

- I. Very poor maintenance and un-hygienic conditions in hospital premises.*
- II. The hospital staff frequently demanding bribes from the patients for the services rendered.*
- III. The negligent attitude of the Doctors resulting in times of casualties.*
- IV. Siphoning of a substantial stock of medicine by the staff and selling it out.*
- V. Strong nexus between the senior Doctors of the hospital and the owners of local private nursing homes and testing labs as a result of which the patients are strongly misled and dissuaded from availing the hospital facilities and rather compelled to purchase costly medicines from market and get medical tests and even operations done from private medical houses.*
- VI. There also exist a notorious employee union which puts undue pressure and resents any reformative step by the administration.*

Ponder over the situation and suggest effective ways to tackle each of the above-mentioned problem."

The problems mentioned under this case are quite common in a bureaucrat's life. These problems require a civil servant to make use of tools like RTI, Citizen's charter, Social audit etc. for their resolution. Most civil servants do understand these tools but often fail to make use of them, especially when they are most required. That is why, case studies have emerged as an essential pedagogical tool that has proved its worth in teaching, evaluation, training and education.

Case studies checks your ability to interpret things. It measures your ability to look beyond what you see. Case study helps to ensure the accurate judgment of the personality of the candidate for the suitability of the administrative job. In short, it helps in judging following attributes:

- Case study provides additional avenue apart from regular question-answer format to judge the **attitude of the candidates** towards different problems. For example, attitude towards different caste and classes of Indian society and stereotypes and prejudice associated with them.
- Understanding of the situation and **presence of mind to seek right solution** to the scenario presented.
- Checks the **creativity and innovativeness** of the candidates with regard to different life experiences. Creativeness is the focal point of the study in these case studies i.e., how one sees the ray of hope in difficult situations, how the processes need to be handled etc.
- **Emotional intelligence:** It is important for a candidate to balance emotions with reason while making decisions.
- **Depth of understanding and perception:** From how many perspectives or dimensions, a candidate can analyses a problem.
- **Awareness of social issues and problems** as most case studies are based on real life situations or some deficiencies of Indian society.
- **Decision making skills** of the candidates, especially in tricky scenarios.
- **Ability to resolve ethical and moral dilemmas** by balancing the needs and rights of all concerned stakeholders.
- **Leadership skills:** whether the candidate is ready to take the responsibility or just pass it to someone else.