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GENERAL STUDIES (TEST CODE : 860)

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Medium Hindi/Eng.	English	Registration Number	13245
Center	online	Date	10-03-18

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. 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.

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

1. (a) Marketing has become a crucial link in the success of a business. With suitable examples, discuss the ethical issues involved in marketing of a product or service. How can these issues be resolved? 10

किसी व्यवसाय की सफलता में विपणन (मार्केटिंग) एक महत्वपूर्ण कड़ी बन गया है। उचित उदाहरणों सहित किसी उत्पाद या सेवा के विपणन में निहित नैतिक मुद्दों की चर्चा कीजिए। इन मुद्दों का समाधान किस प्रकार किया जा सकता है?

Marketing refers to an act of publicizing product/services offered by a business houses to earn customers and thereby make profits.

Ethical issues involved in Marketing

→ False perception creation:

pictorial representation of goods usually don't conform to reality

→ Marketing of sin goods creating health hazards

e.g. tobacco, soft drinks, packaged food high in salt, fat, sugar etc.

→ Ethical issues involved in marketing of health and education services

by private sectors as these are basic needs of individuals and ~~they don't~~ ~~require~~ ~~can~~ excessive competition tends to make them unaffordable through higher costs.

Suggestions for Resolution

- Holding celebrities marketing a product accountable in case of false representation / health hazards
- Stringent regulations / penalties in case of deviant marketing on companies
- Ban on marketing of hazardous products to health like soft drinks

1. (b) Value education empowers a person to confront the myriad challenges of contemporary Indian society. Discuss. 10

मूल्य आधारित शिक्षा किसी व्यक्ति को समकालीन भारतीय समाज की अनगिनत चुनौतियों का सामना करने में सक्षम बनाती है। चर्चा कीजिए।

Contemporary Indian society is full of several challenges like corruption, communalism, high quest for materialistic greeds, patriarchy etc. ~~Value~~

Value education i.e. inculcating values in individuals through different agents of socialisation could help in following ways in tackling these:

→ Values like humanity, love, care etc. could help in lowering road accident casualties by making a person good samaritan.

→ Values like honesty, integrity etc. could help in curbing ills like corruption, favouritism etc.

→ Values like gender justice, equality etc. could help address challenges like discrimination against women, & violence against women

→ Values like tolerance, empathy etc. could help tackle increasing law and order deterioration like communalism, riots, cow vigilantism etc.

Unfortunately, today there's an increasing moral degeneration in society with globalisation. There's need to address it through value inculcation & using value education through teachers, media, society, parents etc.

2. (a) Ethics is the first line of defence against corruption while law enforcement is remedial and reactive. Examine the statement with suitable examples. 10

नैतिकता, भ्रष्टाचार के विरुद्ध पहली रक्षा पंक्ति है, जबकि कानून का प्रवर्तन उपचारात्मक एवं प्रतिक्रियात्मक है। उचित उदाहरणों के साथ उक्त कथन का परीक्षण कीजिए।

India's public life is replete with corruption today at all levels as highlighted by 'Corruption Perception Index' of Transparency International where India ranks poorly.

Tackling corruption through 'law enforcement' like Lokpal Act, 2013, Prevention of Corruption Act, 1988 etc. has been tried in India till now with limited success. Law Enforcement results in fear of ~~rep~~ punishment among corrupt officials, but is found unsuccessful today.

Rather need of the hour is to use ethics ~~an~~ to

tackle corruption. Making person
'virtuous' through inculcation of
values like honesty, integrity etc.
and changing his attitude towards
corruption could go a long way
in addressing it.

'Ethics' ~~emphasizes~~ works
through internal realisation of
corruption being bad and immoral,
as opposed to 'law Enforcement'
which ~~pre~~ prevents corruption merely
through fear of punishment and
hence is just 'reactive' way and
not 'first line of defence'.

e.g. noted civil servant
Ashok Khemka is not indulging in
corruption as opposed to several
other civil servants like H.C. Gupta
who indulged in it despite there
being laws to punish corruption.

2. (b) Discuss the influence that parents have on values of their children and the role they can play in transmitting good values and resisting negative influences. Why is it that, at times, the values of children differ from that of their parents?

10

अपने बच्चों के मूल्यों पर माता-पिता के प्रभावों एवं अच्छे मूल्यों का संचार करने एवं नकारात्मक प्रभावों का प्रतिरोध करने में माता-पिता द्वारा निभायी जा सकने वाली भूमिका की चर्चा कीजिए। ऐसा क्यों होता है कि कभी-कभी बच्चों के मूल्य (मान्यताएं), उनके माता-पिता के मूल्यों से भिन्न होते हैं?

Parents are the first and foremost agents of socialisation process of child, who are the first line of contact with child and hence have profound influence on value inculcation.

Child learn values like love, care, truth, respect for elders, not to steal etc. from their parents right since birth. It takes place through ways like child observing their parents' emotions of love and care towards him, & their parents' conduct towards child's grand parents etc.

Similarly, ~~child~~ ~~also~~ ~~has~~ ~~also~~ ~~have~~ ~~influence~~ ~~on~~ ~~child~~ ~~in~~ ~~terms~~ ~~of~~ ~~staying~~ ~~away~~ ~~from~~ ~~immoral~~ ~~conduct~~ ~~like~~ ~~speaking~~ ~~lies,~~ ~~stealing~~ ~~etc.~~ ~~through~~ ~~parents~~ ~~punishing~~ ~~child~~ ~~for~~ ~~such~~ ~~acts.~~

However, ~~p~~ values of child may ~~defer~~ ~~from~~ ~~his~~ ~~parents~~ ~~on~~ ~~accounts~~ ~~of~~ ~~various~~ ~~factors~~ ~~like:~~

→ Globalisation which has resulted in bringing new value systems in child like materialism, greed etc.

→ other agents of socialisation's influence on child like social media, friends, schools, teachers etc.

3. (a) What does 'public service' means to you? Describe the various ways in which one can serve the public. Does one necessarily serve the public better by entering the civil services? Justify your stand. 10

आपकी दृष्टि में 'लोक सेवा' का क्या अर्थ है? उन विभिन्न तरीकों का वर्णन कीजिए जिससे कोई व्यक्ति लोक सेवा कर सकता है। क्या कोई व्यक्ति सिविल सेवाओं में प्रवेश कर अनिवार्य रूप से बेहतर लोक सेवा करता है? अपने दृष्टिकोण का औचित्य सिद्ध कीजिए।

Public service means an act or conduct which benefits the society and its people in a 'positive' way. ~~These~~ ~~are~~ ~~the~~ Those acts which result in social justice, gender equity, etc. are public service acts in my opinion.

Ways of public service:

- Helping poor in terms of giving food to eat, helping them to access health and education, attempt at finding them employment if possible
- Refrain from paying bribes which is one of the major reasons for poor condition of India's

people today at large

- Helping accident victims
- Paying taxes on time so as ~~these~~ that this money could benefit public through govt. spending
- Refrain from doing anti social activities like crime, communal riots etc. which hurt public at large.
- joining an NGO

It's not at all necessary to be a 'civil servant' to do public service. No doubt that civil servants get authority and platform to do public service which potentially could have a larger impact on society but even a common individual can help in many ways. e.g. Kailash Satyarthi, even though not being a civil servant is ~~playing~~ doing a great public service through his NGO.

3. (b) What do you understand by 'civic virtue' in public life? What are the challenges in practising it in today's time? How can these challenges be overcome?

10

सार्वजनिक जीवन में 'नागरिक सदगुण' (सिविक वर्चू) से आप क्या समझते हैं? वर्तमान समय में इनका अनुसरण करने में आने वाली चुनौतियाँ क्या हैं? इन चुनौतियों से पर कैसे विजय प्राप्त की जा सकती है?

4. (a) The lives of great leaders inspire us in many ways. Which leader has had a lasting impact on you and in what way? Mention one outstanding value that you have imbibed from him/her and its importance to being a civil servant. 10

महान व्यक्तित्व (ग्रेट लीडर्स) का जीवन हमें अनेकों प्रकार से प्रेरित करते हैं। आपके ऊपर किस व्यक्तित्व का चिरस्थायी प्रभाव पड़ा है और किस प्रकार? आपके द्वारा उस व्यक्तित्व से आत्मसात किए गए एक उत्कृष्ट गुण एवं एक सिविल सेवक होने में उसके महत्व का उल्लेख कीजिए।

Leaders play an important role in shaping the value system of people by showing them the right path through their teachings/ life.

India has had ~~per~~ many leaders like Grandhiji, Swami Vivekananda, Rabindranath Tagore, Nehru etc. Though they all have ~~taught~~ taught and influenced me in some way or the other, Grandhiji has had a profound influence on me.

Grandhi's value of being a man of 'impeccable integrity' has taught me the importance of practicing integrity through various

actions like 'walk the talk', not resorting to deception, abiding by value system no matter how difficult the circumstances are etc.

How did I imbibe it?

→ ~~Learn~~ While Reading history in school when I learnt that Gandhiji called off Non cooperation move. ment due to violent chauri chora incident in 1922 because it was against Gandhiji's principle of 'non violence'.

Importance of 'Integrity' for civil servant:

Civil servants have a lot of power / authority to misuse it in wrong direction like indulging in corruption, nepotism etc. Hence, 'integrity' is important for civil servant to honestly perform his public duty without any fear.

4. (b) Governance is the vital link in our quest for prosperity and equity. What should be the key elements of ethical governance to eliminate corruption and bureaucratic delays? Examine. 10

समृद्धि एवं समता की दिशा में हमारे प्रयासों में गवर्नेंस (शासन) एक महत्वपूर्ण कड़ी है। भ्रष्टाचार एवं नौकरशाही के कारण होने वाले विलम्बों को समाप्त करने के लिए नैतिक शासन के महत्वपूर्ण तत्व क्या होने चाहिए? परीक्षण कीजिए।

Kofi Annan once said that 'Good governance is ~~the~~ ~~pre~~: one of the most important requirement for poverty elimination and development'. Governance with probity helps in effective implementation of various policies/ programs thereby help in equitable development and prosperity.

Key Elements of Ethical Governance

To eliminate Corruption and delays are:

→ Transparency:

Putting information regarding decision making in govt and its rationale could help tackle corruption
e.g. RTI

→ Simple governance

- Making governance simple through flexible and simplified rules, regulations, processes etc. could help tackle red tapism and corruption.

→ Accountability

Making govt officials accountable to public at large could help address corruption and red tapism e.g. social audit

→ Responsiveness

Government which takes a proactive steps in addressing various issues reduces red tapism.

Thus need of the hour is to make government ethical through incorporating above elements to result in equity and prosperity.

5. (a) Has excessive profit seeking by corporates undermined the trust of public in the private sector? Giving examples, examine the reasons for failure of corporate governance in India. 10

क्या कॉर्पोरेट्स की अत्यधिक लाभ प्राप्त करने की इच्छा ने निजी क्षेत्र में जनता के विश्वास को कमजोर किया है? उदाहरण प्रस्तुत करते हुए, भारत में कॉर्पोरेट शासन की विफलता के कारणों का परीक्षण कीजिए।

Trust of public in private sector is eroding due to several reasons like

→ Excessive profit seeking behaviours leading to unethical practises like poor quality of products/services, insider trading, ~~scams~~ financial scams etc. e.g. recent Nissar Modi, Vijay Mallya controversies

→ ~~Perception~~ of not doing Unethical practises like environ-mental degradation to get higher profits e.g. 'Sterling' caught polluting excessively in Tamil Nadu

However, trust of public in private sector isn't totally eroded yet as clear from:

→ CSR activities undertaken by corporates for public benefit

- strong ~~corporate~~ and ethical corporate governance framework of few corporates like ITC boost public confidence
- Recent stock market boom is itself testimony to the fact of public confidence in private sector,

Reasons for failure of Corp. Gov:

- loopholes in existing corporate governance framework as highlighted by Kotak Mahindra Committee formed by SEBI
- Poor enforcement of corp. gov. norms, rules etc. by SEBI, Min. of Corporate Affairs etc.
- Increasing greed among corporate houses leading to resort to unethical practises to secure higher profits
- Crony capitalism leading to impunity for law breaking corporate houses

5. (b) Income inequality, resource mismanagement and health hazards are some of the negative consequences of globalization. In this context, what are some of the ethical dilemmas that civil servants face today? How has the approach to handling these undergone a change? 10

आय असमानता, संसाधनों का कुप्रबंधन एवं स्वास्थ्य संबंधी खतरे वैश्वीकरण के कुछ नकारात्मक परिणाम हैं। इस संदर्भ में, सिविल सेवकों द्वारा वर्तमान में सामना की जाने वाली कुछ नैतिक दुविधाएँ क्या हैं? इनसे निपटने के लिए अपनाए जानेवाले दृष्टिकोण में किस प्रकार परिवर्तन हुआ है?

Globalisation, even though
resulting in several positive outcomes,
has also brought with it negative
 repercussions like income inequality,
health hazards & resource mismanage-
ment.

Ethical dilemmas

→ Is it right to allow handful of
individuals / corporates to corner
all income generation due to
prevalent liberty OR this high
laissez faire ~~need~~ environment
needs to be curbed to ensure
equitable income accrual to all?

→ Is it right to allow ~~pharm~~
patent holding pharma companies

to sell drugs at exorbitant price
by respective IPR regime or
If price cap needs to be enforced
to ensure affordability of ~~health~~
drugs for all.

Change in Approach

- India has retained compulsory
licensing provision in TRIPS
policy, 2016
- Indian govt. has announced
mandatory auctioning of all
natural resources to prevent
resource mismanagement
- ~~Re~~ Adoption of DBT,
Aadhar etc. to ensure effective
income redistribution.

6. Discuss the role and importance of independent directors for corporate governance. 10

कापोरेट गवर्नेंस में स्वतंत्र निदेशकों की भूमिका एवं महत्व पर चर्चा कीजिए।

Recent TATA boardroom
task whereby an independent
Director Nuss Wadia was ousted
has brought to the fore the
issue of importance and role of
independent directors.

Companies Act, 2013
provides for $\frac{1}{3}$ of Directors
in a listed company to be
'Independent Directors' i.e. one who
has no stake in the company.

Role of Independent Directors

- To ensure that company decisions
made by BoD is in the
interest of all shareholders &
not merely of promoters
- To ensure fulfillment of interests
of all stakeholders like employee,

customers, society etc. & not only of shareholders

- To ensure that corporate governance runs according to sound principles of adhering to transparency, Accountability, Responsibility etc.
- To ensure effective & impartial auditing, both internal as well as external, of company to ensure that there's no financial irregularities.

However, recent incident has brought to the fore ineffectiveness of Independent Directors in ensuring sound Corporate Governance and hence need of the hour is to amend Companies Act, 2013 as per recommendations of 'Kotak Mahindra committee' to further strengthen the position of ind. directors.

7. Is there a conflict between morality and freedom? Discuss with reference to Kant's views on categorical imperative. 10

क्या नैतिकता एवं स्वतंत्रता के बीच कोई संघर्ष है? निरपेक्ष आदेश (categorical imperative) पर कांट के विचारों के संदर्भ में चर्चा कीजिए।

Immanuel Kant, a famous philosopher of medieval times gave a notion of 'categorical imperative' i.e. some rights ~~are~~ like freedom, liberty, dignity etc. are so sacrosanct that violation of these are not justifiable in any way.

In a democratic set up, every individual comes with its own sets of 'reasonable restrictions', and hence they're not absolutely sacrosanct. e.g. ~~Right~~ 'Life with Dignity' which is a categorical imperative as per Immanuel Kant ~~comes~~ ~~is~~ may not stand the test of morality when seen

instance a person who is convicted of committing a terror attack is awarded 'rigorous imprisonment' and hence his dignity is compromised to some extent.

Thus there's an inherent conflict b/w 'morality' on one hand and 'freedom' on the other which has been termed a categorical imperative as per Kant. But largely, ~~at~~ in general there's no conflict b/w the two. And whatever action of an individual respects 'freedom' of others is 'moral' in general.

8. "Since at the beginning and end of our lives we are so dependent on other's kindness, how can it be that in the middle we neglect the kindness towards others?" - The Dalai Lama. Bring out what you understand by this quote and discuss its relevance in the Indian society. 10

"जब हम अपने जीवन के प्रारम्भ एवं अंतिम अवधि में दूसरों की दयालुता/करुणा पर बहुत अधिक निर्भर रहते हैं, तो जीवन के मध्यावधि में हम दूसरों के प्रति दयालुता/करुणा की उपेक्षा कैसे कर सकते हैं?" - दलाई लामा। स्पष्ट कीजिए कि इस उद्धरण से आप क्या समझते हैं और भारतीय समाज में इसकी प्रासंगिकता की चर्चा कीजिए।

Tibetan spiritual leader
Dalai Lama highlights the grim
reality of today's time not only in
India but world over in above
quote.

Right at the beginning
of one's life, a child is reared
with love and care of parents
as well as relatives. It continues
throughout his life until he dies
when people pay homage out of
kindness to him. But unfortunately
a person finds all these kindness
showed to him 'a natural ~~and~~ thing'
~~hence~~ and hence doesn't value it
and in the process forget to show
kindness towards others.

Today's Indian society's conditions truly justify the above quote whereby we as an individual have become so apathetic towards others. For instance,

- Emotion of kindness takes a back seat today when some individuals don't hesitate in injuring and even killing his fellow being during riots especially e.g. a muslim person killed brutally in Rajasthan recently for carrying cows on highway.
- Kindness towards other poor, destitute, disadvantaged sections like SC/ST / women etc. is missing today thereby making it almost impossible to achieve Constitutional goals of Justice, Equality.

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

9. You, a reporter currently working as an intern, accompanied a small group of reporters to a political event organized by the ruling party's state unit. The party was followed by dinner where you were also asked to join. Here, you noticed that alcohol was being served to some members of the ruling party. Consumption of alcohol had been declared illegal in the state a few months ago and the ban is being enforced strictly across the state. The other reporters in your group ignored the issue and asked you to ignore it as well. However, it was clear to you that the law was not being followed.

(a) Identify the issues involved in this scenario.

(b) What are your duties in such a scenario?

(c) What course of action would you follow and why?

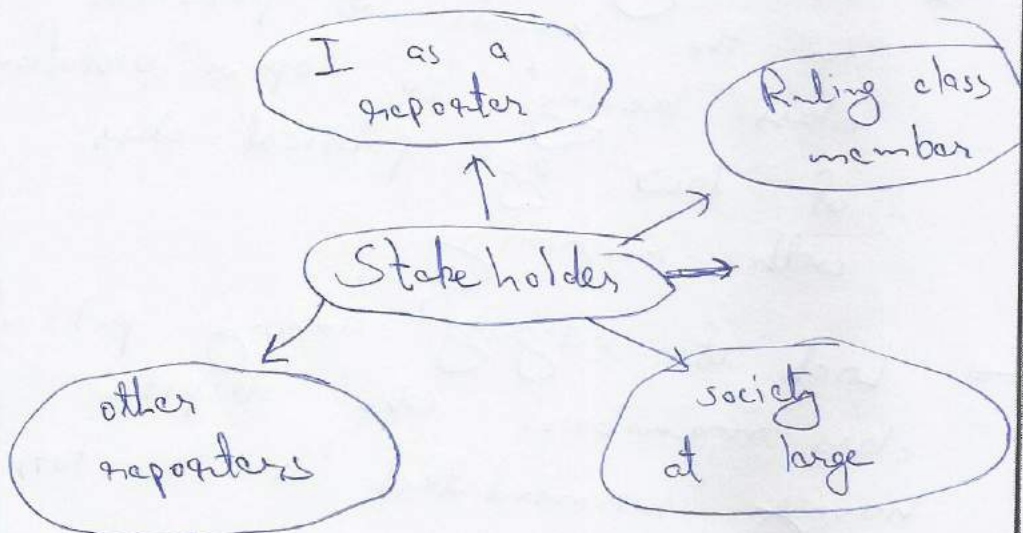
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आप एक प्रशिक्षु संवाददाता (रिपोर्टर) के रूप में, सत्ताधारी दल की राज्य इकाई द्वारा आयोजित एक राजनीतिक कार्यक्रम में संवाददाताओं के एक छोटे से समूह के साथ गए हैं। कार्यक्रम के बाद रात्रि-भोजन में आपसे सम्मिलित होने के लिए कहा गया। रात्रि-भोजन के दौरान आपने ध्यान दिया कि सत्ताधारी दल के कुछ सदस्यों को शराब परोसी जा रही थी। उस राज्य में कुछ महीनों पहले शराब के सेवन को अवैध घोषित किया गया था और पूरे राज्य में कठोरतापूर्वक इस पर प्रतिबन्ध लगाया जा रहा है। आपके समूह के अन्य संवाददाताओं ने इस मुद्दे को अनदेखा किया और आपको भी इसे अनदेखा करने के लिए कहा। हालांकि, आपको यह स्पष्ट रूप से ज्ञात था कि कानून का पालन नहीं किया जा रहा था।

(a) इस परिदृश्य से जुड़े मुद्दों की पहचान कीजिए।

(b) इस परिदृश्य में आपके कर्तव्य क्या हैं?

(c) आप क्या कदम उठाएंगे और क्यों?



(a) Issues involved

- Violation of prohibition law
- 'chalta hai attitude' among people clearly manifested in advice given by fellow reporters ~~not~~ to ignore it
- 'freedom of media' at stake as it being a 4th pillar of democracy needs to highlight such deviant behaviours in a society
- Increasing control of police in the hands of political class leading to open violation of law by political class with impunity
- 'Lack of integrity' among political class members who despite having formulated a law for

prohibition are themselves
violating it

⑥ ~~Dut~~ My duties as a
reporter :

→ Holding accountable the persons
violating the law

→ attempt to change prevalent
attitude of fellow reporters
to ensure 'responsible journa-
lism'

→ Duty to inform society at large
about deviant activity ongoing
in a society

→ Duty to report without any
fear or favour

② Course of action

→ I will persuade fellow reporters present at the venue to not look away from responsibility and report on it to inform public ~~is~~

~~Justification~~

→ If they disagree, I will choose following course of action

- Inform police, if present at the venue, about it and request them to take adequate action to prevent liquor serving at the venue

→ If police also turn its eye away, I will myself take the

pictures/photos of it and request
publisher tomorrow to print it in
newspaper to let people at
large inform about it



→ If publisher refuses, I would
as a last resort put it up
on social media.

Justification

→ Steps like giving photos to
newspaper / social media must
be the last resort as otherwise
it may erode public faith in
ruling political class right away
as well as it may prove
risk on my own life

→ Turning my eye away as
advised by other reporters would
do injustice to public at large

and hence isn't on the option
~~itself~~ list

→ Persuading other reporters to
raise the voice collectively is
the first choice as it will
deter possible life threat to
all as opposed to me indivi-
dualy raising the voice

10. You are posted as the Sub-Divisional Magistrate (SDM) in a district. As the SDM it is your responsibility to conduct interviews and select a candidate for the post of an ASHA worker in the district. On the day you are conducting the interviews, you are approached by the MLA of the local constituency who asks you to choose a particular lady for this position by overlooking the other candidates. On checking her documents you find that she is eligible in all respects. The MLA implores that she should be given the post on compassionate grounds as her husband was a soldier who was martyred in a war. Some of the options to handle the situation could be as follows:

- (a) Ignore the MLA and proceed with the process of selection.
- (b) Speak to your superior and seek his guidance on the matter.
- (c) Appoint the lady to the post as it is a compassionate appointment.

Also suggest other possible options.

Evaluate each of these options and suggest the best course of action, giving reasons for it.

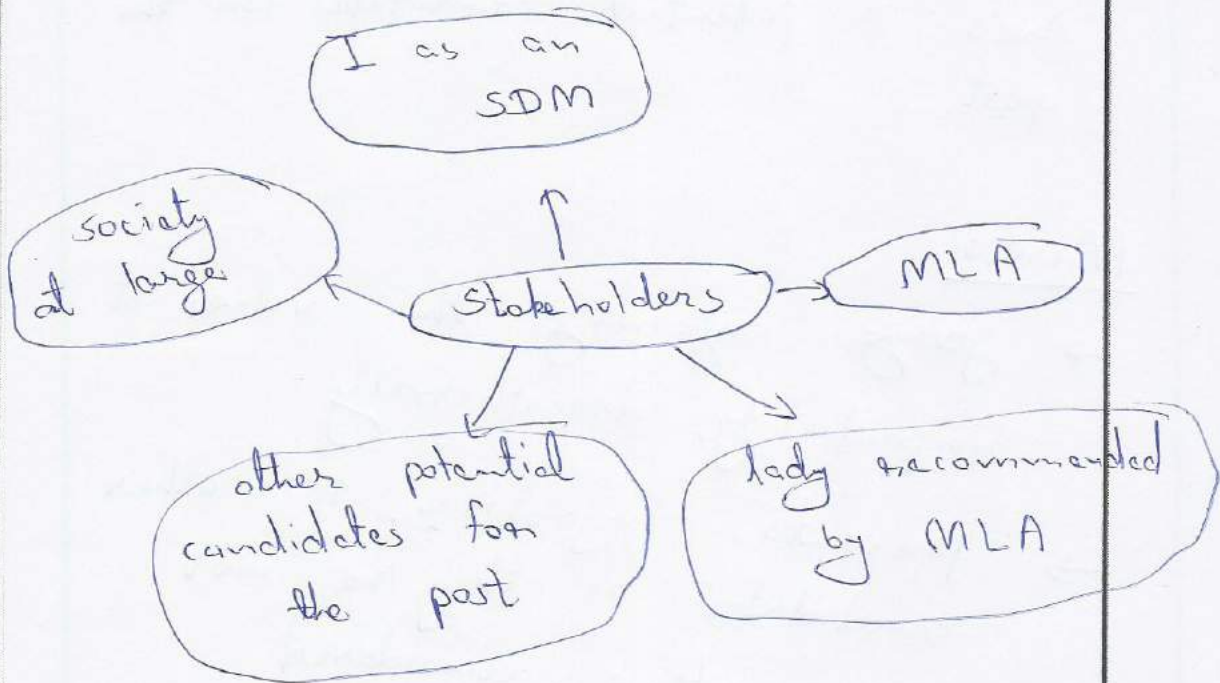
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आप एक जिले में सब-डिविजनील मजिस्ट्रेट (SDM) के पद पर नियुक्त हैं। SDM के रूप में, जिले में आशा (ASHA) कार्यकर्ता के पद हेतु साक्षात्कार आयोजित करना एवं उम्मीदवार का चयन करना आपकी जिम्मेदारी है। जिस दिन आप साक्षात्कार ले रहे हैं, उसी दिन आपके पास स्थानीय निर्वाचन क्षेत्र के एक विधायक (MLA) आते हैं और आपसे अन्य उम्मीदवारों की उपेक्षा कर, इस पद के लिए एक विशिष्ट महिला का चयन करने के लिए कहते हैं। उसके दस्तावेजों की जांच करने से आपको ज्ञात होता है कि वह सभी दृष्टियों से पात्र है। विधायक का निवेदन है कि उस महिला को अनुकंपा के आधार पर यह पद दिया जाना चाहिए क्योंकि उसका पति सैनिक था जो युद्ध में शहीद हुआ था। इस स्थिति से निपटने के लिए कुछ विकल्प इस प्रकार हो सकते हैं:

- (a) विधायक की अनदेखी की जाए और चयन प्रक्रिया को आगे बढ़ाया जाए।
- (b) अपने वरीय (वरिष्ठ) अधिकारी से कहा जाए और मामले पर उनका मार्गदर्शन मांगा जाए।
- (c) महिला को उक्त पद पर नियुक्त कर दिया जाए क्योंकि यह नियुक्ति अनुकंपा के आधार पर है।

अन्य संभावित विकल्पों का सुझाव भी दीजिए।

इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए एवं कारण बताते हुए सर्वोत्तम कार्यवाही का सुझाव दीजिए।



② Ignore the MLA & proceed with process of selection

Demerits:-

- Personal risk to my life/transfer possibility due to ignoring MLA's advice
- ~~Injustice to other potential candidates for the~~
- ~~looking away~~
- possibility of injustice to widow whose husband has got martyred serving the nation and hence

she's a potential candidate for the post

Merits

- ~~giving~~ engendering the values of impartiality, meritocracy
- prevents injustice to other candidates as they are not even getting considered

⑥ Speak to my superior and seek his guidance on the matter

Demerits:

- possibility of ~~senior~~ senior advising simply to follow MLA's advice out of fear of negative repercussion on them from MLA

Merits:

→ Senior having larger experience than me could guide me out of dilemma effectively

© Appoint the lady to the post as it's a compassionate appointment

Demerits:

- Injustice to other candidates
- against my personal conscience
- sends a negative signal in society that merit has no respect in government jobs

Merits:

- Widow finding adequate livelihood on a compassionate ground
- Me getting on good books of MLA

Other Possible Option

Have a meeting with a MLA and persuading him about the following of appointment process impartially and consideration given to all candidates. However, to reduce the plight of widow, provide her with benefits of any existing schemes/ programs of govt. and also attempt to find her alternative livelihood if she doesn't make it to the post of ASHA on grounds of merit.

I will choose ~~this~~ the above course of action since it ~~no~~ balances the interests of all the stakeholders

viz. MLA, widow, other candidates.

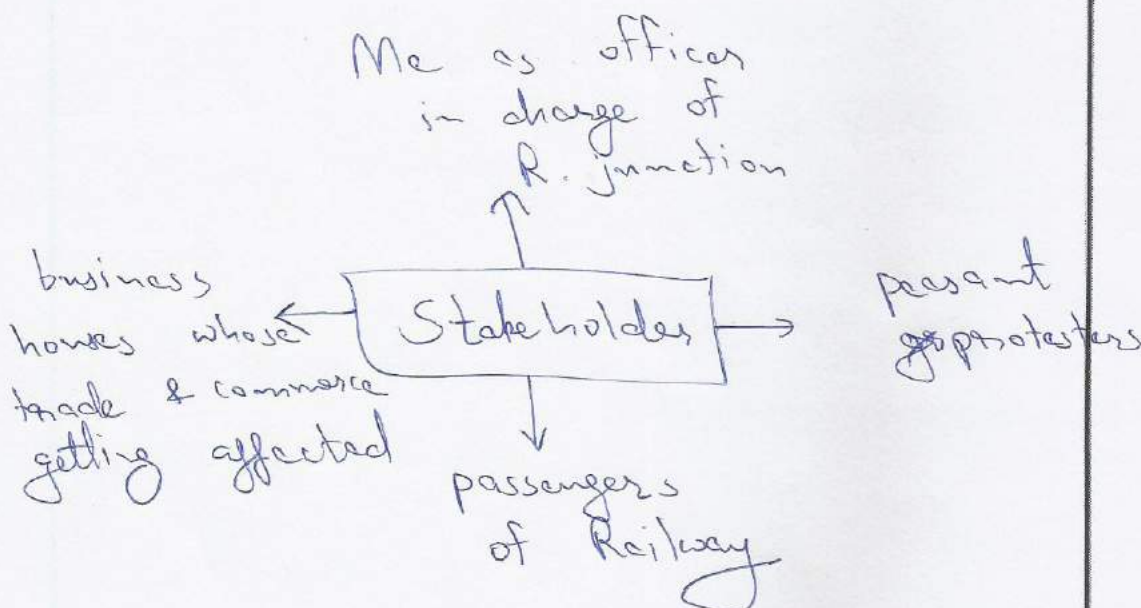
11. You are officer-in-charge of a very important railway junction, which is an artery of trade and commerce. A peasant disturbance has been brewing in your district for the past few weeks. Their discussions with the political and district leadership has borne no fruit and it has come to the stage that now they are protesting by organizing a sit-in on the railway tracks near the station. They have thereby succeeded in blocking movement of all trains. This disruption is causing significant harassment for the passengers waiting at the platform as well.

- (a) What will be your course of immediate action?
(b) How can emotional intelligence act as a tool in handling this issue?
(c) What steps will you take so that such incidents are not repeated in the future?

20

आप एक अति महत्वपूर्ण रेलवे जंक्शन के प्रभारी अधिकारी हैं। यह रेलवे जंक्शन व्यापार और वाणिज्य का एक मार्ग है। आपके जिले में पिछले कुछ सप्ताह से कृषक-अशांति की परिस्थितियाँ बनती जा रही हैं। राजनीतिक और जिले के (स्थानीय) नेताओं के साथ किसानों की वार्ता का कोई परिणाम नहीं निकला है और यह अशांति एक ऐसी अवस्था में पहुँच गई है कि अब वे स्टेशन के निकट रेल की पटरियों पर धरने का आयोजन कर विरोध प्रदर्शन कर रहे हैं। इस प्रकार वे सभी ट्रेनों के संचालन को बाधित करने में सफल हो गए हैं। इस व्यवधान के कारण प्लेटफार्म पर प्रतीक्षारत यात्रियों को भी काफी परेशानी का सामना करना पड़ रहा है।

- (a) आपकी तात्कालिक कार्यवाही क्या होगी?
(b) भावनात्मक बुद्धिमत्ता इस मुद्दे से निपटने हेतु एक साधन का कार्य कैसे कर सकती है?
(c) भविष्य में ऐसी घटनाओं की पुनरावृत्ति रोकने के लिए आप कौन-से कदम उठाएंगे?



(a) Immediate action

→ ~~Call~~ ~~peas~~ leader of protesting
peasants,

→ Having a meeting with peasant
leader, district officials and ruling
political class and attempt at
sorting out differences at the
earliest if possible

→ If consensus doesn't arise, I
will ask Railway Protection
Force and police to drive
away protestors as it's leading
to harassment of passengers
as well as trade & commerce
is getting affected

(b) Emotional Intelligence

→ In given situation, I could
understand the emotions &
distress of peasants, ~~railway~~

~~passane~~ as well as that of
political class for not adhering
to the peasants' demand using

Emotional Intelligence

→ EI can help me in managing
the crisis through balancing
the interests of both groups
by suggesting innovative solutions

→ EI can help me understand
and manage the plight of waiting
railway passengers on platform
and to address their distress
at the earliest

→ EI could help me in
maintaining my composure during
this crisis situation

③ Steps I will take for not repeating such incidents

- Maintaining effective vigil on Railway tracks through deploying police & RPF so that such instance doesn't arise at the first place
- Use of platforms like newspaper, media, social media to highlight the inconvenience caused to general public during such protests & thereby try to build public opinion against it
- Request district authorities before hand when there's likelihood of such protests to resolve it amicably through dialogue so as to prevent such instances in future

① Ethical dilemmas

→ Is it right to follow wrong means (by bribing) for arriving at right end (winning the bid)?

→ Idealism v/s pragmatism

Being idealistic in following ethics or being realistic and act according to changing times.

→ Morality v/s National interest

Follow morally correct path and lose out to others or win the bid given its strategic importance to the nation

⑥ Today's peaceful environment in terms of international relations among countries is largely due to the fact of it being ethical.

Had there been no ethics in international relations, then purely national interest would inevitably lead to chaos and anarchy through frequent wars. e.g. Syrian crisis, Yemen crisis is testimony to it.

Ethics in IR benefits developing countries more in terms of several negotiations like climate change funding, and hence it's of utmost importance for country like India.

More National interest without ethics in IR today has

led to issues like refugee crisis, terrorism, Nuclear proliferation etc. & hence is certainly undesirable.

Hence need of hour is to give primacy to ethics over national interest in IR.

© Course of Action

- Refrain from bribing officials of host country as demanded from them
- ↓
- Report to relevant ~~authori~~ authority in host country about such bribe demand
- ↓
- Attempt at collecting evidence about other bidders paying bribe and report the same

to UN to ~~not~~ hold them
accountable.

Merits:

- in sync with my personal
conscience
- Ethics in IR upheld
- ~~not~~ brings law breaker to
account for their action
to international community

Demerits:

- Personal threat to my life
from corrupt bidders
- India may lose out on bid
thereby
interest
harming her strategic

13. You are the CEO of a film production company, which has not been doing well financially for some time. Your company is now relying on its forthcoming movie, which is about to be released shortly. The movie has a cast of reliable actors and even before its release, trade pundits have predicted that the movie will be a hit.

However, you face a conundrum as one of the actors in the movie is a citizen of a neighbouring country with which relations have been disturbed and a war like situation exists. While the political atmosphere was different when the movie was being filmed, now there is a widespread public demand, with a local political party at the forefront, for replacing the actor from the movie or a ban on the release of the movie itself, if the actor is not replaced.

While you are aware of the mood of the nation and the public repercussions of releasing the movie in its present form, you also know that it is not feasible to replace him at this stage as he has a substantial role in the movie. There is also a section in the film fraternity that does not want you to compromise in the wake of threat by the local party as it compromises freedom of speech and expression as well as artistic creativity.

(a) What are the options available to you?

(b) Evaluate each of the options and state their merits and demerits.

(c) What course of action would you take and why?

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आप एक फिल्म निर्माण कम्पनी में मुख्य कार्यकारी अधिकारी (CEO) हैं। यह कम्पनी कुछ समय से वित्तीय रूप से अच्छा प्रदर्शन नहीं कर रही है। आपकी कम्पनी अब अपनी आगामी फिल्म पर निर्भर है। यह फिल्म शीघ्र ही रिलीज (प्रदर्शित) होने वाली है। इस फिल्म में विश्वसनीय अभिनेताओं को लिया गया है। इस फिल्म के रिलीज होने के पूर्व ही व्यापार-पंडितों ने अनुमान लगा लिया है कि यह फिल्म हिट होगी।

हालांकि, आप एक विचित्र परिस्थिति का सामना कर रहे हैं, क्योंकि फिल्म में सम्मिलित एक अभिनेता एक ऐसे पड़ोसी देश का नागरिक है जिसके साथ संबंध बिगड़ गए हैं और युद्ध जैसी स्थिति बनी हुयी है। हालांकि जब फिल्म को फिल्माया जा रहा था तब राजनीतिक माहौल भिन्न था। अब स्थानीय राजनीतिक पार्टी के नेतृत्व में, उस अभिनेता को प्रतिस्थापित करने या अभिनेता को प्रतिस्थापित न करने पर फिल्म रिलीज होने पर ही प्रतिबंध लगाये जाने के संबंध में जनता में व्यापक स्तर पर मांग उठ रही है।

अब जबकि आप देश की मनोदशा एवं फिल्म को उसके वर्तमान स्वरूप में जारी करने से जनता में होने वाली प्रतिक्रियाओं से अवगत हैं, किन्तु साथ ही आप यह भी जानते हैं कि फिल्म की इस अवस्था में उस अभिनेता को प्रतिस्थापित करना व्यवहार्य नहीं है क्योंकि फिल्म में उसकी पर्याप्त भूमिका है। सिनेमा जगत में एक वर्ग ऐसा भी है जो नहीं चाहता कि आप स्थानीय पार्टी की धमकियों को देखते हुए समझौता करें, क्योंकि यह वाक् एवं अभिव्यक्ति की स्वतंत्रता और साथ ही कलात्मक रचनात्मकता से भी समझौता होगा।

(a) आपको कौन-से विकल्प उपलब्ध हैं?

(b) प्रत्येक विकल्प का मूल्यांकन कीजिए और उसके गुणों और अवगुणों को बताइए।

(c) आप कौन-सी कार्यवाही का अनुसरण करेंगे और क्यों?

(a) Options available:

① Request ruling party / administrative authority to mediate b/w film production company and protesting local poli. party to arrive at mutually amicable solution

+

② Request for police protection for film viewing theatres

+

Use of social media to directly communicate with the public about impossibility to change cast at this moment

② Don't pay heed to protests and go ahead with film release anyhow

⑥

Option 1 AnalysisMerits:

- turnaround of film production company which is at a distress
- peaceful resolution of crisis as opposed to option 2
- public opinion could be turned in favour of film ~~and hence~~ by making clear the position of casting action from neighbouring country

Demerits:

- such negotiations may embolden other poli parties in future to resort to such tricks to come to limelight
- Freedom of expression at threat as it's at the

mercy of poli class that film is
getting screened

→ backlash from film fraternity
as action to ~~fight~~ it is
against their stand to fight
vehemently against such protests
to secure ~~free~~ creative
freedom

Option 2

Merits:

- Not getting succumbed to
pressure from ~~pot~~ poli. protest
- Acting on line of stance
taken by film fraternity

Demerits:

- Possible law & order issue
- loss to film company

© Given the immediate public mood & environment of protests, option 2 is clearly not feasible & fraught with risks. Hence I would adopt option 1 instead given its many benefits & peaceful resolution of crisis.

14. Big firms often undertake sub-contracting to complete large infrastructure projects in a timely manner. You recently joined one such firm as a manager responsible for awarding these contracts. Looking at the past records, you find that all contracts for the past few years have been awarded to a particular firm, X. Your superior has asked you to award an upcoming contract to the same firm. Although, not binding, company procedure maintains that sub-contracting work should be offered after competitive bids. This is to ensure that the firm most suitable for the project in terms of operations and finance gets the contract. When you discuss this with your superior, he insists that hiring of the firm X has been done as per legal norms of the company and no official rule has been violated. You decide to contact the owner of the firm X. After doing so, you realize that he is the nephew of your superior, who is also a shareholder in the company.

(a) State the ethical issues involved in the case.

(b) Does this form of transaction between two private parties constitute a conflict of interest? Justify.

(c) Evaluate the possible ways of awarding contracts in such a situation with their merits and demerits. Also state which method would be more suitable in each situation. 20

बड़े फर्म प्रायः वृहद् अवसंरचना परियोजनाओं को समयबद्ध रूप से पूरा करने के लिए प्रायः उप-संविदा (सब-कॉन्ट्रैक्ट) प्रदान करती हैं। आप हाल ही में इन संविदाओं को प्रदान करने हेतु जिम्मेदार प्रबंधक के रूप में, इस प्रकार की एक फर्म में सम्मिलित हुए हैं। पिछले रिकार्डों को देखने पर आपको ज्ञात होता है कि पिछले कुछ वर्षों में सभी संविदाएँ एक विशिष्ट फर्म X को दी गयी हैं। आपके वरिष्ठ (सीनियर) ने एक भावी संविदा को उसी फर्म को प्रदान करने के लिए आपसे कहा है। यद्यपि बाध्यकारी न होते हुए भी, फर्म उपसंविदात्मक कार्यों को प्रतिस्पर्धी बोलियों के आधार पर प्रदान करने की प्रक्रिया का पालन करती रही है। इसका उद्देश्य यह सुनिश्चित करना होता है कि संचालनों एवं वित्त के संबंध में सर्वाधिक उपयुक्त फर्म को संविदा प्राप्त हो। जब आप अपने वरिष्ठ से इसकी चर्चा करते हैं तो वह जोर देता है कि कम्पनी X को कम्पनी के विधिक मानदण्डों के अनुसार नियुक्त किया गया है और किसी भी आधिकारिक नियम का उल्लंघन नहीं किया गया है। आप X फर्म के मालिक से संपर्क करने का निर्णय करते हैं। ऐसा करने के बाद, आपको ज्ञात होता है कि वह आपके वरिष्ठ अधिकारी का भतीजा है, और उस फर्म में आपके वरिष्ठ की भी हिस्सेदारी (शेयर) हैं।

(a) इस मामले में समाहित नैतिक मुद्दों को स्पष्ट कीजिए।

(b) क्या दो निजी पक्षों के बीच इस प्रकार के लेन-देन में हितों का टकराव निहित होता है? अपने उत्तर का औचित्य सिद्ध कीजिए।

(c) ऐसी स्थिति में संविदा प्रदान करने के संभावित तरीकों उनके गुणों एवं अवगुणों के साथ मूल्यांकन कीजिए। साथ ही स्पष्ट कीजिए कि प्रत्येक स्थिति में कौन-सी पद्धति सर्वाधिक उपयुक्त होगी।

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