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GENERAL STUDIES (TEST CODE : 1148)

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Medium Hindi/Eng.	ENGLISH	Registration Number	209721
Center	HYDERABAD	Date	28/08/2018

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
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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

Public trust: A civil servant's position is to serve the public. In view of this it is very essential to develop public trust because it is trust which makes the people to approach the civil servant to present their grievances and get them resolved. Lack of public trust will make people detached from the government.

Objectivity: A civil servant has to be objective & think from a neutral angle when using his discretion and should not be biased by his

subjective opinions

(iii) Strength of character:

The civil servant is looked upon as an agent of the Government and hence, the integrity of his/her character is looked upon as integrity of Government.

(iv) Empathy: To serve the problem of the public, a public servant should put him into the shoes of the public to understand their problems and respond appropriately to their needs.

(v) Selflessness: A civil servant during the course of his duties may be tempted by many ^{personal} gains against the ^{larger} interests of the people. In such situations, he/she has to be selfless and work for the larger interest of people.

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।

India, for centuries together has accepted the refugees and asylums from various places and made them her own.

Considering the right to life and dignity of every human, there is a certain responsibility of Nation states towards asylum seekers. Because this world is a place for all.

However, giving asylum to all refugees may come with its own problems—

- (i) provision of social and economic infrastructure to these people is a financial burden on the Government.
- (ii) these asylum seekers compete with the local people for employment

opportunities and other meagre resources.

(iii) The concerns of National Security must be borne in mind because of the reason that non state actors in the ~~ma~~ name of asylum seekers can enter the country and create destruction.

→ To address these considerations is a key priority in making of a refugee policy.

For e.g. Government has taken a stand to deport the Rohingya muslims from Myanmar as it ~~fo~~ would impinge on the National ^r interests security

and also it would be a huge burden on the already stressed resources.

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।

Ethical standards are the standards prescribed by the society which help in guiding one's actions in the society.

Civil servants being the executive wing of the government need to uphold highest ethical standards so as to maximise the benefits that Government is trying to do to the poor. Any breach of the ethical standards would compromise the service rendered and would harm the public at large.

Main areas of concerns -

- Corruption among the civil servants
- Politician - bureaucrat nexus.
- Lack of empathy & compassion.

→ Threats from politicians to act in their favour.

Measures to address these concerns -

- 1) Bringing transparency & accountability in the services provided through platforms like e-governance.
- 2) Digitisation and Direct Benefit transfers help in reducing the leakages.
- 3) Standard operating protocols to be laid down and decrease the discretionary role. This helps in increasing transparency and decreases nexus.
- 4) Protection of Whistleblowers.
- 5) Effective enforcement of Lokpal and Lokayukta Act.
- 6) Social Audits which make accountability to public an essential criteria

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।

Socialisation refers to the process of making a child adaptable to the needs of the society.

Important socialising agents are -

- (i) Family
- (ii) Schools
- (iii) Society.

While the family plays an important role in inculcating values like

- giving respect to elders.
- showing love to all.
- being good at all places
- sharing things etc.

→ The stories told by grand parents also play an important role in inculcating values.

The students spend half of their awake time in schools. There is a respect to the teachers which begins in early age. This time and the respect that teachers have can be utilized in best possible way to inculcate values in children. The values learnt at school are useful and stay with them throughout their life. These values could be -

- discipline, truth, non violence
- sharing with friends.
- respecting elders and other workers
- time management.
- stress management.
- empathy

→ Many students take teachers as examples for their behaviour. Hence it can be said that schools have a major role to play in inculcating values to children.

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 सविस्तर वर्णन कीजिए।

Ethics is a set of standards
a society places on itself.

These standards are to be followed
in our day-to-day life for every
smallest decision we make in lives.

An example from my life would
be during my graduation exam.
It was an internal examination
and I was not prepared ~~for~~ for
the exam because of ill health.
However I decided to give the
exam. The post graduate student of
the department who was known
to me was invigilating in the
exam and offered me to copy
from my friend's answer booklet.

However, my integrity stopped me from copying. I told him I cannot copy even if I were to fail. The reason for that decision was simple. I can copy now. But it defeats the purpose of examination.

Also, in future, when I am practising my profession, every project would be an exam and then I would solve issues by myself and no one would be there to copy from.

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 weapons usage in history has been associated with severe damage to the mankind, resources and even the future generations because of the ill effects the nuclear radiation had on the health.

Hence, organisations like ICAN have called for destruction of nuclear weapons in all forms in all the countries. However, when one country is a nuclear power, it puts other countries at subservient position in ^{without power} whatever decisions are taken.

The Nuclear power country will dictate terms to all the non nuclear power countries which will make the world more far

away from egalitarianism.

It has to follow that either all countries give up nuclear power to achieve the egalitarianism or that countries maintain Nuclear deterrence as a self-defense strategy. However, India's stand of "No first use policy" is a good directive for other countries which helps in balancing both self defense requirements as well as not promoting usage of nuclear power in the first instance.

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।

Altruism refers to working for the benefit of others. It goes to the extent of self suffering also, if that action brings about benefit to most others in the society.

When one person does some action selflessly it can be called as altruism.

In the society, that is drenched in selfishness, altruism is the need of the hour. To sacrifice personal pleasures for relieving pain of others, altruism is need.

For example, the Kerala floods that have devastated the state have been receiving medical help by professionals

reaching the place sacrificing their
comforts and risking ^{their} lives to relieve
the sufferings of local population.

The professionals have been supported
by a private airlines company providing
free transportation to flood hit areas.

Education plays an important role in
imparting the values of

- Empathy
- Compassion
- Selflessness
- Ethics

All of these are necessary for
altruistic behaviour.

What we do is for our living and
existence. But if we do a small
part of it for others, we may
give them a 'life'.

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।

Personal ethics refers to the standards one observes in his personal life like maintaining good relationship with life partner, children, family, friends. etc.

Professional ethics refers to the standards of one's behaviour (or) actions in the course of executing official duties.

Personal ethics and professional ethics go hand-in-hand.

A civil servant is expected to take responsibility, be empathetic and compassionate as he is here to offer public service.

A civil servant who doesn't take care of his elderly parents can't be expected to be empathetic and compassionate towards the poor people of the society.

Hence, personal ethics of a person reflect the attitude of a person in his profession also.

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 tend to scrutinise others faults easily. When it comes to their faults they do not even realise it.

For e.g. When a ^{grown up} child at home breaks a glass jar by dropping it, it is considered as a wrong and ^{the} ~~he~~ act is condemned. When the same thing happens from an elder in the house, it is understood that it is a mistake and supported that 'mistakes do happen'. It is necessary to understand that Our reaction to all the actions should be objective and not subjective.

If we are criticising others for an act, we should be able to criticise ourselves also for the same act if we have done so.

Objectivity in scrutinising one's own faults helps in better judgements and hence minimising the wrong doings.

If everyone in the world starts scrutinising own faults, mankind would be free of all evil.

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: It refers to the virtue that helps one in doing things which many others don't do for the fear of risks involved.

Various values are held by humans - Integrity, honesty, empathy, compassion, humility.

All these values have a meaning only when they are put into practise.

Every human wants to be ethical and follow the values. But due to fear of losing the gains or due to fear of life, ^{most} people depart from the values. Courage is the quality that keeps humans to avoid departure from these values.

for e.g. If a civil servant knows that a nexus exists between a government official and a huge private business leading to financial loss to exchequer and he is threatened of his life, if he takes ~~an~~ action against it, it's the courage that makes him follow his integrity, seek the help of higher officials and follow the law & his conscience.

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।

Law acts as source of ethical guidance because law prescribes things which are ethical.

The fear of law guides people's behaviour which hence turns out to be ethical

e.g. A law to follow traffic signals or wearing a helmet, makes a person ethical by giving importance to people's lives on roads and embracing other's rights.

Conscience of a human guides a person what is not^{to} be done even if law permits it or not.

It is like a "CCTV camera" that watches human actions day in and day out. A person's conduct

in line with his conscience makes him self confident and happy.

If one's conduct is not in line with conscience, the person is unhappy, doubtful of himself etc.

e.g. Even if there is a chance of getting monetary gains for approval of a project, a public servant abstaining from it by listening to his conscience would be more peaceful at heart.

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) नीतिशास्त्र एवं शिष्टाचार

(i) Wants refers to the people's desire to have something though it is not a necessity.

For e.g. Wants to have a bicycle in school.

Once we have a bicycle, want to have a scooter.

When we have a scooter, want to have a car, a bigger car and soon wants are limitless

Needs refers to the basic necessities which are required for the existence e.g. Food, Shelter, Clothes etc.

These are just sufficient enough for survival.

(ii) Ethics refers to the standards of actions and behaviour that a society places on it self.

e.g. When a discretionary job involves a choice between law and compassion, it would be ethical to put compassion to forefront and try to pursue the course of action as legally as possible.

Etiquette refers to the protocols one needs to follow by means of being in the profession.

for e.g. though civil servants give advice to ministers based on ethical concerns, they are bound by the etiquette to follow the decisions of the Ministers.

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

Corporate governance has been seeing many waves of depression in the recent times. It calls for a good corporate governance because such a governance will not benefit the corporate in particular, but also it is essential for the economic efficiency as corporates do not occur in isolation and they are a part of the economic system and involve many more stakeholders other than just corporate.

Bad Corporate governance

↓
Collapse of corporates

↓
Banks & Financial institutions
get affected

↓
Rising Non performing Assets

Banks ↓ not in position to lend
↓
Twin balance sheet problems
↓
Poor credit outflow available to
others ↓
Economic slow down
↓
Financial instability
↓
Unsustainable growth.

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.

20

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।

Reasons behind people not using the constructed toilets are -

- 1) The educational backwardness which doesn't enlighten them of the benefits of defecating in the toilets and the harmful effects of open defaecation.

2) Cultural reasons - Lots of people believe that defecation has to be done at a place distant from home and not in the home premises.

3) Social reasons -
When others of the community do not use the toilet, it is a disincentive for ^{the} others to use the toilets.

To change people's attitude towards open defaecation -

i) Education :

Education through mass media about the ill effects of open defaecation like ill health, the problem of flies, bad odour, aesthetic values etc will help in changing the mindset of people.

Enrolling the TV and movie stars like Amitabh Bachchan in 'Darwaza Bandh' campaign and promoting the usage of toilets through movies like "TOILET - Ek prem katha" are steps in this direction.

Apart from this, being the District Development officer, I would organise mass education workshops. These workshops would hold debates on the ill effects of open defecation —
— the problem of flies and other insects
— which then sit on the food we take
— causing various illnesses like diarrhoeal diseases.

→ Also an account of children dying due to diarrhoeal diseases would be presented to them which would

make them understand that their open defecation habits are the cause of children's deaths.

→ Pictorial representations have a lasting impression and hence distribution and display of pamphlets showing the flies spreading diseases.

2) Punitive measures:

Punitive measures to curb open defaecation could discourage the practise for the fear of punishment and shaming.

3) To change the cultural attitudes, it can be promoted that the protection of dignity of women is better done by utilisation of toilets rather than by open defaecation.

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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?

The ^{problem of} decline in sex ratio has been addressed by Government in various steps so far. These include -

(i) Prevention of Prenatal detection of fetal sex Act

It prohibits the declaration of the fetal sex by the examining radiologist in any form (verbal, written, expression) to the mother

or any of the relatives.

(2) Medical termination of pregnancy
Act which provides for termination
of pregnancy only for specific
reasons which include -

- serious damage to mother's health
- serious life threatening condition of
baby
- social issues (like rape / failed
contraceptives)

Though the medical and legal aspects
of abortion have been addressed by the
above provisions, the decline in sex
ratio is continuing especially in the
backward regions of the country.
educationally tackling

Hence just, medical (or) legal issues are
not enough, the ethical concerns have
to be addressed.

The mentality of the people has
to be changed.

It doesn't happen overnight and hence, main measure is to educate them -

- (i) Gender equality has to be promoted at all levels - education, workplace, house hold works.
- (ii) Female safety has to be ensured at workplace, at public places.
- (iii) The evil system of dowry has to be curbed.

If necessary punitive measures are taken to promote the above said measures and the Government uses the mass media and communications platform to effectively discuss about gender equality, it may be possible to tackle declining sex ratio.

Also, incentivising the birth of a female child, incentivising her

education and providing for a female friendly work environment at all the offices either Government or private, will incentivise the parents for a girl child.

Right to Abortion vs Prevention of female foeticide

Every human has a right to life and personal liberty. But this right should not be at the expense of other's life even if it is ^{one's} ~~your~~ own child.

To prevent female foeticide, Government has prescribed certain provisions. It can be clearly seen that these are only to prevent the female foeticide and not impinging on the woman's right to abortion. The rights of woman to abortion are still preserved by the indications given in

Medical Termination of Pregnancy Act, which allow for termination in necessary conditions. While considering the right of the mother for abortion, it is necessary to consider the rights of the unborn fetus which has no expression or no voice to express ~~to~~ its concern for its life. Hence, mother's right to abortion has to be considered only rarely keeping in mind the rights of unborn child.

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 नेटवर्कों 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?

The issues involved in the given situation are -

- law conflicting with ethical responsibility.
- Empathy and compassion to the poor.

Stake holders involved are -

- the general public at large
- aggrieved beneficiaries
- Government
- Media.

As an officer in charge responsible for monitoring allotment of foodgrains,

I am bound by my legal duty to ensure the supply to all BPL families in the district.

I am also bound by ~~my~~ the rules of the Government to supply ration from fair price shops only to those families with a BPL card linked to

their Aadhar card.

In view of the ongoing protest, I would immediately make a representation to the ~~the~~ higher authorities and organise a local camp for linking the BPL cards of these families with the Aadhar cards by genuine verifications.

By getting the Aadhar cards linked to the ration cards, it would now be legal to supply these families the required ration.

Any public servant is bound to work for the government in a legal manner. But the legalities and the rules should come in the way of the public servant's duties so that original purpose of office is defeated.

The Public Distribution System is aimed at fulfilling the food security needs of the poorest of the poor.

If it is not able to reach the poor, it is everyone's responsibility to show empathy and compassion to the needy and take corrective action.

→ Many poor in the country are currently facing digital exclusion -

for e.g. there was an allegation that a 11yr old girl in Bihar died of starvation when her family was denied of ration because of non-linking of Aadhar card to BPL card.

→ Not having digital literacy is making many people especially older people from the rural background

being deprived of many opportunities they deserve.

This was especially seen during demonetisation when digital transactions could not be performed by many older people and hence they are left out behind.

With the conception of Digital India programme and various sub programmes like e-governance, e-kranthi, e-pashuhaat, SWAYAM, SWAYAM PRABHA, the knowledge and expertise is able to reach the remotest corners of the country but just making available of the information alone is not sufficient, digital literacy has to be promoted to bring down the digital divide and a more egalitarian society.

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 (कोटेशन्स) को प्राप्त करने के दौरान आप दवा कंपनियों और अस्पताल प्रशासन के बीच मिलीभगत का पता लगाते हैं। आपको पता चलता है कि दोनों की मिलीभगत है और वे अत्यधिक उच्च कीमतों पर दवाइयां बेच कर कैंसर रोगियों को लूटने का प्रयास कर रहे हैं, जबकि बाजार में कम मूल्य वाली वैकल्पिक दवाएँ उपलब्ध हैं। जीवन रक्षक दवाओं की मनमानी मूल्य व्यवस्था के विरुद्ध कार्य करने वाले, अलायन्स 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?

Answer

The main stakeholders involved in the issue are -

(i) Me, as the head of Alliance of Doctors for Ethical Healthcare

- (ii) the hospital administration
- (iii) the pharmaceutical companies
- (iv) cancer patients
- (v) Society at large
- (vi) The Government

The ethical issues involved are -

- (i) medical ethics
- (ii) moral responsibility towards patients.
- (iii) public health being at stake.
- (iv) conflict of interest

Possible solutions for addressing the issue -

→ To listen to the other doctors of the Alliance and present the distorted reality in front of the Minister. This would give pecuniary benefits from the nexus to all the members of the Alliance including me. However, if it would be unethical to gain profits by exploiting the

already suffering people. It would be okay, if the patients are made to pay the price, as it is in the market with the cheaper alternatives, but to exploit them with high prices is both legally and ethically wrong.

→ The other solution would be to convince the hospital administration to break the nexus with the pharmaceutical companies and to offer the patients best treatment possible at lowest prices with alternative drugs available.

→ If the hospital administration refuses to break the nexus, then, I should resign from the hospital and being the head of Alliance of Doctors for Ethical Healthcare, I can represent

my case before the Health Minister of my state.

The third option of resigning from the job and representing to the Health Minister would be my final course of action. That is because if

I continue in the hospital, there would arise a conflict of interest between my work as an employee of the hospital ^{that is involved in ethical malpractice} and my work as the member of an alliance for Ethical Healthcare.

My representation to the Health Minister would serve to bring out the truths in the nexus between the hospital administration and the pharma companies and would do greater good to the cancer patients in particular and general public at large

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।

Being a Manager of a private firm handling critical projects, my main motto would be to promote the profits and efficiency of the projects. As the Human Resource Department has highlighted the gender imbalance in the team, it has called for a thought on GENDER EQUITY.

As the Department has instructed for recruitment of more females, I am bound by my duty to recruit them. The sole criterion for recruitment would be merit. Though the top four candidates are married & two of them expecting children, it is their merit and excellence in past service that has brought them to the top and the commitment exhibited by them for the project in their words, that would guide my choice to recruit them into service.

As finishing the project in time is a priority to me, I would make terms and conditions of the work in such a way that the women are able to handle the family and work in a balanced manner.

→ This can be done by giving them flexibility of time in a day to finish their daily targets.

→ I would arrange a creche facility in the office premises to take adequate care of their children.

→ The option of work from home also can be given to them.

→ The above flexibilities offered to the newly recruited women employees would make them more interested in the job and will work as an incentive to work for the company.

→ Just because of being married or being mother, women cannot be denied their right to employment.

The extra responsibilities shouldered by them should be supported in every possible manner to empower the women.

To attain gender equity, it is not necessary for women to lose upon their family life or personal life. An enabling work environment that supports a woman to handle and balance both work and home, is the need of the hour to attain the Gender Equity.

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?

The case study said involves issues of customer and company relationship. Factors that I would consider in making my advice are -

→ The business of the company has been going down due to altered work culture and altercations of the workers with the customers.

→ The image of the company in the market is going down.

→ Mr. A being a senior most member of the company can shoulder the moral responsibility of bringing back the image of the company by assuming a leadership role.

As a senior colleague, he can morally persuade the other colleagues to be more empathetic in their attitude towards other colleagues and the customers so as to bring in a better work culture.

As a senior member, he can arrange for an interactive session with all the functionaries, and hold a discussion on what troubles they are facing while interacting among themselves and with the customers and try to reason out a solution that is acceptable to all the stakeholders.

He can talk with the seniors in the company about the reasons for decline in the image of the

company and request for a psychology counsellor to be appointed at the company so that there would be regular workshops and interactions on improvising the company - customer relationships. Also, such a person would help the employees in coping up with various forms of stress so that the ^{outside} stress is not reflected in the work.

On a long term basis, a grievance redressal mechanism has to be put in place for the customers to get their complaints addressed. Standards and ~~star~~ specific guidelines have to be laid down on how these grievances are addressed.

Whenever an issue arises between the employees, a standard protocol has to be in place, for them to approach and get the issue resolved.

→ There should be games and weekend parties organised frequently to promote the internal work culture.

→ There should be an oversight mechanism to see if any of the functionaries are behaving impulsively with the customers and it should be brought to the immediate notice of higher authorities.

→ There could also be a mechanism for incentivising the employees who are satisfying the needs and problems of the customers most, so as to promote a competitive, yet successful work culture.

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