One of my friends asked me to select his brother for a post, even though he did not write the campus selection test.

I refused it, and explained that due procedure must be followed

Reasons:

- ① It would be unethical to abuse my position of power
- ② It would be unfair to the other candidates, who are deserving.
- ③ It is disloyalty to ~~my~~ my company, by selecting less ~~than~~ suitable candidates.

But at the same time I explained the situation to my friend and assured a fair chance in the next round of recruitment.

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।

Nuclear deterrence means developing nuclear weapons and strategies to discourage other nuclear rivals from using the same. It is based on "MAD" (Mutual Assured Destruction).

The primary duty of the political leaders and defence unit is to ensure the survival of their own country. Nuclear deterrence assures this, safeguarding life and protecting lifestyle. Moreover, democratically elected leaders are appointed ~~for~~ "by the nation for the nation", not to sacrifice its interests. It also prevents war and ~~is~~ seems to be morally justified, because it does not take any lives.

Therefore, it is completely viable based on utilitarian or teleological thinking, i.e., wrong means to a good "end."

However, amassing WMD (weapons of mass destruction) is morally unjustifiable. In practice, it only increases the tension between nations, e.g. Cold War. It diverts precious resource away from the social sector. e.g.: India has 29.5% poverty ratio, despite being a nuclear power. Also, it promotes an unhealthy suspicion, jealousy and hatred among the people.

Thus, nuclear deterrence morally ambiguous and justifiable only if no better option exists.

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.

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

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

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

The above given statement means that our job or whatever we do can only form a small part of life, i.e., ensuring own survival. But to complete one's own and other's life, we must be altruistic.

i) Importance of altruism

Altruism means putting the needs of others before one's own. It is a crucial ~~for~~ foundational value of the society. If all individuals were selfish, the society would not exist. There are sections of the population which are weak and vulnerable, physically, economically and politically.

Social institutions are formed on the basis of public good. Democracy itself is sustained by the idea of some working for all. ~~The~~ Altruism is the common thread through all.

- ii) Education ~~is crucial~~ is a major factor of socialization. It provides a theoretical foundation, clearly pointing out what is altruism, why it is worthy of imbibing, etc. It tells what is right or wrong. Textbooks often contain examples and stories, like that of Gandhiji, ~~as~~ which subconsciously registers in one's mind. Most importantly, teachers and fellow peers become role models of right and wrong. Hence education is crucial.

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 बीच संबंधों का परीक्षण कीजिए।

Ethics is a multidimensional system of values, which includes both personal & professional spheres

Personal ethics refers to those belonging to the individual.
eg: Integrity, empathy etc.

Professional ethics refers to those belonging to the office which a person occupies.
eg: Efficiency, leadership, effectiveness -

Both of these are interlinked and cannot be locked in watertight compartments.

eg: An officer who is always punctual in her personal life will continue ~~in~~ to do so in her professional life

At the same time, a person neglects personal

responsibilities and always prefers shortcuts, ~~will~~ cannot be a highly effective officer in the long run.

The reason for the above is because, the individual is one and the same, both at home and work. Family and Job are both part of one's life, existing simultaneously, complementing each other, rather than supplanting.

Thus personal and professional ethics must be seen as two sides of a coin.

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~~ ^{We} are often dissatisfied with others, because they might not behave in exactly the same way as we expect. This dissatisfaction translates into frustration, anger, envy, etc.

But at the same time, we are blind to our own faults. Even though we ~~may~~ might concede that we aren't perfect, we possess an intrinsic sense of being better than others.

~~The~~ The result of this contradiction is in denying the chance for self-correction and improvement, as well

as being a source of discord.

To resolve this ~~contra~~ contradiction, we must follow the 'Golden Rule', i.e., 'do to others, as you want them to do to you'. We must analyse our faults, and proactively correct, setting an example for others. This would result in a chain cycle and world would be a better place.

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 does not mean the absence of fear, but it means the determination to overcome it to do what's necessary.

Without courage, all other qualities become pointless. For example Raj might be a man of exceptional integrity, empathy, IQ, etc. But a corrupt superior, politician or a goonda ~~can~~ might direct him to turn a blind eye to illegalities. ~~If so~~ Without courage, all his positive qualities vanishes. Thus, courage is indeed the first of human qualities.

Courage does not mean reckless. Fear is present but in control. It means the ability to function mentally

and physically well even in the face of hostility or adverse situations. For example, a reckless soldier might run headlong into battle, ignoring protocol, safety and training. Cowardice is when the soldier hides in a trench out of fear avoiding his duties or going on leave. A courageous soldier, will be mindful of the danger, but will do his duties as expected of him.

Thus courage is a prime virtue.

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?
उदाहरण सहित व्याख्या कीजिए।

Law is a set of rules prescribed by a community to regulate the actions of its members.

Conscience refers to self awareness of moral principles and subconscious assessment of behaviour.

Both are important sources of ethics.

Laws ~~po~~ often state the moral minimum. It is enforced by penalties. It establishes a uniform set of rules for the entire community, even if individuals ~~are~~ have different moral beliefs.

eg: wearing seatbelts is mandated by law ~~ever~~. It may not seem to ~~It was not so in~~

the past. Now because of the law, people believe that it is 'ethical' to wear seatbelts because it protects life.

Conscience gives a moral dimension to consciousness. Individuals believe it without any externalities or justification. This subconsciously acts as a check against unjust actions.

eg: Lying to one's spouse may not be illegal, but conscience can dictate that it is wrong.

Hence both are important sources of ethics

7. Differentiate between the following using examples:

10

(i) Wants and Needs

(ii) Ethics and Etiquette

उदाहरणों के साथ निम्नलिखित के बीच भेद कीजिए:

(i) इच्छाएँ एवं आवश्यकताएँ

(ii) नैतिकता और शिष्टाचार

i) 'Wants' refer to desires. It may or may not be necessary. It may not, even be rational. It needs no justification and is solely based on an emotional trigger when we see or think about it.

(But even if the 'want' isn't reasonable, it can trigger joy when received or trigger sadness or anger when we are refused).

eg: Ram sees the advertisement for a new Samsung phone and "wants" to upgrade the old one, even though it is only a few months old.

Needs are things which are necessary for a satisfactory life. It is more

objective than wants, and the emotional component is lower. Needs are often the same across cultures, unlike wants. eg: Humans "need" at least 1200 calories a day to stay healthy.

ii) Ethics refers to the universal rules of right conduct.
eg: It is ethical to be honest.

Etiquette refers to the ideal and desirable behaviour in a specific situation.
eg: Talking loudly in a religious shrine is considered bad etiquette.

Etiquette is culture specific and is not related to ethics.

8. Good corporate governance is not an end in itself. It is a means to support economic efficiency, sustainable growth and financial stability. Discuss. 10

उत्तम कॉर्पोरेट प्रशासन अपने आप में साध्य नहीं है। यह आर्थिक दक्षता, संधारणीय विकास और वित्तीय स्थिरता को प्रोत्साहित करने का एक साधन है।

Good Corporate governance is an ethically driven business process committed to values which enhance wealth creation capacity.

The government and the corporates themselves try to improve corporate governance. But ethical and moral aspect is only a part of the reason.

It helps improve economic efficiency. It prevents concentration of power in a single office eg. CEO and allows the stakeholders to have a voice.

It promotes sustainable growth. Unethical practices ~~eg~~ might bring in temporary gains, but not in the long run.

eg: Satyam and Wipro were the leading software exporters. Satyam's unethical practices helped it become the 4th largest software company in India, before its fraud came to light. Wipro on the other hand had better corporate governance, and became 3rd largest company in a span of 20 years.

It also helps the financial stability of the system. NPAs caused by scams like Kingfisher and Nirav Modi burden banks. Satyam Scandal affected the entire Indian stockmarket.

Thus, corporate governance is key to economic prosperity in the long run.

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.

एक पहाड़ी राज्य में मूसलाधार वर्षा होने के कारण जान-माल की क्षति हुई है। स्थानीय निवासियों के अतिरिक्त बड़ी संख्या में पर्यटक फंसे हुए थे। आपूर्ति श्रृंखलाओं के टूट जाने और मांग में वृद्धि होने के कारण यह देखा गया कि स्थानीय दुकानदारों ने आवश्यक वस्तुओं को अति उच्च मूल्यों पर बेचना आरंभ कर दिया। आने वाले कुछ दिनों में वहाँ से निकाले जाने की अति सीमित संभावनाओं को देखते हुए फंसे लोग स्वयं को लाचार अनुभव करने लगे हैं। दूर-दराज के क्षेत्रों में जीर्ण-शीर्ण शासन अवसंरचना ने उनकी व्यथा को और भी अधिक बढ़ा दिया है। इस परिस्थिति को देखते हुए निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) इस प्रकरण में विभिन्न हितधारकों की पहचान कीजिए और उनके हितों का तर्कपूर्ण विवरण प्रदान कीजिए। इस परिस्थिति को देखने के प्रशासनिक, बाजार (आर्थिक) और नैतिक परिप्रेक्ष्य को देखते हुए क्या आप यह मानते हैं कि इन हितधारकों की प्राथमिकताओं में परस्पर विरोधाभास है?

(b) इन मुद्दों के समाधान करने हेतु प्रतिस्पर्धी हितों के बीच सामंजस्य स्थापित करने, राहत प्रदान करने तथा संघर्ष को और अधिक बढ़ने से रोकने के उपाय सुझाइए।

This is a case of economic freedom vs ensuring access to necessities.

It is given that torrential rains have disrupted life and supply chains.

Shopkeepers are charging high prices. People are trapped and governance is crumbled.

- a) Various stakeholders are
- ① Trapped locals and tourists
 - ② Shopkeepers
 - ③ Government.

The locals and tourists are stranded and would like to tide over the situation fast. They need access to essential goods.

Shopkeepers have a limited supply of goods, and demand has outweighed the supply, due to rains. Hence they charge higher prices.

The government wants to ensure the welfare of the stranded people, balancing shopkeeper interests. They can't

ensure the supply chain due to rains.

From an administrative perspective, the priority is to ~~to~~ ensure the quality of life of all stakeholders.

Market perspective is based on demand and supply. Price rises because supply chain were drastically affected by rains.

Ethical perspective

demands that each stakeholder considers the adversity of the situation and makes concessions, ensuring fairness and ~~justice~~ empathy for suffering.

Here, there is a conflict in priorities, especially between the locals and shopkeepers.

b) ways to harmonise competing interests:

- ① As a first priority, reestablish the governance infrastructure
- ② Ensure access to essential goods like food, ~~and~~ water, blankets, etc.
- ③ Supply chains must be reestablished. The essential goods can be airdropped or distributed by NDRF.
- ④ Undertake rescue of stranded people, especially the tourists unfamiliar with the terrain & language.
- ⑤ Incentivise the shopkeepers not to raise prices through ~~incentives~~ price support.
- ⑥ Take action against hoarders and cartelization.

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?

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?

Poor child sex ratio of 919 females per 1000 males show the still present danger to girl children.

a) Banning female foeticide is often treated as a legal and medical issue. Strategies adopted are - bringing strong deterrent laws against sex determination, regulation of

scanning devices and regulating abortion.

But its ethical issues need equal priority.

- ① Killing of a female child is a murder, a cardinal sin in all codes of ethics. The child's right to live is denied.
- ② Purely legal measures might prevent foeticide, but not the abuse received by an unwanted girl child and her mother.
- ③ Present value systems prioritises the male child, driven by economics of dowry and patriarchy. Only an ethical approach can change it.

b) Suggestions:

- 1) Strong awareness campaigns. Cues from Haryana government can be taken, which has made

significant improvements in sex ratio

2) Ensuring education, so that girl children can earn as much as boys, improving economic incentive.

3) Conditional Cash transfers in the line of Sukanya Samriddhi Yojna savings scheme have proven effective.

4) ~~Legal~~ Along with the above positive measures, deterrent steps must be strengthened. Effective registration of every female birth, monitoring nutrition status, regulation of scanning devices, etc.

c) Right to abortion vs Preventing foeticide:

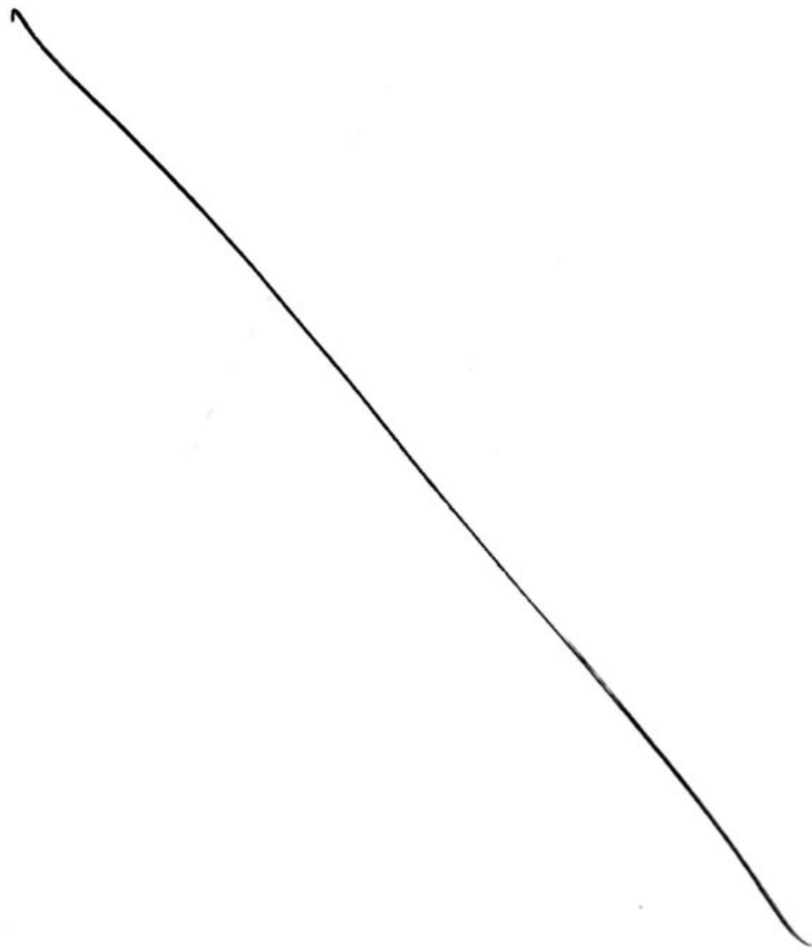
Abortion is linked with the right of a woman over her body. It is her choice.

This is important because the birth of a child means ~~is~~ a major burden on the mother due to the patriarchal system. Her studies ~~and~~, employment opportunities are affected by the "double burden" of the job and unpaid housework.

But in India's unique case, women have occupied an inferior position historically. They were seen as destined to be housewives with zero economic return. Dowry system and poor safety of women adds to parents insecurity, resulting in "sex selective abortion of females". This is completely unjustifiable ethically.

To resolve this dilemma, both has to be

balanced. Abortion must be allowed, as long as it isn't sex selective. But active efforts must be taken to change the value system of the people to change the "son preference".



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.

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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).

आप एक जिले में BPL परिवारों को सार्वजनिक वितरण प्रणाली (PDS) के अंतर्गत खाद्यान्न आवंटन की निगरानी करने हेतु जिम्मेदार प्रभारी अधिकारी हैं। जिले में BPL परिवारों के एक समूह का दावा है कि अपने BPL कार्ड को आधार कार्ड से न जोड़ने के कारण उन्हें उचित मूल्य की दुकानों से राशन देने से मना कर दिया गया है। उनका कहना है कि सरकार एवं संबंधित अधिकारी उनकी स्थिति से समानुभूति 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 जहां ऐसे ही कारणों से लोगों को PDS से लाभ प्राप्त करने से वंचित कर दिया गया था। इस घटना के कारण सोशल मीडिया नेटवर्कों पर सरकार की अत्यधिक आलोचना हो रही है। अब आप विकट समस्या में फंस 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:

- दी गई परिस्थिति में शामिल पक्षकारों द्वारा सामना किए जा रहे मुद्दों को सूचीबद्ध कीजिए।
- इस परिस्थिति में, नियमों का उल्लंघन किए बिना पीड़ित व्यक्तियों की मांगों की पूर्ति सुनिश्चित करने हेतु आप कौन-सा/से कदम उठाएंगे?
- 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?

This case represents the dilemma between commitment to organisational rules versus commitment to the people.

a) Issues involved:

It is the duty of the officers to ensure Aadhaar is linked to rations. This will significantly reduce leakage, saving public money.

But some BPL families haven't linked the Aadhaar. And they have been denied rations. This puts their very life and health at stake.

Government is promoting Aadhaar because it will have system wide positive effects on economy and social schemes. Government has given several deadlines on linking Aadhaar.

Analysing all the above, ~~the~~ it is clear that Aadhaar is important. But food security of BPL families is a matter of life and death, and hence cannot be denied.

5) Steps needed :

- ① Ensure partial release of rations so that immediate food security is secured.
- ② Simultaneously, Aadhaar linkage in that area must be aggressively pursued. The required ~~people~~ beneficiaries must be identified, and biometric data collected.
- ③ Awareness campaign on the benefits of Aadhaar linkage must be conducted. Media can be engaged.

- c) Digital exclusion means being denied the benefits of the ongoing digital revolution. Its main form is in 'JAM' - Jan Dhan, Aadhar and Mobile, with Internet as a backbone. But the poor cannot afford a smartphone, leave alone a data plan. 29.5% population live below poverty line, with not even 3 square meals. They lag behind in Digital Literacy, ~~the~~ resulting in a vicious circle with digital inclusion.

Consequences:

- 1) Digital revolution is revolutionising education, ~~like~~ eg: NIOS, SWAYAM. The poor are missing it out.
- 2) They are denied the increased access to resources.

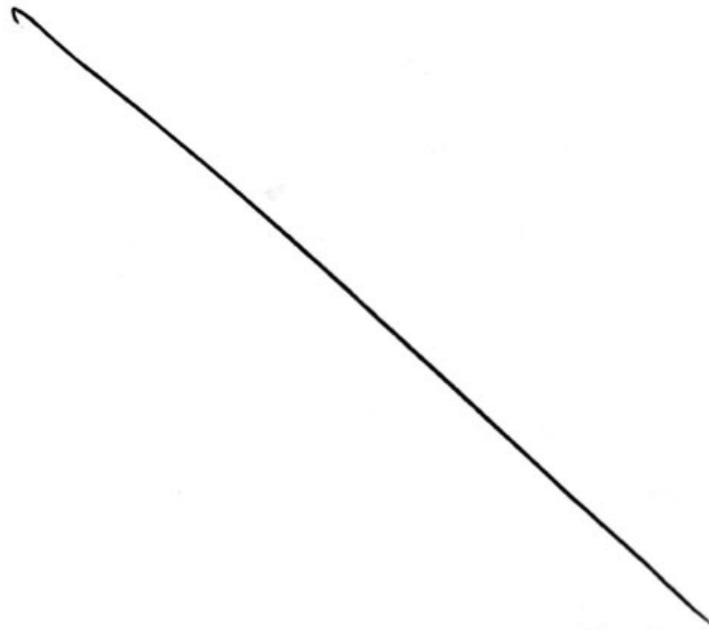
eg: Through flipkart, almost any academic book can be bought.

3) Recent financial inclusion measures by government ~~are~~ require digital literacy

eg: Jan Dhan & Aadhar.

4) ~~In all pro~~ In all professions especially agriculture benefit from digital revolution.

eg: Farmers getting weather updates.



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?

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 साठ-गांठ की योजना से आर्थिक लाभ प्राप्त हो रहे हैं, जो मिलीभगत के प्रकट हो जाने पर बंद हो जाएंगे।

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

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

(c) आपकी अंतिम कार्यवाही क्या होगी और क्यों?

a) Main stakeholders are :

- 1) Cancer patients who need the life saving drugs
- 2) Doctors in the oncology field, including me
- 3) Pharma companies producing

life saving drugs.

4) Alliance of Doctors for Ethical Healthcare, working for affordable healthcare.

Ethical Issues :

Pharma companies spent huge amounts in R & D to develop lifesaving drugs. Therefore they want to make maximum profits.

But the patients may not be able to afford it. It is a matter of life & death for them or economic ruin.

Here, it is clear that the collusion of pharma companies, hospital administration and the corrupt doctors is unethical.

b) Possible solutions:

① Present the correct facts before the health minister.

This will expose the corruption in cancer drug pricing.

② Listen to colleagues and present distorted facts.

The unholy nexus will continue with the pharma companies and hospital administration.

③ Choose to be a silent whistle blower, which can still maintain the good relation with colleagues. Its impact will be uncertain.

c) FINAL COURSE OF ACTION:

The most ethical option would be to present the correct data to the health ministers and expose the corruption among the fellow doctors.

Inaction or delayed action in this case is unacceptable because the cancer drugs are essential for the patients.

survival. Purposely prescribing overpriced drugs is a betrayal of trust by the doctors. Offering unethical monetary gifts to doctors by the pharma is clearly illegal, instead of lowering prices.

Reporting to the health minister directly instead of whistleblowing is the best way forward with highest chance of success.

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

gender imbalance in the workforce is a part of the larger question of gender justice. Women are seen as primary care givers, with the main responsibility of child rearing. ~~Therefore~~ Companies hiring women needs to provide maternity leave, creches, etc. Hence women are often discriminated

against.

Course of action :

Here, it is given that the top candidates ~~are~~ ^{are} married ~~with children~~. There are 2 options :

- ① Choose unmarried women, ignoring the top candidates. ~~This would save the company~~
- ② Choose the ~~married~~ ^{best} candidates irrespective of marital status.

Factors to be considered:

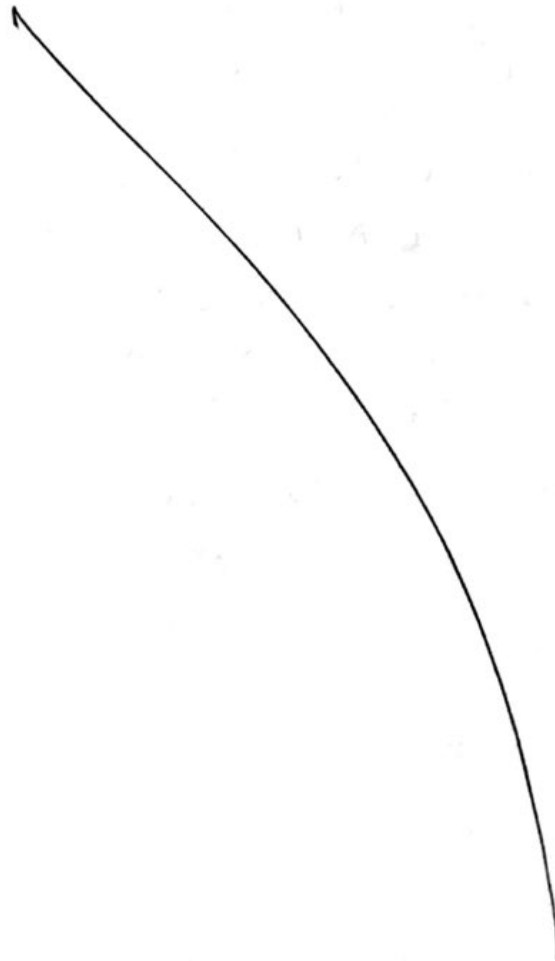
- ① ~~Ability~~ ^{Ability} of the candidates
- ② Maximise long term economic value to the company
- ③ Candidates must be prepared to work for a reasonable number of years, to avoid constant re-hiring & re-training

Ignoring the married women can save costs of setting up creches. Maternity leaves are legally mandated which adds to the opportunity cost. They have also shown a preference to working from ~~home~~ home. Indian patriarchal system puts a "double burden" on ^{married} women, which could reduce their efficiency.

However, it is mentioned that the ~~top~~ married women occupy top 4 spots. Such a policy will deny the company the best talent available. The women themselves have committed to the project and expressed the desire to work in the long term.

Thus, the best course of action would be to choose the best candidates. The extra costs the married

women incua is balanced
by their ability as well as
principles of gender justice
and procedural fairness.



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. 20

(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?

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

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

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

The problems faced by the above referred company are poor work culture and employees having poor emotional intelligence.

work culture is formed by the guiding values and norms shared by the members of an organisation.

Emotional intelligence means being aware of and managing emotions, both of

oneself and others.

a) Factors to be considered:

- 1) Leadership is crucial. ~~Auth~~
Authoritarianism can demotivate employees.
- 2) Strict rules and policies stifle creativity, and company loses the ability to adapt.
- 3) Must avoid conflict of interest within employees towards the ~~good~~ organisational values.
- 4) Hypercompetitive atmosphere is unhealthy, creating indiscipline, lack of morality, gossip, etc harming company reputation.
- 5) Must prevent favouritism, nepotism and unfair preferential treatment by the superiors.

b) Steps needed :

- 1) Identify the root cause of problems. Here, impulsive nature of employees is given. ~~It~~ This implies a lack of emotional intelligence.
- 2) Devising an efficient hiring process, where attitudes are as important as skills.
- 3) Provide stress management sessions, recreational facilities and group activities to foster team spirit and a healthy attitude.
- 4) Improving communication from superiors to front line employees, and vice versa.
- 5) Make the office environment participative
- 6) Promote individualism and creativity
- 7) Recognise and reward hard work.

8) Ensure arbitrariness is minimised by a proper and clear Code of conduct.

These steps can help improve work culture and consequently the output and performance of the company. All employees must be given a chance to improve, but if negative elements persist, they will have to be removed to reenergise the positive atmosphere.