

GENERAL STUDIES (TEST CODE : 1056)

Name of Candidate	Neha	Registration Number	135596
Medium Hindi/Eng.	English	Date	-
Center	-		

INDEX TABLE

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

Total Marks Obtained:

Remarks:

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are **FOURTEEN** questions printed in **ENGLISH & HINDI** इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं।
- All questions are compulsory.
सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
- Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
- Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.
उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

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EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Answer the following questions in not more than 150 words each:

1. (a) Explain the significance of the following in the context of civil service: 10

- (i) Public trust
- (ii) Objectivity
- (iii) Strength of character
- (iv) Empathy
- (v) Selflessness

सिविल सेवा के संदर्भ में निम्नलिखित के महत्व की व्याख्या कीजिए:

- (i) लोक विश्वास
- (ii) वस्तुनिष्ठता
- (iii) चरित्र की दृढ़ता
- (iv) समानुभूति
- (v) निस्वार्थता

These all qualities
are important for
civil services.

(i) Public Trust → it is the belief among the citizens that the administration is working in a fair and correct manner and is committed to their welfare. It will allow a civil servant to undertake tough actions without losing public support. Example: demolition of illegal religious sites

(ii) Objectivity → the ability to take any decision without any bias or personal prejudices. It is needed to perform duty as per the code of conduct and treating all fairly.

(iii) Strength of character → the courage to stay committed to one's morals and values, no matter what. Only strength of character can help one perform duty without fear or favour, without being scared of threats or fall prey to corrupt means, income.

(iv) Empathy → the ability to place oneself in the shoes of someone else. Empathy is most needed while addressing grievances of the masses and framing policies to alleviate their sufferings.

Example: Empathy for poor, disabled

(v) Selflessness → placing someone else's interest over one's personal interest. Selflessness allows one to look at the good of others, without any personal benefit.

Mother Teresa showed selflessness in serving the poor, with no desire for personal gains. Selfless civil servant can rise above temptations and political pressures.

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।

Refugees are those who escape from their land of residence due to fear of war, persecution or other grave threats. Once they reach another country, they become asylum seekers.

Refugees from Syria are seeking asylum in Europe. Rohingya refugees are escaping to Bangladesh.

Refugees are often not welcomed due to:

- (1) Strain on economic resources of the host country
- (2) Fear of radical elements entering in the garb of refugees
- (3) Threat to culture and living manner of the host country
- (4) Competition in jobs and in access to natural resources.

VISION IAS

However, humanism demands that they should be provided with the following:

- (1) Principle of non refoulement → not be forced to go to a country where threat to their life exists
- (2) Basic human needs → food, clothing and shelter, medical care
- (3) Access to UN consular services

If a country accepts to provide asylum, it needs to:

- (1) Provide skill training and language training to help them integrate into the economic system and find employment
- (2) Cultural sensitization to prevent Xenophobia and avoid hostility between hosts and migrants.
- (3) Proper vetting on a case to case basis to eliminate threats.
- (4) Identify fake cases of economic migrants → help genuine asylum seekers.

2. (a) Why do civil servants have a special obligation to uphold ethical standards? What are the main areas of concerns for implementation of an effective ethical standard in civil services? In this context, suggest measures to remedy these concerns.

10

नैतिक मानकों को बनाए रखने के प्रति सिविल सेवकों का एक विशेष दायित्व क्यों होता है? सिविल सेवाओं में एक प्रभावी नैतिक मानक के कार्यान्वयन हेतु चिन्ताओं के प्रमुख क्षेत्र क्या हैं? इस संदर्भ में, इन चिन्ताओं को दूर करने हेतु उपाय सुझाइए।

Civil servants are entrusted with the responsibility of handling immense resources and power and their actions have impact on several lives.

Hence, they have a special obligation to uphold ethical standards. Civil Services Code of Conduct helps in the same.

However, the main areas of concerns in the implementation

- (1) Personal gratification over public good.
- (2) Pressure from seniors, co-workers or political masters
- (3) Lethargy, inertia
- (4) Poor personal morals, leading to dissonance with the desired ethical code and conduct.

(5) Improper knowledge about the desired ethical standards and about the means to achieve them.

The measures to remedy these concerns are:

- (1) Training about the desired ethical conduct and proper demonstration through case-studies, role plays.
- (2) Periodic sessions to refresh the training content
- (3) Continued appraisal process should also focus on the ethical standard adherence.
- (4) Protection to Whistleblowers
- (5) Fair and transparent appraisal and transfer process to prevent victimization
- (6) Adequate publicity of role-models to serve as an inspiration

Example: Mr. Ashok Khemka,
Mr. Sukaram Munde, Ms. Merin Joseph.

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।

Socialization is the process by which a child learns the culture of the society she lives in.

Family is the first socializing agent. It helps inculcate values like.

- (1) Respect for elders.
- (2) Caring and sharing
- (3) Provides comfort and love → assures of safety.
- (4) Religion is introduced by the family → along with values like truth, compassion, courage, empathy, altruism, achievement orientation and excellence.
- (5) A child imitates the elders and through demonstration, the family prepares a child to handle social situation outside the house.

School is the second socializing agent. A child spends the most

time here, after family. It teaches:

- (1) Obedience, respect for authority
- (2) Discipline
- (3) Team spirit → group games
- (4) Equality and fraternity
- (5) Motivation to succeed.
- (6) Value education → through history, moral science examples
- (7) Reward for hardwork.
- (8) ~~Honesty~~ and sincerity.

Thus, both family and school act as the main socializing agents.

It is the responsibility of adults in both places to present correct examples and serve as a correct role-model for a child.

Else, both will serve as nothing more than agents for cultural reproduction of incorrect values.

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

दैनिक जीवन में नैतिकता का क्या महत्व है? अपने स्वयं के जीवन से एक उदाहरण दीजिए जहाँ आपने नैतिक कार्यवाही का चयन किया और उस कार्यवाही के चयन के कारणों का सविस्तार वर्णन कीजिए।

Morality is the personal code which helps one distinguish between right and wrong, between good and bad.

While ethics and law are often codified and derived from organizational or constitutional values, morality is strictly self-based and may not always be congruent with ethics or law.

The significance of morality in day-to-day life is :

- (1) helps choose the right course of action, even in the absence of any guidelines
- (2) helps keep the conscience clear as one is true to one's own beliefs
- (3) gives courage in the light of

difficult situations. It gives strength to do the correct but difficult thing. Example: whistleblowers are driven by strong moral codes.

(4) Helps spread the spirit of goodness and moral conduct.

My personal experience is of: While working, to claim HRA exemption, almost every one in my office, used to submit fake 'rent receipts' even when staying with family or other such arrangements.

The HR department used to pass the bills without any cross-verification.

However, this seemed antithetical to my moral code. I live with my family, in own house and hence did not file any claim for HRA, as I was not eligible for the same.

3. (b) Analyse the ethical dimensions of using nuclear deterrence as a self-defense strategy. 10

आत्मरक्षा की एक रणनीति के रूप में परमाणु भयादोहन (निवारण) का उपयोग करने के नैतिक आयामों का विश्लेषण कीजिए।

Nuclear deterrence is the policy by which a country safeguards itself from any external aggression through the possession of nuclear weapons.

It acts by:

- (1) Demonstrating strong second-strike capability and intent
- (2) Helps a small country defend itself against superpowers.
Example: North Korea has escaped any possible aggression due to its nuclear capability
- (3) Due to mutually assured destruction, helps prevent war or usage of such weapons against it.

However, it has certain ethical concerns as a self-defence strategy:

- (1) Expensive process → requires

diversion of resources from social welfare activities to weapon creation.

(2) Accidents or leaks may happen causing human, social and environmental damage.

(3) Fear of them being stolen by rogue elements. Example: It is feared Taliban may steal one of Pakistan's nukes.

(4) Technology being shared with undesirable elements → Scientists from China, Pakistan helped North Korea's nuclear plan.

(5) It only buys a deferred war not a sustained peace → Cuban Missile Crisis is an example of hostilities that can threaten global survival.

However, the solution is not nuclear weapons. The focus should be on complete nuclear disarmament under the Nuclear Ban Treaty

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

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

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

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

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

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

Our actions, directed towards self interest, help fulfill our personal goals and desires.

However, true spirit of living is experienced by the act of selflessness. The actions being directed to the good of others.

(i) Altruism is the phenomenon of working for the good of others. It involves selflessness.

It moves beyond the realm of "I" and "me" and truly enables one to think about the whole humanity as one.

It upholds the principle of collective wellbeing.

Altruism fills one with compassion and empathy to

alleviate the sufferings of others
It drives one to steadfastly
follow the path of helping
others.

Kailash Satyarthi could have
chosen to become a corporate
employee and provide for
himself and his family all the
comforts. But the spirit of
altruism drove him to work
for the welfare of children
at great personal sacrifices.

(ii) Education can inculcate in
one, the quality of altruism.
History and moral science
education can teach about
role models who demonstrated
altruism.

Through case studies about
the need for selfless sense
of service, altruism can be
shown as the correct path.

Teachers can also act as
role model and through high
personal conduct, show altruism

4. (b) Giving examples, examine the relationship between personal and professional ethics of civil servants. 10

उदाहरण प्रस्तुत करते हुए सिविल सेवकों के व्यक्तिगत एवं पेशेवर नैतिकताओं के बीच संबंधों का परीक्षण कीजिए।

Personal ethics are the moral codes that a person follows. They are derived from one's socialization through family, school, religion and other social interactions.

Professional ethics are the code of conduct that are defined by an organization to reflect the values it stands for. The employee is expected to adhere to the code.

Personal and professional ethics may be congruent.

Example: I may value honesty the most. The Civil Services Code also demands honesty.

Thus, the personal and professional ethics are some, and create no emotional burden while performing the duty.

However, in certain cases, the personal and professional ethics may differ. Example: I may not believe that sedition through literature is a crime, however I may have to arrest a writer under Section 124 A for sedition.

This causes dissonance and is a situation of stress and anxiety for a civil servant.

It is to be noted that some dissonance is not bad and may infact create the ground for social or legal change. Example: Section 377 was repealed and part of the movement was also driven by the police and bureaucrats.

Thus both personal and professional ethics help uphold the spirit of civil service.

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।

Jesus Christ while confronting a violent mob that was stoning a petty criminal said, "He will raise the first stone, who has done no wrong in his life". And then there was none.

This demonstrates the tendency of humans to judge others more harshly than we do to our ourselves.

Thus, there is seen a tendency to pick faults in the action and behaviour of others.

However, if this process is turned over and directed to oneself, we can achieve far more.

The advantages are:

- (1) Self-introspection shows us a mirror, of who we are.
- (2) We tend to justify our faults, thus helping them perpetuate instead of correcting them → this can change.
- (3) Once, one accepts one's faults, the process towards self-improvement commences.
- (4) This improvement in self, when seen in the social context, will help spread the spirit of good.
- (5) When every person does the same, this spirit of good multiplies manifolds.

Hence, the path to eradicating evil in the world, begins with eradicating evil within oneself.

Kill the 'Ravan' within you, and you will find Ravan vanish.

5. (b) Courage is the first of human qualities because it's the quality that guarantees the others. 10

साहस प्राथमिक मानवीय गुण है क्योंकि यह वह गुण है जो अन्य गुणों को सुनिश्चित करता है।

Courage is the quality that enables one to stay true to one's values and principles even in the face of any danger or oppression.

Without courage, one's morality is nothing but a flexible set of beliefs, which can change according to circumstances.

It was courage that led Satyendra Dubey to pursue the case of corruption, without fearing for the threats to his life, thus demonstrating honesty.

It is courage that leads a soldier to face war and the enemy, thus demonstrating patriotism.

Without courage, 'honesty' or 'patriotism' would have

been mere words.

A civil servant is expected to possess courage as:

- (1) Will help perform duty without any fear or favour.
- (2) Not make one deviate from the path of ethics → will follow the code of conduct, both in letter and spirit
- (3) Will help economic and social development.

Courage comes from being in the right and knowing that one is right. Truth is the greatest source of courage.

Hence Gandhi spoke of truth and nonviolence and claimed that only the brave can be a 'Satyagrahi', not a coward.

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

कानून और अंतःकरण नैतिक मार्गदर्शन के स्रोत के रूप में किस प्रकार कार्य करते हैं? उदाहरण सहित व्याख्या कीजिए।

Law is the set of rules and processes derived from the constitutional values.

conscience is the inner voice which guides one's actions and helps make the right choice.

Both act as a source of ethical guidance.

Law dictates the expected course of action in most of the social or personal situations. It imposes fine or punishment for violation and this acts as a ~~deterant~~ deterant against breaking law.

Example:

- (1) Law prohibits domestic violence
- (2) Makes stealing a crime
- (3) Traffic violations are illegal.
- (4) Forgery is a crime.

However, Conscience acts a guide even in areas where law does not apply.

Conscience guides you to do the right, not because of fear of any punishment but because it is the right thing to do.

Example: spoon

(1) Stealing[↑] from hostel canteen will not invoke legal charges because it is a small item → however conscience stops one from stealing.

(2) Forging parents signature on a leave-note is not a legal crime → however a strong conscience will not let a child resort to this means.

Conscience helps one be ethical in the smallest matters, thus making one a law-abiding citizen in the large sphere.

(i) Wants and Needs

(ii) Ethics and Etiquette

उदाहरणों के साथ निम्नलिखित के बीच भेद कीजिए:

(i) इच्छाएँ एवं आवश्यकताएँ

(ii) नैतिकता और शिष्टाचार

i) Needs are basic necessities required for human survival. We all need food, clothing and shelter.

Wants are desires that are not driven by survival needs but by a sense of self gratification.

Food is a need, Food from a five-star hotel is a want.

Clothes are a need, Prada gown is a want.

Satisfaction of needs is needed to ensure a dignified human existence.

Wants drive a person to work hard to achieve them. However, wants without ethics may lead to unethical means to achieve the wants.

(ii) Ethics are a set of codified principles that help in identifying the wrong from the right.

Etiquette is a set of actions and behaviour dictated by cultural norms.

Ethics are derived from religion, culture and law.
Example: Do not steal, do not kill anyone, do not hurt anyone intentionally.

They are expected to be followed and non-compliance may result in punishment.

Etiquettes are customs that may not have any reason or logical base for their existence and nor does non-compliance lead to any legal ramification.

Example: In Japan, everyone bows as "hello". Not following this is not legally or ethically wrong.

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

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

Corporate governance is the set of rules and processes to be followed by a firm to ensure the interests of all its stakeholders.

It is a means to support economic efficiency, sustainable growth and financial stability as seen by:

(1) Corporate governance demands timely filing of returns, audit to be done, all balance sheets should be scrutinized by the board → this leads to identification of any financial imprudence or mismanagement → thus ensuring economic efficiency of the firm.

(2) Sustainable growth is development that meets the

needs of the current generation without compromising the ability of the future generation to meet theirs.

CSR has been made a part of Company's Act 2013.

Corporate governance talks of 3Ps → profit, people and planet → triple bottomline, thus helping ensure sustainable growth and development.

(3) Corporate governance helps identify financial improprieties. It also bans insider trading or speculations. Thus, it ensures financial stability of a firm.

Cases like Satyam have shown the dangers of poor corporate governance. Hence it should be a norm in all firms, and not just a name-sake implementation.

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

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

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

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

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

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

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

The stakeholders in the case include:

- (1) local inhabitants
- (2) stranded tourists
- (3) local shopkeepers.
- (4) market suppliers.

- (5) district administration
- (6) National community as a whole.

The critical issues here are:

- (1) Torrential rains which have caused loss of life and property
- (2) Stranded tourists
- (3) Broken supply chain
- (4) Increased demand
- (5) local shopkeepers increasing the prices
- (6) issues in immediate evacuation → not possible
- (7) Crumbled governance.

Interests of the stakeholders

- (1) Local inhabitants → To rebuild their lives after the disaster. Loss of property, life may have affected many.
- (2) Stranded tourists → safety and a desire to go home at

the earliest. They also need basic necessities till the time they are stranded.

(3) Local shopkeepers → may have also suffered losses. Want to make profit due to high demand and low supply.

(4) Market suppliers → not able to supply goods. Want to resume supply at the earliest. May face difficulty in payment from local shopkeepers due to economic loss.

(5) District administration → to restore normalcy as soon as possible. To minimize further loss of life and property. To help all the other stakeholders who are in distress.

(6) National community → wants

to help their fellow citizens and empathises with them.

Expects the administration to take rapid action. May contribute funds, material or volunteer in rehabilitation

Conflict? Perspectives:

- (1) Administration → wishes to restore normalcy for every other stakeholder.
- (2) Market → Shopkeepers are interested in profit making.
- (3) Ethical → profiting from someone's misery and desperation is unethical.

However, 2 points to be noted are:

- a) Supply is affected and hence demand-supply mismatch is seen
- b) Shopkeepers may also have

suffered losses in the rains.

There is thus, a clear conflict between everyone's interests.

Solution

(1) Resolve the issue →

- Issue strict guidelines for selling only at MRP.
- Over-charging, hoarding or black marketing should be dealt with strictly.
- At the same time, efforts to be made for restoring the supply at the earliest.
- Stranded tourists should be provided temporary safe shelter and evacuated at the earliest.
- Locals whose houses are damaged should also be moved to a safe shelter.
- Basic amenities like clean water, medicines, food should

be in adequate supply.

(2) Provide relief →

→ temporary accommodation with all ^{basic} needs being provided

→ damage assessment and make plan for rehabilitation and compensation accordingly

→ Tourists to be provided with safety, basic needs and evacuation.

(3) Escation Prevent Conflict →

→ By appealing for maintenance of peace and law and order

→ immediate response and assurance of assistance

→ assure shopkeepers of compensation in case of loss to property or goods.

→ ESMA can be applied to prevent price rise.

Thus, the difficulties of all stakeholders need to be accounted and solved

10. The steady decline in sex ratio suggests that marked improvement in the economy and literacy rates do not seem to have had any impact on this index. In fact, the availability of new technology and its easy access for the urban, wealthy and educated have worsened the trend and harmed the status of women in Indian society. 20

(a) Explain why the phenomenon should not be simply viewed as a medical or legal issue and more attention should be given to the ethical issues involved.

(b) Give some suggestions to tackle the problem of declining sex ratio.

(c) Discuss the ethical dilemma involved in Right to abortion vs. Prevention of female foeticide. How can this be resolved?

लिंगानुपात में निरंतर गिरावट यह संकेत देती है कि अर्थव्यवस्था एवं साक्षरता दरों में उल्लेखनीय सुधार के परिणामस्वरूप भी इस सूचकांक पर कोई प्रभाव पड़ता प्रतीत नहीं हो रहा है। वास्तव में, नई प्रौद्योगिकी की उपलब्धता और शहरी समृद्ध एवं शिक्षित लोगों तक इसकी आसान पहुँच ने इस प्रवृत्ति को और बिगाड़ा है तथा भारतीय समाज में महिलाओं की स्थिति को क्षति पहुँचाई है।

(a) व्याख्या कीजिए कि क्यों इस परिघटना को मात्र एक चिकित्सीय या विधिक मामला नहीं समझा जाना चाहिए और इसमें समाविष्ट नैतिक मुद्दों पर अधिकाधिक ध्यान दिया जाना चाहिए।

(b) घटते लिंगानुपात की समस्या से निपटने हेतु कुछ सुझाव दीजिए।

(c) गर्भपात का अधिकार बनाम कन्या भ्रूण हत्या निवारण में समाविष्ट नैतिक दुविधा पर चर्चा कीजिए। इसका समाधान किस प्रकार किया जा सकता है?

India's overall sex ratio is 943 females per 1000 males, while child sex ratio has fallen to 919 females per 1000 males, according to Census 2011.

This is inspite of high economic growth and almost 75% literacy rate (overall). Hence, the phenomenon

needs a holistic approach to search for solutions.

⇒ [A] It should not be viewed as a medical or legal issue as:

(1) Laws are in place from 2000. PCPNDT Act has been implemented, with strict fines and imprisonment.

(2) Ultrasound machine helps in detecting foetal abnormalities, and hence its usage cannot be banned.

(3) Sex is revealed in a very hush-hush manner like congratulating saying "Gai Mata Di" for girl and "Gai Shri Krishna" for boy → hence impossible to detect.

(4) Abortion upto 20 weeks is a legal right and it is difficult to establish what the reason for abortion is.

Hence, legally fighting this battle is difficult and ethical issues need to be addressed like:

(1) Why is the birth of a girl child not desired?

- dowry
- safety issues
- already have girl (s) child
- boy is desired as an heir and cannot afford more children.
- Want to limit family size and hence no girl child.

Such issues need to be identified and solutions need to be devised.

(2) Why is the mortality rate high in girl child → leading to falling child sex ratio.

- quick ^{next} ~~second~~ pregnancy, leading to less care of girl baby
- less promptness in accessing

healthcare facilities
→ severe neglect due to
undesired birth.

Thus the less birth rate
as well as less survival rate
of girl child both need
ethical reading and solutions
to be devised accordingly.

⇒ [B] Solutions to tackle
declining sex ratio:

- (1) Ground-level intelligence
to identify clinics that
perform sex-selective abortions
- (2) Strict implementation of
PC PNDT Act → conviction rates
should improve, faster case
disposal → will act as a
deterrent to other clinics.
- (3) 'Beti Bachao Beti Padhao'
to celebrate the girl child
and focus on her education.

(4) Free education till Class 12
under RTE for girl child →
prevent early marriage and
reduce economic burden.

(5) Strict implementation of
Dowry laws

(6) 'Sukanya Samriddhi Yojana'
'Kanyashree Prakalpa' → to
help some degree of financial
empowerment of girl child

(7) Role-models.

(8) Helplines to provide
information about any
possible acts of violence
against girl child.

(9) Increase female labour
force participation → girl
child will not be seen as a
liability, but economic asset.

⇒ [C] Right to abortion v/s
Prevention of female
feticide

(1) Right to abortion is ~~for~~ till 20 weeks without any reason.

(2) After 20 weeks, on a case to case basis, it is decided depending on threat to mother or deformity in foetus.

(3) Sex determination happens as early as 12 weeks → hence if female foeticide occurs, it may happen within the allowed time limit.

(4) It needs to be proven beyond doubt that the abortion was only due to sex of the foetus → however this is difficult.

Thus determination must be prevented, as abolishing right to abortion without any reason violates the right to privacy.

11. You are the officer-in-charge responsible for monitoring allotment of foodgrains under the Public Distribution System to BPL families in a given district. A group of BPL families in the district claim that they have been denied ration from fair price shops due to non-linking of Aadhar card with their BPL cards. They remark that the government and officers concerned are not empathising with their situation and stage a silent protest. Further, the incident is also being linked to similar instances in other areas of the country where people were denied access to PDS benefits due to similar reasons. The government receives a lot of criticism for this incident on social media networks. You are now in a conundrum, as you are aware that the BPL families need to get foodgrains on time. However, as a government officer, you also need to follow the prescribed rules. Media scrutiny has further aggravated the situation and you realize you need to tread carefully.

20

Based on the information above, answer the following:

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

आप एक जिले में BPL परिवारों को सार्वजनिक वितरण प्रणाली (PDS) के अंतर्गत खाद्यान्न आवंटन की निगरानी करने हेतु जिम्मेदार प्रभारी अधिकारी हैं। जिले में BPL परिवारों के एक समूह का दावा है कि अपने BPL कार्ड को आधार कार्ड से न जोड़ने के कारण उन्हें उचित मूल्य की दुकानों से राशन देने से मना कर दिया गया है। उनका कहना है कि सरकार एवं संबंधित अधिकारी उनकी स्थिति से समानुभूति नहीं रखते हैं और वे मौन विरोध प्रदर्शित करते हैं। इसके अतिरिक्त इस घटना को देश के अन्य क्षेत्रों में घटित इसी प्रकार की घटनाओं से जोड़कर देखा जा रहा है जहां ऐसे ही कारणों से लोगों को PDS से लाभ प्राप्त करने से वंचित कर दिया गया था। इस घटना के कारण सोशल मीडिया नेटवर्कों पर सरकार की अत्यधिक आलोचना हो रही है। अब आप विकट समस्या में फंस गए हैं क्योंकि आपको ज्ञात है कि इन BPL परिवारों को समय पर खाद्यान्न की आवश्यकता है। हालांकि, सरकारी अधिकारी होने के नाते आपको निर्धारित नियमों का पालन भी करना है। मीडिया जाँच से स्थिति और भी बिगड़ गई है और आपको अहसास होता है कि इस मामले में आपको सावधानीपूर्वक आगे बढ़ना पड़ेगा।

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए:

- दी गई परिस्थिति में शामिल पक्षकारों द्वारा सामना किए जा रहे मुद्दों को सूचीबद्ध कीजिए।
- इस परिस्थिति में, नियमों का उल्लंघन किए बिना पीड़ित व्यक्तियों की मांगों की पूर्ति सुनिश्चित करने हेतु आप कौन-सा/से कदम उठाएंगे?
- इस संदर्भ में, संक्षेप में चर्चा कीजिए कि देश में निर्धन लोग वर्तमान समय में डिजिटल अपवर्जन (बहिष्करण) और इसके परिणाम(मों) का सामना किस प्रकार करते हैं?

The case is a dilemma between providing someone their entitlement under NFSA 2013, and following the prescribed verification process.

A

The issues the parties are facing are:

- a) BPL families are being denied ration due to non-linking of Aadhar card with the BPL card
- b) Government and officers are being seen as non-empathising
- c) A silent protest has been staged
- d) Other areas of the country are also witnessing similar issue.
- e) Government is being

criticised on social media .
F) Media scrutiny has aggravated the issue .

I, as officer-in-charge for monitoring allotment of foodgrains face a dilemma between :

a) Providing foodgrains to the BPL families → it is their entitlement and necessary for a dignified survival .

b) Following the prescribed rules .

B

Steps to be taken to ensure demands of the aggrieved are met without violating the rules :

(1) Physical verification of both - the BPL card and

Aadhar Card.

(2) Verification with past records of foodgrain being provided to the families

(3) On ensuring that the claimants are genuine → foodgrains will be allotted.

(4) Also, a digital centre or temporary facility will be set up to help the families link their Aadhar and BPL cards.

(5) This process will be completed along with the foodgrain allotment → so that by next month, they will face no such issue.

(6) The course of action should be conveyed to media so that other such beneficiaries may also become aware of the solution.

(7) This alternate process should be standardised and can be followed by other such centres facing the same issue → make it a part of standard operating procedure.

C

Digital exclusion being faced by poor and its consequences:

(1) Digital exclusion due to digital illiteracy

(2) Due to non availability of expensive hardware like computer, smartphone, internet

(3) Overburdened or inadequate digital service centres

(4) Absence of digital trainers or help in the digital common service centres

Consequences :

- (1) May face exclusion from their entitlements → like foodgrains
- (2) May fail to access services designed for their benefit → example: e-registration for Voter ID.
- (3) Money needs to be paid to helpers who will then fill their forms or applications online
- (4) Time → spent in trying to access such services → results in loss of wages for such time.

Thus, 'Digital India' cannot happen without digital Indians and this should be focussed upon.

12. You are working as a senior doctor in the oncology department of a super specialty hospital located in Delhi. While accessing the quotations from reputed pharmaceutical companies to hospitals, you unearth a nexus between pharma firms and the hospital administration. You get to know that they are hand-in glove with each other and trying to fleece cancer patients by selling drugs at exorbitant prices, even though low cost alternative drugs are available in the market. Being the head of Alliance of Doctors for Ethical Healthcare, who is working against the arbitrary price regime of life saving drugs, you get a chance to represent your case before the Health Minister of your state. However, certain other doctors of the Alliance have asked you to present a distorted reality in front of the Minister since they are obtaining pecuniary benefits from such a scheme of nexus, which would cease if the nexus gets exposed. 20

(a) Identify the main stakeholders and ethical issues involved.

(b) Analyse the possible solutions for addressing the issues.

(c) What would be your final course of action and why?

आप दिल्ली में अवस्थित एक सुपर स्पेशलिटी अस्पताल में ऑन्कोलॉजी विभाग में एक वरिष्ठ चिकित्सक के रूप में कार्यरत हैं। प्रतिष्ठित दवा कंपनियों द्वारा अस्पतालों को दी जाने वाली संविदा दरों (कोटेशनस) 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 ऑफ डॉक्टर्स फॉर एथिकल हेल्थकेयर के प्रमुख होने के नाते आपको यह मामला अपने राज्य के स्वास्थ्य मंत्री के समक्ष प्रस्तुत करने का एक अवसर मिलता है। हालांकि इस अलायन्स के कुछ अन्य चिकित्सकों ने आपसे मंत्री के सामने वास्तविकता को तोड़-मरोड़ कर प्रकट करने के लिए कहा है, क्योंकि उन्हें इस सांठ-गांठ की योजना से आर्थिक लाभ प्राप्त हो रहे हैं, जो मिलीभगत के प्रकट हो जाने पर बंद हो जाएंगे।

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

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

(c) आपकी अंतिम कार्यवाही क्या होगी और क्यों?

This is a case of medical ethics → economic benefit versus the welfare of several patients.

A

Stakeholders involved are:

- (1) Pharmaceutical companies
- (2) Hospitals
- (3) Hospital administration
- (4) Alliance of Doctors for Ethical Healthcare
- (5) Health Minister
- (6) Other Doctors in the alliance
- (7) Patient community
- (8) Me → head of the alliance

Ethical issues involved are:

- (1) Nexus between pharma firm and hospital administration
- (2) Selling drugs at exorbitant price even when low cost alternatives drugs are available in the market
- (3) Other doctors in the alliance want to present a distorted reality in front of the

Minister.

(4) The other doctors in the alliance are obtaining pecuniary benefits from the nexus.

⇒ [B]

Possible Solutions

Alternative 1

⊕ Agree to what the doctors are saying and present a distorted reality to the Minister

[+ve] → will maintain the cordiality with the other doctors and can also derive similar pecuniary benefits

[-ve] → will be unethical and a fraud on the medical profession

Failure to perform the duty of being the head of the Alliance for ethical healthcare

Will cause huge economic burden on patients.

Alternative 2

Do not present the reality to the minister, but I myself start an investigation to unearth the nexus and lock the guilty inhouse.

+ve → will prevent the matter from escalating.

The guilty can be given a second chance and can be lightly let off → with a warning.

-ve → they may not improve with a warning.

sets them off the hook of the cheating being done

till now → only future frauds will be prevented.

the administration members may get an idea of such an investigation and make efforts to hide any proofs

I may get targetted and will not have any support as this will be an extra-officious investigation

I will not have any right to seek documents, bills.

Alternative 3

Present the truth to the minister

[+ve] → formal investigation can be launched.

correct authorities can conduct the investigation

They can seal offices to ensure the proofs or documents are not tampered with.

The past frauds will also be exposed and those patients may also be eligible for compensation.

Current and future patients will benefit from low cost drugs.

[-VE] → other doctors may turn against me. May sour the relationship with hospital administration.

⇒ [C]

I will choose Alternative 3 as it ensures justice and fair, affordable medicines to the patient.

It upholds medical ethics
It will ensure the guilty are brought to book.

13. You are working as a Manager who handles critical projects in a private firm. You have recently been issued a notice by the Human Resource department that categorically highlights gender imbalance in your team and instructs you to recruit more females. Realizing the importance of this matter you decide to roll out vacancy requirements on an urgent basis and close it within a week. You receive several applications and start interviewing female candidates. However, you realize that the top four candidates are married and two of them are expecting their child. During the interviews the candidates commit on their priority for the project, till it finishes and show willingness to work from home, afterwards. What is the course of action that you will take? Explain the factors that you will take into account and justify the merits of the course of action. **20**

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

This is a case that deals with gender imbalance, possible gender justice and the dilemma with critical deadlines for project, and possible costs associated.

Stakeholders are

- (1) HR department
- (2) 4^{possible} female employees that may be hired
- (3) Project team
- (4) Client for whom the project is being done.
- (5) I, the Manager.

Issues are

- (1) Gender imbalance in my team
- (2) Team handles critical projects
- (3) HR department has issued a notice to recruit more females.
- (4) 4 potential recruits are found → all 4 are married and 2 are pregnant
- (5) They have committed to

assign priority to the project till it finishes.

They have also shown willingness to work from home afterwards.

The dilemma is →
do you hire them? What will happen to the critical project if you do hire?

Course of Action

- (1) I will hire the most suitable candidates → irrespective of marital status or pregnancy.
- (2) In accordance with the Maternity Benefit Act, I will ensure that they are entitled to the prescribed leaves.
- (3) I will adjust timelines of the project deliverables.

such that they finish maximum of their work before going on leave.

(4) Will hire replacements, temporary resources or schedule over time for other members once they go on leave.

(5) Provide adequate hardware and software support to facilitate work from home.

(6) Ensure timely delivery of project → will see all milestones are correctly and on-time reached.

Factors taken into account

(1) The potential recruits have committed on their priority for the project

(2) They are the most suitable candidates out of all those interviewed

(3) They have already shown willingness to work on the project from home, afterwards.

(4) Gender imbalance in the team needs urgent correction

(5) Child birth is a natural right and discriminating on basis of pregnancy is against Articles 14, 15, 16, 21.

→ even though it is a private firm, you are expected to uphold the constitutional values

(6) It is possible to hire temporary replacement or schedule over-time → it needs discussion with the

team and adequate compensation
→ will escalate costs but
ensuring gender justice is
more important.

Merits of the course of action

- (1) Will motivate the recruits as they will be taken care of very well
- (2) Will boost morale of current female employees.
- (3) Will enhance brand image of the company as a woman-friendly firm.
- (4) Will ensure adherence to constitutional values and laws.
- (5) Increase team cohesion due to employee friendly reputation.

Thus, the best man (or woman) needs to be hired,

everything else is secondary.

14. Mr. A is a senior most member of a highly reputed company with considerable customer interface. In recent months, the business of the company has been going down. On detailed analysis, it was found that some of the functionaries of the company have impulsive nature, which has many a times led to altercations with the customers and even among themselves. This has adversely affected the work culture and sullied the image of the company in the market. He seeks your advice, as you are his friend as well as a person who understands management. 20

- (a) What are the factors that you would consider in making your advice?
(b) What steps will you suggest to deal with the situation that the company faces?

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

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

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

This is a case of work culture and work environment.
Customer service is also an important factor.

Stakeholders

- (1) Mr. A → Senior most member of the company.
(2) Shareholders → business of company is down,

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affecting their valuation
and stake

(3) Customers → getting poor
service

(4) The impulsive functionaries

(5) Other employees in the
organisation

(6) Market

(7) I, the friend of Mr. A.

Issues

(1) Business of the company
is down in the recent
months

(2) Detailed analysis revealed
that certain members have
an impulsive nature

(3) Has caused altercations
with customers

(4) Has caused altercations
among themselves.

- (5) Work culture has been adversely affected.
- (6) Image of the company has been sullied in the market.

Factors to consider in making the advice.

- (1) Was the nature of the functionalities always impulsive?

Or is it due to current losses, which have further led to more losses due to their behavior?

Is the behaviour inherent nature or as a result of current stress?

- (2) What do the other team members think about this issue? Do they

agree with the analysis that the impulsive nature of the functionaries is the ~~real~~ reason for the losses?

Steps → suggestions to deal with the situation :

- (1) One-to-one discussion with each of the functionary where their behaviour will be discussed.
- (2) Explanations should be sought from them, for each of the incidents
- (3) Hear their view point about why the company business is down in recent months.
- (4) If some other, external factor is unearthed from

the discussions, it should be taken care off on a priority basis .

(5) If they accept their behaviour as being the reason for business suffering give them a chance to improve their behaviour .

(6) If their behaviour and company's performance improves, the issue is resolved .

(7) However, if they continue the same way, terminating their service after adequate notice period and chance for improvement .

Future Course Of Action

(1) Yoga, meditation sessions

(2) Team building activities to help the teams bond well, which can lead to positive work environment

(3) Office Counsellor → for stressed employees to share their issues and to seek advice.

(4) Soft Skill training → to all employees to help them interact with customers in a proper way

(5) 360° feedback → to identify any issue in behaviour at the earliest stage.

Thus, through detailed analysis and discussions, the issue can be resolved.