

# VISION IAS

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## GENERAL STUDIES (TEST CODE : 2092)

Name of Candidate	Sudipa Dutta		
Medium Hindi/Eng.	English	Registration Number	
Center	Online	Date	

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 &amp; 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:			Is student recommended for One-to-One mentoring?	
Remarks:			Recommended	
			Strongly Recommended	

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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 वातचीत 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 आवादी 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

Socialisation is the primary way through which a child learns and inculcates prevalent social values and norms as per G. H Mead.

Society's formal institutions' role in socialising its population

- 1) Schools → regarded as second home of a kid.

⊙ Eg:- kids make primary friends from their schools.

- 2) Family → "Mother is regarded as first teacher and home as first school."

① Eg :- primary social values of respecting the elders and are inculcated in school.

3) Neighbourhood → transmits the traditions, cultures and rituals of a society & brings conformity.

Society's informal institutions role in socializing its population

1) Religion → inculcates religious values and morals.

① Eg :- Christianity's "Love thy neighbour", Hinduism's "Vandhau kutumbakam".

3) Collective behaviours → tells about the things that is followed by all in the society.

① Eg :- matrilineal system of marriages

Society plays a primary role in transmission of prevalent social values and maintains latency.

1. (b) क्या आपको लगता है कि प्रौद्योगिकी एक मूल्य-केंद्रित आधुनिक समाज की स्थापना में महत्वपूर्ण भूमिका निभा सकती है? समाज के विकास पर 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 is defined as the tools and techniques developed which makes our life easier.

Technology's role in establishing a value centric modern society

- 1) Ethical behaviour can be inculcated → (Eg: -) through VR sets & video games
- 2) Value of harmony → (Eg) → social media can be used to increase harmony among diverse groups
- 3) value of justice → (Eg) → e-courts and SVAS (AI language translator) showing just justice to all.
- 4) value of emotional intelligence → use of new & emerging technologies like AI, drones, machine learning to be used

not only in intelligent way but emotionally sustainable way.

Technology's limitations in circulating  
→ value centric society.

1) Problem of fake news & misinformation on social media → Eg :- Arctic hoax against shell company

2) Commodification of women → through pornography on digital media

3) Degradation of emotional intelligence → (Eg) Robo blue whale game asking children to commit suicide

4) Bioethics hampered → through eutanasia, designer babies that disintegrates moral scientific morality.

Technology should be carefully used and Gandhi's maxim of Science without morality should be kept in mind.

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

Definition of wise man is contested. As Aristotle held, "I know I am intelligent because I know I know nothing."

Therefore, it can be said that a wise man is one who knows nothing and gathers knowledge little by little to ~~form~~ become knowledgeable.

For example, R. Praggnanandha who recently became ~~Asa~~ the youngest chess grandmaster to reach world chess championship's finale, did not become a chess grand master in one day. I remember him gaining popularity from age 15. He gave himself bit by bit, competition by competition to reach where he is today.

## Characteristics of a wise man

- 1) is knowledgeable
- 2) has high emotional intelligence quotient
- 3) has 'me' component as dominant

Lets take another example, Subhash Chandra Bose who got 4th rank in Indian Imperial Civil Services (knowledgeable), since the war mobilised Indian Prisoners of war (has high EQ) to fight for India's independence (has dominant 'me' component). He did not ~~was~~ was not wise in one day, but gathered intelligence, made mistakes, Thereafter, he became our beloved 'Netaji'.

Thus wise men are not born in a day but become so through their experiences and mistakes.

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 refers to the ability to put oneself on other's place and understand their emotional makeup.

Core components of emotional empathy

1) Affective understanding

↳ only when we go beyond compassion and become dedicated to alleviate other's pain we become affective empathetic.

↳ (Eg) - when an elder woman come to get benefits of a scheme but does not have proper documents, we need to affectively understand her position & help her.

### 2) Emotional contagion

↳ understanding emotions of others even when they are not explicitly expressed

↳ (Eg) → The ~~elder~~ women from above example was the elder women's emotional vulnerability needs to be understood.

### 3) Cognitive perspective - taking

↳ our thinking pattern should be in getting rational means to reach rational ends.

↳ (Eg) - From above example, it is rational that the older lady should be helped, rational means can be to do supererogation (go beyond one's duty)

Empathy is amalgamation of all these components of affective, behavioural & cognitive attitude.

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

Dr Sarvepalli Radhakrishnan said, "The goal of education is to create free and rational minds rather learning of mere facts."

### End Product of Education

1) Free & creative man → education involving participation of all three heart, hand and mind in ~~learn~~ apprehending new things.

(Eg):- Gandhiji's 'Neel Darshan'

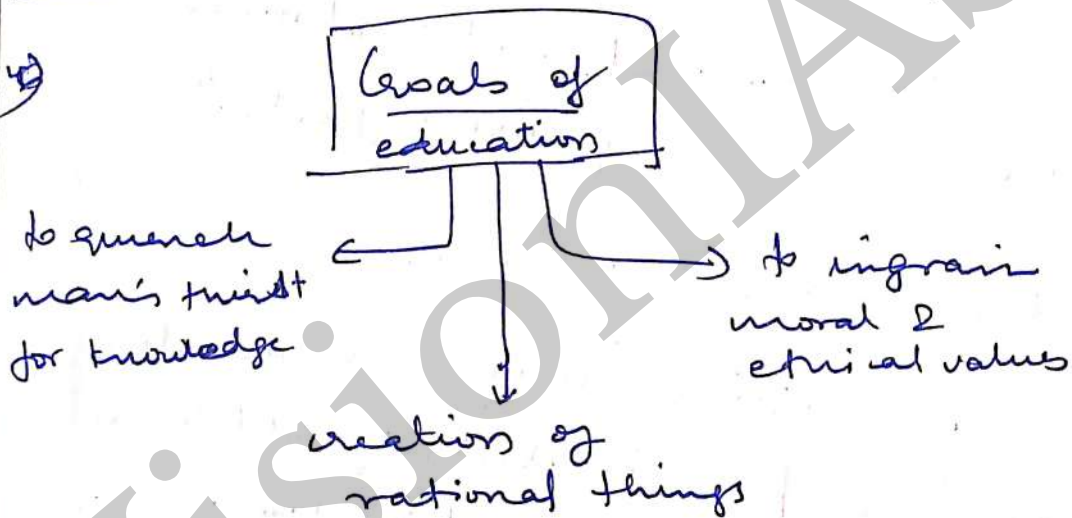
2) Man battling historical circumstances → educated man person learns from history so that he can better predict future. (Eg):- India's <sup>India's</sup> ~~our~~ learning from restrictive trade

and subsequent balance of payment crisis leading upto 1991 reforms.

3) Man battling adversities of nature → natural forces can best be bested by rational means.

(Eg) → samudhaya mission of Indira to study oceanic depths

4)



As Albert Einstein held that "the goal of education should not be mere learning of facts but training of minds how to think."

End-product of education should be fulfilment of creative needs of men.

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 not for the weak. It takes strength to overcome powerful feelings." — Desmond Tutu

Forgiveness refers to letting go of hateful and vengeance feelings and acts of vengeance ~~passions~~ against someone who have hurt you or treated you badly.

Forgiveness not an occasional act

- 1) We can choose to forgive someone entirely, or hate someone entirely, there is no in between.
- 2) (Eg) → Gandhi's non-violence / ahimsa required forgiveness first for the adversary.
- 3) Forgiveness has to come from within and it has to be permanent.

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4) We cannot hate occasionally and forgive occasionally.

5) (Eg:-) Forgiving Taliban US forgiving Taliban and subsequent withdrawal from Afghanistan, then again, sanctioning Taliban is a sign of weakness.

Forgiveness as permanent attitude

1) To bring internal peace and be emotionally capable we must forgive in entirety.

2) (Eg) → India forgiving secessionist trends of Hyderabad after its inclusion in Indian state in 1948.

3) Ethics in behaviour has to be on top of forgiving attitude

"Darkness cannot drive out darkness, only <sup>light</sup> ~~love~~ can do that"

→ Dalai Lama.

Driving out darkness must be permanent to enjoy <sup>light</sup> permanently.

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

Greatest leader is the one who takes everyone together together and emphasizes on well-being of all that follow him/her.

Greatest leader not doing greatest things

1) ~~example~~ (Eg) → Gandhi's technique of non-violence and satyagrah was not extraordinary. They were simple things done in simple way.

2) greatest things are those that are beyond comprehension and are unimaginable.

3) sign of greatest leader is

- ⊙ empathy
- ⊙ compassion
- ⊙ social skills
- ⊙ honesty and
- ⊙ moral integrity

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Greatest leader getting people do greatest things.

1) a ~~less~~ great leader ~~can~~ <sup>can</sup> also turn a pack of sheep ~~as~~ <sup>as</sup> major into pack of lions.

2) (Eg) → Gandhi ji's "satyagrah" was effective because it was undertaken by common man.

3) (Eg) → Prashant Malik, IAS, and his Project Sulaimani was successful due to heavy people's participation.

Therefore, greatest leader are great due to their greater ability to turn lesser people into greater & collection of individuals.

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 (EI) is the ability or capacity of being emotionally sound and to understand our own's ~~and~~ as well as other's emotional vulnerability and strength.

Components of EI (as per Salovey)

- 1) Self-awareness
- 2) Self-restraint
- 3) Empathy
- 4) Social skills.

Signs that show an individual ranks lower on the spectrum of EI.

- 1) he/she is arrogant
- 2) he/she is not accommodating of other people's views and concerns.

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3) he/she is revengeful  
(Eg) → Lukashenko's action against his political adversaries

Technology declining EI of people

1) Issue of applied ethics in bio technology → (Eg) → attempts to make 'superhumans' through nano-technology.

2) Rising intolerance among younger people → due to hate crimes propagated in social media platforms.

3) declining self self-restraint among younger people with declining social skills.

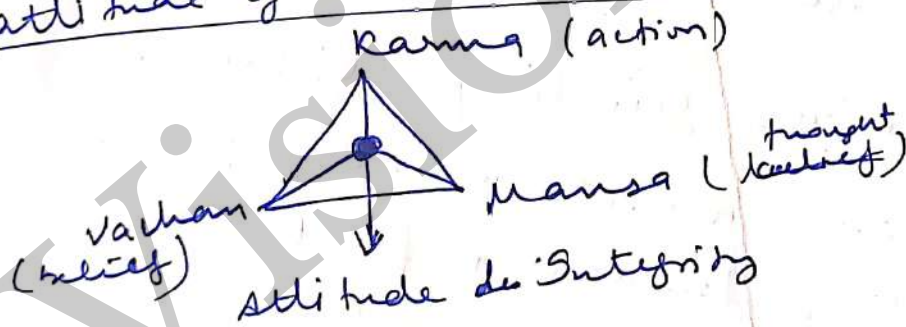
Emotional Intelligence should go hand in hand with technological advancement to make people more compassionate and tolerant.

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

Attitude is defined as a learned and enduring predisposition to act favourable or unfavourable towards something.

Action as catalyst for shifts in attitude of an individual



1) Action is through which our attitude is manifested.

2) (eg) → Attitude of excitement towards a particular thing, will lead to favourable action towards it.

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3) Action of vengeance towards something, leading to a negative attitude towards it.

(Eg) → Hitler's superior attitude was due to his actions of partiality towards Jews.

4) Action driving individual behaviour.

(Eg) → Repeated actions become behaviour.

5) Behaviour guiding attitude.

(Eg) → one muscle memory guides one action towards a particular someone which is guided by one's behaviour.

Therefore, attitude is changeable and it changes through our thoughts, behaviour and actions.

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

Business ethics is the application of ethical standards to the business component of society and economy.

A major component of business ethics is corporate governance.

Ethical Issues faced by businesses in contemporary times

1) Favouritism, nepotism and erosion of community participation

(eg) → largest shareholder appointed appointing his son as CEO.

2) Gender discrimination and sexual harassment.

3) Cession of environmental study

(Eg) → high env. environmental footprint of business

4) Corruption, see lobbying and monopoly.

Thomson's teachings and business ethics

① Conscious and spirit centred business management.

(Eg) → through equal treatment to all employees.

② Moral values should govern the conduct of business leaders.

(Eg) → Sudha and Marayan Murthy as examples of moral people.

③ Eternal values of honesty, probity and welfare of others as core component of business ethics

Business ethics is all the more important in today's world and should be based on Gandhiji's Sarvodaya.

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

Laws are set of rules, regulations and guidelines for that guide individual behaviour in society.

"Laws are not needed when citizens are abiding." → Aristotle.

Limitations and dysfunctions of law

1) Not proportional → does not apply proportionally to all individuals.

(Eg) → decriminalising of business laws

2) Superficial implementation of existing laws

(Eg) → IPL section 498 A used as "dowry terrorism" → held by ~~Delhi~~ Delhi HC.

3) Rationality of a law is not disputed with citizens

(Eg) → the act of internet shutdown without proper public consultation.

4) Ambiguous laws

(Eg) → what to do when road is jammed, when ambulance is waiting?

5) are restraining not liberating

(Eg) → laws against commercial surrogacy hampering right to reproduction.

In order to achieve its purpose, laws need to be encouraging mix of all and should be free mix of ethical egoism and ethical altruism.

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

Ethics of utilization of public money stems from Doctrine of Prudent Appropriateness that envisages proper usage to ensure economy, ethics and equity.

Ethical issues involved in the spending of public money.

1) Fraud → usage of one's position to misappropriate public money.  
(eg) → Chanda Kochhar (CEO of IFCI bank) sanctioning loan to his husband's owned entities.

2) Scams → (eg) → 2G Scam, Coal mine Scams

3) Misutilization → public money does not reach intended beneficiaries.

(eg) → Rajiv Gandhi said for every

money spent only 17 paise reaches the poor.

Measures to address these issues

- 1) Proper auditing of accounts  $\Rightarrow$  with CAs appointed approved auditors.
- 2) ~~Maintain ~~segregation of~~~~ Distributions of charge of money handling  $\rightarrow$  so that no one person becomes in charge.
- 3) Proper vigilance  $\rightarrow$  by establishing vigilance unit in each department.
- 4) Appropriation of funds  $\rightarrow$  by involving all senior management with representative from lower managements.

Utilization of public money should be based on the principle of accountability with the following in behaviour in using public money.

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

Code of Ethic is a aspirational document highlighting the principles, ethical values and beliefs followed in a particular organization.

Need for a separate code of Ethics for civil servants

1) Issue of red-tapism and complex rigidities → where the rules become more important than sense itself → Merton

2) Issue of Arrogant behaviour of civil servants → who are attached more to their position than to their duty.

3) Erosion of civil services values

4) Problem of misutilization of public funds.

5) Lack of regulatory and monitoring mechanism.

Values that should be part of Code of Ethics

1) Anonymity → to stay away from public gaze

2) Res Efficiency →  $\text{E} \rightarrow \text{E}$  → reacting to unpredictable circumstances like COVID-19.

3) Integrity → to uphold right means even when no one is looking

4) Empathy → see pain of others and do something to reduce it.

5) Probity → in governance.

2nd AKL has highly recommended drafting a code of Ethics for civil servants of India.

## खंड-B/SECTION B

निम्नलिखित प्रश्नों में, प्रस्तुत प्रकरणों का ध्यानपूर्वक अध्ययन कीजिए तत्पश्चात् 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)

India ranks 3rd in global pharmaceutical production by volume <sup>20</sup>

Stakeholder

- Pharmaceutical firms
- Patients of rare disease
- Society at large
- Government.

Ethical dilemmas

- 1) profits vs social ethics
- 2) arbitrary pricing vs trusteeship
- 3) ~~for~~ business ethics vs public interest.

g) Issues involved in the above situation

1) Issue of pharmaceutical practices of arbitrary pricing → of drugs and medicines

- 2) ~~Issue of Samvadaya~~  
 2) Principle of Samvadaya not upheld → by high cost of drugs
- 3) Disincentivization of R & D in medicine developments → due to putting a cap on drug prices
- 4) Scientific development vs. Public upliftment → driving the issue of hegemony of companies or welfare of masses.
- ~~Price cap creating another~~  
 5) Issue of Corporate Social Governance (ESG) not upheld.
- 5) Issue of Environmental Social Governance (ESG) not upheld.

b) Price Cap solving one problem by creating another one

- 1) Disincentivizing research and development → by hampering profit making endeavours of

pharmaceutical companies.

2) Creation of poor quality drugs and medicines → on account of lack of profit

3) Social integration threatened  
→ with rise in health issues on account of poor drug quality

4) Hampering foreign investment  
→ when appropriate profit is not realized.

5) Strikes by employees → as lack of profit has a domino effect seen in wage cuts and layoffs.

6) Reductions in various business indicators → due to making ease of doing business.

Long-term measures :-

1) Government funding for rare diseases drug development →  
as there is less ~~low~~ profit in  
developing drugs for this.

2) Engaging NBOs and civil society → for taking up the issue  
of high price that can be  
realised by "crowd funding."

3) Promote sustainable corporate governance.

4) Profit motive should be based on social upliftment → realizing  
Corporate Social Responsibility.

5) Providing with government research and development facilities for high cost research.

6) Promoting ease of doing business

Business management should involve doing kushta kamna  
that is beneficial to all and not  
only for ~~for~~ garnering wealth.

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।

- दी गई स्थिति में आपके द्वारा सामना की जाने वाले नैतिक दुविधाएं कौन-सी हैं?
- दी गई स्थितियों में, आपके पास कौन-से विकल्प उपलब्ध हैं?
- आपके द्वारा सूचीबद्ध प्रत्येक विकल्प का समालोचनात्मक मूल्यांकन कीजिए।
- 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)

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The given case is a classic example of environmental sustainability being jeopardized by economic development.

~~State~~ Stakeholder



① Ethical dilemmas

1) Commercial development vs Environmental protection

2) Personal virtues ethics vs senior instructions

- 3) Environmental ethics vs Professional ethics
- 4) Short term gain vs long term gain
- 5) ~~profit oriented~~ anthropocentrism vs eco-centrism

## b) Options available

- 1) Option 1  $\Rightarrow$  Clear the land for IMS to be built
- 2) Option 2  $\Rightarrow$  Ask the minister to give the orders in writing
- 3) Option 3  $\Rightarrow$  Do not clear the land and media briefing on the same
- 4) Option 4  $\Rightarrow$  persuade the minister.

## c) Evaluation of options

- 1) Option 1  $\rightarrow$  Merit
  - adhering to duty
  - best development of IMS

→ Demerit

- environmental degradation
- False sense of duty completion.

2) Option 2

Merit

- senior orders in writing
- ~~not a sustainable~~ solution

Demerit

- not a sustainable solution
- core issue not addressed.

3) Option 3

Merit

- environment protected
- civil society and media engaged

Demerit

- Delay in IMS development
- not a holistic solution
- sensationalization of issues

4) Option 4

Merit

- fulfill duty with integrity
- fulfill deontological ethics

Demerit

- minister may not agree
- superficial solution

5) My course of action

I will take option (9) with slight modifications.

- I will engage civil society and minister to have a discussion.

Reasons → in line with the good governance ethics of community participation

- I will persuade the minister about the ~~few~~ benefits of sanctioning alternative land.

Reasons → in line with professional ethics

- I will make the minister understand the threat to his reputation as well as to the environment.

Reasons → in line with environmental ethics

~~As a result, I will not clear the land unless if minister does not agree as it~~

Therefore, the issue of environmental sustainability should be based on sustainable development.

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:

- (a) मून लाइटिंग से जुड़े नैतिक मुद्दों को रेखांकित कीजिए।
- (b) कंपनी के HR प्रमुख के रूप में, आपके समक्ष कौन-से विकल्प उपलब्ध हैं?
- (c) 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)

20

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.

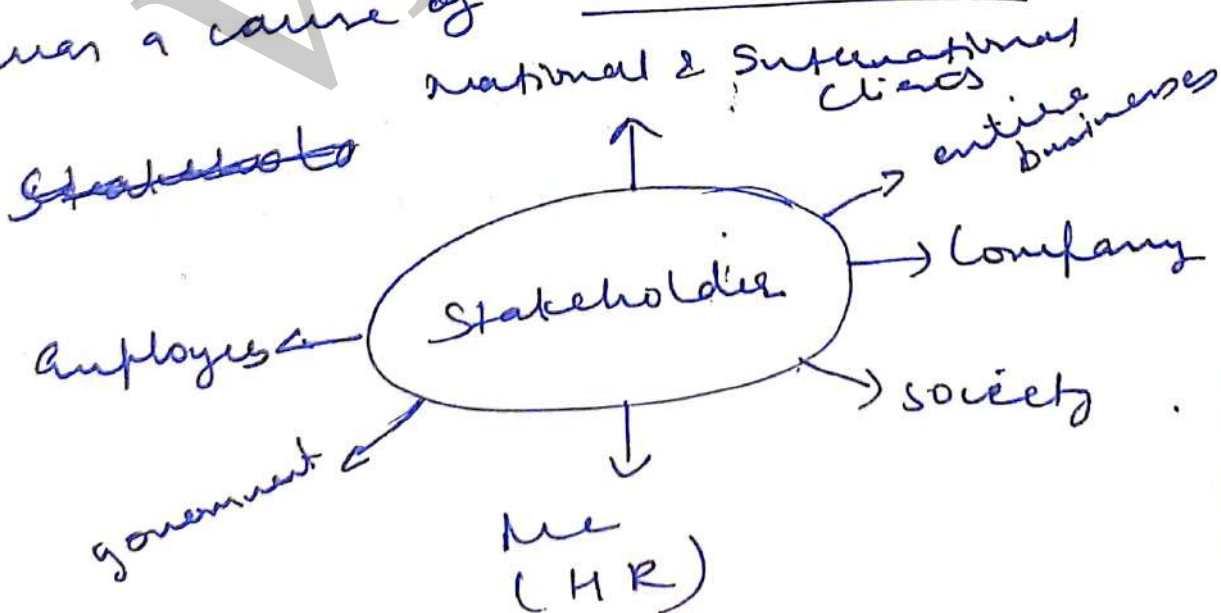
Owing to no specific guidelines, these employees have got a free hand. It has led to multiple issues of productivity and the work culture of the organization and could set a wrong precedent for the other employees, if allowed to continue. On the other hand, firing such a huge number of high performing 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)

20

The Moonlighting has emerged to be a major ethical risk in corporate business and work culture. Recent incidents of layoff in Amazon, Facebook is was a cause of "moonlighting".



### (a) Ethical Issues in moonlighting

- 1) goes against professional ethics
- 2) hampers productivity component of business
- 3) Toxic work culture promoted
- 4) Non-adherence to code of conduct
- 5) Financial constraints faced by businesses
- 6) Primary and security issues

### (b) Options available

- 1) Leave the employees on their own & let them carry the moonlighting practice
- 2) Strict warnings to employees
- 3) Draft code of conducts as well as new code of ethics
- 4) ~~Engage~~ Involve senior management with increase in wages and incentives to employees with provisions of strict action against moonlighting

## ① Evaluation of each option

### ① Option 1

#### Merits

- no ~~purpose~~ merit served

#### Demerits

- business environment continues to be unethical
- <sup>more</sup> employee would ~~be~~ get involved

### ② Option 2

#### Merits

- ~~res~~ employees would be warned
- ~~p~~ work culture goes back to normal

#### Demerits

- no substantial effect
- employee would continue

### ③ Option 3

#### Merits

- new codes to be adhered to
- ~~renew~~ the corporate governance ethics

#### Demerits

- ~~new~~ respecting codes will require monitoring
- not inclusion of employee concerns

### ④ Option 4

#### Merits

- sustainable solution

#### Demerits

- still not sufficient

## My actions

1) I will take options ④ with some modification.

• Engaging employees with senior management

• Higher wages should be based on employee performance

• Strict action should be based on gravity of moonlighting offence.

• promote participative work environment with increased engagement of employees

## Reasons

→ in line with professional ethics

→ will promote direct communication (bottom-up approach)

→ in line with profit motive of business

→ proportionality of punishment upheld

→ work alternatives and promote harmony.

Problem of moonlighting is need to be substantially addressed through ~~regular~~ development of employees wages and learning skills.

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 कमी 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 दी जाए)

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

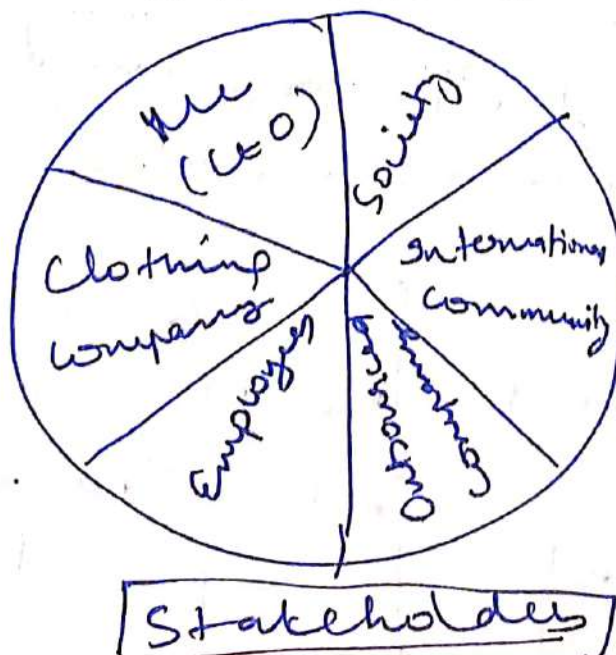
widespread international condemnation, inciting potential consumer boycotts, and putting your company's hard-earned reputation in jeopardy.

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

The given case employs the negative fallout of outsourcing and globalisation of environment degradation and also marginalisation of informal labour force.



## a) Ethical dilemmas faced

- 1) Samudaya vs for organisational profit
- 2) personal integrity vs organisational interest
- 3) Environment protection vs eco organisational development
- 4) human rights protection vs degradation of human labour
- 5) Minor protection vs Business profit.

## b) Options available

- 1) Shut down the factory and enforce labour standards

Merits	Demerits
<ul style="list-style-type: none"> <li>• human rights protected</li> <li>• international community happy</li> </ul>	<ul style="list-style-type: none"> <li>• employee layoffs</li> <li>• livelihood hampered</li> </ul>

2) Option 2 → continue with  
current set up

Merits

- business goes on  
as it is
- profit motive  
secured

Demerits

- international  
condemnation
- against Kant's  
maxim of "dignity  
of human".

3) Options that I will choose :-

1) I will choose neither of both  
\* in its entirety.

2) I will not enforce labour  
standards

Reasons → dignity of workers  
protected

3) I will ensure that outsourced  
work is given to companies  
with better work culture.

Reasons → professional interest  
secured

4) I will ensure that minor  
involvement & environmental  
degradation is not taken done.

Reasons → in line with Buddhism's  
maxim of kusala kamma

## Ethical alternative

- 1) Engage workers in decision making
- 2) Employee sensitization so that no corrupt work is done behind the back
- 3) Quality of service is not compromised
- 4) Formalisation of workplace
- 5) Attitudinal change
- 6) Strict enforcement of code of ethics and code of conduct.

Business ethics has to be upheld for ~~doing business~~ preventing commerce without morality maxim of Gandhi.

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 स्नातकों 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)

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Gig workers can be defined as the workers who are employed on contractual basis with medium to semi-skills forming core of informal economy.

## Stakeholder

- 1) Rahul & Rahul's family
- 2) Gig workers
- 3) Gig economy
- 4) Real Society

## Ethical Issues Involved

1) ~~Ethical~~

Economic development vs workers right

- 2) Financial stability vs Societal status
- 3) Work satisfaction vs ~~being~~ family responsibilities
- 4) Informalisation of economy
- 5) Hampering of worker's employability
- 6) Mental stress and work becoming burden.
- 7) Working class pauperisation vs Bourgeoisie accumulation of wealth
- 8) Limitations of welfare state & government

Measures to resolve the problem

1) Formalization of economy

→ more responsibility of government on his social contract theory.

2) Wage enhancement → through enforcement of Minimum Wages Act etc.

3) Skill development → through schemes such as Pradhan Mantri Kaushal Vikash Yojana etc.

4) Availability of credit → through priority sector lending practices

5) Enforcement of business ethics → through adherence to Code of Ethics & Code of Conduct.

6) Proper development of educational institutions → through reducing drop out rates

7) Employment generation →  
through overall economic  
development.

The problems of gig workers  
should be on the basis of  
~~social~~ Bible's for maxim of not  
letting anyone fall through  
the cracks of society

VisionIAS

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 डॉक्टरल 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।

- (a) 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?
- (b) भारत में सामाजिक और सांस्कृतिक मानदंड महिलाओं के रोजगार को कैसे प्रभावित करते हैं?
- (c) 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) 20

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.

- (a) What are the key barriers and challenges that hinder the path of women in their journey towards leadership roles in their respective fields?
- (b) How do the social and cultural norms affect women's employment in India?
- (c) Discuss how gender parity in employment opportunities and career growth be ensured for women in India. (Answer in 250 words) 20

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The participation of women in total workforce is 22%. as per ~~labour force~~ periodic labour force survey.

1) Key barriers and challenges that hinder the path of women towards leadership roles

1) Societal barriers

- patriarchal mindset
- glass ceiling & sticky floor
- women considered as weak, docile & passive

2) Economic barriers

- financial dependence on male members
- lack of avenues to gain female participation

3) Administrative barrier

- improper educational outcomes
- lack of role models
- improper implementation of women-centric schemes

b) Social & cultural norms affecting women's employment in India

1) the ~~box~~ double burden of house as well as ~~out~~ workplace

2) girl child engaged in household chores

3) Social evils of ~~st~~ child marriage, domestic violence, dowry etc.

4) Cultural norms of 'prativaiti', 'streedharm', relegating women to be subordinate to their husbands

5) Motherhood as primary role of women recognized by society

6) Women no large no of under educated &

professionally trained unemployed women.

2) Problem of sexual harassment at workplace.

3) Institutionalised violence against women.

4) Measures to ensure gender parity  
Measures for growth for women

1) Increased workforce participation

→ through credit (by schemes like Mai Reshmi) & benefits (like Maternity Benefit Act)

2) Increased educational outcomes → with equal education to ~~see~~ both female & male child

3) Social transformation → through schemes such as Beti Padhao, Beti Bachao Schemes

4) Favourable environment  
→ Vishalcha guidelines are important in his field.

Gender parity is important in achievement of SDG 5 for and should be based on the universal principle of ethical & moral upliftment.