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GENERAL STUDIES (TEST CODE : 2078)

Name of Candidate	Monika		
Medium Hindi/Eng.		Registration Number	
Center	online	Date	03/08/2023

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

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EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

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All the Best

SECTION A

निम्नलिखित प्रश्नों का अधिकतम 150 शब्दों में उत्तर दीजिए:

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

1. (a) धैर्यवान नेताओं को प्रत्येक व्यक्ति जानता है और ये ऐसे लोग होते हैं जिनकी तरफ संकट के समय अन्य लोग मुड़कर देखते हैं। (150 शब्दों में उत्तर दें)

Leaders with fortitude are known by everyone and they are the people to turn to when crisis arises. Discuss. (Answer in 150 words) 10

Leaders with fortitude reflects courage of conviction and can take tough decisions amidst crisis. Due to their ability to uphold integrity and not compromising virtues even in harsher times, they are known by everyone.

For instance, during non cooperation movement, there was lot of pressure on Gandhiji to not withdraw NCM after Chauri Chaura incident (1922). But as a leader with fortitude and integrity, he upheld the values he believed in - truth and non violence. Eventually his decision led to India gaining independence on 1947.

During time of crisis when peasants were forced to grow indigo on 3/20th part of land (Tinkathia system), Gandhi was called for help by Rajkumar Shukla. This showed that people turned to him during time of crisis. The following peasant struggles like Kheda Satyagraha, Ahmedabad mill strike also showed his leadership, compassion and empathy.

A leader is the one who who knows the way to victory, shows the way to others and leads the path to victory. Leaders with fortitude like Raja Ram Mohan Roy spoke up against evil practice Sati and came to be known as Father of Modern India.

During economic crisis of Sino Russia, India has also shown leadership by providing the required assistance. Leadership is one of the most significant traits of emotional intelligence.

1. (b) देश में बदलते सामाजिक परिदृश्य के मद्देनजर, मूल्यों की शिक्षा युवाओं के लिए न केवल कुशल शैक्षिक नैतिक रूप से मजबूत पेशेवर बनने हेतु तकनीकी शिक्षा के समान ही महत्वपूर्ण है। चर्चा कीजिए। (150 शब्दों में उत्तर दें)

In the wake of changing social landscape in the country, value education is as important as technical education for the youth to become not only skilled but also morally strong professionals. Discuss. (Answer in 150 words) 10

National Education Policy 2020 has emphasised role of value education by bringing Panchakosha principles. During foundational stage of learning, NEP 2020 focuses on building a holistic personality by striking a balance with ethical education.

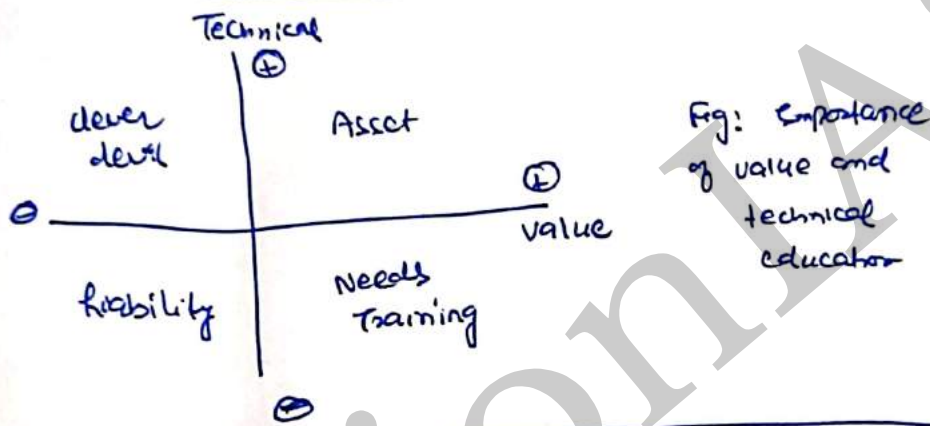
This shows that value education is as important as technical education. Due to evolving dynamics of society, value education plays a significant role -

① Respecting women and knowing dignity towards them → Increase female labor force participation (32% PFS 201)

② Compassion and Empathy towards transgender persons → Inclusive growth

③ Keeping our environment clean and having responsible consumption → SDG 15

Value education makes an individual asset for the society



Leaders like Mr. Nanayan Murthy, APJ Abdul Kalam, Homi J Bhabha are perfect examples of blend of technical and value education. They have contributed to economic prosperity of India by following values of Compassionate Capitalism. (Nanayan Murthy)

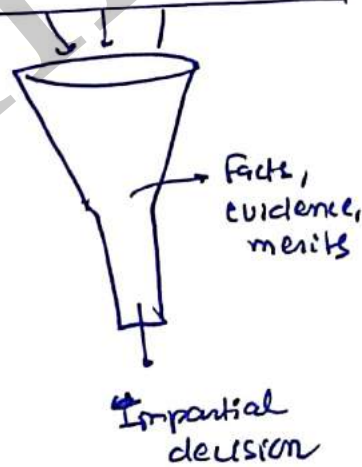
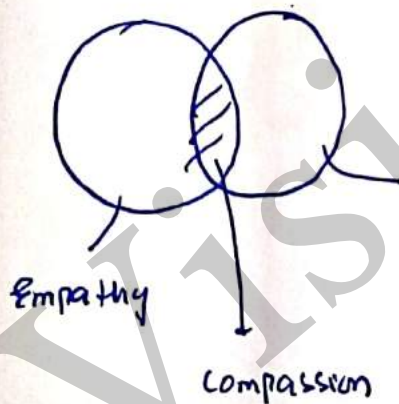
Gandhiji says "Education without character is a sin". Educating mind without educating heart is no education at all.

2. (a) हालांकि, निष्पक्षता को लोक सेवा के लिए प्रमुख नैतिक मूल्यों में से एक के रूप में निर्धारित किया गया है, फिर भी इसे लोक सेवाओं में करुणा के प्रति बाधक के रूप में नहीं देखा जाना चाहिए। चर्चा कीजिए। (150 शब्दों में उत्तर दें)

While impartiality has been identified as one of the key ethical values for public service, it should not be seen as precluding compassion in public services. Discuss. (Answer in 150 words) 10

Impartiality means taking decisions in fair, objective and unbiased manner. It means treating everyone in equal terms.

Compassion means having strong urge, desire to alleviate someone's suffering.



There are certain situations where it might be seen that impartiality and compassion leads to ethical dilemma. For instance, awarding contracts to transgender vendors.

As per Art 14, 15, 16, the state is obliged to take affirmative action towards vulnerable sections like women, SC, ST, children. Similar safeguards are not meant for transgender but a civil servant with moral uprightness would accord a preferential treatment towards transgenders too.

For instance, JAs Ira Singh has appointed a transgender person in her office. This does not mean discriminating against non-transgenders but giving an opportunity to the down trodden. This is in accordance with "Sabka Sath Sabka Vishwas" and inclusive growth.

Hence, keeping the constitutional morality and Gandhiji's Talisman as the guiding light, one can rightly strike a balance between foundational values of civil servant (integrity, compassion, impartiality).

2. (b) प्रशासकों द्वारा धारित शक्ति, यदि गही तरीके से प्रयोग की जाए तो देश को महान लाभ प्रदान कर सकती है, लेकिन यदि इसका दुरुपयोग किया जाए तो क्षति और अपमान का कारण बन सकती है। सविस्तार वर्णन कीजिए। (150 शब्दों में उत्तर दें)

The power, which administrators wield, can bring the nation great dividends if rightly used, but can bring harm and disrepute if abused, Elaborate. (Answer in 150 words)

10

For administrators, power comes with great responsibilities. However, in Indian context, lack of accountability mechanism and erosion of moral values has led to misuse

Power if rightly used

An administrator with high probity, integrity and moral uprightness would use the power to bring a change (positive) in the society.

For instance, IAS Pamestang using crowdfunding built 100 km road in Manipur

Power can help achieve goals of inclusive growth, social justice.

For instance, IAS posted in naxal areas can positively use power to build schools, hospitals → Reduce violence in LWE areas

Power if abused

Absolute power corrupts absolutely.

As it has been said that if you want to test
someone's character, give him/her the power

For instance, IAS Pooja Singhal misused her
power w.r.t utilisation of public funds and
misappropriated them → corruption

Another example is Hitler during Nazi
regime who misused his power of support
of masses and persecuted Jews → holocaust

Hence, it comes down to the
individual level how power is used or
misused. As per transparency international,
using position of power to make private
gain leads to corruption.

Hence, appropriate institutional
mechanism, legal framework and code of
ethics must be in place to avoid misuse
of power. Power is the most powerful weapon
to either create or destroy good or bad.

3. (a) विशेष रूप से हाल के दिनों में अंतरिक्ष अन्वेषण में निजी क्षेत्रक के प्रवेश को देखते हुए, वाणिज्यिक अंतरिक्ष अन्वेषण के नैतिक निहितार्थों का विश्लेषण कीजिए। (150 शब्दों में उत्तर दें)
- Analyse the ethical implications of commercial space exploration, especially with the entry of private sector in recent times. (Answer in 150 words) 10

Recent introduction of bodies like INSpace, NSIL and launch of Vikram rocket by Agnikood (startup) has given rise to discussion around role of private sector in space.

Examples of commercial space exploration

Jeff Bezos taking people on a paid private ride

SpaceX mission to space involving humans

Ethical implications

① Space as common good should not be used by selected group of countries and people.

eg. outer space treaty treats equal right of space exploration by all.

- ② Issue of space governance: There is no clearly defined rules for how to govern in space except that space should be used for 'peaceful' purpose
- ③ Rapid exploration of space where only rich and affluent can afford would lead to aggravation of inequalities
- ④ Space debris would arise causing increase in collision among satellites which could have a larger impact on ground
- ⑤ Space warfare could be another dimension due to increasing space space (weaponisation of space)

International collaboration is needed to clearly define rules of space governance by private and public players alike. It must contain adequate accountability and responsibility mechanism.

3. (b) यद्यपि कृत्रिम बुद्धिमत्ता (AI) में हमारी दुनिया को मौलिक रूप से बदलने और उसे अस्त-व्यस्त करने की क्षमता है, तथापि सही नैतिक विकल्प AI को मानवता के लिए अच्छाई का एक प्रेरक बना सकते हैं। उदाहरण सहित चर्चा कीजिए। (150 शब्दों में उत्तर दें)

While Artificial Intelligence (AI) has the potential to radically transform and disrupt our world, the right ethical choices can make AI a force of good for humanity. Discuss with examples. (Answer in 150 words) 10

Artificial Intelligence is using machines to think, work and deliver outcomes like humans do. It is one of emerging technologies in field of IR 4.0

Potential of AI

① wide applications of AI in health, education, administration etc.

For instance, for disease diagnostics in health could save lives

In education, role of AI in personalised learning would lead to better learning outcomes

For maintaining law and order, facial recognition is being used in Tamil Nadu for quick investigation

② High rate of adoption of AI among people has expanded its role

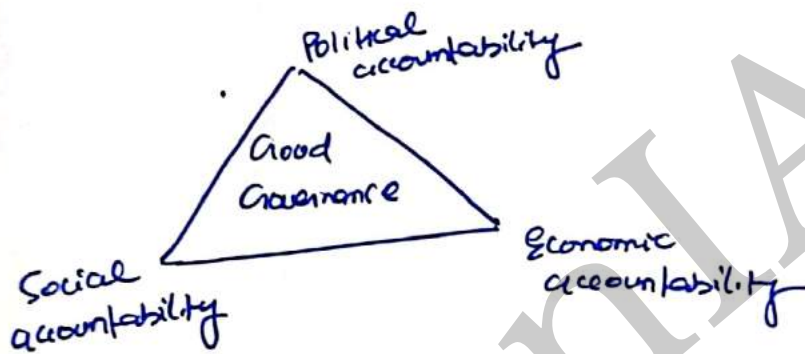
Ethical choices and implications

- ① For education, weaker students with help of AI can enhance their performance.
(Identification of weaker and poor)
- ② For health, using principles of science with humanity can lead to research in rare diseases. Uncurable diseases can be treated with AI (Right diagnostics and nanotechnology for risks)
- ③ For specially abled, AI can bring positive significant changes (eg. accessing education in metaverse to avoid stigma)
Using AI/oma ~~AI/oma~~ principles and
NITI Aayog National AI Strategy for AI,
Artificial Intelligence and IR 4.0 can
achieve true meaningful purpose of science

4. (a) 'सामाजिक जवाबदेही' पद में आप क्या समझते हैं? इसके महत्व की व्याख्या कीजिए और किसी भी सामाजिक जवाबदेहिता संबंधी पहल की सफलता हेतु उत्तरदायी प्रमुख कारकों पर चर्चा कीजिए। (150 शब्दों में उत्तर दें)

What do you understand by the term 'social accountability'? Explain its significance and discuss critical factors responsible for the success of any social accountability initiative. (Answer in 150 words) 10

As per Ministry of Personnel, Social
Accountability is upholding accountability via
stake engagement (citizens, media, civil society)



Significance of Social Accountability

- 1) Enhances transparency and participatory governance by involving citizens
- 2) Uphold principles of social justice
- 3) Tool for citizen empowerment
(eg. Social audit revealed MGNREGA leakage)
- 4) Develops public trust due to citizen-centric approach (eg. sevotam model)
- 5) Better responsiveness as it works on demand-driven instead of supply driven

Factors responsible for success of social accountability

① Role of the state: state should first recognise the importance of social accountability
eg. Role of NCO, civil society are emphasised as part of good governance

② Role of citizens: Being enough aware and taking part in the process. For instance, Gandhiji stood up against British

③ Role of civil servants: To achieve the true spirit of social accountability. For instance, upholding social contract and efficient utilisation of funds for building schools, hospitals on time → social accountability

In India, social accountability is granted by means like RTI, social audits, code of conduct. However, these means become end in themselves. Efforts like code of ethics must be mandated to bring change

4. (b) भ्रष्टाचार लोकतंत्र के समक्ष एक चुनौती है और भ्रष्टाचार के बारे में नागरिकों के अनुमान इसकी व्यापकता और नुकसानदेहता के मुख्य मानदंडों में से एक है। चर्चा कीजिए। (150 शब्दों में उत्तर दें)
Corruption is a challenge to democracy and citizens' estimations of corruption are one of the main criteria for its wideness and harmfulness. Discuss. (Answer in 150 words)

10

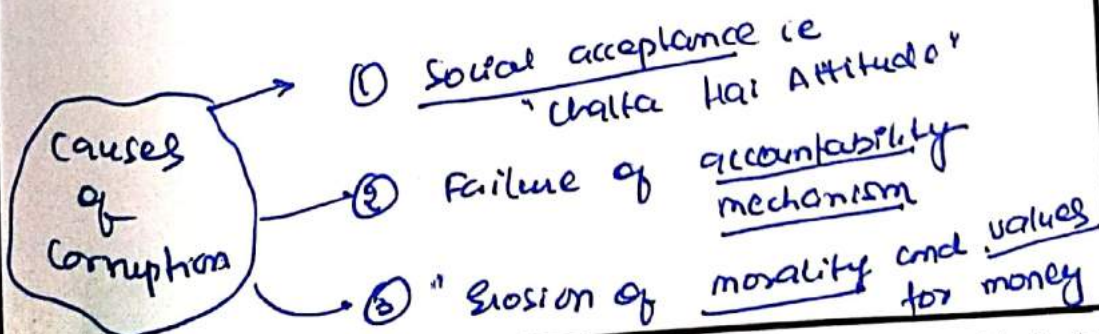
As per 2nd ARC, corruption is manifestation of failure of ethics, values and morality in society

$$\boxed{\text{Monopoly}} + \boxed{\text{Discretion}} - \boxed{\text{Accountability}} = \text{corruption}$$

Challenge to democracy

- ① loss of public trust
- ② causes suffering of citizens
- ③ Against inclusive growth

Eg. unholy nexus of politicians, criminals and bureaucrats in north east has led to insurgency and failure of democratic state



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Estimations of citizens : Role in corruption

① Acknowledgement by citizen that bribe giving is normal and could grease the decision making. This often gives space to collusive corruption where bribe giver and bribe taker benefit at cost of society.

For instance, citizen giving bribe for renewing vehicle fitness certificate despite violation of fitness criteria.

② Loss of faith of citizens in governance also leads to widening impact of corruption. This happens due to negative attitude. For instance, despite knowing corruption is bad, citizen don't take action due to lack of trust.

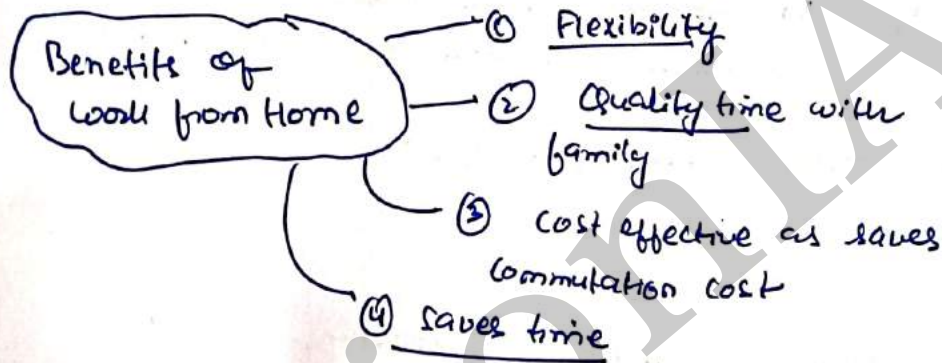
③ Fear among citizens to standup against corruption (cases like Satyendra Dubey murder)
↳ Due to inadequate safeguards against whistleblowers

Corruption is a small hole which tears the entire system apart. Collective action is needed to weed out corruption.

5. (a) घर से काम करने की संस्कृति ने निजी संगठनों में कई नैतिक चिंताएं उत्पन्न की हैं। इसके आलोक में, क्या आपको लगता है कि किसी कर्मचारी के लिए मूनलाइटिंग (दो नौकरियां करना) नैतिक है? चर्चा कीजिए। (150 शब्दों में उत्तर दें)

Work from home culture has led to many ethical concerns in private organizations. In light of this, do you think it is ethical for an employee to practice moonlighting? Discuss. (Answer in 150 words) 10

Work from home culture gained prominence during COVID-19 where employees connected on a network could deliver results from home



Ethical concerns due to Work from home

① Rising cases of domestic violence against women (as per NCW)

② Dereliction of duty. For instance, sleeping during office hours and keeping laptop on to fool others

③ Moonlighting (as argued by many) working for multiple companies at same time

Moonlighting: Ethical or notIt is ethical as

- 1) Helps people fulfil their family needs by enhancing income from multiple sources
- 2) Person maintaining professional integrity and furnishing his/her duties on time → no harm to the company revenue and employee productivity.

However it becomes unethical when employees are compromising on the quality of deliverables, delaying timelines and missing deadlines - this might happen when employee is unable to manage his time effectively and trying to take up multiple tasks at same time → Impacts customer service and satisfaction.

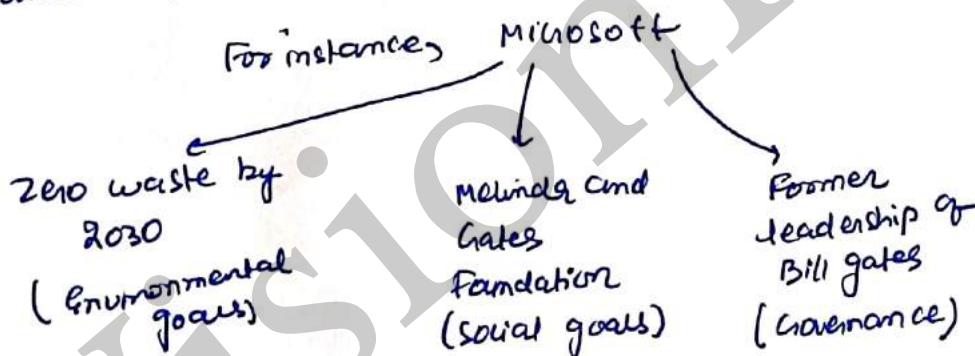
Hence, moonlighting in true sense is done in separate working hours can lead to better quality of life and prosperity of nation

5. (b) क्या आप इस दृष्टिकोण से सहमत हैं कि पर्यावरण, सामाजिक और अभिशासन (ESG) संबंधी विचार एक निगम के लिए उसके व्यवसाय हेतु अत्यधिक मूल्य सृजित करते हैं? (150 शब्दों में उत्तर दें)

Do you agree with the view that environmental, social, and governance (ESG) considerations for a corporation create immense value for the business? (Answer in 150 words)

10

SEBI has brought ESG norms (Environmental, social and governance) for top 1000 listed companies as a mandatory compliance. ESG helps to attain better governance, ethical standards, follow environment sustainability and uphold social responsibility.



Impact of ESG on corporates

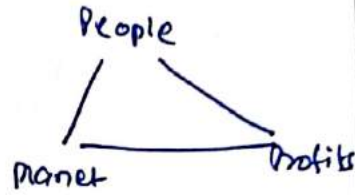
- ① Enhances Brand image and helps acquire more customers in future
↳ long term growth

eg. Tata via Cancer treatment hospitals

② Sustainable Profits by following

triple bottom line

→ leads to hike in share prices



③ Following environmentally sustainable practices might lead to cost effectiveness

For instance, Friday as cycling day could save fuel costs of employees and employers

④ upholding social responsibility by taking steps to enhance social justice

For instance, Payal employing women after career break via re-skilling initiatives

⑤ Follows inclusive growth by giving emphasis to stakeholder capitalism

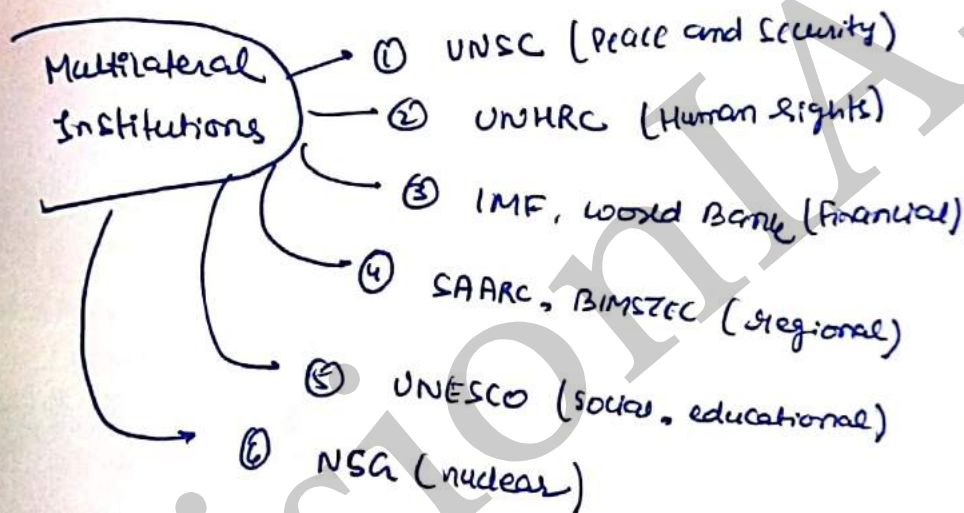
Rising role of corporates due to co-partnership with public sector in delivering public goods needs shift towards humanistic capitalism and ESG is first step towards that

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6. (a) हालांकि, अंतर्राष्ट्रीय संबंधों में निष्पक्षता सुनिश्चित करने के लिए कई संस्थान कार्यरत हैं, फिर भी, राष्ट्र अपने हितों की पूर्ति हेतु अक्सर नैतिक मूल्यों और इन संस्थानों के दिशा-निर्देशों की उपेक्षा कर देते हैं। उदाहरण सहित चर्चा कीजिए। (150 शब्दों में उत्तर दें)

While there are multiple institutions to ensure fairness in international relations, states often put aside moral values and the directions of these institutions for their own interests. Discuss with examples. (Answer in 150 words) 10

Ethics in international relations follows principles of humanity, territorial sovereignty and national interests.



Role of own interests in international institutions

① Anti-terrorism: China blocking blacklisting of ret terrorist under UNSC resolution to promote own interests

② Human Rights: Interference of USA in domestic affairs in name of human rights violations (UNHRC)

③ Financing and sovereignty : Conditional loans given by IMF suspected to promote US hegemony

④ Hegemony and aggression : Against equity in international relations.

For instance, China aggression in South China Sea and its role in ASEAN

⑤ Nuclear disarmament : Hypocrisy of nuclear weapon states by expanding nuclear weapons (eg. US, Russia → 90% of total as per SIPRI)

⑥ Climate Justice : Developed countries inaction despite responsible for historical emissions (UNFCCC)

⑦ Sustainable Development :- Poverty and hunger in African nations deepening North vs South divide

India has stood up against working in self-interest while fairness in international relations by showing leadership in South-South cooperation and following Vasudhaiva Kutumbakam

6. (b) विदेशी वित्त-पोषित अनुसंधान परियोजना के तहत विकासशील देशों में किए जाने वाले चिकित्सा अनुसंधान से उत्पन्न हो सकने वाले विभिन्न नैतिक मुद्दों पर चर्चा कीजिए। (150 शब्दों में उत्तर दें)

Discuss the various ethical issues that can arise when a foreign-funded research project conducts medical research in developing countries. (Answer in 150 words)10

Developing countries might lack the capacity to fully utilise benefits of science due to financial constraints. That's when concept of foreign funded research comes in.

A scientific, medical research should follow principles of social equity, access and benefit sharing and well informed consent of individuals involved. It should work in tandem with upholding human rights, respecting nation's sovereignty when funded by a foreign country.

Ethical issues involved in Medical Research (Foreign Funding)

- ① Benefits of research must be shared with the citizens of country

② Equitable treatment to all out of therapies coming out of such research
Also, indigenous data should be used to get indigenous solutions
(for instance, Biological data centre in Haryana)

③ Exploitation of natural resources:
Research should be environmentally sustainable

④ liability for damages in case of disease outbreaks or transmission
↳ should be defined before research
(for instance, foreign funded medical research could lead to bioterrorism)

Foreign funding in research must be based on code of ethics and FAIR (Fair, Accountable, Inclusive and Responsible) principles.

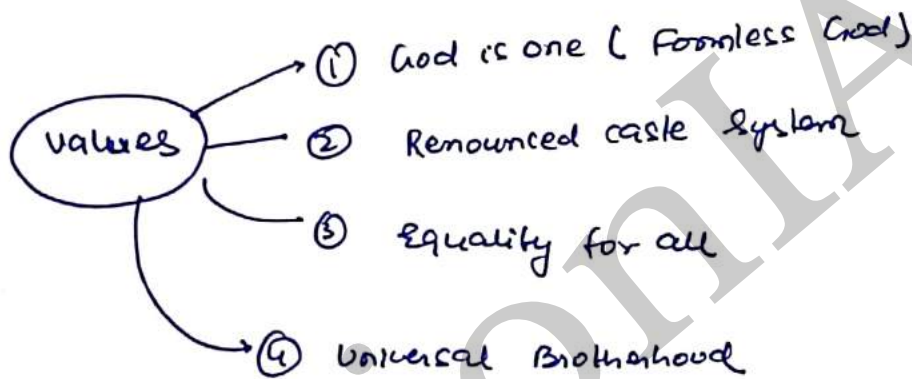
6. (c) गुरु नानक देव की महत्वपूर्ण शिक्षाओं पर चर्चा कीजिए जो आज के युवाओं के लिए प्रासंगिक हैं। (150 शब्दों में उत्तर दें)

Discuss the important teachings of Guru Nanak Dev relevant to the youth of today.
(Answer in 150 words) 10

Guru Nanak Dev contributed to

Bhakti movement during medieval times.

He introduced idea of langar as community service which is seen till today's times.



Relevance for Today's Youth

- ① Share and consume: To foster feeling of sharing and caring. It can also be used to tackle rise of consumerism and mindless shopping

→ In alignment with SDG 15 (Responsible Consumption)

② Selflessness : To counter self indulgence seen in today's youth

③ Respect women : Rising cases of crimes against women and need of (NCRB) building gender sensitivity to make an equal footing

④ Kindness and compassion : To uplift downtrodden. For instance, youth should involve in community services

⑤ Every life has purpose to fill : To counter rising cases of suicides among youth. due to feeling of deprivation,

values of Baba nanak holds much more relevance today to build an inclusive, sustainable, responsible and healthy world

SECTION B

निम्नलिखित प्रश्नों में, प्रस्तुत प्रकरणों का ध्यानपूर्वक अध्ययन कीजिए और उनके आगे आने वाले प्रश्नों के उत्तर दीजिए (लगभग 250 शब्दों में):

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

7. पिछले कुछ समय से, दुनिया भर में व्यावसायिक समाचार बड़े पैमाने पर छंटनी, विशेष रूप से प्रौद्योगिकी फर्मों और नए युग के स्टार्ट-अप जैसी खबरों से भरे पड़े हैं। यह तब है जब कुछ समय पहले तक, स्टार्ट-अप के लिए हर जगह एंजेल इन्वेस्टर्स, वेंचर कैपिटल फर्म, प्राइवेट इक्विटी और अन्य से असीम धन एवं फंडिंग मिल रही थी। ऐसा लगता है कि अब धन की यह प्राप्ति अचानक बंद हो गई है। रिफॉर्ड वैल्यूएशन और पारितोषिक संबंधी खबरों की जगह कर्मचारियों की बड़े पैमाने पर हो रही छंटनी ने ले ली है। स्टार्ट-अप और प्रौद्योगिकी फर्मों के संस्थापक अपने उद्यमों की लाभप्रदता सुनिश्चित करने और अपने निवेशकों एवं शेयरधारकों के प्रति जवाबदेही सुनिश्चित करने की अपनी जिम्मेदारी के मद्देनजर इस कार्य को सही ठहरा रहे हैं। दिया जा रहा तर्क सतत विकास और लाभप्रदता सुनिश्चित करने से संबंधित है। हालांकि, यह सर्वविदित है कि वर्तमान स्थिति के लिए खराब और गैर-जिम्मेदाराना निर्णयन श्रृंखला उत्तरदायी है। दुर्भाग्य से इसका परिणाम नौकरी में प्रवेश करने वाले नए और मध्यम स्तर के कर्मचारियों को भुगतना पड़ रहा है।

इस संदर्भ में, निम्नलिखित के उत्तर दीजिए:

- (a) हाल ही में बड़े पैमाने पर नए युग के स्टार्ट-अप में हुई छंटनी से संबंधित हितधारकों और नैतिक मुद्दों का उल्लेख कीजिए।
- (b) उच्च स्तरीय प्रबंधन द्वारा इस तरह के गैर-जिम्मेदार आचरण के लिए, विशेष रूप से भारत में हो रहे स्टार्ट-अप में, उत्तरदायी कारणों की पहचान कीजिए।
- (c) उपर्युक्त समस्याओं से निपटने के लिए कुछ उपायों का सुझाव दीजिए। (250 शब्दों में उत्तर दें)

For some time now, business news across the world has been filled with reports of massive layoffs taking place, particularly in technology firms and new-age startups. This, when only till a while ago, limitless money and funding were flowing to startups from all over - Angel Investors, Venture Capital firms, Private Equity, and so on. The money tap seems to have been suddenly closed now. What has replaced the news of record valuations and remunerations, is that of massive firing of employees. The founders of startups and technology firms are justifying the exercise in wake of their responsibility to ensure profitability of their ventures and their accountability towards their investors and shareholders. The argument being advanced pertains to ensuring sustainable growth and profitability. However, it is well known that behind the present scenario lie a series of poor and irresponsible decision-making. But it is the entry and middle-level employees who are unfortunately being made to bear the brunt of it.

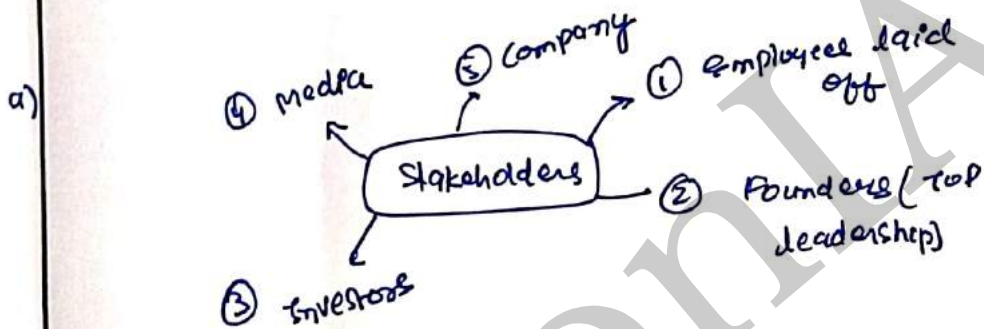
In this context, answer the following:

- (a) Mention the stakeholders and ethical issues surrounding the recent mass layoffs in new age startups.
- (b) Identify the reasons behind such irresponsible conduct by higher management, particularly in startups in India.
- (c) Suggest some measures to tackle the aforementioned problems. (Answer in 250 words)

20

The above use case reflects how many multinational companies, startups went for mass hiring during COVID-19 only to realise at a later point of time about mounting losses.

This shows importance of better growth and employment forecasting within company



Ethical Issues:

- ① Loss of livelihoods of employees:
uncertainty in the job market and lack of job security
- ② Leadership skills and integrity of founders
as they seem to have taken decision of firing without owning responsibility for same
- ③ Trust of investors at stake due to unethical decision making by founders

④ Corporate governance of the company where employee welfare is compromised for ensuring profitability. It also shows lack of transparency in decision making

⑤ Governance issue and lack of social accountability in private sector → corruption

b) There could be various causes behind why higher management shows irresponsible conduct -

1) Erosion of values amidst rise of materialism, greed and influence of money
Hence, profitability is given priority over everything

2) Poor growth forecasting of the company :-

This might happen due to lack of enough data and issues in methodology being used.
Often corporates overleverage and mispredict ~~market~~ market conditions

(eg. NPA crisis due to overleveraging in 2010 which led to defaults)

3) False predictions of company growth could also be portrayed to attract investors and gain temporary profits. This leads to unsustainable profitability

4) Poor employee bargaining puts employees especially in skilled workforce where trade unions don't exist in a weaker position. Hence, companies opt for hire and fire at will

5) Lack of regulatory oversight by government and poor corporate governance rules

c) Suggestions to tackle problems —

i) Enhance transparency in decision making process. Employees should be informed way ahead of time so that they could look for alternative jobs. Reasonable justifications must be given for such layoffs.

ii) Strengthen growth predictions models so that mass hiring is avoided at the first place

iii) Empathy and compassion towards

Employees being laid off. Severance package and adequate compensation should be given to ensure financial security

vi) As shown by some compassionate leaders in TATA, top leadership should follow professional competence, integrity and bear pay cuts on their salary instead of impacting mid level employees.

v) Regular audits by an independent agency for better financial management.

vi) Regulatory oversight by Ministry of Corporate Affairs and Ministry of Finance to ensure accountability

vii) Counseling to employees laid off as such lay off leads to mental health impact

Corporate governance must consider interests of all stakeholders before taking a decision. There needs to be a shift from crony capitalism to humanistic capitalism

8. रूपा एक युवा लोक सेवक है और अपनी संतान के जन्म के तुरंत बाद और बिना अपने मातृत्व अवकाश को पूरा किए काम पर लौट आई है। हालांकि, उसने अपने बच्चे को कार्यालय में लाना शुरू कर दिया और वह बच्चे को गोद में लेकर बैठकों में भाग लेने लगी है। उसकी कुछ तस्वीरें भी सोशल मीडिया पर अपलोड की गईं। कुछ लोग उसकी एक युवा व स्वतंत्र कार्यशील माता के रूप में प्रशंसा कर रहे हैं जबकि अन्य उसके द्वारा आधिकारिक कृत्यों को कम महत्व देने तथा अपने व्यक्तिगत और व्यावसायिक दोनों कर्तव्यों को पूरा करके एक साहसिक तस्वीर प्रस्तुत करने के प्रयास के कारण उसकी आलोचना भी कर रहे हैं।

इस संदर्भ में निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) क्या आपको लगता है कि अधिकारी का कृत्य उचित था? क्या एक लोक सेवक के व्यक्तिगत और व्यावसायिक कर्तव्यों के बीच ओवरलैप होना चाहिए?
- (b) क्या भारत में कार्य संस्कृति कार्यशील माताओं को उनकी दोहरी भूमिका निभाने से रोकती है? (250 शब्दों में उत्तर दें)

26
words

Rupa, a young civil servant, rejoined work soon after giving birth to her child and without availing her full maternity leave. However, she began to bring her child in the office and started attending meetings with her child in arms. Some of her photographs were also uploaded on social media. While some are hailing her as a young independent working mother, she is also being criticized by others on account of trivialising her official work and of trying to paint a heroic picture by fulfilling both her personal and professional duties.

In this context, answer the following the questions:

- (a) Do you think the act of the officer was justified? Should there be an overlap between personal and professional duties of a civil servant?
- (b) Does the work culture in India hinder working mothers from fulfilling their dual role? (Answer in 250 words) 20

To balance between motherhood and professional life (career), government had brought Maternity Benefit Act 1961. The above case reflects dilemma of a working mother and her dedication towards service.



a) A civil servant has to strike a balance between professional ethics and personal values (private ethics)

As per 2nd ARC, Public interest should be above everything. Hence, act of Rupa seems to be justified on below grounds—

i) Working women has to face double burden of fulfilling personal duties and professional duties. Her act demonstrates the dilemma to the society → creates sensitivity towards working woman

ii) Shows her dedicated toward service as she has put public interest at priority by cutting short the maternity leave

iii) Work culture can also be improved due to working mother

- Feeding rooms
- Creche facility
- Child friendly environment

However, act of Rupa might not be considered ethical due to below reasons—

i) Reasonable duration of 24 weeks provided under Maternity Benefit Act is not

being availed, it might impact her health

2) Needs of the child during initial weeks might get compromised due to professional duties

3) Involvement of media and utilisation of pictures puts a question on intent of such act → Publicity stunt

4) Work productivity might get compromised due to divided attention

Hence, in my opinion Rupa should have availed the maternity benefit due to below reasons —

① Health of mother and child are utmost important given poor performance on malnourishment levels (Global Hunger Index → 122nd rank of India)

② It might put pressure on women in future to cut short maternity leave in order to move their professional competence (undermining motherhood)

In the long run, availing the leave should be a personal choice. But it should ~~not~~ be rightly balanced by exercising emotional intelligence.

b) The work culture differs in public and private sector when it comes to being conducive for working women / mothers —

In private sectors, usually a MNC have facilities like —

- 1) Separate feeding rooms

- 2) Creche facility nearby

- 3) work from home flexibility

- 4) Support from colleagues who

show compassion and empathy towards working mother by reducing workload temporarily.

- 5) Re-skilling initiatives

However, only a few companies like Google, Microsoft where miniscule number of female employees (~10%) work.

In most of workplaces, we see below issues for working mothers -

- 1) Bias and prejudice about working mothers being less productive → hampers promotion
- 2) glass ceiling effect in leadership roles due to bias from beginning
- 3) Sometimes women have to quit jobs post maternity leave or they are fired due to lack of enough support from organisation
- 4) Non availability of creche facilities and non compliance with maternity Act 1961

The above factors have a cumulative effect on the female labor force participation rate (~32.8% PLFS 2023).

It is a miniscule number given women constitute other half (~48%) of population. Efforts must be taken to improve women participation to achieve SDG 5, SDG 10 and sabka Saman Saba Vikas

9. आप लगभग 15 वर्षों से एक प्रसिद्ध व्यावसायिक सलाहकार कंपनी में काम कर रहे हैं और आपको वरिष्ठ कार्यकारी स्तर पर पदोन्नत किया गया है। मीरा नाम की आपकी एक कनिष्ठ सहकर्मी है, जिसे आप समय-समय पर सलाह देते रहे हैं। आपके मार्गदर्शन के साथ-साथ उसने कंपनी में जो समय और सहयोग दिया है, उसने उसे संगठन में पेशेवर रूप से तेजी से उन्नति करने हेतु प्रेरित किया है। काम का माहौल भी उसके विकास के अनुकूल रहा है। इस बीच, मीरा की माता पिछले कुछ वर्षों से बीमार हैं और उन्हें चिकित्सीय देखभाल की आवश्यकता है। समय के साथ उसके चिकित्सीय व्यय में भी तेजी से वृद्धि हो रही है।

हाल ही में, मीरा को आपके बॉस द्वारा यौन उत्पीड़न के एक असहज अनुभव का सामना करना पड़ा, जिसके बारे में उसने कंपनी के मानव संसाधन विभाग (HRD) को तुरंत सूचना दी। संबंधित बॉस का कंपनी की सफलता में महत्वपूर्ण योगदान रहा है और वह कंपनी के भीतर एवं बाहर भी अच्छी तरह से जुड़ा हुआ है। उन्होंने मीरा को इस मुद्दे के निपटारे के लिए अप्रत्यक्ष रूप से एक बड़ी राशि की पेशकश की है। अगर मीरा उसके प्रस्ताव को स्वीकार कर लेती है, तो उसे एक गैर-प्रकटीकरण समझौते पर हस्ताक्षर करना होगा जो मीरा को इस मुद्दे को फिर से खोलने या इसके बारे में चर्चा करने से रोकता है। मीरा को पता चला है कि संबंधित बॉस पहले भी इस तरह की हरकतों में शामिल रहा है। कंपनी में उसके पद और उसके संबंधों को देखते हुए, मीरा को लगता है कि वह भविष्य में उसके करियर के लिए खतरा हो सकता है। लेकिन उसे पैसों की भी सख्त आवश्यकता है। दी गई परिस्थितियों में, निम्नलिखित के उत्तर दीजिए:

- इस मामले में शामिल मुख्य हितधारकों की पहचान कीजिए।
- उपर्युक्त मामले में सत्यनिष्ठा और नैतिकता से संबंधित मुद्दों पर प्रकाश डालिए।
- मीरा के पास कौन-से अन्य विकल्प उपलब्ध हैं? उसे किस विकल्प का चयन करना चाहिए और क्यों? (250 शब्दों में उत्तर दें)

You have been working in a well-known business consultancy company for nearly 15 years and have been promoted to a senior executive level. You have a junior colleague, named Meera, whom you have been mentoring from time to time. The time and effort she has invested in the company along with your guidance has led her to rapidly grow professionally in the organisation. The work environment has also been conducive for her growth. Meanwhile, Meera's mother has been ill and requiring medical attention for the past few years. Her medical bills have been increasing rapidly over time.

Recently, Meera encountered an uncomfortable experience of sexual advances at the hands of your immediate boss, which she reported to Human Resources Department (HRD) of the company instantly. The concerned boss has been instrumental in the success of the company and is also well-connected within the company and beyond. He has indirectly offered a large amount for the settlement of this issue to Meera. If Meera accepts his offer, she will have to sign a non-disclosure agreement that restricts her from re-opening the issue or even discussing about it. She came to know that the concerned boss has been involved in similar acts earlier as well. Given his position in the company and his connections, Meera feels that he could be a threat to her career in the future. She is also in dire need of money.

In the given circumstances, address the following:

- Identify the main stakeholders involved in this case.
- Highlight the issues related to integrity and ethics in the case above.
- What are the various options available to Meera? Which option should she choose and why? (Answer in 250 words)

20

The above use case highlights issues that a working women face like sexual harassment, toxic work culture and financial responsibilities despite legal safeguards like Prevention of Sexual Harassment Act 2013.

a) Main Stakeholders involved in case -

- 1) Meera → victim of sexual harassment
 - ↳ Needs to take care of mother who is ill
 - ↳ Financial obligations need to be fulfilled (medical bills)
- 2) Her immediate Boss → Perpetrator of crime
 - ↳ owns influential position and trying to do settlement by using power of money
- 3) HRD → Need to take action as Meera informed them
- 4) Myself → mentor of Meera
- 5) Company and Employees → Reputation in danger
work culture

b) The above use case suffers from many ethical issues and lack of integrity -

- ① Dignity of women outraged due to sexual favours (violates right to life)
- ② Boss being male and at position of leadership doing sexual favours
 - ↳ lack of leadership and integrity
 - ↳ Patriarchal mindset
- ③ PoSH Act violated → Rule of law
- ④ Toxic work culture, safety issues for working women of the company
- ⑤ Poor corporate governance as such events happened in past and there have been no action taken so far
- ⑥ Meera's mother's life at stake if she loses the job (Right to life and lack of medical treatment)
- ⑦ Settlement of crimes against women using money → Erosion of moral values

c) options available to Meera

option I

Accept the offer for settlement
and use that for medical expense

Pros	Cons
<ul style="list-style-type: none"> * Meera mother gets adequate <u>medical treatment</u> * Meera job is safe, no loss of livelihoods * Boss wont take any action against Meera * company's image not under threat 	<ul style="list-style-type: none"> * Rule of law violated * Possibility of such crimes in future * Toxic work culture * Disrespect towards women and outgaging bodily integrity * incompetence of HR department

option II

Donot take any action and
quit the job

Pros	Cons
<ul style="list-style-type: none"> * Crisis of conscience resolved * Boss wont take any action against Meera * Boss settlement amount saved 	<ul style="list-style-type: none"> * Lack of money for bearing medical expenses * Loss of job for Meera * Rule of law violated * Other women still face issue

option II

Complain against BOB in
SHEBox portal and take
legal action

Pros	Cons
<ul style="list-style-type: none"> * <u>Rule of law</u> * <u>Procedural integrity</u> followed * <u>Strict action</u> against crime perpetrator * Meera job saved * Restoration of trust of Meera 	<ul style="list-style-type: none"> * Boss might try using his power of position * Mother's medical expenses still rising * Meera might lose her job * Company's image in danger

Meera should opt for option III due to below reasons -

① Courage of conviction : She must stand up for her rights and show fortitude by speaking truth

② Rule of law needs to be upheld

③ Corporate governance and ethical

work culture

④ Protection of other women employees

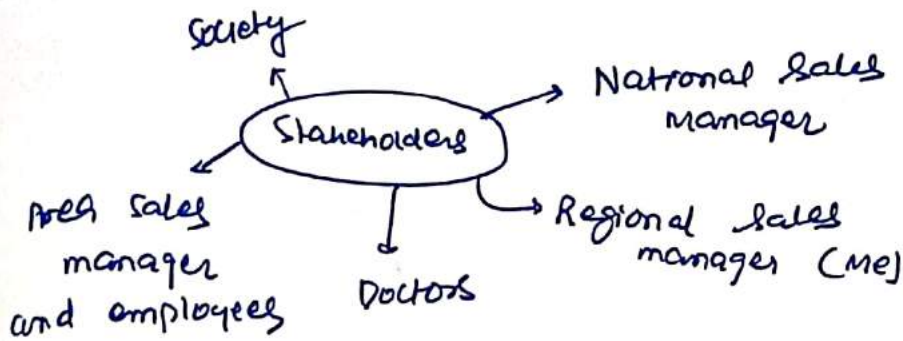
Meera can seek monetary support from her mentor for paying medical expense for her mother.

10. आप हाल ही में एक फार्मास्यूटिकल कंपनी में शामिल हुए हैं वहां आपका पद रीजनल सेल्स मैनेजर का है। आपको एक वर्ष के लिए विक्री लक्ष्य दिया गया है, जो आपके आकलन के अनुसार असामान्य रूप से अधिक है। हालांकि, बाजार का सर्वेक्षण करने पर, आपने पाया है कि प्रतियोगी ऐसे लक्ष्यों को प्राप्त कर रहे हैं। गहन विश्लेषण करने पर, आपको डॉक्टरों को उनके मेडिकल रिप्रेजेंटेटिव्स द्वारा उपहार, भुगतान और आतिथ्य लाभ देने की अनैतिक प्रथाओं के बारे में पता चलता है। यह यूनिफॉर्म कोड ऑफ फार्मास्यूटिकल्स मार्केटिंग प्रैक्टिस द्वारा प्रतिबंधित है। आपने इस संबंध में नेशनल सेल्स मैनेजर से संपर्क किया लेकिन उन्होंने जारी किए गए लक्ष्यों को किसी भी कीमत पर प्राप्त करने का संकेत दिया है। आपने डॉक्टरों को अनैतिक प्रोत्साहन देने की प्रथा में शामिल न होते हुए एरिया सेल्स मैनेजर्स को अपने-अपने निर्धारित लक्ष्यों को पूरा करने का निर्देश दिया। उन्होंने इन प्रोत्साहनों और लाभों को दिए बिना लक्ष्यों को पूरा करने में असमर्थता संबंधी अपनी चिंताओं को व्यक्त किया है।
- (a) इस संदर्भ में, आपके द्वारा किन नैतिक दुविधाओं का सामना किया जा रहा है?
- (b) आपके समक्ष उपलब्ध विकल्पों के गुणों और दोषों पर चर्चा कीजिए? आप इन विकल्पों में से किसका और क्यों चयन करेंगे?
- (c) फार्मास्यूटिकल क्षेत्र के पास अपने उत्पादों के विपणन के लिए कौन-से नैतिक विकल्प उपलब्ध हैं? (250 शब्दों में उत्तर दें)

You have recently joined as a Regional Sales Manager of a pharmaceutical company and have been given a sales target for the year, which is unusually high as per your assessment. On surveying the market, however, you have observed that the competitors are achieving such targets. On a deeper analysis, you come across unethical practices of giving gifts, payments and hospitality benefits to doctors by their medical representatives. This is prohibited by the Uniform Code of Pharmaceuticals Marketing Practices. You contacted the National Sales Manager in this regard but he hinted at achieving the released targets at whatever cost. You directed the Area Sales Managers to meet their respective targets while not engaging in the practice of unethical incentives to the doctors. They have communicated their concerns regarding their inability to meet the targets without provision of these perks and benefits.

- (a) What are the ethical dilemmas being faced by you in this context?
- (b) Discuss the merits and demerits of the options available to you? Which of these will you choose and why?
- (c) What are the ethical alternatives available to the pharmaceutical sector to market their products? (Answer in 250 words) 20

The above use case reflects ethical dilemma faced in pharmaceutical sector and social acceptance of unethical practices leading to corruption in long run

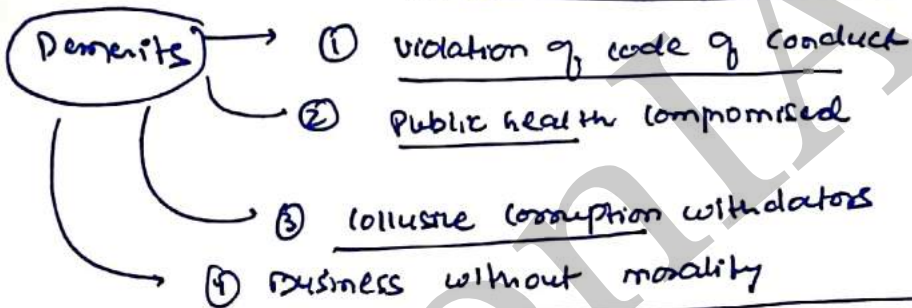
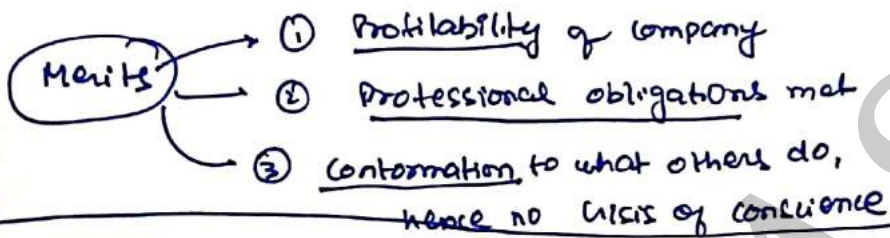


Ethical dilemma faced by regional sales manager -

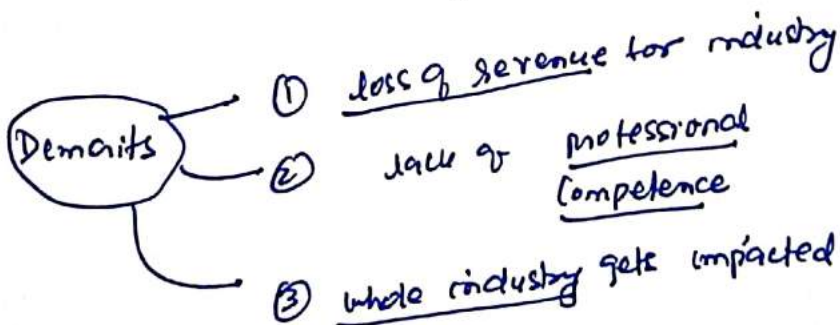
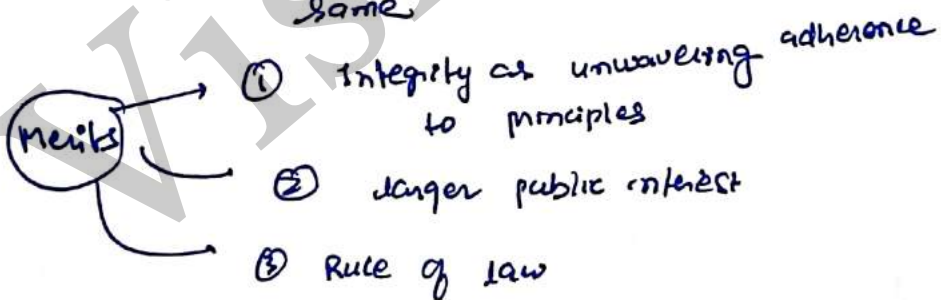
- ① Professional obligation to meet target vs compliance with code of marketing practices (code of conduct)
- ② Using doctors to achieve ends (as means) by bribing them with gifts etc
- ③ Public health vs company profits
- ④ Collusive corruption as doctor and sales manager both are violating rule of law, cheating public
- ⑤ High out of pocket expenditure for public as same medicines could have been available at generic versions

Options available to Regional Area Manager

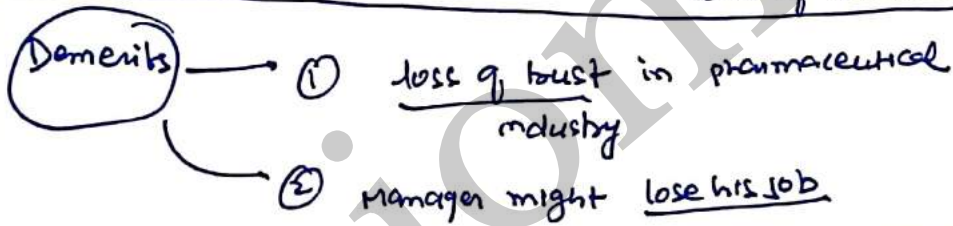
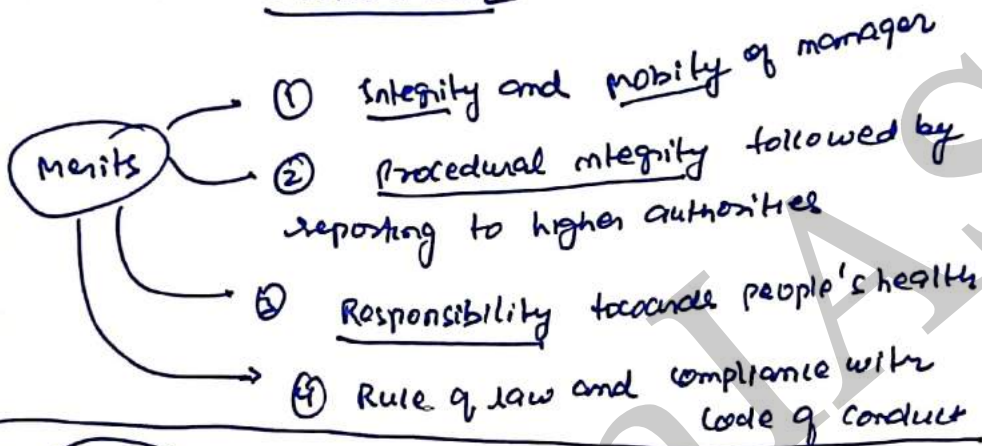
i) Achieve professional Targets by following unethical practices



ii) Donot follow unethical practices and ask area managers to do the same



(ii) Report the concern for public health to higher authorities, if no action by them, report this to media and act as whistleblower



option chosen by me would be option (ii) as it is based on-

- ① danger public interest
- ② Responsibility of citizen with zero tolerance for violation of rule of law and corruption
- ③ Enforcing public faith in pharmaceutical industry by acting as whistleblower

9) Companies should explore ethical alternatives for gaining market share and profits in the long run. As bribing doctors by following unethical conduct might give profits in short run but truth has its own way to come out and eventually company/industry has to face repercussions.

Alternative practices

① Reducing cost of medicine

- ↳ optimising production process
- ↳ sourcing cheaper raw materials

② Non-price methods like advertising or better marketing strategy

- ↳ innovating solutions to gain trust of doctors in medicine
- ↳ Following ethical practices would also grant credibility and attract customers

Ethics in business is must for sustainable & inclusive growth. As per Gandhi's Business without morality is a sin

11. लोक सेवकों को आमतौर पर सरकार की योजनाओं और नीतियों को पर्दे के पीछे रहकर संचालन करने वाले अभिकर्ताओं के रूप में माना जाता है। स्थायी कार्यकारी होने के नाते, इनमें उम्मीद की जाती है कि ये सुर्खियों में आए बिना अपने कार्यों का निर्वहन करें, जबकि यह राजनेताओं पर निर्भर है कि वे अपने राजनीतिक कृत्यों के लिए सुर्खियों में रहें। हालांकि, हाल के दिनों में एक प्रवृत्ति विकसित हो रही है जिनमें लोक सेवकों, विशेष रूप से युवा लोक सेवकों ने नियमित रूप से अपनी दिन-प्रतिदिन की गतिविधियों को पोस्ट करने के लिए सोशल मीडिया का सहारा लिया है। कुछ अध्ययनों से पता चलता है कि कुछ अधिकारियों ने लोकप्रियता का वह स्तर हासिल कर लिया है जो भारत में मशहूर हस्तियों और प्रभावशाली लोगों के लगभग समान है। सोशल मीडिया पर मौजूद इन अधिकारियों में से अधिकांश का तर्क है कि इससे उन्हें लोगों से जुड़ने में मदद मिलती है और युवा पीढ़ी को भी प्रेरणा मिलती है। हालांकि, कई वरिष्ठ लोक सेवक इस तरह की प्रवृत्ति का कड़ा विरोध करते हैं। उनका मानना है कि ऐसे अधिकारियों द्वारा साझा की गई कुछ सामग्री केवल पब्लिसिटी लेने के लिए होती है, ये लोक सेवाओं के 'सिद्धांतों' का उल्लंघन करती हैं और यहां तक कि उनके स्वयं के करियर के साथ-साथ समय रूप से सेवा के लिए भी हानिकारक हो सकती हैं। युवा अधिकारियों को विभिन्न माध्यमों से सलाह दी जा रही है कि वे अपनी छवि को फिल्मस्टार जैसा बनाने से बचें।

इस संदर्भ में निम्नलिखित प्रश्नों के उत्तर दीजिए।

- (a) लोक सेवकों द्वारा सोशल मीडिया के अत्यधिक उपयोग से जुड़े नैतिक मुद्दे क्या हैं?
- (b) लोक अधिकारियों द्वारा सोशल मीडिया का प्रभावी ढंग से उपयोग कैसे किया जा सकता है? (250 शब्दों में उत्तर दें)

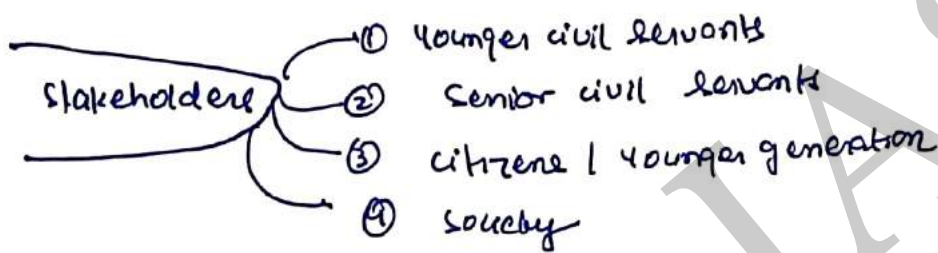
Civil servants are usually considered as the behind-the-scenes operators of plans and policies of the government. Being the permanent executive, they are expected to work without getting into the limelight while it is up to the politicians to hog the limelight for their political ends. But in recent times, a trend is developing where civil servants, especially younger ones, have taken to social media to post their day-to-day activities on a regular basis. Some studies suggest that some of the officers have attained a level of popularity that does not trail too far behind celebrities and influencers in India.

Most of these officers with social media presence argue that this helps them connect with the people and also inspire the younger generation. However, many senior civil servants strongly oppose such a trend. They believe that some of the content shared by such officers is excessively publicity-seeking, violates the 'principles' of the civil services, and may even be disadvantageous to their own career as well as the service as a whole. There have been calls from various quarters advising the young officers to desist from creating a filmstar like image of themselves.

In this context, answer the following questions.

- (a) What are the ethical issues associated with the excessive use of social media by civil servants?
- (b) How can social media be effectively utilized by public officials? (Answer in 20 250 words)

All India conduct rules does not contain guidelines on usage of social media by civil servants. This sparks a debate around ethical implications of use of social media by younger civil servants



Ethical issues w.r.t excessive use of social media -

1) Derelection of duty if person is indulged making videos, reels on social media.

Non-performance of duty \Rightarrow corruption

2) over-glorification of job of civil servant might create ~~wrong~~ ^{false} perception among younger aspirants \rightarrow dissociation of ground reality and social media

- 3) Confidentiality: Mistakenly civil servant might leak confidential data like data on some critical files → security of state
(violation of official Secrets Act)
- 4) Privacy of self and others might be compromised (violation of Article 21)

- 5) Addiction to social media at an individual level → Quality of life
 → mental health
 → work productivity
 → prone to substance abuse

Ways to curb excessive use of social media

- ① Yoga, meditation
- ② Socialisation, engaging in community services
- ③ Social media detox day
- ④ Spending time with family
- ⑤ Keeping public interest above everything (and ARC)

b) Social media is a double-edged sword
It can be positively utilised to bring change
at ground level in below ways -

i) Spirit of RTI: Civil servant can spread
awareness about RTI on social media
which would lead to good governance by
keeping spirit of RTI alive

ii) Public disclosure of information could
be done on social media (even outside RTI)
to enhance information dissemination.

For instance, sharing list of beneficiaries
of ~~PAHAL~~ PAHAL on twitter
 ↓ Expand outreach ↓ Compassion as alleviates suffering

iii) Disaster management: For immediate
relief, issuing alerts, guidelines for
emergency response.

For instance, Mumbai Police on twitter
during Cyclone

iv) Grievance Redressal : Connecting with people and addressing concerns raised

For instance, former minister Cushima Swaraj helping diaspora on twitter known for prompt response

v) Better government - public relations

As public feels connected to the executive it also builds trust, confidence

For instance, collector BND of Kerala

However, some reforms are needed for better utilisation -

- ① update All India Conduct Rules 1964 to improve clarity on usage
- ② Self-restraint should be exercised
- ③ Limited number of hours to avoid conflict with working hours
- ④ Review by peers to avoid sharing confidential data

Amidst emerging IR 4.0, social media and rising number of internet users needs to comply with code of ethics

12. आप भारत में एक सफल मार्केटिंग कंपनी के प्रबंध निदेशक हैं, जिम्मे कई हार्ड प्रोफाइल राष्ट्रीय और अंतर्राष्ट्रीय ग्राहक हैं। विविधता को बढ़ावा देने के लिए कंपनी सभी सामाजिक और धार्मिक पृष्ठभूमि के लोगों को काम पर रखने का हर संभव प्रयास करती है। एक दिन, एक कर्मचारी मिस 'A' जिसे हाल ही में काम पर रखा गया था, आपको बताती है कि वह अक्सर डग नथ्य के कारण कंपनी में भेदभाव महसूस करती है कि वह एक ट्रांसजेंडर महिला है। वह आगे कहती है कि बरिष्ठ पुरुष कर्मचारी उसकी उपस्थिति में असहज हो जाते हैं। इसके अलावा, अन्य कर्मचारी उसके व्यक्तिगत जीवन पर चर्चा करना चाहते हैं, जबकि उसकी ऐसा करने की कोई इच्छा नहीं है। वह यह भी कहती है कि उसे कुछ विभागीय बैठकों से बिना कोई वैध कारण बताए बाहर कर दिया गया है। इन उदाहरणों के कारण, वह उत्पीड़ित महसूस करती है और चाहती है कि या तो आप स्थिति को तुरंत ठीक कर लें या फिर उसका इस्तीफा स्वीकार कर लें। अगर वह इस्तीफा देती है और यह जानकारी सार्वजनिक हो जाती है, तो कंपनी की छवि खराब होगी। हालांकि, आप जानते हैं कि अपने कर्मचारियों, विशेष रूप से बरिष्ठ सदस्यों के रवैये में तत्काल बदलाव लाना मुश्किल है, क्योंकि ऐसे बदलावों के लिए समय की आवश्यकता होती है।

इस संदर्भ में:

- (a) इस स्थिति में मौजूद नैतिक मुद्दों पर प्रकाश डालिए।
 (b) एक प्रबंध निदेशक के रूप में, आपके समक्ष कौन-से विकल्प उपलब्ध हैं?
 (c) इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए और कारण बताते हुए आपके द्वारा चुने गए विकल्प का उल्लेख कीजिए। (250 शब्दों में उत्तर दें)

You are the Managing Director of a successful marketing company in India that has several high profile national and international clients. The company makes every effort to hire people from all social and religious backgrounds in order to promote diversity. One day, an employee Miss 'A' who was recently hired informs you that she often feels discriminated in the company due to the fact that she is a transgender woman. She points out that senior male employees are uncomfortable in her presence. Further, other employees want to discuss her personal life when she has no intention of doing so. She also states that she has been excluded from some departmental meetings without being given a valid reason. Due to these instances, she feels harassed and wants you to either correct the situation immediately or accept her resignation. If she resigns and the information becomes public, the image of the company will be maligned. However, you know it is difficult to bring about an immediate change in the attitude of your employees, especially senior members, as such changes require time.

In this context:

- (a) Highlight the ethical issues in this situation.
 (b) As a Managing Director, what are the options available to you?
 (c) Evaluate each of these options and choose the option which you would adopt, giving reasons. (Answer in 250 words)

Diversity

exclusion

Attitude

Privacy

discrimination

The above use case highlights plight of a transgender woman. As per NHRC, more than 99% transgender face discrimination in one form or the other.

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Ethical issues

- ① Rule of law violated as Protection of Transgender Rights Act, 2019 prohibits any form of discrimination
- ② Right of Miss A to have a conducive work culture and disrespect towards her by asking questions against right to privacy
- ③ Exclusion of Miss A from meetings shows discrimination, social stigma, lack of empathy and compassion towards transgenders
- ④ Miss A right of livelihoods due to resignation
- ⑤ Reputation of the company and corporate governance

⑥ Leadership of MD who has to protect interests of everyone, show courage and fortitude, develop positive work culture

n) As managing director, options available are -

- 1) Accept Miss A resignation and donot take any action
- 2) Persuade Miss A to hold her resignation and proceed for investigation into matter
- 3) Donot accept Miss A ~~resignation~~ resignation and expel team members
- 4) change Miss A team and not take any action
- 5) Quit the job from MD

④ Option I

Pros	Cons
<ul style="list-style-type: none"> + <u>Company's reputation</u> safe + <u>Productivity</u> of employees improves 	<ul style="list-style-type: none"> • <u>Rule of law</u> violated + <u>Professional integrity</u> of MD and his <u>leadership</u> in question + Lack of <u>empathy, compassion</u> + <u>Negative attitude</u> of employees

Option II

Persuade Miss A to hold resignation
and start investigation

Pros	Cons
<ul style="list-style-type: none"> + zero tolerance to gender insensitivity + Rule of law + Procedural integrity + Leadership and professional conduct + Corporate governance 	<ul style="list-style-type: none"> + If investigation finds employees guilty, <u>loss of company's reputation</u> + Might <u>hampel productivity of accused employees</u> + Miss A might not get persuaded to hold resignation

Option III

Expel all team members

Pros	Cons
<ul style="list-style-type: none"> + loss <u>Rule of law</u> + Miss A <u>trust</u> restored + <u>zero tolerance to discrimination</u> 	<ul style="list-style-type: none"> + loss of <u>talent pool</u> + Action without investigation (Against <u>principle of natural justice</u>) + <u>Impulsive</u>

option II

changing MISS A team

Pros

+ Retaining talent pool

Cons

+ She might face same discrimination, exclusion in other team
 + loss of diversity in current team

option I

Quit the job

No merits, it is an escapist attitude to resolve crisis of conscience

option adopted by MD should follow principles of inclusivity, diversity, equality and constitutional morality

option II should be chosen where a fair investigation is done. If found true, I will call an immediate meeting with employees → warn them about legal consequences

↳ if needed disciplinary action
 Follow Kautilya's 'Sam Dand Dand Bhed'

In the long run, regular sessions with transgender role models, leadership could be conducted to change the attitude. Mandatory trainings w.r.t gender diversity for all employees should be done