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GENERAL STUDIES (TEST CODE : 2092)

Name of Candidate	Sameer Khode		
Medium Hindi/Eng.	Eng	Registration Number	1531081
Center	online	Date	3-Sep

INDEX TABLE			INSTRUCTIONS			
Q. No.	Maximum Marks	Marks Obtained	<p>1. 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)।</p> <p>2. There are TWELVE questions printed in HINDI & ENGLISH इसमें बारह प्रश्न हैं हिन्दी और अंग्रेजी में छपे हैं।</p> <p>3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं।</p> <p>4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</p> <p>5. 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।</p> <p>6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</p> <p>7. 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।</p>			
1(a)	10					
1(b)	10					
2(a)	10					
2(b)	10					
3(a)	10					
3(b)	10					
3(c)	10					
4(a)	10					
4(b)	10					
5(a)	10					
5(b)	10					
6(a)	10					
6(b)	10					
7	20					
8	20					
9	20					
10	20					
11	20					
12	20					
Total Marks Obtained:			<p>Is student recommended for One-to-One mentoring?</p> <table border="1"><tr><td>Recommended</td><td>Strongly Recommended</td></tr></table>		Recommended	Strongly Recommended
Recommended	Strongly Recommended					
Remarks:						

16-B, 2nd Floor, Above National Trust Building, Bada Bazar Marg, Old Rajinder Nagar, Delhi-110060

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp. Punjab & Sind Bank), Dr. Mukherjee Nagar, Delhi-110009

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

खंड-A/SECTION A

निम्नलिखित में से प्रत्येक प्रश्न का उत्तर अधिकतम 150 शब्दों दीजिए:

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

1. (a) सामाजिक समूहों जैसे कि परिवार एवं अपने समकक्षों के साथ सीधी बातचीत लोगों को सिखाती है कि दूसरे उनसे कैसा व्यवहार करने की उम्मीद करते हैं। इसी तरह, एक संपूर्ण समाज अपने मानदंडों, संस्थानों, मीडिया और सामूहिक व्यवहार के माध्यम से मूल्यों को सुदृढ़ करता है और उन्हें आकार देता है। उदाहरण सहित चर्चा कीजिए कि किसी समाज की औपचारिक और अनौपचारिक संस्थाएं उसकी आबादी का समाजीकरण कैसे करती हैं। (150 शब्दों में उत्तर दीजिए)

10

Direct interactions with social groups, like families and peers, teach people how others expect them to behave. Likewise, a society as a whole reinforces and shapes values through its norms, institutions, media, and collective behaviour. Discuss how a society's formal and informal institutions socialize its population, with examples. (Answer in 150 words)

10

Society plays a key role in reinforcing values in an individual and can be seen as a teacher in addition to parents and school.

[Society : Socializing population]

- ① Teaching about social interactions and hierarchy ⇒ Ancient Indian society taught about varna system.
⇒ Also taught about Dharma (duty) and punishment.

- ② values = American society teaches individual

alism
→ French society teaches values of Fraternity,
Liberty and Equality

(3) Cosmopolitan values: Indian Society, teaches
values of vasudhaiva kutumbakam

(4) Chinese society: values of subjugation,
hierarchy and discipline

Socialization by
Formal institutions

(1) Constitution (eg) Indian
values of justice, liberty
democracy

(2) Schools: righteousness
and virtues, acquaints
child with world

(3) Courts: instill sense
of justice, right and
wrong

Informal institutions

(1) Protests: teach about
resistance to injustice
eg chipka, Nishanag

(2) Friends: teach us
hardwork, love,
affection

(3) Panchayats →
Khap teach us impor-
tance of community

This socialization is a multilayered
process facilitated by multiple layers of
society.

1. (b) क्या आपको लगता है कि प्रौद्योगिकी एक मूल्य-केंद्रित आधुनिक समाज की स्थापना में महत्वपूर्ण भूमिका निभा सकती है? समालोचनात्मक परीक्षण कीजिए। (150 शब्दों में उत्तर दीजिए) 10

Do you think technology can play a role in establishing a value-centric modern society? Critically evaluate. (Answer in 150 words) 10

Technology aids dissemination of values, norms and examples. Hence it can have an impact on societal values.

Technology and value centric society

① women empowerment

① Twitter, Facebook can help understand plight of women

② can help find examples across the globe to respect women

③ #metoo movement
Nirbhaya movement

② Social justice ⇒ moves as Jabins over
OTT showed discrimination

⇒ Data, news paper analysis highlight
plight of weaker section ③ poverty
amongst - SC/ST

- (3) use of facial recognition can help with
crime and instill deterrence
- (4) use of CCTV cameras, online disclosure
⇒ help with corruption and instill
probity
- (5) use of drones can help prevent Nobs
and long term can help establish
tolerance and fraternity
- (6) Banking technology can help empower
women ⇒ can help establish patriarchy
free society
- (7) Blockchain can help a technology
become modern in outlook and
embrace innovation
- (8) However apart from technology we also
need ⇒ Ethical norms
⇒ Influencers as handhiji
⇒ Constitutional values, code of conduct
- All above factors in union can help
establish a value driven society.

2. (a) "बूंद-बूंद से घड़ा भरता है। इसी प्रकार, बुद्धिमान व्यक्ति अच्छाई को थोड़ा-थोड़ा आत्मसात करके, स्वयं को इससे परिपूर्ण कर लेता है।" विवेचना कीजिए। (150 शब्दों में उत्तर दीजिए) 10

"Drop by drop is the water pot filled. Likewise, the wise man, gathering it little by little, fills himself with good." Discuss. (Answer in 150 words) 10

wisdom is product of years of persistence, observation and experience. Thus a wise-man is also a product of many efforts.

wise man a product of gathering little by little

- ① Gandhiji ⇒ learnt about oppression in South Africa, applied concept of Satyagraha in India
- ② Abraham Lincoln ⇒ studied problem of slavery for years
⇒ gave shape to emancipation proclamation
- ③ TN Jagan observed corruption for years and bureaucratic apathy and electoral malpractices. And then reformed Election Commission.

Thus a wise man is a product of

- ① Experience over years
- ② Learning from each experience
- ③ Being receptive to newer ideas and opinions
- ④ Emulating best ideas in our life
- ⑤ Being experimental and courageous in outlook
- ⑥ Refining old ideas with experience
- eg) Swami Vivekananda called for gathering best of east and west
- ⑦ And then a wise man acts for social good ⇒ eg) Dr. Ambedkar's Study of caste system and call for affirmative action

Therefore wisdom is not a free gift, but a product of persistent efforts.

2. (b) यह बहस चल रही है कि सहानुभूति को परिभाषित करने के लिए आवश्यक मुख्य घटक कौन-से हैं। हालांकि, मनोवैज्ञानिकों की परिभाषाओं में सर्वाधिक सामान्य रूप से शामिल तीन घटक प्रभावशाली समझ, भावनात्मक लगाव और संज्ञानात्मक दृष्टिकोण-रखना हैं। उपयुक्त उदाहरण प्रस्तुत करते हुए समझाइए। (150 शब्दों में उत्तर दीजिए) 10

There is an ongoing debate on what constitute the core components necessary to define empathy. However, the three that are most often included in psychologists' definitions are affective understanding, emotional contagion, and cognitive perspective-taking. Explain with suitable illustrations. (Answer in 150 words) 10

Empathy is a state of understanding other people's pain and suffering and striving to alleviate it. There are multiple components to it-

Affective understanding

① understanding pain and trauma

(eg) A PM understands pain of destitute widow who misses out on PDS due to Aadhar failure

② This requires imaginative capabilities and acquainting with situation

Emotional Contagion

① need to have sense of belonging

(eg) Luther King knew pain of being a

Negro in America

⇒ Totiba phule knew what it feels like
being a Dalit in patrilarchal and
hierarchical society

② Also needs to relive → experience
→ observation
→ compassion

Cognitive perspective taking

① understanding pros and cons of a
situation and its impact

② Also needs to know
→ Applicable roles to alleviate
suffering
→ Resources available at disposal

③ Also getting rid of dilemmas

④ IAS Shrawd analyzed pain of tribals
in Maharashtra and devised healthcare
solutions for them

Therefore empathy is a result of multiple
interactions of human and society.

3. निम्नलिखित में से प्रत्येक उद्धरण का आपके विचार से क्या अभिप्राय है?
What does each of the following quotations mean to you?

(a) "शिक्षा का अंतिम-उत्पाद एक ऐसा स्वतंत्र रचनात्मक व्यक्ति होना चाहिए, जो ऐतिहासिक परिस्थितियों और प्रकृति की प्रतिकूलताओं से लड़ सके।" डॉ. सर्वपल्ली राधाकृष्णन (150 शब्दों में उत्तर दीजिए) 10

"The end-product of education should be a free creative man, who can battle against historical circumstances and adversities of nature." Dr. Sarvepalli Radhakrishnan (Answer in 150 words) 10

Education is termed as a potent weapon to change the society for good.

Education : creative man & free man

- ① Freedom from biases and superstitions
- ② freedom to take rational decisions in life (eg) medical education & doctor
- ③ freedom to innovate (eg) Nandan Nilekani & Aadhar
- ④ creativity to → pursue goals of life
→ to provide social solutions and be accountable to society
(eg) Binodhwar Pathak worked to eradicate manual scavenging with help of education and experience

Battling against historical circumstances

- ① Against poverty : (eg) Dr. Radhakrishnan used education for national and own progress
- ② for fighting evil → (eg) Dr. Ambedkar's fight against untouchability
 ↓
Anna Roy's fight against corruption ⇒ RTI born

Battling against adversities of nature

- ① Battling against scarcity of water, food etc (eg) creating climate resilient farming
- ② Against impact of climate change and impact on poor (eg) using education to reduce global warming and carbon sequestration - fix

This education is a multidimensional good which can liberate individuals from shackles and also help her attain excellence in life.

3. (b) "क्षमा कोई कभी-कभार किया जाने वाला कार्य नहीं है। यह एक स्थायी अभिवृत्ति है।" मार्टिन लूथर किंग, जूनियर (150 शब्दों में उत्तर दीजिए) 10

"Forgiveness is not an occasional act. It is a permanent attitude." Martin Luther King, Jr. (Answer in 150 words) 10

Forgiveness is art of making peace with evil and evil doer and focusing on reformation than retribution.

Forgiveness as permanent attitude

① Forgiveness is conditioned due to

→ family values

→ Religious beliefs

→ Societal conditioning

eg Gandhi's concept of vaishnavism led him to focus on evil and not evil doer

② Forgiveness as a consistent behavior

eg Parents forgive children for minor mistakes in order to reform them

③ Forgiveness as a habit

→ Evaluating magnitude of any wrong act and behaviour and

forgiving

→ sense of justice and only inflicting proportional penalty

eg) A teacher forgiving student with minor penalty for not doing homework

④ Not an occasional act as it needs

→ Imaginative capabilities

→ Consistency in thought, speech and action

→ sense of compassion towards other

→ Also having a positive attitude towards future reformation

However, forgiveness should be proportional, and stem legal, constitution of remedies should also be applied when necessary.

3. (c) "यह आवश्यक नहीं है कि सबसे महान नेता वही हो जो महानतम कार्य करता है। यह वह व्यक्ति होता है जो लोगों से महानतम कार्य करवाता है।" रोनाल्ड रीगन (150 शब्दों में उत्तर दीजिए) 10
- "The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things." Ronald Reagan (Answer in 150 words) 10

Leader is evaluated by her impact on people and goal than impact on self enrichment.

Leader who gets people to do greatest things

① As a motivator : leader needs to instill sense of purpose

(eg) E. Sreedharan got all to follow discipline and probality in Delhi metro

② Leading by example : IAS Sagayam first declared own assets online, and made others do later

③ Emotionally intelligent : leader channels emotions of others in a constructive manner

④ Gandhi's call to 'do or die' made millions fight for freedom

④ Creating future leaders

⇒ Ila Bhatt ensured that her goal of creating many women entrepreneurs is achieved in SEWA

⑤ Fulfilling morality

⇒ Atalji ensured that his party and all MPs also walk the talk on ethical conduct. Motivated via a speech in parliament

⑥ Leader as accountable - Lal Bahadur Shastri's resignation after air accident many future politicians and bureaucrats be accountable

Thus a leader is the one who fails hard to ensure that others also attain excellence in life.

4. (a) वे कौन-से संकेत हैं जो यह दर्शाते हैं कि एक व्यक्ति भावनात्मक बुद्धिमत्ता के निचले स्तर पर है? प्रौद्योगिकी लोगों, विशेषकर युवा पीढ़ी की भावनात्मक बुद्धिमत्ता में किस हद तक गिरावट ला रही है? (150 शब्दों में उत्तर दीजिए) 10

What are the signs that show that an individual ranks on the lower spectrum of emotional intelligence? How far is technology leading to a decline in the emotional intelligence of people, especially the younger generations? (Answer in 150 words) 10

Emotional intelligence is a state of being self aware and regulation own emotions to bring best out of situations.

Signs showing individual at lower spectrum of EI

- ① Not being self aware : situations which create aversion or inclination
- ② Lack of anger management ③ A boss shouting at employees daily
- ③ Failing to motivate others towards goal
- ④ Failing to show a common goal
eg) A DM working in flight, in the cabin
- ⑤ Not being able to reestablish dialogue with others

⑥ not being able to understand other's
emotion

⑦ A leader's team not having a sense
of purpose or cohesion.

Technology leading to a decline in EI

① due to being in a virtual world, devoid
of inter-personal relations

② Not having control over self owing to
evils as alcoholism, drug addiction

③ focus on consumerism than practical
problem solving

④ Impact of social media
→ simulating, fictional heroes
and influencers
→ Being detached from societal
ills such as poverty, malnutrition

However there are positives of technology

Data, social media can also help
understand remote issues and be emotion-
ally intelligent towards them. Hence there is
not a mono causal relation.

4. (b) "कार्य किसी व्यक्ति की अभिवृत्ति में गहन बदलाव के लिए उत्प्रेरक होता है।" आप इस कथन से कहां तक सहमत हैं? अपने उत्तर की पुष्टि के लिए उपयुक्त उदाहरण दीजिए। (150 शब्दों में उत्तर दीजिए) 10

"Action is a catalyst for profound shifts in attitude of an individual." How far do you agree with the statement? Give suitable examples to substantiate your answer. (Answer in 150 words) 10

Action is most important social condition which brings best out of a human being - Hannah Arendt

[Action as a catalyst] for shift in attitude

① Action helping feel problems and

suffering

⇒ Police officer analyzing rape case will come to know about suffering of victims

② Action help develop compassion

⇒ untouchability / caste hierarchy

removal and advers understand plight of weaker sections better

③ Action facilitates social conditioning

→ affects cognitive, affective and behavioral component within us.

④ Action generates accountability

⇒ unless we act, do not feel accountability towards goal

eg Baba Amte worked for leprosy patients and made their upliftment goal of his life.

⑤ Action shaping thoughts and speeches well

⇒ during working towards widow's upliftment, Mahatma Kaure also developed thoughts for ending suffering for all destitute women

However apart from action, other aspects are also important.

① Having moral compass

② following own conscience

③ following moral, legal and constitutional values.

This shaping of attitude is a complex process, yet action is central to it.

5. (a) तिरुक्कुरल व्यावसायिक नैतिकता के लिए शाश्वत मूल्यों और नैतिक सिद्धांतों पर आधारित एक सचेत और भाव-केंद्रित दृष्टिकोण की वकालत करता है, जिसके द्वारा व्यावसायिक नेतृत्व कर्ताओं के आचरण को नियंत्रित किया जाना चाहिए। वर्तमान समय में व्यवसायों द्वारा सामना किए जाने वाले नैतिक मुद्दे क्या हैं? तिरुक्कुरल की शिक्षाएं उनके समाधान में कैसे सहायता करेंगी? (150 शब्दों में उत्तर दीजिए) 10

Thirukkural advocates a conscious and a spirit-centered approach to business ethics based on eternal values and moral principles that should govern the conduct of business leaders. What are the ethical issues faced by businesses in contemporary times? How will the teachings of Thirukkural assist in their resolution? (Answer in 150 words) 10

Businesses are pioneers of growth and development in a society. Yet at times they suffer from Gandhian sin of following commerce without morality.

Ethical issues faced by businesses

- ① Keeping profits above product quality
- ② Financial propriety over being transparent to investors (eg. Byju's issue)
- ③ Environmental ethics or following business goals (eg. Niyamgiri' issue and Statite protests)
- ④ Efficiency at cost of employee well-being => impacting work-life balance

⇒ also leads to quit switting
and low morale

⑤ Ethical growth ⑥ Wony capitalism

⑧ NPA at Kingfisher

Galgate scam

⑥ low inclusion of women, gender gap etc
Teachings of Thirukural assisting

① following spirit

→ of trustship, breadlabours
Law days

② Business ethics leading to adherence to
Corporate governance ⑧ Uday Kotak
Committee recommendations

③ Eternal values: Amalgamating individual
organizational and lyal ethics
⑧ following Company law, CSR
guidelines.

④ Moral principles

→ Probity / Transparency / objectivity
Accountability / Integrity etc.

Therefore teachings of Thirukural can help
reform the business ethics in modern era.

5. (b) कानून बुनियादी मूल्य संघर्षों का समाधान करके, व्यक्तिगत विवादों का निपटारा करके और ऐसे नियम, जिनका हमारे शासकों द्वारा भी पालन करना अनिवार्य है, बनाकर सामाजिक नियंत्रण को बढ़ावा देते हैं। लेकिन, कानून हमेशा अपने उद्देश्य को प्राप्त नहीं करता है बल्कि यह समाज को हानि भी पहुंचा सकता है। इस पृष्ठभूमि में, कानून की सीमाओं और शिथिलताओं पर सोदाहरण चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10

Laws promote social control by resolving basic value conflicts, settling individual disputes, and making rules that even our rulers must follow. But, law does not always achieve its purpose and can rather harm society. In this background, discuss the limitations and dysfunctions of law, with examples. (Answer in 150 words) 10

Law is supposed to be reason without passion as per Aristotle. Yet at times it suffers from being myopic towards rationality.

Limitations and dysfunctions of law

- ① Law with an aim to subjugate individuals is evil
 - ⇒ Vernacular Press Act
 - ⇒ Rowlett Act
 - ⇒ Salt Tax etc.
- ② Law in conflict with morality (eg)
 - estrangle see 377 of IPC banning same sex relationships
- ③ Law harming society: misuse of VAPA,

sedition etc towards innocent creates
feelings of injustice

(4) Law being outdated (eg) IT Act not
able to deal with social media

(5) Law needing requent improvements due
to changing scenarios

⇒ Influency & Banking Act

(6) Existing laws being inadequate to
deal with injustice

(eg) Ind. Inadequacy of IPC ⇒ Triple
Talag law had to be enacted.

However some laws stand test of time

(1) Indian Constitutional values of justice
liberty, fraternity, equality

(2) Natural Law and human rights
giving primary to human dignity

Thus law should be a product of delibera-
tions and reconciliation of many interests
for them to be rational and effective.

6. (a) सरकार द्वारा विज्ञापनों पर सार्वजनिक धन व्यय करने से जुड़े नैतिक मुद्दों पर चर्चा कीजिए? इन मुद्दों के समाधान के लिए आप क्या उपाय सुझाएंगे? (150 शब्दों में उत्तर दीजिए) 10

Discuss the ethical issues involved in the spending of public money by the government on advertisements? What measures would you suggest to address these issues? (Answer in 150 words) 10

Spending on advertisement by governments spread awareness amongst public. Yet it can also satisfy covert motives of political promotion.

Ethical issues with advertisement

- ① Effectiveness of government scheme
(vs) lack of probity if used for political gain
- ② lack of accountability to public money
- ③ lack of compassion as funds can be utilized for welfare
(eg) 80% of Beti Bachao funds were spent on ads than education
- ④ lack of neutrality ⇒ spreading political messages.

- ⑤ Lack of objectivity in spending
 - ⑥ violation of canons of financial propriety
 - ⑦ Amount to crisis of morality of individuals and institution
- ⇒ Also is a form of embezzlement and corruption.

Measures to address issue

- ① Reinforcing financial propriety principles
⇒ spending public money as if own money, to save
- ② Formulating code of conduct for Spending
- ③ Memorandum of procedure for Spending, approvals to be formed
- ④ Formats disclosure to be made on websites regarding spending

There is a thin line between advertisement and political promotions. Key accountability measures can help bring propriety in spending.

6. (b) भारत में, कुछ आचरण नियम हैं, जो एक अधिकारी के व्यवहार और आचरण को नियंत्रित करते हैं। इनमें केंद्रीय सिविल सेवा (आचरण) नियमावली, 1964; अखिल भारतीय सिविल सेवा (आचरण) नियमावली, 1968 आदि शामिल हैं। क्या आपको लगता है कि भारत में सिविल सेवकों के लिए एक पृथक आचार संहिता की आवश्यकता है? ऐसी आचार संहिता में कौन-से महत्वपूर्ण मूल्य शामिल होने चाहिए? (150 शब्दों में उत्तर दीजिए) 10

In India, there are conduct rules, which govern an officer's behaviour and conduct. These include the Central Services (Conduct) Rules, 1964, All India Services (Conduct) Rules, 1968 etc. Do you think there is a need for a separate Code of Ethics for civil servants in India? What important values should be part of such a Code of Ethics? (Answer in 150 words) 10

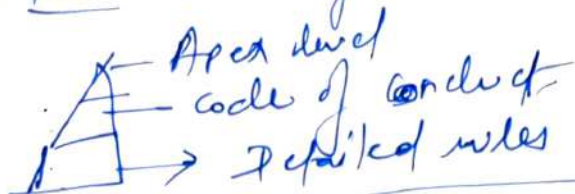
civil servants are governed by multiple conduct rules. Yet there are multiple deviations from rules owing to grey areas and lack of interpretation.

Need for a separate code of ethics

- ① Rising Corruption : India stands 85th on Corruption perception index
- ② High level of discretion
- ③ Human to human contact leading to corruption (with India @ 75 report)
- ④ Grey areas in earlier rules
 - ⇒ Regarding use of social media / anonymity
 - ⇒ Regarding use of e-governance

⇒ Regarding accountability mechanism towards public

⑤ Hence 2nd ARC suggested to form a Three tier code of conduct.



Values to be part of code of conduct

- ① Probity and Corruption prevention
- ② objectivity in decision-making
- ③ Dedication towards duty
- ④ Compassion towards weak
- ⑤ Accountability to state and public
- ⑥ Transparency & open ness
- ⑦ Political neutrality and absence of interference
- ⑧ Integrity
- ⑨ Impartiality & Anonymity

This a code of conduct is need of hour, and should include all the basic values required by a civil servant.

खंड-B/SECTION B

निम्नलिखित प्रश्नों में, प्रस्तुत प्रकरणों का ध्यानपूर्वक अध्ययन कीजिए तत्पश्चात आने वाले प्रश्नों का उत्तर लगभग 250 शब्दों में दीजिए;

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

7. पूंजीवादी बाजार में, व्यवसाय का लक्ष्य मांग को पूरा करने के लिए उत्पाद बेचना होता है। इस संदर्भ में, कंपनी का उद्देश्य अधिकतम लाभ अर्जित करना होता है। हालांकि, ऐसे उद्योग भी हैं जहाँ लाभ से पहले सामाजिक भलाई को प्राथमिकता दी जानी चाहिए और दवा उद्योग ऐसे उद्योग का एक उदाहरण है।

हाल ही में, एक दवा कंपनी द्वारा मनमाना मूल्य निर्धारित करने की घटना सामने आई है। कई वर्षों के शोध के बाद, संबंधित कंपनी ने एक दुर्लभ बीमारी के इलाज के लिए एक दवा विकसित की है। इसके पास दवा का पेटेंट है और इसने दवा के उत्पादन के लिए अनुसंधान एवं विकास पर अत्यधिक संसाधन खर्च किए हैं। लेकिन दवा के लिए उसने जो उच्च मूल्य निर्धारित किया है, उसने न केवल दुर्लभ बीमारी से पीड़ित मरीजों की उम्मीदों पर पानी फेर दिया है, बल्कि जनता की अंतरात्मा को भी झकझोर दिया है। हालांकि, कुछ लोग यह भी तर्क दे रहे हैं कि कंपनी को दवा की कीमत घटाने के लिए मजबूर करने से दवा कंपनियां भविष्य में दुर्लभ बीमारियों के लिए अनुसंधान करने और उनका उपचार तैयार करने से हतोत्साहित होंगी।

इस संदर्भ में, निम्नलिखित के उत्तर दीजिए:

- उपर्युक्त स्थिति में शामिल विभिन्न मुद्दे क्या हैं?
- क्या आपको लगता है कि मूल्य-सीमा का निर्धारण दी गई समस्या का समाधान एक दूसरी समस्या उत्पन्न करके करेगी?
- ऐसे मामलों में उत्पन्न होने वाले मुद्दों से निपटने के लिए कौन-से दीर्घकालिक उपाय किए जा सकते हैं? (250 शब्दों में उत्तर दीजिए)

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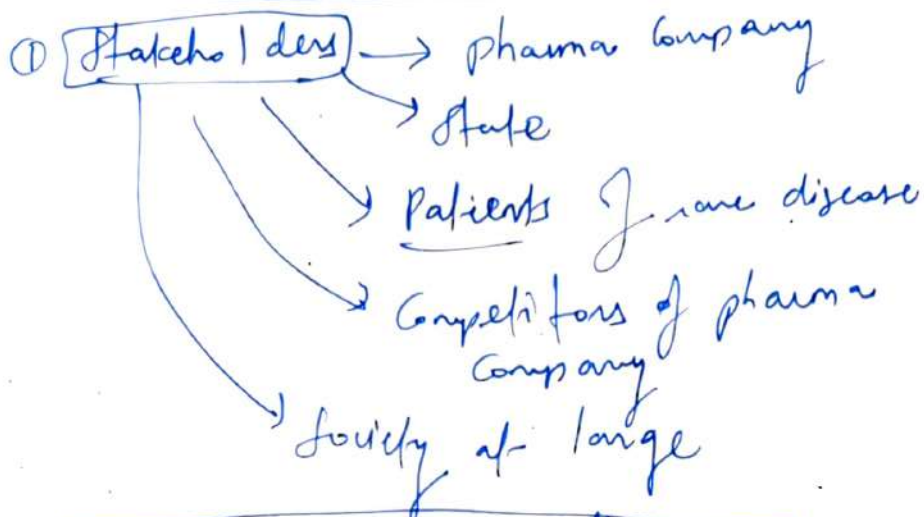
In a capitalist market, the goal of a business is to sell a product to satisfy demand. In this context, a company's objective is to maximize profits. However, there are industries where the social good should take precedence over profits and the pharmaceutical industry is an example of such an industry.

Recently, an incident of arbitrary pricing by a pharmaceutical company has come to light. After years of research, the concerned company released a medicine for the treatment of a rare disease. It holds the patent for the medicine and has spent considerable R&D resources to produce the medicine. But the extraordinarily high price it has fixed for the medicine has not only dashed the hopes of patients suffering from the rare disease but has also shocked the conscience of the public at large. However, there are also some who are arguing that forcing the company to cap the price of the medicine will disincentivise pharmaceutical firms to conduct research and produce treatments for rare diseases in the future.

In this context, answer the following:

- (a) What are the various issues in the above situation?
- (b) Do you think a price-cap solves the given problem by creating another one?
- (c) What are the long-term measures that can be taken to deal with issues arising in such cases? (Answer in 250 words) 20

① Issues in Above situation



② Ethical issues in the case

- ① following profits over compassion and social responsibility
- ② Promotion of innovation by State over focusing on healthcare for marginalized
- ③ Economic liberty over social justice
- ④ Freedom to company to fix prices over right to life of individuals
- ⑤ Confidence of public over laws in place in the country.

③ Price Cap and Solution to problem

① Advantages of price cap

→ Providing medicine at affordable price

→ Better for patients of rare disease who are low in number and belong to poor strata of society

→ Keeping faith of populace on State and capitalist-companies intact

→ In line with Constitution of values

→ Art-21: - Right to Healthcare
(Randhwa Majdoor case)

→ Art-38: welfare State

→ Art-46: Affirmative action for weaker sections

→ Setting example for other Companies to cut cost and still innovate

② Disadvantages of price cap

→ Disincentivizing innovation, by taking

- away freedom to set prices
- Companies may shut operations or focus on higher value medicines
 - may no longer work for vulnerable population suffering from rare disease
 - Cost, cutting and firm closure might force state to import medicines and incur higher costs and fiscal deficit.

(C) Long term measures to be taken

- ① Legal provisions
 - (a) Amending patents Act to prevent evergreening of patents and profiteering by pharma companies
- ② Steps to promote innovation
 - (a) under national IPR policy, initiatives can be provided for R&D on rare diseases
 - (b) fund can be setup
- ③ financial measures
 - (a) Accountability, profitability and pricing standards can be set by state

- ④ subsidy to patients ① via Rashtriya Arogya
nidhi to help patients
with fish diseases
- ⑤ Treatment at public hospitals ② under Ayushman Bharat
scheme, to get free
insurance, medicines for
rather rare diseases
- ⑥ Consultative policy making ③ by involving pharma
companies, civil society,
patients, hospitals in
all role-making
- ⑦ Promoting Start-ups ④ via PLI scheme, pharma
Park scheme to promote
newer pharma companies
⑤ will get newer products at
cheaper cost

Thus the long term measures should con-
sist of compassion towards patients and
also objectivity towards business. Hence
Aus dhian sin of commerce without morality
should be avoided at all costs.

8. भारतीय रेलवे (IR) के पास ऐसी लगभग 43,000 हेक्टेयर खाली भूमि है, जिसकी निकट भविष्य में परिचालन उद्देश्यों के लिए आवश्यकता नहीं है। ऐसे भूखंडों को रेलवे बोर्ड द्वारा व्यावसायिक विकास के लिए रेल भूमि विकास प्राधिकरण (RLDA) को सौंपा जाता है। RLDA के उपाध्यक्ष के रूप में, आप इन खाली जमीनों की क्षमता की पहचान करने और वाणिज्यिक विकास का सर्वोत्तम तरीका तैयार करने के लिए जिम्मेदार हैं।

इस बीच, केंद्र सरकार भारत का पहला इंटर मॉडल स्टेशन बनाने की योजना बना रही है। इंटर मॉडल स्टेशन (IMS) वस्तुतः टर्मिनल अवसंरचना होते हैं, जो रेल, सड़क, मास रैपिड ट्रांजिट सिस्टम, बस रैपिड ट्रांजिट, अंतर्देशीय जलमार्ग, ऑटो-रिक्शा, टैक्सियों और निजी वाहनों जैसे विभिन्न परिवहन साधनों को एकीकृत करते हैं ताकि लोग एक मोड से दूसरे मोड में निर्बाध रूप से जा सकें।

केंद्रीय मंत्रालय ने IMS बनाने के लिए दो शहरों को शॉर्टलिस्ट किया है। एक शहर, जो एक केंद्रीय मंत्री का गृह नगर भी है, में पहचानी गई भूमि RLDA की है। आपसे इस भूमि पर एक अंतिम रिपोर्ट को मंजूरी देने की अपेक्षा की गई है जिसके आधार पर इसे IMS के निर्माण के लिए मंजूरी दी जाएगी।

भूमि का विवरण देखने के बाद, आपको ज्ञात होता है कि इस भूमि में 40,000 से अधिक वृक्षों वाला प्राकृतिक शहरी वन मौजूद है जो शहर के निवासियों को विविध पारिस्थितिक तंत्र सेवाएं प्रदान करता है। परियोजना के लिए इस भूमि को साफ करने के लिए वृक्षों को काटा जाएगा। साथ ही, इस भूमि के विचाराधीन होने की खबर पहले जारी हो चुकी है और शहर में पर्यावरण नागरिक समाज समूह इसका विरोध कर रहे हैं। वे परियोजना को आगे बढ़ाने के लिए वृक्ष काटने के विरोध में न्यायालय जाने की धमकी दे रहे हैं। इसके अलावा, एक पर्यावरण थिंक टैंक द्वारा एक वैकल्पिक साइट प्रस्तावित की गई है, जो परियोजना के सतत विकास के संदर्भ में उपयुक्त हो सकती है।

दूसरी ओर, केंद्रीय मंत्री की ओर से परियोजना के लिए जमीन खाली कराने का दबाव है। रेलवे बोर्ड के एक वरिष्ठ सदस्य ने भी इस मुद्दे पर मंत्री के हित में विचार करने के लिए आपसे संपर्क किया है, अन्यथा यह राजनीतिक कार्यपालिका को परेशान कर सकता है।

(a) दी गई स्थिति में आपके द्वारा सामना की जाने वाले नैतिक दुविधाएं कौन-सी हैं?

(b) दी गई स्थितियों में, आपके पास कौन-से विकल्प उपलब्ध हैं?

(c) आपके द्वारा सूचीबद्ध प्रत्येक विकल्प का समालोचनात्मक मूल्यांकन कीजिए।

(d) आप कौन-सा विकल्प चुनेंगे और क्यों? (250 शब्दों में उत्तर दीजिए)

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The Indian Railways (IR) has approximately 43,000 hectares of vacant land, which is not required for operational purposes in the foreseeable future. Such plots of land are entrusted to the Rail Land Development Authority (RLDA) by the Railway Board for commercial development. As the Vice-Chairman of the RLDA, you are responsible for identifying the potential of these vacant lands and work out the best mode of commercial development.

Meanwhile, the Union government is planning to build India's first intermodal stations. Intermodal Stations (IMS) are terminal infrastructure, which integrate various transportation modes such as rail, road, mass rapid transit system, bus rapid transit, inland waterways, auto-rickshaws, taxis and private vehicles so that people can move from one mode to another seamlessly.

The Union Ministry has shortlisted two cities to build IMS. The land identified in one city, which also happens to be the home town of a Union Minister belongs to the RLDA. You are supposed to clear a final report on this land based on which it will be cleared for building IMS.

After going through the land details, you discover that the land contains natural urban forest with more than 40,000 trees that provide diverse ecosystem services to the residents of the cities. Clearing this land for the project will lead to cutting of these trees. Also, the news of this land being under consideration is already out and the environmental civil society groups in the city are protesting against it. They are threatening to go to the court if the trees are cut to proceed with the project. Further, an alternative site has been proposed by an environmental think tank, which could be suitable in terms of sustainable development of the project. On the other hand, there is pressure from the Union Minister to clear the land for the project. A senior member from the Railway Board has also approached you to look into the issue favourably else it might upset the political executive.

- What are the ethical dilemmas faced by you in the given situation?
- Under the given conditions, what are the options available to you?
- Critically evaluate each of the options listed by you.
- What option would you adopt and why? (Answer in 250 words)

20

Gray's divine Talisman teaches us to take a decision which will benefit the weakest one. This case presents a situation where environmental ethics, development for people and political pressure needs to be managed.

① Ethical dilemmas faced by me

① Environmental conservation over development. (Art 21 and 48A of Constitution and Art 38 - welfare)

② Political pressure on following right action from bio-economic standpoint.

③ Listening to civil society or taking an

objective call on situation

- (4) keeping seniors happy and being obedient
over being accountable to people,
ecology and Constitution
- (5) following Conscience or succumbing to
pressure

(B) Options available to me in this situation

- (1) Following instructions by union ministers
and clearing project, also listening to
- (2) Railway board member
- (2) Resisting Trms terminal in that town
and looking for alternatives
- (3) Persuading civil society to give up on
agitation and allowing project.
- (4) Asking for written instructions from minis-
ter and board member.
- (5) Approaching media and highlighting issue
- (6) Approaching seniors for guidance
- (7) Given filing complaint with the vigilance Dept

⑥ Implementing forest with sustainable solutions

⑦ Critical evaluation of all options

Option 1

→ Pros → keeping superiors happy
→ less backlash

→ Cons: Not following conscience, environmental
ethic and social morality

Option 2 → Pros → saving environment, keeping
civil society happy

→ Cons → backlash from minister &
railway board

Option 3 → Pros → smooth implementation of
project

→ Cons → Against environmentalism and
social justice

Option 4 → Pros → may get legal authority
to implement

→ Cons → does not solve problem

Option 5 → Pros → sensitizing society and
bringing attention

→ Cons → Against civil service employees

Option 6 → Pros → may get valid guidance

→ (Cons) → may face backlash

option 7 → (Pros) → may affect politician

→ (Cons) → I may face retribution

option 8 → (Pro) → A middle path, keeping all
sections satisfied

→ (Cons) → may need funds, create delays

④

Options to be adopted by me

① I will adopt option 8 and if it is not
feasible, then option 2

② Reason: owing to my accountability towards
Constitutional ideals of probity, Civil service
ethics and environmental ethics.

③ Course of action: I will find alternative
ways of implementing project by utilizing
GAMPA funds, Nagarvan scheme to make
up and compensate for deforestation.

④ I will also involve all sections in a
Constructive dialogue

A deliberative, analytical and pragmatic approach
will help me navigate through this situation.

9. आप भारत की एक प्रतिष्ठित तकनीकी कंपनी, जिसके कई हाई प्रोफाइल वाले राष्ट्रीय और अंतर्राष्ट्रीय ग्राहक हैं, के मानव संसाधन (HR) विभाग के प्रमुख हैं। हाल ही में आपके संज्ञान में आया कि सॉफ्टवेयर डेवलपमेंट टीम के कुछ कर्मचारी पिछले कुछ महीनों में अपने काम के प्रति अनियमित और निष्ठाहीन हो गए हैं।

अतीत में, यह टीम परियोजनाओं को समय पर पूरा करने में अत्यधिक सहायक रही है, जिसके परिणामस्वरूप कंपनी ने अत्यधिक राजस्व और मुनाफा अर्जित किया है। जब आप इस मुद्दे के बारे में विस्तार से पूछताछ करते हैं, तो आपको ज्ञात होता है कि संबंधित टीम के वरिष्ठ नेतृत्व-कर्ताओं सहित अनेक कर्मचारी अन्य नौकरियां भी कर रहे हैं। इस घटना को लोकप्रिय रूप से 'मूनलाइटिंग' के नाम से जाना जाता है। जब आप कर्मचारियों से पूछते हैं, जिनमें से अधिकांश उच्च प्रदर्शन करने वाले रहे हैं, तो उनका तर्क होता है कि कई नौकरी करने से वे अपने काम में अधिक कुशल और साधन संपन्न बन जाते हैं।

इसके अलावा, उनका तर्क यह है कि वे कंपनी के सामान्य कामकाजी घंटों से परे अपनी नौकरियां कर रहे हैं। उनमें से कुछ बताते हैं कि वे वित्तीय बाधाओं का सामना कर रहे हैं और यही उनके लिए दूसरी नौकरी करने का एक कारण है। अन्य कर्मचारियों का मत है कि यह उन्हें नई चीजें सीखने का अवसर प्रदान करता है, जो उनकी वर्तमान भूमिकाओं में मददगार है।

इस प्रकार, फ्रीलांसिंग का एक पूरा नेटवर्क गुप्त रूप से फल-फूल रहा है। आपको यह भी पता चलता है कि टेस्टिंग टीम जैसे कुछ अन्य विभागों के कर्मचारी सॉफ्टवेयर डेवलपमेंट टीम से ईर्ष्या करते हैं और गुप्त रूप से वे भी इसी तरह का मार्ग अपनाने के विषय में सोच रहे हैं।

कोई विशेष दिशा-निर्देश न होने के कारण इन कर्मचारियों को खुली छूट मिली हुई है। इसने संगठन की उत्पादकता और कार्य संस्कृति से संबंधित अनेक मुद्दों को जन्म दिया है और यदि इसे जारी रखने की अनुमति दी गई तो यह अन्य कर्मचारियों के लिए एक गलत उदाहरण पेश कर सकता है। दूसरी ओर, इतनी बड़ी संख्या में उच्च प्रदर्शन करने वाले कर्मचारियों को एक साथ नौकरी से निकालने से कंपनी से नौकरी छोड़ने वालों की दर में वृद्धि होगी और प्रतिभा की हानि होगी। मानव संसाधन विभाग में आपके सहकर्मियों के विचार भी इस मुद्दे पर अलग-अलग हैं। आपको वरिष्ठ प्रबंधन द्वारा स्थिति का मूल्यांकन करने और उचित कदम उठाने का कार्य सौंपा गया है।

इस संदर्भ में:

- मून लाइटिंग से जुड़े नैतिक मुद्दों को रेखांकित कीजिए।
- कंपनी के HR प्रमुख के रूप में, आपके समक्ष कौन-से विकल्प उपलब्ध हैं?
- इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए और कारण बताते हुए आपके द्वारा अपनाए जाने वाले विकल्प का चयन कीजिए। (250 शब्दों में उत्तर दीजिए)

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You are the head of the Human Resources (HR) department of a reputed tech company in India that has several high profile national and international clients. It has recently come to your notice that a few employees of the Software Development Team have become irregular and insincere towards their work in the past few months.

In the past, this team has been instrumental in timely executing projects, resulting in massive revenue and profits for the company. When you enquire about the issue in detail, you find that many employees including the senior leaders of the concerned team are juggling between multiple jobs. This phenomenon is popularly known as 'moonlighting'. When you ask the employees, most of whom have been high performers, their argument is that doing multiple jobs makes them more skillful and resourceful in their work.

Further, their justification is that they have been doing their gigs beyond the usual working hours of the company. Some of them communicate that they face financial constraints and this is a reason for them to pursue the second gig. Others are of the view that it provides them avenues to learn new things, which is of help in their current roles.

Thus, a whole network of freelancing has been flourishing secretly. You also get to know that employees in some other departments, like the Testing team are envious of the Software Development team and secretly express their wish to pursue a similar path.

Owing to no specific guidelines, these employees have got a free hand. It has led to multiple issues of productivity and the work culture of the organization and could set a wrong precedent for the other employees, if allowed to continue. On the other hand, firing such a huge number of high performing employees at once is going to add to the attrition rate of the company and loss of talent. The views amongst your colleagues in the HR department is also divided on the issue. You have been entrusted by the senior management to evaluate the situation and take appropriate steps.

In this context:

- Highlight the ethical issues associated with moonlighting.
- As the HR head of the company, what are the options available to you?
- Evaluate each of these options and choose the option, which you would adopt, giving reasons. (Answer in 250 words)

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Individual liberty states that they should be given opportunity to develop their personality to fullest. This case presents a situation in which individual liberty is conflicting with organizational performance.

(A) Ethical issues associated with moonlighting

① Individual liberty over organizational

efficiency
② Discipline and productivity at work is

affected
③ Threat to HR and data privacy of
Company

- ④ Impact on work-life balance of employees
 - ⑤ letting employees learn new or skills
 ⑤ making them do own work
 - ⑥ trying to regulate employee life
 outside work hours
 - ⑦ Deteriorating dedication of employees.
 - ⑧ Financial constraints of employees and
 ability of moonlighting to do so.
 - ⑨ Trying to control time and behavior
 of employee, however productivity at
 regular work is impacted.
- ⑩ options available to me as HR head
- ① Ignoring the issue
 - ② taking serious action against moonlighting
 employees - firing, payments etc.
 - ③ summoning employees not to do it in
 a friendly manner
 - ④ formulating policy regarding moonlighting
 (also tackle issue created by testing depart-
 ment)

- 5 Officially banning moonlighting
- 6 Raising salary or perks of employees, to take care of financial constraints.
- C Evaluation of options

Option 1 → Pros → Easiest to do

Cons → issue would prevail, company's productivity will suffer
→ testing team will also demand leeway

Option 2 → Pros → may curb issue

Cons → However will result in attrition
→ company productivity will go down

Option 3 → Pros → friendly way of dealing with issue

Cons → Against individual liberty
→ problem may not be eradicated

Option 4 → Pros → tackling issue by setting performance standards

Cons → Employee may still be distracted

Option 5 → Pros → Making employees focus on work

Cons → Against individual liberty

Option 6 → (Pros) → motivating employees to work efficiently
 (Cons) → extra cost -

Option I will adopt

① I will adopt option 4 ⇒ formulating a policy for moonlighting

② Reason ⇒ to balance organizational performance, accountability + Individual liberty and compensation towards their aspirations

→ This will also solve issue for demands by testing team.
 → I will also set stringent

performance standards during office hours and data privacy standards

③ I will consult all stakeholders before drafting policy and will also take a look at Policy by a Startup swiggy while drafting

Thus I will try to balance Commerce and individual dignity together.

10. आप एक विकसित देश में स्थित एक बेहद सफल बहुराष्ट्रीय वस्त्र निगम के CEO हैं। आपका ब्रांड एक प्रसिद्ध ब्रांड है और आपके उत्पाद दुनिया भर में बेचे जाते हैं। उत्पादन लागत को प्रबंधित करने और एक प्रतिस्पर्धी मूल्य बनाए रखने के प्रयास में, आपकी कंपनी अपने विनिर्माण कार्यों को एक विकासशील देश से आउटसोर्स करती है, जहां श्रम सस्ता है।

हालांकि, हाल ही में एक गंभीर स्थिति सामने आई है। एक अन्वेषी पत्रकार ने, किसी गुमनाम सूचना के आधार पर खुलासा किया है कि जिन कंपनियों से आपने अपने उत्पादन का एक महत्वपूर्ण हिस्सा आउटसोर्स किया है, उनमें से एक संकटपूर्ण परिस्थितियों में अपनी इकाई का संचालन कर रही है। यह इकाई, जिसमें नाबालिगों सहित बड़ी संख्या में लोग कार्यरत हैं, किसी "स्वेटशॉप" से कम नहीं है, जहां कर्मचारी खतरनाक परिवेश में बेहद कम वेतन पर अधिक घंटों तक कार्य करते हैं। इस रिपोर्ट की अंतर्राष्ट्रीय स्तर पर अत्यधिक निंदा हुई है, इसके कारण संभावित रूप से उपभोक्ता द्वारा बहिष्कार को बढ़ावा मिला है और आपकी कंपनी की कड़ी मेहनत से अर्जित प्रतिष्ठा खतरे में पड़ गई है।

इस पर्याप्त चिंताजनक मुद्दे के साथ-साथ एक और गंभीर मुद्दा भी सामने आ गया है। आपकी अनुपालन टीम द्वारा की गई गहन जांच से यह पता चला है कि उपर्युक्त आउटसोर्स इकाई के आपूर्तिकर्ताओं में से एक वनों की अवैध कटाई की गतिविधियों में संलग्न रहा है। यह आपूर्तिकर्ता, देश के प्राकृतिक संसाधनों का अतार्किक रूप से दोहन कर रहा है, जिससे स्थानीय पारिस्थितिकी तंत्र को अत्यधिक हानि हो रही है और जलवायु परिवर्तन में वृद्धि हो रही है। इन निष्कर्षों ने आपकी कंपनी के समक्ष उपस्थित प्रतिष्ठा के संकट को और बढ़ा दिया है, जिससे नैतिक परिदृश्य अधिक जटिल हो गया है।

आप स्वयं को एक चुनौतीपूर्ण स्थिति में तथा नैतिक, वित्तीय और पर्यावरणीय दुविधाओं की तिकड़ी में फंसे हुए पाते हैं। यदि आप कारखाने को बंद करने या बेहतर श्रम मानकों को लागू करने का निर्णय लेते हैं, तो उत्पादन लागत में होने वाली वृद्धि आपकी बाजार प्रतिस्पर्धात्मकता को प्रतिकूल रूप से प्रभावित कर सकती है और आपके लाभ को कम कर सकती है। इसके विपरीत, यदि आप वर्तमान स्थिति को जारी रखते हैं, तो आप अंतर्राष्ट्रीय श्रम कानूनों, मानवाधिकार मानदंडों और पर्यावरण संबंधी नियमों का उल्लंघन करने का जोखिम उठाते हैं, जिससे संभावित रूप से आपकी कंपनी की प्रतिष्ठा को अपरिवर्तनीय क्षति हो सकती है।

(a) इस संदर्भ में, आपको किन नैतिक दुविधाओं का सामना करना पड़ रहा है?

(b) आपके समक्ष उपलब्ध विकल्पों के गुणों और दोषों पर चर्चा कीजिए। आप इनमें से किस विकल्प का चयन करेंगे और क्यों?

(c) लाभप्रदता और नैतिक श्रम प्रथाओं को संतुलित करने के लिए बहुराष्ट्रीय निगमों के पास कौन-से नैतिक विकल्प उपलब्ध हैं? (250 शब्दों में उत्तर दीजिए) 20

You are the CEO of a highly successful multinational clothing corporation based in a developed country. Your brand is a household name and your products are sold worldwide. In an attempt to manage production costs and maintain competitive pricing, your company outsources its manufacturing operations to a developing nation where labour is inexpensive.

However, a grave situation has recently unfolded. An investigative journalist, following up on an anonymous tip, has revealed that one of the companies to which you have outsourced an important part of your production is operating its facility under appalling conditions. The facility, which employs a large number of people, including minors, is nothing short of a "sweatshop," where employees work long hours for abysmally low wages in a hazardous environment. The report has led to

widespread international condemnation, inciting potential consumer boycotts, and putting your company's hard-earned reputation in jeopardy.

If this was not alarming enough, another serious issue has surfaced. A thorough investigation by your compliance team has uncovered that one of the suppliers to the aforementioned outsourced facility has been engaging in illegal deforestation activities. The supplier has been ruthlessly exploiting the country's natural resources, causing significant harm to the local ecosystem and contributing to climate change. These findings have escalated the reputational crisis facing your company, further complicating the ethical landscape.

You find yourself in a challenging position, caught in a triad of ethical, financial, and environmental predicaments. If you decide to shut down the factory or enforce better labour standards, the ensuing rise in production costs could affect your market competitiveness and dent your profit. Conversely, if you choose to continue with the current setup, you risk contravening international labour laws, human rights norms, and environmental regulations, potentially inflicting irreversible damage to your company's reputation.

- What are the ethical dilemmas being faced by you in this context?
- Discuss the merits and demerits of the options available to you. Which of these will you choose and why?
- What are the ethical alternatives available to the multinational corporations to balance profitability and ethical labour practices? (Answer in 250 words) 20

Commerce without morality is a Gandhian
sin. In this case on the one hand
there is commerce and profitability, while
on other hand ethical and environmental
values are being challenged.

- Ⓐ Ethical dilemmas being faced by me : CEO
- following profitability or human dignity and environmental ethics
 - following sustainability or production at cost of environment. degradation
 - Paying minimum wages and better

- facilities vs maximizing profits
- ④ continuing with status quo or waiting to save company's reputation
 - ⑤ managing consumer sentiments
 - ⑥ following international environmental and labour laws
 - ⑦ providing education to children than exploiting them for profits.

⑧ options available to me merits & demerits

option	merits	Demerits
① shutting down the supplier	<ul style="list-style-type: none"> → In line with <u>human dignity</u> → <u>environmental ethics</u> → good for company <u>image</u> 	<ul style="list-style-type: none"> → may create <u>supply chain disruption</u> → Also many will <u>lose jobs</u> → Company <u>profits</u> will go down
② continuing with supplier <u>status quo</u>	<ul style="list-style-type: none"> → Better for <u>profitability</u> of company 	<ul style="list-style-type: none"> → Against <u>environmental ethics</u> and <u>human dignity</u> → <u>global backlash</u>
③ Asking supplier to reform practices	<ul style="list-style-type: none"> → To manage <u>environment</u>, <u>minor concerns</u> at once → will lead to 	<ul style="list-style-type: none"> → supplier may ask for <u>justice</u> → may <u>take time</u> → <u>my company</u>

	merits	demerits
③	long term solution	will have to pay extra price.
④ <u>Finding new supplier</u>	→ will get rid of all problems at once	→ may take time → supply chain disruption → Impact on sales and profits
⑤ <u>Innovation in production</u>	→ provides a long term solution in a sustainable manner	→ may need cost
⑥ <u>Press release</u>	→ to apprise stakeholders regarding situation → quell fears	→ may not solve real problem
⑦ <u>doing CSR as penance</u>	→ can help minors take education etc	→ only a supplementary measure → Need other steps also.

Options I will choose

① I will choose option ③, ⑥ and ⑦

② Reason → Human dignity and environmental ethics are imperative and also moral values

→ This will also save my company's reputation

(C) Alternatives available to MNCs

(1) Balancing profitability

→ diversifying suppliers in many geographies

→ due diligence of suppliers, to check ethical conduct

→ Also focusing on circular economy (reuse, recycle) to bring down cost of raw material

→ Supply chain digitization and technological reforms in production

(2) Following ethical labour practices

→ Following the conventions and national laws

→ use of automation, skilling of labour to boost productivity

Therefore, as a CEO I will follow Kant's concept of human dignity as a categorical imperative and will also strive to save environment, while maintaining profitability

11. गिग अर्थव्यवस्था के उदय से नई पीढ़ी के कर्मचारियों को बहुत लाभ होता है, क्योंकि यह उन्हें कार्य के नए अवसर और आय के अनेक स्रोत प्रदान करती है। यह नए छात्रों में अधिक प्रचलित है जो छोटे कस्बों और शहरों से आते हैं तथा स्थायी नौकरी मिलने तक गुजारा करने के लिए छोटे-मोटे काम करते हैं। संगठन भी अपने कर्मचारियों को किसी विशिष्ट कौशल सेट के लिए प्रशिक्षित करने के स्थान पर अस्थायी पेशेवरों को चुन रहे हैं। नीति आयोग का अनुमान है कि भारत में 7.7 मिलियन गिग श्रमिक हैं, 2029-30 तक इनकी संख्या बढ़कर 23.5 मिलियन हो सकती है। एक डिलीवरी कंपनी में गिग श्रमिक होने के नाते, राहुल ऑर्डर की संख्या के आधार पर प्रति माह लगभग 30,000 से 40,000 रुपये कमाता है। साथ ही, यह कार्य उसे अपने अनुसार कार्य के दिनों एवं घंटों का चयन करने की सुविधा देता है। हालांकि, उसे दिन में अधिक घंटों तक कार्य करने, नौकरी की सुरक्षा का अभाव, गिग एवं मुख्यधारा की नौकरियों की उपलब्धता में कमी, नियोक्ताओं द्वारा अमानवीय व्यवहार और कानूनी सुरक्षा या अधिकारों की कमी के कारण अभूतपूर्व संघर्ष का सामना करना पड़ता है। लेकिन, वह यह कार्य करने के लिए विवश है, क्योंकि वह 4 सदस्यों वाले अपने परिवार का एकमात्र आय अर्जक सदस्य है। उसके लिए अपनी पहचान का अनुभव करना कठिन हो गया है, क्योंकि प्रायः लोगों के द्वारा पूछे जाने वाले प्रश्न - 'आजीविका के लिए आप क्या करते हैं?' - का उत्तर देना बहुत मुश्किल होता है। उसके लिए ऋण लेने और कुछ गिरवी रखकर धन उधार लेने जैसी वित्तीय सहायता प्राप्त करना बहुत मुश्किल है, क्योंकि उसके पास दिखाने के लिए कोई स्थिर आय नहीं है और न ही उसके नाम पर कोई व्यवसाय है, बस एक कौशल है जिसका उपयोग समय-समय पर कुछ नियोक्ताओं द्वारा किया जा रहा है। स्वास्थ्य बीमा प्राप्त करना एक अन्य समस्या है क्योंकि कोई भी बीमा कंपनी उसकी नौकरी की प्रकृति के कारण उसे यह लाभ नहीं देती है। संक्षेप में, राहुल और उसके परिवार के पास 'श्रमिक वर्ग' के लिए आरक्षित न्यूनतम सुविधाओं के लिए भी समाज में कोई पहचान नहीं है। उद्यम पूंजीपतियों ने गिग श्रमिकों के साथ दुर्व्यवहार को और भी बढ़ा दिया है, जो अपना धन उन संगठनों में लगाना पसंद करते हैं जो कर्मचारी के प्रति दायित्व से रहित हैं और जिनके पास पूर्णकालिक कार्यबल के प्रबंधन के लिए ओवरहेड व्यय उपलब्ध नहीं हैं, जिससे नियमित नियोक्ताओं के लिए प्रतिस्पर्धा करना कठिन हो गया है।

(a) इस प्रकरण में शामिल नैतिक मुद्दों पर चर्चा कीजिए।

(b) राहुल जैसे गिग श्रमिकों के सामने आने वाली समस्याओं को हल करने के लिए कौन-से उपाय अपनाए जा सकते हैं? (250 शब्दों में उत्तर दीजिए)

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The rise of the gig economy greatly benefits the new generation of employees, as it provides them with new job opportunities and multiple sources of income. It is a common trend for fresh graduates who move out of smaller towns and cities and take up gig works to make ends meet till they land a permanent job. Organizations are also opting for temporary professionals over training their own employees for a specific skill set. The NITI Aayog estimates that India has 7.7 million gig workers, which it expects will swell to 23.5 million by 2029-30. Being a gig worker in a delivery company, Rahul earns around Rs. 30,000 to Rs. 40,000 per month depending upon the number of orders received. Also, the work gives him flexibility in scheduling and structuring his days. However, he faces unprecedented struggles due to long working hours, lack of job security, lack of availability of gigs and mainstream jobs, inhuman treatment by the employers and lack of legal protection or rights. But, he is compelled to work, as he is the sole earning member of his family of 4 members. Finding a sense of identity has become difficult as the frequently asked question 'what do you do for a living?' remains to be one of the toughest to answer. It is very difficult for him to get financial assistance, such as

loans and mortgages as he has no stable income to show nor any business to his name, just a skill which is being used every now and then by some employer. Getting health insurance is yet another pain with no insurance companies extending benefits to him due to the nature of his job. In short, Rahul and his family have almost no recognition in the society even for bare minimum amenities, which are reserved for the 'working class'. The abuse of the gig workers is further aggravated by the venture capitalists who would rather pour their money into organizations which are devoid of the employee liability and do not have the overhead expenses of managing a full-time workforce, making it difficult for the regular employers to compete.

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

(b) What can be done to resolve the problems faced by gig workers like Rahul?
(Answer in 250 words) 20

The recent strike by gig workers of an online grocery delivery player showed the plight of gig workers and the poor working and social security conditions. In this light it is imperative to analyse the issue from Gandhian perspective of satyagrah keeping gig workers at centre.

(A) Ethical issues in the case

- ① Delivery companies following profitability over job creation.
- ② Lack of job security, social security for gig workers as Rahul.
- ③ Financial constraints of Rahul making

him forgo advantage of his skill.

- ④ Lack of social identity for gig workers
- ⑤ Lack of accountability by State and companies towards gig workers
→ no available law or policy for gig workers
- ⑥ Lack of safe working conditions and working hours
→ not mentioned in Code on wages and Code on security and working conditions of labour codes
- ⑦ Lack of access to medical facilities and insurance as
→ Corporate health benefit
→ ESIC benefits
→ benefits under Ayushman Bharat Scheme
- ⑧ Investors driven by cost-cutting model ⇒ further discourages startups to hire gig and not permanent-workers

- ⑨ Instability in market, recession directly impacts job security and earning of gig ⇒ during covid many lost jobs.
- ⑩ Lack of compassion towards their right by all stakeholders
- Company → Customers
 - Investor → Civil Society
 - State → Labour Bureau

Steps to resolve problem of gig workers like Rahul

- ① Amending Labour Codes
- ④ To include social security, Code on wages, Industrial relations (unions), Health & safety for gig workers also
- ② Skilling them
- ④ Urban Company and NSDC doing so
- ⑤ This will equip them for earning more and also being ready for better jobs in future
- ③ Code for Startups
- ④ Suggesting number of gigs and permanent employees

To be hired

- ⑤ ES Survey 2019 also suggested that firms should be allowed to grow and not be dwayed
- ④ Tax cuts ① If more gig workers are employed ② via PMEGD
- ⑤ Health insurance ① Gig can be covered under ESIC after nominal payment
- ⑥ Credit ① gig can be given status of employment to facilitate credit availability
- ⑦ Behavioral changes ① Running a campaign to portray gig as employees of companies and not just delivery boys ② bring attitudinal change
- Gig work employment represents an emerging trend. Hence our corporate and legal realm should also evolve to accommodate this emerging issue.

12. हाल ही में, घोषित सिविल सेवा परीक्षा परिणाम में लगातार दूसरे वर्ष महिला उम्मीदवार ने शीर्ष रैंक हासिल की है। समग्र रूप से, कुल 933 सफल उम्मीदवारों में से 320 महिलाएं हैं। यह किसी भी वर्ष चयनित महिला अभ्यर्थियों का सर्वाधिक प्रतिशत है। लेकिन यह संख्या, जनसंख्या में महिलाओं के अनुपात से काफी कम है। नौकरशाही पदानुक्रम में भी, पुरुषों की तुलना में महिलाएं शायद ही कभी शीर्ष पदों पर होती हैं।

चिकित्सा क्षेत्र में, भारत में पुरुषों की तुलना में औसतन अधिक महिलाएं मेडिकल कॉलेजों में प्रवेश लेती हैं। लेकिन स्नातकोत्तर और डॉक्टोरल स्तर पर, महिला डॉक्टरों का प्रतिशत पुरुष डॉक्टरों का लगभग एक तिहाई है। यह भी देखा गया है कि अकादमिक और प्रशासन में अग्रणी पदों पर अभी भी मुख्य रूप से पुरुषों का कब्जा है।

इसके अतिरिक्त, राजनीति के क्षेत्र में नेतृत्व वाले पदों पर महिलाओं का प्रतिनिधित्व अपेक्षाकृत कम है। लोक सभा में महिलाओं को केवल 14% सीटें प्राप्त हैं। राज्य विधान-मंडलों में, महिलाओं का प्रतिनिधित्व अलग-अलग है, कुछ राज्यों में अन्य की तुलना में यह प्रतिशत अधिक है। हालांकि, राजनीतिक प्रतिनिधित्व में लैंगिक समानता हासिल करने के लिए अभी भी एक लंबा रास्ता तय करना शेष है।

इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए।

- वे कौन-सी प्रमुख बाधाएं और चुनौतियां हैं जो महिलाओं द्वारा अपने संबंधित क्षेत्रों में नेतृत्वकर्ता की भूमिका प्राप्त करने की उनकी यात्रा में बाधा डालती हैं?
- भारत में सामाजिक और सांस्कृतिक मानदंड महिलाओं के रोजगार को कैसे प्रभावित करते हैं?
- चर्चा कीजिए कि भारत में महिलाओं के लिए रोजगार के अवसरों एवं करियर के विकास में लैंगिक समानता कैसे सुनिश्चित की जाए। (250 शब्दों में उत्तर दीजिए)

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In the recently announced result of the Civil Services Examination, for the second year in a row, a female candidate has secured the top rank. Overall, of the total of 933 successful candidates, 320 are women. This is the highest percentage of women candidates selected in any year. But these numbers are far less than the proportion of women in the population. Even in the bureaucratic hierarchy, women seldom hold top posts as compared to men.

In the medical sector, on an average more women join medical colleges compared to men in India. But at the post-graduation and doctoral levels, the percentage of female doctors is around one-third of the male doctors. It is also observed that positions of leadership in academics and administration are still mostly occupied by men.

Additionally, in the field of politics, the representation of women in leadership positions remains relatively low. In the Lok Sabha, women hold only around 14% of the seats. In the State Legislatures, the representation of women varies, with some states showing higher percentages than others. However, there is still a long way to go to achieve gender parity in political representation.

In this context, answer the following questions.

- What are the key barriers and challenges that hinder the path of women in their journey towards leadership roles in their respective fields?
- How do the social and cultural norms affect women's employment in India?
- Discuss how gender parity in employment opportunities and career growth be ensured for women in India. (Answer in 250 words)

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'To consider women a weaker sex is a
libel and gross injustice to women'
— Gandhiji

This case presents a reality faced by
women in our country, where women
are considered to be an epitome of
Shakti and wisdom. Hence deeper
analysis is needed.

Ⓐ | Key barriers and challenges hindering
women in journey towards leadership
roles in respective fields.

- ① Attitudinal barriers Ⓐ Considering women to be
'second sex' and
inferior one
- ⑤ Patriarchal society, imposing
norms as
→ son meta preference
→ female foeticide
→ Early / child marriage of girls
- ② Compassion lacking Ⓐ Amongst society and men
towards problems faced by
women
- ③ Accountability lacking Ⓐ State, society and Corporate

world do not face any
accountability test for injustice

④ social
barriers

④ letting women be at home,
follow household work, child
rearing etc

⑤ safety

④ women often face domestic violence
stalking etc, limiting their labour
- force participation

⑥ low
skilling

④ mostly confined to manual
and agricultural work (75%
of women in agriculture)

⑦ technological backwardness : in STEM,
AI / ML, Blockchain etc fields.

⑧ social & cultural norms affect employment
of women

① regressive
customs

④ of Prudals, polygamy prevail
in some pockets

⑤ Even ~~in~~ some women are
made to live in huts during
menstrual cycles

② Maternalistic
view

④ women viewed as sex
objects and child bearing

machines, for pleasing men

- ③ Patriarchy → considers men to be superior, and female to be an inferior sex.
- ④ Limited Intermixing ④ Intermixing with society, other males is considered taboo in some pockets
- ⑤ Dharmya ④ marriage is seen as a duty / Dharma of a girl than pursuing education
- ⑥ Hence higher employment and enrolment only till graduation level.
- ⑥ Waste ceiling ④ In government and corporate setup, leadership positions are reserved for men
- ⑤ women face invisible glass ceiling
- ⑦ Gender pay gap ④ women are paid 34% less than men in India (WEF)
- ⑧ unequal norms ④ maternity leave is preferred over paternity, to emphasise importance of men.

③ Ensuring gender parity and career growth

① promoting programs as Beti Bachao
Beti Padhao till post graduation
level + improve own enrolment

→ (eg) Kiran, Vigyan Jyoti programmes
NEP 2020 can be followed in
letter and spirit.

② Incentives can be given to corporates
to ensure diversity in workforce
and boards

⇒ Germany is doing so

③ Financial independence to girl
child since childhood

(eg) Jatheyin Sukanya Samridhi
Yojana since childhood to
fund education

④ Female specific modules of skill
India

These women should be considered as
powerhouse of talent.