



VISION IAS

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GENERAL STUDIES (TEST CODE : 873)

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|-------------------|----------------|---------------------|---------|
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| Medium Eng./Hindi | English. | Registration Number | 198493 |
| Center | ONLINE | Date | 29/9/17 |

INDEX TABLE

| Q. No. | Maximum Marks | Marks Obtained |
|--------|---------------|----------------|
| 1(a) | 10 | |
| 1(b) | 10 | |
| 2(a) | 10 | |
| 2(b) | 10 | |
| 3(a) | 10 | |
| 3(b) | 10 | |
| 4(a) | 10 | |
| 4(b) | 10 | |
| 5 | 10 | |
| 6 | 10 | |
| 7 | 10 | |
| 8 | 10 | |
| 9 | 20 | |
| 10 | 20 | |
| 11 | 20 | |
| 12 | 20 | |
| 13 | 25 | |
| 14 | 25 | |

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 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. 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) The more remotely power is exercised from the people, the greater is the distance between authority and accountability. Discuss. 10

(a) जितना लोगों से सत्ता का प्रयोग दूर होगा, उतना ही अधिक प्राधिकारी और जवाबदेही के बीच अंतर होगा। चर्चा कीजिए।

In a democracy, rights of people are only as strong as their capacity to exert them.

Exercising rights needs the leaders to be approachable, responsible and rules to be transparent. Further, along with these leaders also need to be accountable.

Exercising power remotely leads to following issues.

- (1) Lack of clarity of how one decides.
- (2) Multiple layers in decision hence loss of accountability.
- (3) People find it difficult to reach the higher echelons and thus cannot get answers and redressal of grievances.

- (4) This further makes corruption -
collusive especially easy. Hence
reduces accountability.
- (5) Such a massive gap generates
a national disinterest in people
as they do not see it 'worth their
time' to get involved in legal
and procedural quagmires.
- (6) This reduces awareness and
seeking answers by people -
cumulatively reducing
accountability even more. Thereby
slipping into unilateral abuse of
power.
Hence a leader should adopt
unilateral practices of disclosure,
practices like feedback process,
grievance redressal sessions as
well as be responsive and use citizen's
Charters.

1. (b) "If you want others to be happy, practice compassion. If you want to be happy, practice compassion". In what ways can a compassionate public official be more useful for realizing public service goals? 10

(b) "यदि आप दूसरों को प्रसन्न रखना चाहते हैं, तो करुणावान बनें। यदि आप प्रसन्न रहना चाहते हैं तो करुणा अपनाएं।" किस प्रकार से एक करुणावान लोक सेवक सार्वजनिक सेवा के लक्ष्यों को साकार करने के लिए अधिक उपयोगी हो सकता है?

This quote of Dalai Lama emphasises the two way utility of virtue of compassion. It brings help to the needy as well as spiritual satisfaction for the one who acts. A public servant should use this idea to

- (1) Develop emotional intelligence towards needs of people. Hence be more understanding. We cannot understand people unless we feel them within ourselves to paraphrase Gandhiji.
- (2) His acts would be better targeted designed as well as ready for feedback from people - hence open to tweaking to attain maximum value for people.

- (3) A spiritually satisfied officer fulfilling his purpose of life - rather than one who is mechanical - would be more invested in public welfare by default.
- (4) Power tends to extirpate from mind every gentle and human virtue. But constant conscious cultivation of compassion would help reduce, stop and reverse this erosion of values.
- (5) A compassionate officer would set a welcoming responsive work culture. He would also enhance professional socialisation as well as trust of people in governance and hence create a two way fruitful process - thus maximizing greater happiness for people.

2. (a) The recent decision by the government to ban use of red beacons is only a symbolic gesture and a lot more needs to be done to end the VIP culture in India. Critically discuss.

10

(a) लाल बत्ती के प्रयोग पर प्रतिबन्ध मन्त्रि मन्त्रालय सरकार का हालिया निर्णय केवल एक प्रतीकात्मक संकेत है और भारत में वीआईपी संस्कृति समाप्त करने के लिए बहुत कुछ किए जाने की आवश्यकता है। आलोचनात्मक रूप से चर्चा कीजिए।

In public trust building both symbolic as well as substantive acts are necessary. Recent banning of beacons is largely symbolic, but it reduces 'elitist' culture of public servants. This reduces distance between people and servants. Thus reducing client patron relationship of colonial era.

More needs to be done

→ Ban Bandhgala suit of IAS, IPS, IRS.

I aspired to wear bandhgala as I started to prepare for CSE. But now I see them as cages which separate officers from people.

- (2) Sensitisation of officers regularly to people's needs, core values of civil service - they ~~there~~ are

servants and not masters.

- (3) Active countering of elitist patron ideology by code of conduct, behaviour of junior (Group B) as well as senior (Group A) staff.
- (4) Effective implementation of citizens' Charter - not merely lip service. Head of office should be charged with vicarious liability for violation.
- (5) Citizen is the most important person in our promises - Gandhi. This should be instilled in the minds of officers.
- (6) Responsiveness, trust building, accountability, selflessness, honesty, integrity, legality, openness, objectivity should be rewarded and opposite should be punished. Hence we can emerge as real servants.

2. (b) To what extent can financial incentives help shape attitude towards social issues? Discuss with relevant examples. 10

(b) किस हद तक आर्थिक प्रोत्साहन सामाजिक मुद्दों के प्रति अभिवृत्ति को आकार देने में सहायता कर सकते हैं? प्रासंगिक उदाहरणों सहित चर्चा कीजिए।

Social issues are plenty today. Several scientists says using financial incentives; nudges; behaviour economics could help enhance outcomes. They are right.

(1) Financial incentives help align priorities of people to social needs. Eg. Norway has the idea - that people buy contents not the bottle they return the bottle for paybacks. We have implemented these ideas in extended producer responsibility in solid waste management sector.

(2) As people start to act, they realise the value of what they are doing - beyond mere economic returns. This enhance positive externalities. Eg Norway recycles

over 60% of its dry wastes. India does much lesson. This brings cognitive and behaviour attitudes in play.

Similarly, financial disincentives deter people from acting out irresponsibly. For eg. fines on spitting instituted by Maharashtra, fines on burning wastes by NGT.

However, the devil lies in the implementation. The best law is only as good as those who implement it. This is seen in recycling in Norway as a success and waste burning in Delhi landfills as failures.

3. (a) At times, moral behaviour can be constrained by the complexity of legal system. Explain. In this context, explain the purpose of legal protection for good samaritans in the case of road accidents. 10

(a) कई बार, नैतिक व्यवहार कानूनी प्रणाली की जटिलता के चलते निरुद्ध हो सकता है। व्याख्या कीजिये। इस संदर्भ में, सड़क दुर्घटनाओं के मामलों में संकट के समय सहायता देने वाले अच्छे व्यक्तियों (good samaritans) के लिए कानूनी संरक्षण के उद्देश्य को समझाएं।

Laws are merely a codification of ethics of society to which by and large everyone agrees and see desirable. However, for general agreement they are generalised. Generalisation leads to loss of witty gritty details. It is here, that the idea that laws do not cover every aspect of every situation becomes relevant.

Complex laws, as they may be, yet will always have room for discretion. In discretion, lie room for moral behaviour. That is why Gandhiji emphasise on 'high thinking' so that we

use own understanding to maximise common happiness where law falls short.

However, recently with busy, technological lifestyle people have lost touch with morality. They are more profit minded and value time and money over innate humanity. Laws due to their complexity have generated 'rational disinterest' among people to save time.

Hence, protection to people who come forward to help others in need have become essential so that unfortunate victims of accidents do not suffer because people wanted to avoid 'legal quagmires'. But these are only topical remedies. Answer lies in 'less commodification' and more humanisation of life. Education plays a role here so does society.

3. (b) Examine the different ethical issues involved in the use of public shaming as a punitive measure. Do you think this is an appropriate measure to address the problem of rising crime rates. 10

(b) दंडात्मक उपाय के रूप में सार्वजनिक रूप से लज्जित करने (public shaming) जैसे उपायों से जुड़े विभिन्न नैतिक मुद्दों का परीक्षण कीजिए। क्या आप मानते हैं कि बढ़ते अपराध दर की समस्या हल करने के लिए यह उपयुक्त उपाय है।

Due to several factors like technology, cyber enabled anonymity, unemployment crimes have skyrocketed. Law enforcement has struggled. Public shaming is suggested as remedy.

Pros.

- ① This would leverage social pressure on people to mend or get ostracised.
- (2) This could reduce pressure on law enforcement and give power to people.
- (3) This could bring social issues in public discussion / awareness e.g. caste discrimination thus build up social discussion thus lead to elimination.

(4) help reduce information asymmetry.

and conform with right to know.

Cons:

- (1) Slippery slope where trolls, majoritarians would use it to silence critics and dissent.
- (2) Right to reputation as part of Article 21 would be harmed.
- (3) While the powerful can use section 499 on criminal defamation, poor would suffer.
- (4) Lack of complete information would lead to wanton criticism.
- (5) This denies the right of the accused to present their case - right to be heard. Hence violates natural justice.
- (6) Could lead to violence by anti-social elements.

Hence this should though be a tool but used with discretion. Instead PUBLIC FARMING to encourage good practices be used.

4. (a) Why did Gunnar Myrdal use the term 'soft state' in the context of South Asia? Do you think such a characterisation is still relevant in the case of India today? 10

(a) गुन्नार मिर्डल ने दक्षिण एशिया के संदर्भ में 'मृदु राज्य' का प्रयोग क्यों किया है? क्या आप मानते हैं कि इस प्रकार का विशेषीकरण आज के भारत के संदर्भ में भी प्रासंगिक है?

The term soft state refers to a state where a state has not been able to assert its policies and interest and opinions/stands independently international for. It instead allows itself to be used in plots by states which can buy / coerce / arm-twist the said soft state. This reduces the reputation as well as predictability of a state.

No, I don't think the term is relevant to India today.

- ① In colonial era British government may have been able to declared Indian support to world war 2 without our consent but since Independence we have chanted out

our own foreign policy as seen in
NAM, Vietnam war, Korean war
etc.

(2) Recent Doklam dispute saw Chinese
calculation fall apart as India
held its ground in face of Chinese
sore-rattling. We upheld our treaty
with Bhutan.

(3) Rejection of OBOR of China and
leadership in SAARC, BIMSTEC,
RCEP (we upheld our interest
on trade in services), WTO (public
stockholding), UNFCCC where we
ensured CDR.

(4) We have led the way to greenery
with INDCs and ISA; not anything
a soft state would.

(5) Despite Chinese aggressions we
conduct Malabar exercise. Despite
China-Pak axis we have upheld
our quest for NSG membership. This
along with stand on South China sea
issues means we 'India' were never
a soft state.

4. (b) Intolerance can be linked both to prejudices and value judgments. Elaborate with relevant examples. Also discuss how intolerance can be countered in a multicultural society like India. 10

(b) अहिंसा को पूर्वाग्रह और मूल्यनुमानों (value judgments) दोनों से जोड़ा जा सकता है। प्रासंगिक उदाहरणों के साथ सविस्तार वर्णन कीजिए। साथ ही चर्चा कीजिए कि भारत जैसे बहुसांस्कृतिक समाज में अहिंसा का प्रतिकार कैसे किया जा सकता है।

Today, we see intolerance in actions of law vigilantes and lynchings of SC/STs. Their origin lies in prejudices.

(1) SCs, STs should remain subservient to the so-called upper castes. Their economic mobility has been met with rampant hostility.

(2) Muslims are barbaric and alien to India. This is seen in the actions of vigilantes who see any possession of meat by Muslims as 'cow killing'. Persecution of Rohingyas is result of prejudices against their origin. Value judgements

(3) Several times teachers brand children who doubt their teaching as disrespectful. Values of critical reasoning are ignored here and subservient rote learning are promoted.

Promoting tolerance.

- ① Yato mat, Tato path - As many fathers
so many paths. This means all
religions are path to same end. This
idea would generate tolerance
among people.
- ② I believe in the fundamental truth
of all great religions of the world
- Gandhi
Idea of sulh-kul and integral
humanism could help.
- ③ The purpose of government is to
make it easy for people to do good
and difficult to do evil.
- Gladstone
effective law enforcement would
help
- (4) 'If you want real peace in the world
start with children' - Gandhi
- (5) kindness is the language the deaf
can hear and blind can see of
- D. Lanza
- (6) Honest difference are often a healthy
sign of progress - B. P. Subudhan.

समय के साथ भ्रष्टाचार के प्रति सामाजिक दृष्टिकोण अधिक क्षम्य बन गया है जिससे "उचित" व्यक्तिगत विशिष्टाधिकार के रूप में गैर-कानूनी लाभों और मार्वाजनिक परिसंपत्तियों के दुर्विनियोग का मार्ग प्रशस्त हुआ है। भारत के संदर्भ में विश्लेषण कीजिए।

When I started preparing for civil services exam, every now and then a relative would tell me stories of their acquaintances of how they are IAS, IPS and how they have crossed of Raffles - this led me to clearly understand that people not only accept but venerate corrupt who amass wealth.

Such veneration of power of office and power of money however, illegitimate has led people to believe gains of corruption are their right. Even though pays are decent as per Indian standards, any comparison with counterparts in private sector even more adds to the acceptability / rightful attitude.

The facts that there are several workarounds, procedural delays that have been developed to well meaning laws do not help either.

All this has led to the belief that being corrupt has a ~~much~~ ^{much} better cost-benefit ratio than honesty.

Eg. Satyendra Dubey murder case. Solution.

- (1) It is difficult but not impossible to conduct strictly honest business.
- Gandhi
- (2) Every citizen has a price or dignity. Society needs to show its veneration. Collective social ostracisation of corrupt needed. Even though law may fail to punish the corrupt; society by will power can
- (3) Rewarding protecting the honest would help improve the cost benefit. Developing values like transparency, honesty, accountability, selflessness, objectivity, legality, and code of ethics would help.

6. What are the factors which draw people to public service? Suggest measures to keep public servants motivated. 10

लोगों को लोक सेवा की ओर आकर्षित करने वाले कारक क्या हैं? लोक सेवकों को प्रेरित रखने के उपाय सुझाइए।

Public service has been attraction of youth since time immemorial. After recent dip due to corporate attraction public service is on the rise again. Factors are

- (1) Widest knowledge and opportunity learn and to apply things. This is my personal motivation to join IAS.
- (2) Public service satisfaction - service to mankind is service to god. The life finds a moral bearing to guide itself to satisfaction.
- (3) Recognition and prestige attached to public service - this is more of a colonial vestige.
- (4) Power - the aura of power since ancient ages has been irresistible. Research shows it attracts the ethically weak.

- (5) opportunity to a mass waves of wealth -
has also attracted people to IAS, IPS, IRS.
- Keeping public servants motivated -
- (1) Even though ideas of Nishkam
Karam mean one should not expect
benefits yet a decent salary would help
pay commissions to justice here.
 - (2) Communication of results as benefits
to people from action of public
servants would help motivate officers.
 - (3) Felicitation of efficient officers.
 - (4) Merit based progression.
 - (5) Less political interference and
political discretion in postings; a
body as suggested by 2nd ARC
could help.
 - (6) Objective Annual Character records
and performance appraisal would
help develop vision in public servants.
 - (7) Ideas like Gandhiji's Tolstoyan are hopeless
motivation.

7. Corporate Governance provides a framework that defines the rights, roles and responsibilities of various groups within an organization. (a) Elaborate the need to incorporate the principles of Corporate Governance to enhance the effectiveness of the public sector enterprises. (b) Identify the challenges specific to the public sector when it comes to the application of good practices of corporate governance.

10

कॉर्पोरेट गवर्नेंस वह ढांचा प्रदान करता है जो संगठन के भीतर विभिन्न समूहों की भूमिकाएं, अधिकार और उत्तरदायित्व परिभाषित करता है। (a) सार्वजनिक क्षेत्र के उद्यमों की प्रभावशीलता बढ़ाने के लिए कॉर्पोरेट गवर्नेंस के सिद्धांतों को समाविष्ट करने की आवश्यकता का सविस्तार वर्णन कीजिए। (b) जब कॉर्पोरेट गवर्नेंस की अच्छी प्रवृत्तियों के अनुप्रयोग की बात आती है तो सार्वजनिक क्षेत्र के लिए विशिष्ट चुनौतियों की पहचान कीजिए।

Corporate governance at its core entails the idea of balancing the rights, interests of share holders as well as stakeholders. Thus maximising common benefit and happiness.

need for corporate governance in PSUs.

- (1) Efficient functioning in a competitive economy needs application of best of principles of governance and management
- (2) Reduce political interference and discretion as the roles, targets, methods are laid down clearly. This reduces corruption.

(3) Several PSUs. see very high employee - to - revenue (profit) ratio as seen in Air - India recently. Corporate governance would help rationalise the enterprises - trim the excess fat.

FF) However challenges are

(1) Vested interests and political interference would distort the applications.

(2) Welfare purpose of the PSUs eg. Railways, DISCOMS reduces fullest application.

(3) Excessive trade unionism would reduce applicability.

Here, recommendations of expert committees (eg. Debroy for Railways, PJ Nayak for Banks) would help.

Gradually, LPT spirit of withdrawal of state to regulation could help achieve results seen in telecom (TRM)

8. Emotions, earlier considered as an irrational factor in decision-making, are now recognised as a critical factor of judgment. In this regard, answer the following questions: (a) How can Emotional Intelligence help in coping with the intense pressure and occupational stress faced by police officers and armed forces in discharge of their duties? (b) What are the some of the concerns in incorporating and assessment of emotional intelligence skills in public service?

10

भावनाओं को, जिन्हें निर्णय लेने में पहले एक अतार्किक कारक माना जाता था, अब निर्णय का महत्वपूर्ण कारक माना जाता है। इस संबंध में, निम्नलिखित प्रश्नों का उत्तर दीजिए:

(a) अपने कर्तव्यों का निर्वहन में पुलिस कर्मियों और सशस्त्र बलों द्वारा सामना किए जाने वाले तीव्र दबाव और कार्य सम्बन्धी तनाव (occupational stress) का मुकाबला करने में भावात्मक प्रज्ञता (Emotional Intelligence) किस प्रकार सहायता कर सकती है?

(b) लोक सेवा में भावात्मक प्रज्ञता कौशल को समाविष्ट करने और आंकलन सम्बन्धी कुछ चिंताएं क्या हैं?

g) Emotional intelligence helps in understanding emotions of self as well as that of others. Situational awareness as well as proper channelisation of emotions would help reduce irrational, impulsive decisions.

No, man can think clearly when his fists are clenched.

For police forces, exposure to unusuals, long hours of duty makes them short tempered as well as ill mannered. This would be

addressed via emotional intelligence.

This would reduce encounters
being faked, AFSPA violation.

Better understanding others emotions
would lead to citizen centric
security service rather than rule
centric one
Concurs.

- (1) Accurate assessment of current
emotional intelligence and its
developmental potential not available
- (2) one to one output of emotional
intelligence and its effect on service
delivery not known.
- (3) This would further induce discretion
nepotism, favouritism in appointments.
However promising research shows
emotional intelligence is a valuable
asset for a public servant and
should be developed.

9. You, a manager in one of the top IT firms in the country, are tasked with hiring new recruits for an upcoming project. You find that the company has given tacit instructions of not hiring female candidates in view of the new maternity law passed by the Government. You find this highly objectionable and lodge a protest with people in the higher management but they are firm as they want to cut down all the unnecessary costs. Based on this information, answer the following questions:

- (a) Identify the stakeholders and their interests in the situation.
(b) What are the dilemmas that a recruiting manager may face in such a scenario?
(c) What are the different options available to you? Which one will you pursue and why?

20

आप देश की एक शीर्ष आईटी कंपनी के प्रबंधक हैं। आपको आगामी परियोजना के लिए नई भर्तियां करने का उत्तरदायित्व सौंपा गया है। आप पाते हैं कि सरकार द्वारा पारित किए गए नवीन मातृत्व कानून के आलोक में कंपनी ने महिला अभ्यर्थियों की भर्ती न करने का अकथित निर्देश दिया गया है। आप इसे अत्यधिक आपत्तिजनक पाते हैं और प्रबंधन के उच्च अधिकारियों से विरोध जताते हैं, लेकिन वे दृढ़ हैं क्योंकि वे सभी अनावश्यक व्यय में कमी करना चाहते हैं।

इस जानकारी के आधार पर, निम्नलिखित प्रश्नों का उत्तर दीजिए:

- (a) इस स्थिति में हितधारकों और उनके हितों की पहचान कीजिए।
(b) वे धर्मसंकट क्या हैं जिनका ऐसी परिस्थिति में भर्ती प्रबंधक द्वारा सामना किया जा सकता है?
(c) आपके पास उपलब्ध विभिन्न विकल्प क्या हैं? आप किसका अनुसरण करेंगे और क्यों?

(a) One can judge the moral progress of an organisation by looking at how it treats its weaker sections - women, SCs, STs, ~~etc~~ old people, persons with disabilities. This is presents the same situation.

Issues here are

(1) Gender parity in society is envisioned in Article 14, 15, 16.

(2) Corporate governance being too profit

oriented rather than blending humanism with business.

(3) My personal ethos of gender justice as well as work commitment to the Company.

(4) My Integrity, Conscience as guide of ethics.

Stakeholders

(1) Women as potential employees.

(2) Myself as needing to balance my values - gender justice and work ethic

(3) Company as an organisation in society.

(4) Economy which can benefit from workforce - gender parity

(5) Society at large who would see positive externality from gender parity

(6) Government who would be deterred from passing such laws due to such measures.

(b) Dilemma:

Justice vs work ethics - I want to justice to women applicants but have to be committed to values/orders

profits of my company

Public interest v/s private profit - While hiring women would enhance public interest; not hiring would 'apparently' lead to private profit.

Transparency v/s confidentiality - These fact measures must be disclosed for stakeholders/Shareholder interest. But as an employee, I have to maintain confidentiality.

Option - 1

Follow orders and implement policy

Merits:-

- (1) Position secure in company.
- (2) Good work ethic seen and upheld.
- (3) Company 'may profit':

Demerits

- (1) Gender justice Article 15, 16, 14, (19)(g) violated.
- (2) Virtues of justice, courage, integrity

violated as I did contrary to my beliefs.

- (3) Society's potential benefit from women empowerment violated
- (4) Economy could gain 25% from gender parity at workforce - Christine Lagarde (IMF chief) - this is missed by my acts.
- (5) This would not maximize common happiness
- (6) Government would be deterred from passing more laws like this.

Approach-2

Resign

Merits-

- (1) Personal values saved

Demerits

- (1) Escapist
- (2) would harm my resume. I would not be able to justify why I left the job in next interview.

Approach-3

Disclose it to media

Merits

- (1) Company would reform policies.

Demerits

- (1) Violation of trust and corporate value of confidentiality.

Approach-4. - I would take this route

- (1) With data and facts make a presentation on how women enhance long term profits to company and economy.
- (2) Request higher ups to reform.
- (3) Encourage women in office to protest
- (4) Generate awareness via participation of members in symposia etc. in Company

Merits.

- (1) Values of gender; justice, Article 15, 16, 19(1)(d), 19 upheld.
- (2) Economy, society, company well off.

10. There has been a perceptible rise in the cost of healthcare services provided by private hospitals. In absence of adequate and quality government hospitals, people are forced to opt for private hospitals, especially for life threatening diseases and injuries. You recently visit one of your friends admitted in a famous private hospital. You found out that the hospital is charging a huge amount of money, which seems to be unreasonable. You confront the staff and ask them to explain the rationale behind such high charges.

Their response is that the charges are fair for the kind of services they are providing.

(a) What are the ethical issues involved in this situation?

(b) Given how other professions price their services, discuss the feasibility of capping the amount of fees charged by doctors and private hospitals.

(c) How can the provision of quality services and need for profit be reconciled with society's interests in this case? 20

निजी अस्पतालों द्वारा प्रदान की जाने वाली स्वास्थ्य सेवाओं की लागत में सुस्पष्ट वृद्धि हुई है। पर्याप्त और गुणवत्ता पूर्ण सरकारी अस्पतालों के अभाव में, लोग निजी अस्पतालों का विकल्प चुनने के लिए विवश हैं, विशेषकर जीवन के लिए खतरनाक बीमारियों और चोटों हेतु। आप हाल ही में एक प्रसिद्ध निजी अस्पताल में भर्ती अपने मित्र से मिलने जाते हैं। आपको पता चलता है कि अस्पताल बड़ी धनराशि वसूल रहा है जो आपको अनुचित या आवश्यकता से अधिक प्रतीत होता है। आप कर्मचारियों से बातचीत करते हैं और उनसे इस प्रकार के उच्च शुल्क के पीछे का तर्क समझाने के लिए कहते हैं। उनकी प्रतिक्रिया यह है कि उनके द्वारा जिस प्रकार की सेवाएँ प्रदान की जाती हैं उसके लिए यह शुल्क उचित है।

(a) इस स्थिति से जुड़े नैतिक मुद्दे क्या हैं?

(b) यह देखते हुए कि अन्य व्यवसाय अपनी सेवाओं का मूल्य कैसे तय करते हैं, चिकित्सकों और निजी अस्पतालों द्वारा आरोपित शुल्क की राशि पर सीमा निर्धारित करने की व्यवहार्यता पर चर्चा कीजिए।

(c) इस प्रकरण में गुणवत्ता परक सेवाओं के प्रबंध और लाभ की आवश्यकता का समाज के हितों के साथ सामंजस्य कैसे स्थापित किया जा सकता है?

(A) Ethical issues here

(1) Opportunism and profiteering by providers of essential and life

Saving service

- (2) Humanism to be base of any healthcare being neglected by corporate grabbing
- (3) Failure of 'welfare state' to fulfil duties/promise despite payment of taxes
- (4) Failure of regulation by government and failure of service as upholder of public interests
- (5) Monopolistic behaviour by corporate in absence of competition
- (6) Lack of transparency as seen in response "quality of service" not quantity of service.
- (7) Exclusion of poor sections who can't afford - thereby excentrating inequality
- (8) Denial to 'right to healthcare' lead into 'right to life' under Article 21.
- (9) Failure of trusteeship.

Capping for prices of essential services has been used by government

under DPCO and National
list of essential medicines. However
it is a mixed bag and
is a band-aid-at best to
cover over gaping wound in
society.

Pros.

- (1) Efficient, equitable service to needy.
- (2) Moral values of individual of
benevolence and values of society
like trusteeship upheld.
- (3) could reduce burden on public
health care facilities and enhance
delivery.
- (4) 'Corporates' have a social responsibility
- they should be held accountable
- (5) could reduce monopolistic opportunism.
- (6) could generate externality for
society by healthy workforce
- Cons
- (1) could reduce investment by

corporate.

- (2) could prop up collective corruption, black market
- (3) would reduce quality corporates try to keep profits same
- (4) At the end the wealthy will be able to pay but it is the poor who would suffer.

Solution -

- (1) Enhance quality for equitable service for poor via public facilities.
- (2) Investments by public sector ~ 6% of GDP
- (3) Human resources to be created by teaching / training.
- (4) 'Rivers do not drink their waters, trees do not eat their fruits, clouds do not eat the crops raised by them, the wealth of the noble is used solely for the benefit of the poor'.

- The ideas of
- (1) Trusteeship by wealthy for poor and needy should be engrained deeper.
 - (2) Effective regulation by government as 'what is not monitored, never gets done'.
 - (3) Competition should be created by investment, capacity building, reducing red tape and corruption.
 - (4) Transparency in pricing and information dissemination.
 - (5) Effective law enforcement; use of policies like compulsory, licensing generic medicines, voluntary licensing would help.
- At the end, it is all about our values. What we hold dear drives us - values, happiness or money. Such ethos should be given to children.

11. You are the District Magistrate in a district where a significant number of transgenders reside. While discrimination against the community is well known, commuters increasingly complain of harassment at their hands, especially at traffic junctions where transgenders are mostly involved in begging. This, at times, also leads to traffic management issues. You have received a number of complaints in this regard and have to act quickly to resolve it. However, a group of transgender associations argue that begging is their only source of livelihood.

Given the situation, answer the following questions:

(a) Describe the ethical issues involved in this case. Discuss the attitude of people towards transgenders in general and reasons for the same.

(b) What possible courses of action can be undertaken in such situations? Discuss their merits and demerits. 20

आप ऐसे जिले में जिला मजिस्ट्रेट हैं जहां ट्रांसजेंडर की बड़ी संख्या रहती है। यद्यपि इस समुदाय के विरुद्ध भेदभाव सुविदित है, तथापि यात्री उनके हाथों, विशेषकर यातायात जंक्शनों पर अधिकाधिक उत्पीड़न की शिकायत करते हैं, जहां ट्रांसजेंडर अधिकांशतः भीख मांगने में शामिल होते हैं। कभी-कभी, इससे यातायात प्रबंधन की समस्या भी पैदा होती है। इस संबंध में आपको कई शिकायतें मिली हैं और इसे हल करने के लिए शीघ्र कार्रवाई करनी है। हालांकि, ट्रांसजेंडर संघ के एक समूह का कहना है कि भीख मांगना उनकी आजीविका का एकमात्र स्रोत है।

इस स्थिति को देखते हुए, निम्नलिखित प्रश्नों का उत्तर दीजिए:

(a) इस प्रकरण से जुड़े नैतिक मुद्दों का वर्णन कीजिए। ट्रांसजेंडर लोगों के प्रति जनसामान्य के सामान्य दृष्टिकोण और उसके कारणों पर चर्चा कीजिए।

(b) ऐसी स्थिति में क्या संभव कार्रवाई की जा सकती है? उनके गुणों और अवगुणों पर चर्चा कीजिए।

One can judge the moral growth of a society by looking at how it treats its weaker sections.

Issue of transgenders expose our weakness here.

ethical issues.

(1) *Right to life, livelihood, dignity*

of transgenders. Their right to privacy and inclusion in society is denied. They could not find job - condemned to penury, and begging.

- (2) Efficient life in a city for people who are taxpayers and deserve the best service from government.
- (3) Justice, benevolence, harmony for and amongst various sections of the society.
- (4) My values as efficient representative of people as their servant and leader to balance countering needs of society.

Attitude of Society.

- (1) Abhorrence and dejection

Society rejects them at birth and excludes them from every form of engagement - festivals etc.

- (2) Seen as deranged and sinners of
past life - due to excessive
religious colouring of biological
phenomenon and lack of proper
knowledge
- (3) Exploited and criminalised : Since
they do not have a political voice
and are minute in number, they
are exploited and since the society
excludes them suspicion breeds against
them. This leads to criminalisation.
- (4) Denial of rights - human, natural,
legal and constitutional
Despite laws 'these people do not'
have the wherewithal / awareness
to enforce them and suffer.
- (5) Due to ancient, colonial mindset
we as a society enforce conformity
and exclude the different.
- (6) Courses of action.
- (1) Let things be as both sides have
compelling reasons.

Merits -

- (1) Rights of neither are excessively restrained.

Demerits -

- (1) Dereliction of duty.
- (2) Fulfilment of rights of both traffic and transgenders ignored.

- (3) CP cannot solve our problems by using the same thinking we used when we created them

- Einstein

This approach is status quoist and violates values of civil servant to be reform oriented.

- (4) Could lead to violence by simmering discontent.

Approach-2

Remove transgenders by force

Merits

Rights of traffic upheld.

Demerits

• Majoritarianism

• Extreme justice is often injustice

Approach-3. - I WOULD DO THIS

- (1) Create skilling and job opportunities for them under MGNREGA and Skill India.
- (2) Create awareness among people to generate sympathy and inclusion
- (3) Contact NGOs to build bridges by plays, song, public lectures.
- (4) Effective enforcement of laws for them and eventually implementation of their rights - thereby making them financially self sufficient and end begging.

Merits-

- (1) Values of justice, sympathy, compassion, societal inclusion upheld.
- (2) Rights of transgender as well as people and society upheld.
- (3) Society would benefit economically
- (4) My professional values to reform system for better upheld

The purpose of government is to ensure social welfare hence - done!!

12. Mr. X is the head of an NGO working in the field of environment conservation and protection. He is in dire need of funds for the NGO's operations and payments to his staff. He is approached by an official of a large infrastructure company, who is ready to provide the required funding for the NGO. But, in a quid pro quo, he asks Mr. X to raise objections over the bypassing of Environmental Impact Assessment (EIA) norms in an ongoing PPP project through his NGO. This project is being implemented by a rival infrastructure company. Mr. X knows that there have been instances of high level corruption in the process of granting EIA to mega projects and the information provided by the official seems to be authentic. Hence, he accepts the money and agrees to raise the objection.

(a) Considering the circumstances of the case, is Mr. X correct in accepting the money? Give appropriate reasons for your answer.

(b) If you were in place of Mr. X, what would have been your course of action? Give reasons for it. 20

श्री एक्स पर्यावरण संरक्षण और सुरक्षा के क्षेत्र में कार्यरत एक NGO (गैर सरकारी संगठन) के प्रमुख हैं। उन्हें NGO के संचालन और कर्मचारियों को भुगतान करने हेतु धन की अत्यन्त आवश्यकता है। एक बड़ी इंफ्रास्ट्रक्चर कंपनी का एक अधिकारी उनसे संपर्क करता है। कंपनी NGO के लिए आवश्यक फंड उपलब्ध कराने को तैयार है। लेकिन उसके बदले वह कंपनी यह चाहती है कि श्री एक्स अपने NGO के माध्यम से चल रही PPP परियोजना में पर्यावरण प्रभाव आकलन (EIA) मानदंडों की अवहेलना पर आपत्तियां उठाएं। यह परियोजना प्रतिद्वंद्वी इंफ्रास्ट्रक्चर कंपनी द्वारा कार्यान्वित की जा रही है। श्री एक्स को पता है कि बड़े प्रोजेक्ट्स के लिए EIA प्रदान करने की प्रक्रिया में उच्च स्तरीय भ्रष्टाचार के मामले सामने आए हैं और अधिकारियों द्वारा दी गई जानकारी प्रामाणिक प्रतीत होती है। इसलिए, वह धन स्वीकार कर लेते हैं और आपत्ति उठाने के लिए सहमत हो जाते हैं।

(a) प्रकरण की परिस्थितियों को ध्यान में रखते हुए, क्या श्री एक्स का धन स्वीकार करना सही है? अपने उत्तर के लिए उचित कारण दीजिए।

(b) यदि आप श्री एक्स के स्थान पर होते, तो आप क्या कदम उठाते? इसके कारण बताइए।

(c) The same act can be correct or incorrect depending on intentions of the doer.

Pros correct

- (1) He would do public good by exposing violation of laws as well as corruption; hence act is correct
- (2) He would use the money for welfare as he would pay staff and work for environmental protection. hence 'maximize common good'.

Incorrect.

- (1) He violates his integrity as an activist and public servant by letting himself be used for corporate vested interests.
- (2) The company would possibly cite the grant to extract favours from him in future.
- (3) He violates his virtues of honesty transparency. He sets a bad precedent and cannot be called to follow the 'categorical imperative'.
- (4) The very fact that he sat on the information of violations and corruption

by the competitor company snacks of
lack of integrity and work ethics.
Hence on the balance of thing
even though this ends are temporarily
good, but means are wrong
and should be avoided.

(b) My course of actions would
consider the following ethical issues

- (1) Article 21 (Right to life and clean environment)
- (2) Article 51A(g) - my fundamental duty.
- (3) Common good of people that environment is and should be protected.
- (4) Work ethics as servant of people.
- (5) Honesty, transparency, integrity
- (6) Conscience as a guide of ethics to resolve dilemmas.
- (7) Means as important as ends.

Courses -

Approach.

- (1) I would reject the money offered as it has been done on dubious grounds.
- (2) I would go ahead and disclose the corruption with evidence procured from ~~the other company~~. I would report the matter to police and vigilance.
- (3) By using RTI I would file a request for all details of said grant of permission and EIA.
- (4) I would urge people via various media to help us by donating money as we created public awareness regarding violations of EIA. People should be sensitised to demand accountability and mitigation of impacts from ~~the company~~.

(5) Though I would face existential challenges as an organisation but -

'In struggling with misfortune,
lies the true proof of virtue'
- Shakespeare

Also,

'Neither money pays, nor name, nor fame, it is character that cleaves through adamantine walls of difficulties'

- Swami Vivekananda.

Hence, I would also expose how the other company tried to bribe me to malign the reputation of other company implementing the project.

Hence, I would ensure people are benefited without compromising self.

13. You are a civil servant posted in a state where elections were recently held. The newly elected Chief Minister had promised to ban alcohol in several of his election campaigns as well as his election manifesto, which was widely praised and supported by women of the state. Fulfilling his electoral promise, the Chief Minister has ordered a blanket ban on the sale of alcohol in the state. Following the ban, concerns have been raised about the feasibility of the ban and whether the government should interfere in what is considered by many to be a matter of personal choice.

(a) Who are the stakeholders in this case and how are they affected by the ban?

(b) Is blanket ban on alcohol a feasible action?

(c) Identify the issues that may arise while enforcing the ban and the steps you will take to handle them, as a civil servant.

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आप एक ऐसे राज्य में सिविल सेवक के रूप में तैनात हैं जहां हाल ही में चुनाव हुए थे। नव निर्वाचित मुख्यमंत्री ने अपने कई चुनावी अभियानों के साथ-साथ चुनाव घोषणापत्र में शराब पर प्रतिबंध लगाने का वादा किया था, जिसकी राज्य की महिलाओं ने व्यापक रूप से प्रशंसा की थी और समर्थन दिया था। अपने चुनावी वादे को पूरा करते हुए, मुख्यमंत्री ने राज्य में शराब की विक्री पर पूर्ण प्रतिबन्ध का आदेश दिया है। प्रतिबंध के बाद, प्रतिबंध की व्यवहार्यता पर प्रश्न उठाए गये हैं और क्या सरकार द्वारा शराब पर प्रतिबन्ध जिसे कई लोगों द्वारा व्यक्तिगत पसंद का विषय बताया गया है, उस मुद्दे पर हस्तक्षेप करना चाहिए।

(a) इस मामले में हितधारक कौन हैं और प्रतिबंध से वे किस प्रकार प्रभावित हैं?

(b) क्या शराब पर पूर्ण प्रतिबन्ध एक व्यवहार्य कार्रवाई है?

(c) एक सिविल सेवक के रूप में इन प्रतिबंधों को लागू करते समय उत्पन्न होने वाली समस्याओं की पहचान करें और उनसे निपटने हेतु आप क्या कदम उठाएंगे।

(a) This issue is playing out in Bihar and has been a mixed bag at best.

Stake holders :-

(1) Women who are at receiving end of violence by drunk and also due to 'hooch' tragedies.

(2) Children, society at large which would be protected from

what is 'victimless crime'
but generates plenty of negative
externalities like - premature
deaths, violence, diseases like
cancer, social nuisance etc.

State -

- (1) would face less burden as police
would not have to deal with
drunk criminals
- (2) political dividends for the CM.

However -

- (1) It would lose its revenue
as taxes. This would reduce
the space for welfare
expenditure. Hence society
would suffer.

Administration.

- (1) would face the burden of enforcement
- (2) This would over burden them
reduce efficiency - hence society
would suffer.

- (3) This could increase sources of smuggling, bootlegging, hence corruption. This would cause damage to state and society.
- (4) 'Kooch deaths' rise when bootlegging does. This would increase burden of benefits provision to victims on state and administration. Thus harm the society.
- (5) Rise in crimes are also seen when bans are put in place.
- (6) Searches to enforce the ban would lead to loss of privacy. Extreme justice is often injustice.
- (6) Feasibility is reduced due to
- (1) Smuggling across borders.
 - (2) Poor enforcement capacity of already overstaffed administration.
 - (3) Reduced revenues would force state to increase taxes and hence cause discontent or reduce

public service.

- (4) legal challenges as per right to conscience, privacy - of what people drink in their houses - would reduce feasibility.
 - (5) These measures have been implemented in states like Nagaland but withdrawn later.
 - (6) Idea should be welfare of people - not 'political points' as apparent in the case.
 - (7) Smuggling could lead to higher costs - end up hurting the poor more as they have less means.
- Feasible because
- (1) Article 47 direct state to improve health of people.
 - (2) Social welfare is obvious - less crimes by drunk; less violence against women, reduce accidents.

- (3) Support of people - women especially.
- (4) Better health outcomes would produce better workforce and help state.

(C) My measures -
Issues -

- (1) Work commitment orders of political executive
- (2) Protection of privacy of people while searches.
- (3) Strict adherence to rules - possession, use, consumption, transport, storing need to be understood so that failure during interpretation does not cause nuisance.
- (4) Political opportunism by antisocial elements can lead to volatile situation - eg cow vigilantes recently.
- (5) Workforce would be overburdened. Skill management to produce results without lapses in overall administration.

My approach :-

- (1) Seminars for officers at all level to sensitize them of nuances.
- (2) Development of field protocols for implementation.
- (3) Ask for more dedicated workforce to monitor implementation.
- (4) Rehabilitation for those undergoing de-addiction.
- (5) Intelligence based crackdown on dens known for smuggling.
- (6) Work on demand reduction for long term benefits - create awareness on long term pitfalls of alcoholism.
- (7) Efficient data collection of whether the crimes have reduced as the ban came to place - use it for effective policy design.
Hence maximize short/long term welfare

14. Regulation and procedure of human clinical trials vary from nation to nation. Stem cell research, as an emerging biomedical field, requires approval for human trials and encounters multiple challenges. You are the head of a team of scientists who developed a new Tissue Engineering system, which appears to be a promising means of regenerating heart tissue. Trials of the system have already been conducted on animals and yielded good results. Millions of people suffering from critical heart diseases would benefit immensely if this medication is immediately made available to them. However, you need to conduct human clinical trials before it could be commercialised. It is also known that the stringent regulatory environment in the country will mean that human trials and final approval will take many years before it is made commercially available. On the other hand, regulation of clinical trials in many poor countries is weak and quick approval is possible. Many of your competitors also resort to human trials in these countries, often bribing the officials for getting quick approvals.

Given this situation, answer the following questions:

- (a) Identify the ethical issues which arise during clinical trials.
(b) Given the above situation, would you prefer to shift human trials to a third country where regulations are lax? Give reasons in support of your choice.
(c) Suggest a framework of standard procedure to minimise ethical conflicts and speed-up the approval process of new medicines. 25

मानव पर नैदानिक परीक्षण (clinical trials) के विनियम और प्रक्रियाएं राष्ट्र दर राष्ट्र भिन्न हैं। एक उभरते वायोमेडिकल क्षेत्र के रूप में स्टेम सेल शोध के लिए मानवीय परीक्षणों हेतु स्वीकृति की आवश्यकता होती है और इसे चुनौतियों का सामना करना पड़ता है। आप वैज्ञानिकों के एक दल के नेतृत्वकर्ता हैं जिन्होंने एक नई टिशू इंजीनियरिंग मिस्टम विकसित किया है जो हृदय के उत्तकों (टिशूज) को पुनः पैदा करने हेतु आशावादी माध्यम नजर आता है। इस मिस्टम का पहले ही जानवरों पर परीक्षण किया जा चुका है और उसके अच्छे परिणाम मिले हैं। गंभीर हृदय रोगों में जूझते लाखों-लाख लोगों को इसे अत्यधिक लाभ होगा यदि यह इलाज उनके लिए शीघ्र उपलब्ध करा दिया जाता है। हालांकि इसके वाणिज्यीकरण से पूर्व मानव पर नैदानिक परीक्षण करने की आवश्यकता होती है। यह भी ज्ञात है कि इसके वाणिज्यिक रूप में (बाजार में) उपलब्ध होने से पूर्व देश में विनियमन संबंधी कठोर वातावरण के कारण मानवीय परीक्षण और अंतिम स्वीकृति में वर्षों लग जाएंगे। वहीं दूसरी ओर बहुत से गरीब राष्ट्रों में नैदानिक परीक्षण सम्बन्धी विनियमन ढीले हैं और शीघ्र स्वीकृति संभव है। आपके बहुत-से प्रतिद्वंदी भी नैदानिक परीक्षण हेतु प्रायः ऐसे राष्ट्रों का रुख करते हैं जहां वे अधिकारियों को रिश्वत दे कर शीघ्र स्वीकृति प्राप्त कर लेते हैं।

दी गई परिस्थिति के अनुसार निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) नैदानिक परीक्षण के दौरान उभरने वाले नैतिक मुद्दों की पहचान कीजिए।
(b) दी गई उपर्युक्त परिस्थिति में, क्या आप मानवीय परीक्षणों को किसी तीसरे देश में स्थानांतरित करना पसंद करेंगे जहां विनियमन ढीले हैं? अपने चयन हेतु कारण दीजिए।
(c) नैतिक संघर्ष को कम करने एवं नई दवाइयों हेतु स्वीकृति की प्रक्रिया को तीव्र करने के लिए मानक प्रक्रिया का एक प्रारूप सुझाइए।

This issue presents the dichotomy of ends and means with added angle of corporate competition

Ethical issues.

- (1) Sanctity of life and rights of healthcare for millions of sick.
- (2) Values of transparency, honesty, conscience as a source of guide of ethics.
- (3) Abuse of 'regulatory arbitrage' on the back of 'globalisation'
- (4) Balancing rights of unacware people in poor countries with those who need medicines.
- (5) Corporate greed for profits treating people as a means to an end rather than an end.
- (6) Justice, patience, abstinence as

values of researcher - how I
need to be patient to ensure
fruitful results for all stakeholders
- greed leads to misery.

(b) Pros of shifting trials.

- (1) Millions of lives saved as drug
comes to market early.
- (2) I do not lose out on profits
as my competitors are already
doing trials.

Cons -

- (1) The uninformed poor are exploited
- 'treated as guinea pigs'. This
violates categorical imperative.
- (2) This would create a backlash
against globalisation as such
practices could be disclosed and
opposed.
- (3) This papers over issues of red tape

In my own country. Such approach is not sustainable.

(4) This would violate my integrity, honesty and benevolence.

Effectively, I am placing the lives of rich 'patient customers' over lives of poor uninformed people who would not be well compensated in case of side effects. This is injustice, unequal.

(5) 'We cannot understand the pain of others until we feel them within us' - Gandhi.

The pursuit of truth does not permit violence on ones' opponent (anymore).

hence I would not shift trials.
I could expose my competitors

who do so.

I would not let trials get delayed. I would create awareness about the necessity and urgency. Using NGOs I would create pressure for expeditious approval.

(c) Global conferences have come up with a 'Helsinki Declaration' on ethical trials. It should be implemented in letter and spirit. Few essential components are.

- (1) Reduction of red tape, redundant approvals for trials.
- (2) Reduction of regulatory arbitrage by global cooperation and creation of information symmetry.
- (3) Development of code of ethics for

- pharmaceutical companies'
- (4) Deteriorating disincentive for ethically sketchy measures.
 - (5) Development of professionally competent teams, protocols to approve trials. Liability on these teams for delays. Corporates should be represented here
 - (6) Insurance should be made stringent for trials and those who participate.
 - (7) Directors of companies should clearly report all trials done in a year in yearly reports in AGM.
 - (8) Transparency of payment of compensation - should be including details in annual reports.