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R N 06 AUG 2018 NO. 03

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## GENERAL STUDIES (TEST CODE : 1056)

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Medium Hindi/Eng.	ENGLISH	Registration Number	10605
Center	ORN	Date	06/08/18

### 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. 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

Public trust is the basis of a well functioning civil service. It makes officials more approachable. It also ensures acts of government are viewed with faith rather than suspicion.

Objectivity aids in building public trust as decisions are made on the basis of merit. Moreover it can help in the



most efficient utilization of public resources.

Strength of character in civil service enables officials to be persevering and stand on the side of truth despite any circumstance.

Since the ultimate objective is public service having empathy enables civil servant to have the people's perspective. It ensures compassion and primacy of public welfare.

Ultimately the virtue of selflessness will aid the civil servant in giving primacy to public interest in case of any conflict or dilemma.

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।

Modern nation states are based on ensuring safety and security of its citizens. They also owe a responsibility to asylum seekers on humanitarian grounds.

While formulating a refugee policy there is a need to balance human rights along with limited economic ability of the state. Thus there is a need to differentiate between refugees displaced due

to conflict or facing prosecution  
as against illegal migrants  
seeking job opportunity.

For instance Syrian Refugee  
crisis was due to war torn  
Syria being unsafe. The policy  
of Europe was guided by  
internal politics being suspicious  
of refugees.

Simultaneously there is  
a need to explore the possibility  
of addressing the cause as well.

Indian stress on need for  
Myanmar to stop persecuting  
Rohingyas along with providing  
resources to Bangladesh to  
deal with refugees is one of the ways.



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 an embodiment of the government.

They are the public face of the state and thus are a key towards public trust. Further they serve as a role model for the society thereby formulating ideas of right and wrong.

Major areas of concerns for implementing effective ethical standards are :

→ Ethical standards being subjective are difficult to implement.

→ Civil Service in India is based on client-patron relationship (2nd ARC: Ethics in Governance)

→ Multiplicity of institutions and complicated legal framework.

Measures to remedy these concerns:

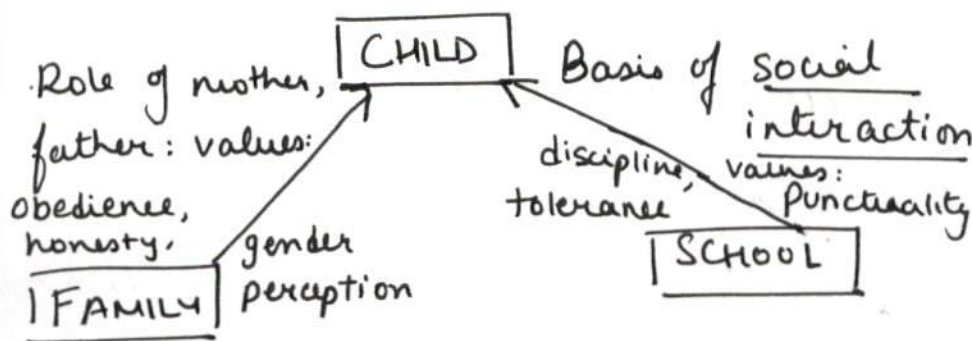
'A robust culture of integrity' needs to be built by:

- ① Ethical training of civil servants
- ② Issuing of a code of ethics along with code of conduct (2nd ARC)
- ③ Ethical audit by testing and randomised checks.
- ④ Role of leadership: by placing younger officials under ethical officers for positive reinforcement.



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।



Families as the first socializing agents are the first basis for formulation of a child's moral values. The basic differentiation between good or bad: not to lie, respect elders, not to steal are formulated by family.

The role of a school is important as it is a child's first interaction with peers and authority (teachers). Interacting with peers can teach co-existence with people from various backgrounds and respect for their values.

Simultaneously due to the respectful place given to a teacher they can impart essential values of discipline, honesty and integrity in a child.

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 individual's perception of what is right or wrong. It aids in taking a decision in line with one's values thereby in accordance with our conscience.

A simple incident from my life was when due to my negligence a fragile glass bowl fell and broken in a shop. Since nobody saw me do it, the shopkeeper started



scolding the attendant.

I owned up to my fault and paid for the broken bowl. Here my morality did not permit me to allow another person take the blame for my actions.

Thus the significance of morality in day-to-day life is permitting a harmonious and peaceful society. It allows us as humans to aspire to be good. and build an environment based on this idea of goodness

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।

Mahatma Gandhi's principle of 'ahimsa' or non-violence was based on the idea of courage and resorting to violence being animalistic and inhuman. Nuclear deterrence is not only violent but also a threat to humanity at large.

The ethical dimension of using nuclear deterrence as a self-defense strategy is that possessing it to begin with violates the idea of a peaceful

society.

However another perspective is nuclear deterrence ensures peace as possession of it ensures no nuclear attack happens to start with.

However nuclear power as a means of attaining peace is ethically questionable as violent means cannot procure sustainable peace.

In this light India stands for complete disarmament by all countries when it comes to nuclear weapons. This is the only peaceful solution.



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।

Altruism is the selfless act of doing something for others. Its importance for a society is reflected in the value of selflessness driving it. It allows us as humans to be empathetic and give to those in need. Altruism is also born out of a belief in justice which wants us to bridge an artificial differences like poverty. It allows for a society based on cooperation

and combined prosperity.

The role of education in imparting such values is essential as education aids in the very formulation of our values. Being taught about selfless acts via tales of Panchatantra, story of Indian freedom struggle helps in setting forth a positive idea for us to emulate.

In this regard it is important to ensure such moral education continues beyond school translating later into business and professional ethics.

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।

A civil servants personal life cannot be disjointed from professional life. An ethical basis to both is essential for public trust and serving as an ideal.

For instance a civil servant known to have taken dowry during his marriage will lose the moral authority to ensure this practice is eliminated. Thus personal ethics act as a limitation on professional ethics



Similarly we can consider a small example of smoking in public. While the decision is essentially of personal liberty, a civil servant smoking in public is observed by school children as well.

Many aspire to be like him/her and hence might begin to emulate this behaviour.

This is similar to banning celebrities from endorsing certain products. Due to the social influence they possess greater power and hence comes with it great responsibility.

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।

*This quote brings out the principle of not only co-existing peacefully but also taking up responsibility and becoming a driver of change.*

*For instance we often criticize public officials for being corrupt but are willing to avoid traffic fine by offering bribes. This dichotomy can be resolved if we first*

acknowledge the role we play in issues like corruption and environmental degradation.

On the other hand being able to scrutinize one's own fault can build a society based on tolerance and mutual trust. Simple example is when we criticize people of other regions being 'regionally biased' we must observe the innate biases even we practise subconsciously.



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 ability to take the tough decision which is right but entails the possibility of harm or such adverse results.

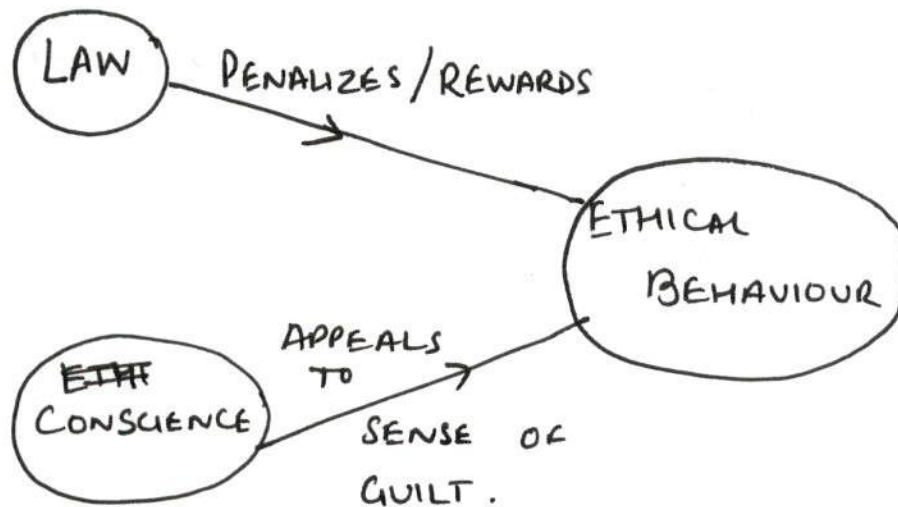
Courage is essential to other human qualities like honesty. For instance while a whistleblower exposing a scam is aware of virtue of honesty, he or she must possess the courage to face

repercussions that come  
with exercising honesty.

Similarly standing up  
against injustice of British  
by people involved courage  
because the consequences were  
dire in terms of threat  
to life, violence and being  
imprisoned.

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 functions by acting as a deterrent against unethical behaviour. For instance accepting bribes by public officials is punishable by Prevention of Corruption Act.

Conscience functions by



appealing to our inner sense of right or wrong. For instance by accepting bribe we feel guilt as our conscience tells us we have done something wrong.

A difference between the two is also in proof. While law requires an act to be proven to establish guilt, conscience doesn't require any external mechanism and appeals to our inner guilt.

7. Differentiate between the following using examples:

10

(i) Wants and Needs

(ii) Ethics and Etiquette

उदाहरणों के साथ निम्नलिखित के बीच भेद कीजिए:

(i) इच्छाएँ एवं आवश्यकताएँ

(ii) नैतिकता और शिष्टाचार

Wants are desires of an individual that may or may not be essential. Need however is the basic necessity. For instance the desire to own a car or live in a big house is a want but getting two square meals a day is a need. While the two can be relative : what might seem need to rich can be a want for the poor (like owning a fridge). There are some universal

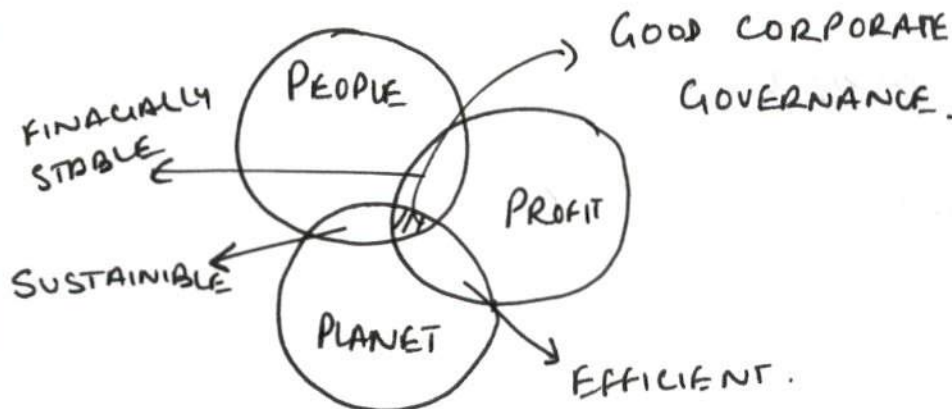
things accepted as needs (food, shelter, health and education).

Ethics is a set of standards imposed by the society to determine what is right or wrong. For instance it is a matter of ethics for a public official to not accept expensive gifts. Etiquette on the other hand is publicly acceptable behaviour. Accepting of gifts might be considered good etiquette by certain segment of society.



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

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



Good corporate governance supports economic efficiency by most meritoriously allocating resources. It ensures sustainable growth by balancing short term goals with long term ones. At the same time it ensures.

financial stability by  
greater accountability and  
transparency achieved via  
better audits etc.

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।

*In this situation torrential rains have lead to locals and tourist being stranded. Exploiting the means of transport breakdown*



local shopkeepers have hiked  
prices of essential commodities.

### STAKE HOLDERS IN THE SITUATION:

LOCALS: Suffering from loss of  
life and property. In  
addition higher prices of  
essential goods would  
hurt them.

TOURISTS: Strained due to the  
calamity and additional  
burden of high prices.

SHOPKEEPERS: While they are also  
suffering due to the  
calamity, they are  
seeking to make profit  
due to greater demand  
and short supply.

From the administrative point of view there is a challenge of restoring governance infrastructure and lines of communication. In addition the shortage of supply is leading to unreasonably high prices. This becomes an administrative challenge as it is hurting people. There is an exploitation involved as shopkeepers are taking an advantage of a calamity. At the same time the challenge is to take a step that doesn't lead to hoarding.

The market perspective in the first instance presents a clear situation where supply exceeds demand and thus prices are justified in rising. Any kind of intervention might lead to black marketing and hoarding.

An ethical perspective of the situation makes it evident that the vulnerable in this case are consumers. Markets can lead to unfair practices if left unregulated. Exploiting a situation where people are vulnerable is ethically not justified on humanitarian grounds.

In the end the purpose of existence of markets is also serving the society and not an end in itself.

Thus the prioritizing of profits before common good by shopkeepers should be reconciled with the interest of people whose priority is to minimize suffering for the duration.

In order to harmonize these interests firstly the tool of persuading shopkeepers must be employed. Since they form a part of the



society, their sense of empathy must be appealed to. In this context it is important to note that even persuading a few shopkeepers can lead to a chain effect. The advantage of persuasion over coercion is that it won't lead to hoarding or black marketing.

However in case of failure to comply administration should issue a control order for prices. This should be implemented using a strict checking mechanism.

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?

*The fact that child sex ratio has declined from 927 in 2001 to 919 in 2011 clearly shows a regressive trend. It is not sufficient to view the issue as a legal or medical issue because it*

involves the attitude and mindset of people. Any legal measures would only be effective in a limited sense if the attitude of people doesn't change.

The fact remains that some of the richest states like Haryana and Punjab have showed greatest decline. Increasing literacy levels have also not improved the situation. This reflects few facts:

- ① Issue isn't of economic burden of girl child as richer states would have a greater ability to bear the same.

② Greater access to technology is worsening the situation.

The ethical issue is primarily the basic right to life of a girl child being violated.

Secondly the discrimination based on gender in a sex selective abortion. Thirdly

declining sex ratios will further raise issue of safety of women continuing the vicious cycle.

In order to tackle the problem:

① Mass awareness campaigns are necessary. This will



generate a greater conversation. While all would intrinsicly know this, ~~say~~ out is wrong they are still doing it. This shows a potential for changing attitudes by appealing to the sense of justice and conscience of people.

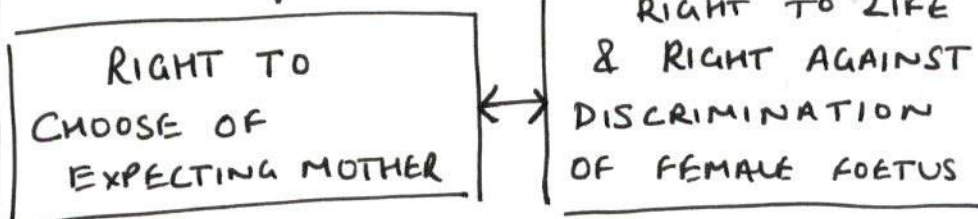
② Encouraging people to complain:

It is difficult to monitor the implementation of law. However encouraging third party complaints ~~can~~ and undertaking heavy penalty against diagnostic centers can work as a deterrent.

③ Use of positive female role models as undertaken in Beti Bachao Beti Padhao campaign can help mould positive attitudes of future parents.

④ The process of gender sensitization should start in school itself where value formation starts.

The ethical dilemma between Right to abortion and Prevention of female foeticide is a conflict between:



While right to abortion is an essential part of a woman's right over her reproductive decision it is difficult to separate in practice from sex-selective abortion. This can practically be tackled by disallowing abortion after sex of the foetus can be determined by diagnostics.

Here it is also important to make an exception for cases where foetus has life threatening incurable disease.



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:

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

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:

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



Here the issues faced by parties involved are:

- ① DENIAL OF RATIONS: to a group of BPL families owing to non-linking of Aadhar.
- ② CRITICISM OF GOVERNMENT: due to denial of foodgrains: in media and social media.
- ③ FOLLOWING RULES: as a government officer I am supposed to follow the procedure for allotment of foodgrains.
- ④ MEDIA SCRUTINY: this along with similar other incidents is violating people's trust.

STEPS TO BE TAKEN IN THIS  
SITUATION:

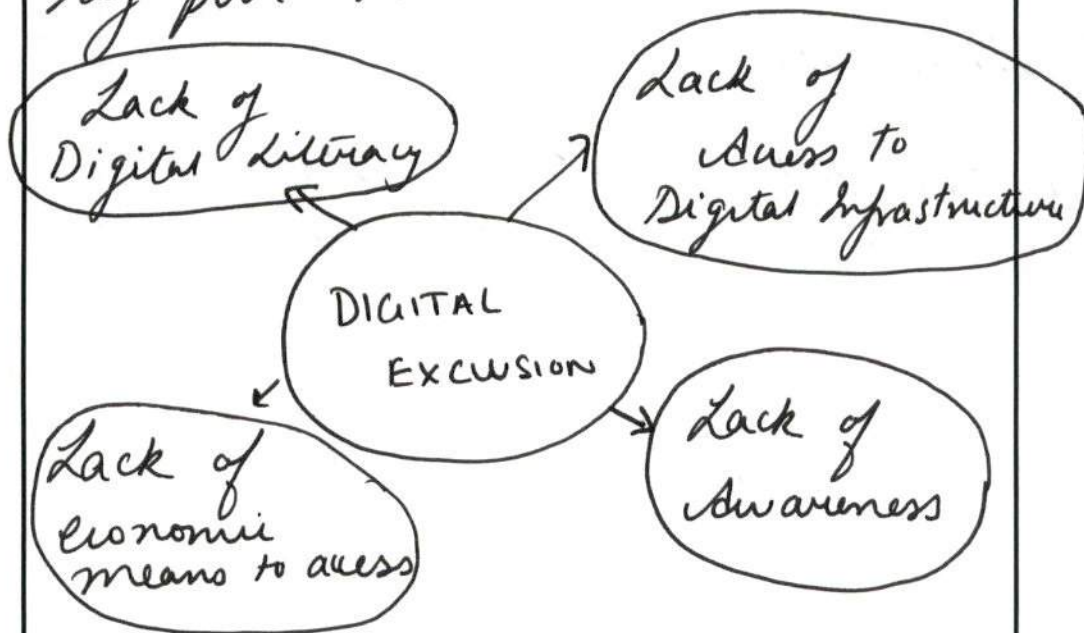
- ① Firstly the reason for non linking of Aadhar and BPL cards should be looked into.
- ② Process of linking the two should be taken as urgently as possible.
- ③ While following procedure is important right to life is primary and providing food to the group of families is my responsibility as a part of government.
- ④ I would try to provide

essential meals to the group of families till the procedure of linking their Aadhar and BPL card is completed. This can be done at a school providing mid-day-meals or at the anganwadi center.

- ⑤ It is also important to note that in case process isn't completed in time, foodgrains should be provided anyway. Even the honourable Supreme Court in its judgement has said that essential services cannot be denied on

the basis of Aadhar card  
not being available.

The digital exclusion faced  
by poor involves:



This in turn leads to:

- ① Exclusion from digital enrollment like Aadhar.
- ② Exclusion from benefits of



subsidies intended from them  
in the first place Eg MGNREGA

③ Loss of wages in trying  
to overcome exclusion - visiting  
offices etc.

④ Limited opportunity to  
improve standard of living  
as digital literacy is slowly  
becoming essential to smallest  
of jobs.

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 ऑफ़ डॉक्टर्स फॉर एथिकल हेल्थकेयर के प्रमुख होने के नाते आपको यह मामला अपने राज्य के स्वास्थ्य मंत्री के समक्ष प्रस्तुत करने का एक अवसर मिलता है। हालांकि इस अलायन्स के कुछ अन्य चिकित्सकों ने आपसे मंत्री के सामने वास्तविकता को तोड़-मरोड़ कर प्रकट करने के लिए कहा है, क्योंकि उन्हें इस 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?

*In this situation I have unearthed a nexus between pharmaceutical companies and hospital to cheat cancer patients.*

I have the opportunity to present the case to Health Minister but am being asked not to reveal truth by other doctors.

### STAKE HOLDERS :

- ① CANCER PATIENTS : they are reeling under the burden of illness and unrequited financial burden of medical expenditure.
- ② PHARMA FIRMS : they are making profits by exploiting patients
- ③ HOSPITAL ADMINISTRATION : they are a part of profits of pharma firms.

④ OTHER : obtaining pecuniary  
DOCTORS benefits from revenue.

⑤ HEAD OF : working against  
ALLIANCE OF : arbitrary price  
DOCTORS FOR regime uncovered  
ETHICAL HEALTHCARE the revenue.

Here the ethical issues  
involved are :

① Exploitation of cancer patients  
charging of exorbitant prices  
taking advantage of their  
vulnerability.

② Violation of professional ethics  
by doctors.

Doctors are exploiting the  
faith and trust of patients



thereby cheating their profession at large.

③ Unfair trade practices by pharma firms : this is violation of their responsibility as well. It goes against sound business ethics.

#### POSSIBLE SOLUTIONS:

① Presenting a distorted reality: It would continue the nexus. and monetary benefits to doctors. It would also not violate people's trust which exposing is bound to.

② Asking the hospital to put an end to the practice without exposing it : it will

save hospital's reputation but can lead to re-emergence of similar practices later.

③ Exposing the nexus to the Health minister: it will bring to light the exploitation. However reputation of hospital, pharma companies and doctors will suffer.

The final course of action I would take would be to expose this nexus to Minister while presenting my case as:

① It is my moral duty as the head of Alliance of Doctors for Ethical Healthcare.

- ② The nexus is exploitative and shakes the belief and trust of people in doctors.
- ③ It isn't adequate to merely put an end to the practice: patients cheated should be compensated.
- ④ An ethical and moral wrong has been committed by hospital and pharmaceuticals. This must be punished to prevent such future incidents. Thus not only would I present my case to Minister but also ensure justice is done even after that.



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-आउट कर एक सप्ताह के भीतर पूरा करने का निर्णय लेते हैं। आपको कई आवेदन प्राप्त हुए हैं और आप महिला उम्मीदवारों का साक्षात्कार लेना आरंभ करते हैं। हालांकि, आप पाते हैं कि शीर्ष चार उम्मीदवार विवाहित हैं और उनमें से दो गर्भवती हैं। साक्षात्कार के दौरान उम्मीदवार परियोजना के पूरा होने तक इसे प्राथमिकता देने की प्रतिबद्धता व्यक्त करते हैं और इसके पूरा होने के पश्चात् घर से काम करने की इच्छा व्यक्त करते हैं। आप क्या कार्यवाही करेंगे? जिन कारकों को आप ध्यान में रखेंगे, उनकी व्याख्या कीजिए और कार्यवाही के गुणों की न्यायसंगतता सिद्ध कीजिए।

*In this case the firm I work as a Manager for has a gender imbalance in the team handling critical projects. The top four candidates being married or expecting a child*



are willing to work from home and are committed to the project.

I would hire these four applicants ~~because~~ <sup>or any number</sup> specified in vacancy because:-

① GENDER DIVERSITY OF TEAM.

Due to the imbalance in the team work culture would be affected. Moreover having more females can add to the diversity of opinions and give alternate perspective which can aid in functioning efficiently.

## ② NOT CONSIDER PERSONAL FACTOR:

If the choice has to be made between the four females I would do so on the parameters of :

- i) Work experience
- ii) Letters of reference.
- iii) Suitability for role they have applied for.

Thus, in short the decision should be made based on the professional competence of the candidates. It is important to disregard facts regarding marriage of expecting child as:

- i) Violates business ethics to discriminate against a female candidate based on these factors.
- ii) Hiring an individual is a long term addition to the firm. While a pregnancy might lead to leave the candidate is willing to work from home. Moreover they will be an asset only if they are professionally competent.
- iii) Consideration of personal factors can be demoralising

for women already a part  
of the team. There is already  
a gender imbalance and  
weightage to their parameters  
creates a hostile work  
environment.





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?

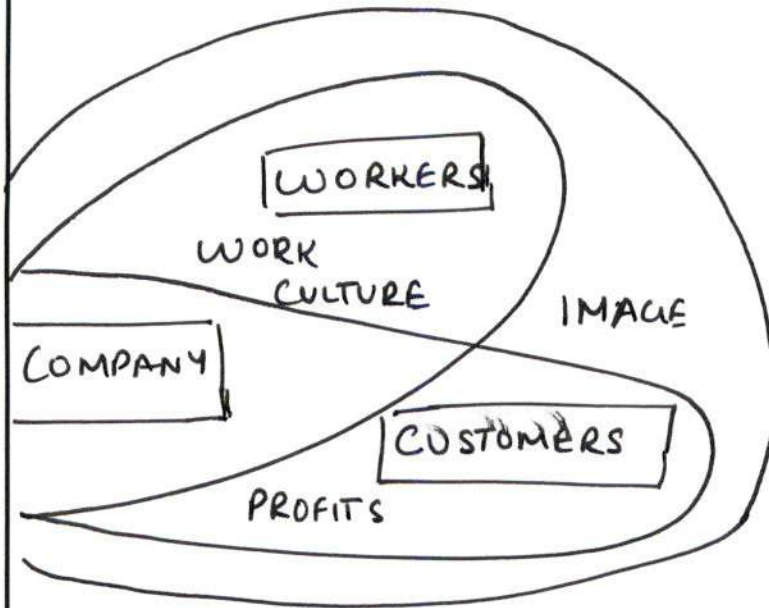
मिस्टर A एक अति प्रतिष्ठित कंपनी के वरिष्ठ सदस्य हैं और उनका ग्राहकों से पर्याप्त अंतर्क्रिया (कस्टमर इंटरफेस) है। हाल के महीनों में, कंपनी के व्यवसाय में कमी आई है। विस्तृत विश्लेषण के आधार पर यह पाया गया कि कंपनी के कुछ अधिकारी सनकी स्वभाव के हैं, जिसके कारण कई बार ग्राहकों के साथ और यहां तक कि आपस 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?

*In this situation the business of the company is suffering due to impulsive nature of some functionaries. This has adversely affected the work culture and company image.*

## FACTORS TO CONSIDER.



- ① Company image : depends on behaviour of employees.
- ② Business : declining due to inadequate customer satisfaction
- ③ Work culture : suffering due to behaviour of impulsive few.

## STEPS TO BE TAKEN :

- ① Training and seminars  
teaching the impulsive workers  
to not get into altercations.  
It can improve organisation's  
behaviour at large.
- ② Setting up customer care service  
to manage the damage  
already done to company's  
image. It will help in  
rebuilding trust.
- ③ Leadership as agent of  
change: first training leaders



to adequately empower them to regulate behaviour of their functionaries and thus lead by example.

④ Constant monitoring of progress while bringing about any change it is important to analyse the effect it has and make leeway for mid course correction.

⑤ As a contingency measure even after providing training and communicating the issues if behaviour of impulsive.

functionaries does not change  
there is a need to keep the  
option of their removal.

Bringing about a change in  
work culture will set in  
the virtuous cycle of satisfied  
customers and better profits.

Performance based incentives  
can also be used to make  
senior managers stakeholders  
in company's profits and  
performance.

