



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 2092)

Name of Candidate	Kowsalya Mueugasamy		
Medium Hindi/Eng.	Eng	Registration Number	409325
Center	Online	Date	03/09/2023

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 <b>TWELVE</b> questions printed in <b>HINDI &amp; ENGLISH</b> इसमें बारह प्रश्न हैं हिन्दी और अंग्रेजी में छपे हैं।</p> <p>3. <b>All questions are compulsory.</b> 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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## EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

## खंड-A/SECTION A

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

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

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

10

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

10

It is said that we are a product of our times - a product of the society at a particular point in time.

This happens through the process of socialization - learnings of societal values through various social interactions from family to media at large.

Process of socialization by society:

Formal institutions:

→ Schools - through the value education, interaction with teachers, students

Ex: Values of sharing lunches.

→ Media - through mixing of societal events.

Ex: their story on anti-corruption campaign by Anna Hazare

→ State at large - through constitutional clubs, NCC and others inculcate national feeling and patriotism

Informal institutions:

→ Family - the traditions of parents, customs of a region

Ex: Impact on Rabindranath Tagore by Debidananath Tagore

⇒ Also has a negative connotation when social evils are carried forward

→ Peers - learnings of Gandhi from Tolstoy, John Ruskin

Thus, a society reinforces its values through various means, but an ethical check is needed to ensure only good values are transferred to future.

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

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

A value-centric modern society is one with all its developments and future aspirations keeps its values at the center.

Say for instance, sabke sath sabke  
Visual of India's \$5 trillion aspiration.

Technology as an enabler for a value-centric society

- ① Helps take the values to every individual in every corner with ease

Ex: Satyamehva jayatev on Youtube

- ② Enables bringing different philosophical minds to discuss the desirable values

Ex: The Justice's show of Michael  
sandal

- ③ Leaders can capitalize on it to sensitize citizens

challenges that emerge from technology  
for a value-centric society

① Sense of instant gratification  
triumphing value considerations  
ex: Circulation of obscene videos  
on social media

② Non-human society

→ increasing technology interface  
reducing human touch

→ loss of social niceties, human  
warmth

- ex: Migrant crisis reported on  
newspaper wouldn't have had the  
same impact as witnessing it  
personally

③ Increasing instances of cyber bullying,  
cyber-crime targeting women,  
children

Technology is a force multiplier, a  
societal consensus on the kind of  
force needed to applied is desired.

[Ethical technology]

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

Swami Vivekananda espoused in his kauma Yoga, that each of the unheard waves together make the final splash at the shore.

This illustrates the nature of patience of a wise man to keep accumulating good thoughts and deeds with consistency. In other words, drop by drop is the water pot filled.

- The life of Gandhiji - through his experience in South Africa
- Natal Indian Congress,
  - Passive Resistance Association
- and in India with his,
- Champaran Satyagraha
  - Kheda Satyagraha
  - Ahmedabad mill strike

filled his pot with wisdom of  
people's sufferings and their  
capacity for satyagraha.

- This signifies the need for
- ⇒ consistent efforts
  - ⇒ perseverance and determination
- as ideal values in gathering wisdom.

In the current generation of,

- instant gratification
- materialistic persuasions
- declining determination and hope

(evidenced by increasing suicides)

These values become essential to  
be remembered and reposed.

A step a day makes the future  
a matter of a single step.

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

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

Empathy is the respectful understanding of other experiences, i.e., placing oneself in the shoes of others to understand their experience.

The three often considered components of empathy:

⇒ Affective understanding

→ to understand the experiences of others at the emotional level

Ex: The efforts of the Government to institute counselling sessions for post-disaster victims

⇒ Emotional contagion

→ to let the emotions of

others to wade into one's own emotions

Ex: PM shedding tears for the sufferings of the poor.

⇒ Cognitive perspective-taking

→ to apply the cognizance on the above two components to develop an intellectual understanding

Ex: Armstrong Paine when seeing the sufferings of people, developed a cognitive perspective of roads as the solution.

Thus, empathy is to understanding experiencing within us and developing a cognitive understanding of others experiences, which what permeates in our civilizational philosophy of Vasudhaiva Kutumbakam.

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 was a profound teacher in whose memory we honour the teachers of the day.

His idea of end-product of education

→ a free creative man

→ means a man who is freed intellectually and personally to apply his own ideas to the various facets of life

→ Such a man can battle against historical circumstances

→ the case of Dr. B.R. Ambedkar wherein the education freed him to have creative ideas (reservation)

to battle against the historical  
injustice of untouchability and  
discrimination.

→ such a free creative man also  
goes beyond that to battle the  
adversities of nature

→ the case of Helen Keller  
whose education enabled and  
equipped her to battle the adversity.

→ case of Stephen Hawking  
also showed great courage.

In the present times, when education  
is becoming commercialized,

→ becoming a self-censored space  
lack of creative ideas for historical  
adversities and natural adversities  
is staring.

Thus there is a need to reinforce  
the idea of education of Dr. Savitribai  
Radhakrishnan.

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

One of the profound thinkers and impactful activists of our century, Dr. Martin Luther King Jr. is always remembered for his sharp sense of equality and compassion.

In this quote King Jr. extolls the virtue of forgiveness. And emphasizes its place in our life

→ not of an occasional act but of a permanent attitude.

→ It is with forgiveness  
→ that one is able to look beyond the scars, pains and injustices and forge a new peaceful future

Ex: like King Jr. Nelson Mandela also showed extreme sense of

forgiveness for the injustices  
of the white and forged the  
new constitution

→ it enables to give the genuine  
a second chance

ex: The ISRO scientists forgiving  
themselves for the mistake in  
chandrayan 2 gave the tremendous  
success of chandrayan 3.

Thus King Jx. emphasizes that  
such a relevant forgiveness can't  
be an occasional act, but has to  
be ingrained in our attitude. In  
the current scenario, it will  
enable us look past the communal  
hatred and tensions, forge a a  
peaceful collective living.

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

A leader is one who is capable of steering and influencing a group of people towards the attainment of the common objectives, that is the idea of leadership of Ronald Reagan, who was one of the influential leaders of his time.

A greatest leader not necessarily the one who does greatest things

→ Lal Bahadur Shastri, during the times of food insecurity in India - did two simple steps of

- skipping a meal a day a week
- growing his own vegetables,

set in motion a people's movement at that time.

But the greatest leader is one who gets the people to do the greatest things:

⇒ as the case of Gandhiji in rallying millions of people in India towards the independence struggle - innumerable sacrifices

It is the art of leading from the back, where the leader puts the people at the driving seat. At the same time,

- guides, directs
- equips and built their talent
- motivates and encourages the people to do the best.

The current state of India in its path towards to be a vishwaguru of the world is also taking the same path.

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

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

Emotional intelligence is the ability to reason with emotions, and to use emotions in reasoning.

It enables the individual to know, understand and regulate

→ one's own emotions

→ as well as others

to deal with situations effectively.

Signs of a lower spectrum of emotional intelligence:

① Emotionally driven decisions

→ suspect to mood swings

→ puts the person above the position

→ inability to handle disappointments

## ② Poor social relations

- isolationist
- argumentative in conflicts
- poor negotiation
- low networks

This is now enabled by the increasing penetration of technology

- the youth now focusses on instant gratification
  - inability to handle failure
- with interactions becoming digital → handling people, interpersonal skills, besides communication are affected
- detached from the current social milieu - poor social awareness

Thus, there is a need to equip our younger generation especially with EI to be see a true transformation in this Amitkath.

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. 10  
(Answer in 150 words)

Attitude is the predisposition  
of opinions and views towards  
an object / set of circumstances.

It is a dynamic phenomenon,  
i.e. change in attitude happens  
regularly

Action as a catalyst for shifts  
in attitude:

→ while there are affective  
(emotional) and cognitive  
(intellectual) components of  
attitude, behavior (action) is  
the profound changemaker.

Ex: A middle aged man  
taking up cycling for

a day, sees the true  
benefit of it, changes his  
attitude towards cycling.

→ Action gives new, observable,  
first hand experience to  
change the attitude.

Ex: the change in attitude  
of civil servants towards DBT  
after the initial success -  
now its embraced.

→ It also enables the individual  
to work with their own affective  
and cognitive component

But nevertheless, limitations of it  
can be seen in unutilized swachh  
Bharat toilets. Thus there is the  
need to combine it with emotional  
persuasions to have lasting effects.

Thus, all three components need  
to come together.

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

Thirukkural, the sangam era literature, is a secular philosophy on human life that guides every aspect of living.

Thus it also encodes the principles of morality and eternal values for businesses.

The ethical issues faced by businesses in contemporary times

- ① Unfair business practices by competitors

→ flouting rules

→ insider trading

Ex: Case of Nirav modi, Ujaya mallya

② One-sided focus on profit competition

→ while ignoring society and environment.

EX: Tata's never budged to this kind of competition

③ Technology for efficiency vs labour retrenchment

Teachings of Thirukural to assist in this resolution:

- ① Righteousness to guide the way of life even in business.
- ② The competition has to be only for being the best, not for the evil.

Thus, there is need to harmonize these teachings to the business world to ensure

commerce with morality

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

The basic object of laws - legal propositions is to promote a social order

→ that resolves basic value conflicts - freedom of speech in normal times, but not in external emergency

→ settling individual conflicts

- through the medium of courts

→ rules that even our rulers must follow

- the Rajdharma of Kautilya for Maujiya.

But, a law need not always achieve its purpose, rather create harm:

→ law on Aadhar, instead of  
-targeted delivery leading to  
exclusion of beneficiaries  
resulting in starvation deaths.

The limitations and dysfunctions  
of law are, thus:

- ① it can't encompass all situations
- ② it can't be effectively enforced  
externally  
→ a society of conscience  
is a must

As Aristotle expounded, law is  
not needed for a law abiding  
society, and a law is useless  
for law breaking society

EX: Prevention of corruption law  
becoming useless in tackling corruption  
Nevertheless, laws have their utility  
in setting a direction, it has to  
be augmented by a social revolution.

**खंड-B/SECTION B**

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

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

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

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

इस संदर्भ में, निम्नलिखित के उत्तर दीजिए:

- (a) उपर्युक्त स्थिति में शामिल विभिन्न मुद्दे क्या हैं?  
 (b) क्या आपको लगता है कि मूल्य-सीमा का निर्धारण दी गई समस्या का समाधान एक दूसरी समस्या उत्पन्न करके करेगी?  
 (c) 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)

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Businesses do not exist in a vacuum  
but is rather intertwined with  
the society it operates in - for  
resources and human capital even,  
and hence takes an implied  
responsibility for social good.

Various issues in the above situation

- ① Rewarding investments and  
efforts of pharma companies  
comes into conflict with:
- Accessibility and Affordability  
of medicines for a vulnerable  
community -
- ② Large implication on future  
research and development -  
incentives and disincentives

③ The role of state

- as promoter of R&D
- as a welfare provider to the vulnerable

④ Value priorities of a society

- Rewards to efforts of any cost (or)
- Rewards considering larger social consequence
- Not to foster the idea of survival of the fittest

⑤ How the society plans to resolve the natural arbitrariness  
→ rare diseases wasn't the own doing of the patients.

(b) Mechanism of price-cap

Solves the given problem

→ by making the medicines affordable, accessible

→ by setting a price uncertainty  
regulation - signals future  
research

But creates more problems

→ disincentives research further  
endangering people's hope  
for cure

→ asks a huge price on businesses  
→ incompatible with capitalist  
ethics

→ Reduces hope of generic medicines  
patent later in the future too

(c) Long-term measures that can be  
taken to deal with the issues

① Responsibility of the welfare  
state

→ state has to take the  
lead role in funding the research

→ through funds established  
for charitable, CSR contributions  
→ which then needs to be  
furnished to pharma companies  
→ now the price-cap would  
be just a quid-pro-quo or  
forgoing state's return.

② A clear policy to be in place  
for patent sharing, rights of  
patients <sup>due</sup> obligations of  
pharma companies

③ Need for subsidised medicines

It is the imperative of the society  
to take care of the last man in  
the line (Gandhiji's gospel),  
the burden can't be unduly placed  
on businesses alone, but needs  
to be shared by the society as a  
whole to foster commerce with  
morality

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

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

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

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

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

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

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

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

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

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

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

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

After going through the land details, you discover that the land contains natural urban forest with more than 40,000 trees that provide diverse ecosystem services to the residents of the cities. Clearing this land for the project will lead to cutting of these trees. Also, the news of this land being under consideration is already out and the environmental civil society groups in the city are protesting against it. They are threatening to go to the court if the trees are cut to proceed with the project. Further, an alternative site has been proposed by an environmental think tank, which could be suitable in terms of sustainable development of the project.

On the other hand, there is pressure from the Union Minister to clear the land for the project. A senior member from the Railway Board has also approached you to look into the issue favourably else it might upset the political executive.

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

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The foundational values of civil services places the epitome of public trust at the center - doing & what is good for the public. The cause of environmental wellbeing (Article 21) is also part of that public trust.

Ethical dilemmas faced by me

- Fulfilling the higher executives directions vs the larger constitutional promise
- Efficient utilization of land vs destruction of natural ecosystem

- ③ public welfare vs political pressure
- ④ Considering wholesome benefits (intangibles of environment) vs brute tangible benefits of multi-modal station
- ⑤ A conscience based decision vs Duty to the higher executives

(b) The Options available to me:  
and their evaluation

① Give the identified land for development ignoring environmental considerations

merits

1. Fulfill inter modal station need of people
2. Favours with the political executive

Demerits

1. Failed public trust - crisis of conscience
2. Social and economic loss in destruction of forest

3. Professional  
security

3. Failed in  
India's promise  
to sustainable  
development

② Evaluate the alternative site  
proposed by the think tank and  
propose the same based on  
viability

merits

1. Merit based  
evaluation of  
options
2. Upholding public  
trust in welfare
3. Safeguarding  
sustainable  
development

Demerits

1. Upset the  
political executive  
- professional  
insecurity
2. Delay in  
project  
initiation

③ Evaluate other options besides the  
two under consideration, ~~sketch~~ and  
proposing the viable one, and minimizing/  
denying the current forest area.

merits

1. All options considered on merit
2. Possibility of balancing the current needs explored
3. Public trust upheld.

Demerits

1. Consequences to my professional career
2. Delay in project

(d) The Option I would choose would be to:

- evaluate other viable options
  - when found, stick to the viable option and deny the current forest area
- when viable option isn't found
  - explore possibility of minimizing the impact on forest (acquiring adjacent land to reduce use of forest area).

An individual of conscience is one who adheres to his principles beyond the considerations of consequences.

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

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

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

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

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

इस संदर्भ में:

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

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

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

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

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

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

In this context:

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

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The ideal of work ethics involves unwavering commitment to the work and objective entrusted. In the modern paradigm, the dialogue on work ethics is evolving to include new dimensions.

Ethical issues connected with moonlighting:

- Fulfilling commitments of primary job - reduced

attention due to moonlighting  
- over-worked and stressed

② Issues of confidentiality in  
software companies

- client confidentiality sine  
quo non  
- possibility of leakage of secrets

③ fuller development of employees  
→ should opportunities for  
employees arise beyond working  
hours?

④ Rights of companies over  
employees - to what extent?

(b) Options available to me and  
evaluation of the same.

① Prohibit moonlighting and take  
action against errant employees

merits

1. uphold business  
commitment to

Demerits

1. Loss of good  
talent

Clients

1. Ensure a productive work culture at the office

2. A stagnant work atmosphere leading to attrition

3. Curb development of employees

② Allow moonlighting as happening, take action only when productivity targets aren't met

Merits

Demerits

1. Retain the existing talent

1. Possible loss of company secrets

2. Employees as the priority - freedom.

2. More employees adopting this trend  
→ affecting work culture

③ Develop conditions for other firms - no similar companies, projects, strict NDAs, roles that can moonlight, and consequently

Increase salary/rewards for roles that can't moonlight

merits

1. objective evaluation of jobs when moonlighting won't harm the organization
2. Proportionate increase in rewards, more opportunities for other jobs

Demerits

1. possibility of attrition in more important jobs.

As an industry, such an option (Option 3) is needed is to regulate the phenomena of moonlighting. Adequate consideration to be given to employee aspirations also besides client confidentiality and productivity. Employees must also understand the limitations of certain critical roles. As new aspirations rise, new regulations needed to evolved.

10. आप एक विकसित देश में स्थित एक वेहद 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 नावालियों सहित बड़ी संख्या में लोग कार्यरत हैं, किसी "स्वेटशॉप" से कम नहीं है, जहां कर्मचारी खतरनाक परिवेश में वेहद कम वेतन पर अधिक घंटों तक कार्य करते हैं। इस रिपोर्ट की अंतर्राष्ट्रीय स्तर पर अत्यधिक निंदा हुई है, इसके कारण संभावित रूप से उपभोक्ता द्वारा बहिष्कार को बढ़ावा मिला है और आपकी कंपनी की कड़ी मेहनत से अर्जित प्रतिष्ठा खतरे में पड़ गई है।

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

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

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

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

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

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

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

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

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

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

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

Commerce without morality is a sin (Gandhian). The trusteeship model of business requires businesses to consider themselves as trustees of social well-being besides profit motive.

Ethical dilemmas faced by me

- Profit motive vs triple bottom line approach  
(top line approach)  
profit + society + environment

2. Customer focus vs employee, society focus

3. Ethics & business competition vs unfair route to competitive advantage

4. Profit conscious investors vs environmental conscious consumers

5. Taking losses  
→ causing ultimate harm to society vs Placing emphasis on labour and environmental norms

(b) Options available to me, evaluation

① the same Option ① - Continue with current set-up  
merits Demerits

1. Profit focussed
2. cheap production

1. Risk reputation
2. fail societal obligations
3. Inevitable business costs

② stop the current production unit, enforce, strict

(above norms), environmental/  
safeguards

merits

Demerits

- |  |   |
|--|---|
| <p>1. Upholds the <u>reputation</u></p> <p>2. <u>social and environmental conscious business</u></p> <p>3. <u>Possibility to charge premium on improved value merit of goods</u><br/>- <u>recoup losses.</u></p> | <p>1. <u>IRK investors</u></p> <p>2. <u>short term losses</u></p> |
|--|---|

I would choose option (3), & being a responsible business that puts values above money,  
→ I would justify this to the investors with the expanding field of green finance  
→ environmental and rights conscious consumers on the value-merit.

- (c) Ethical alternatives available to balance profitability and labour practices
- ① Tap the reputation of a socially conscious firm through a premium on products
  - ② Align the investors who are value conscious to the company
  - ③ Business transformation on account of changing values of customers - market corrects itself
  - ④ Employing machines to bring the same efficiency

Thus, the businesses need to evolve to the times of changing values - so does the investors and consumers. Embodying the vision of JRD Tata in his code of conduct would help in this.

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 स्रोतों 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) 20

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

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

- (a) Discuss the ethical issues involved in the case.  
(b) What can be done to resolve the problems faced by gig workers like Rahul?  
(Answer in 250 words)

20

The businesses of the society need to respond to the societal and constitutional values espoused in the society besides the obvious goal of profit.

(a) Ethical issues involved in this case

→ for the state

- enabling businesses generating employment opportunities at the cost of employee welfare and security?

- efficient regulation & labour norms vs amicable

environment for businesses  
(ease of doing business)

→ for the individual

- need for income vs loss of identity
- future needs and aspirations vs current necessities
- no option vs menial option

→ for the society

- cheap and economic services vs failing social obligations towards fellow humans
- Growth vs development

→ for investors

- profit conscious investing vs value conscious investing
- narrow conception of rewards vs broader social responsibilities

(b) what can be done to resolve the problems of gig workers

① Enacting an encompassing regulation for gig workers

→ The recent Rejasthan Gig workers Act is a step in the right direction

② Provide for social security to the gig workers in the labour codes

③ Enact them on insurance schemes

④ Create a value conscious can- customers

→ to choose zomato for their 'Rest stops' for delivery partners over others

⑤ Enable formation of association

of gig workers to increase  
their bargaining<sup>in</sup> power.

(b) Mandates basic labour  
norms across industries  
to change the expectations  
of market returns to a new  
equilibrium.

Thus, there is the need to  
ensure commerce with morality  
for the overall well being of  
the society.

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

Progress of the society is measured by the progress of its women (Dr. B. R. Ambedkar)

(a) key barriers and challenges that hinder women towards leadership roles

① Patriarchal mindset

→ the infamous incident of Dr. C. V. Raman denying a place for Karna Sohani because she was a woman

② The dual burden

→ McKinsey - 70% of care burden on women

→ Robs women of time to invest in their talent and career

③ Corporate glass ceiling

④ Unfavourable enabling environment

- concession in CAT for  
MBA admission, same not  
available in UPSC.

⑤ Lack of role model effect  
in the immediate surrounding  
→ to relate and learn the  
journey.

(b) Social and cultural norms  
affect women's employment  
in India

① Social norm of patriarchy  
not allowing women to  
work

→ women to earn less  
than men

② Increasing income of male  
members relegate women  
to the household

③ culture of women being  
the primary carer gives  
- children and the old.

④ ways to ensure gender  
parity in employment  
and career growth

① Reserving minimum seats  
for women wherever possible  
→ force multiplier for  
women breaking barriers

② Horizontal reservation to  
women in promotions in  
civil service  
→ as in Tamil Nadu  
state services

③ Bring role models like  
Indira Nooyi to guide and

Direct the women

④ Enable sound institutional/  
structures to tackle evils  
of workplace

→ strengthen sexual  
harassment committee

→ justice delivery to  
be made effective

⑤ Change at the foundation  
and grass roots

→ representative pictures  
in school books to be made

women centric

→ broadening the  
aspirations of girl children.

As PM remarked on success on  
chandrayan 3, no force on  
Earth can stop a nation whose  
girls are enviable ambitious