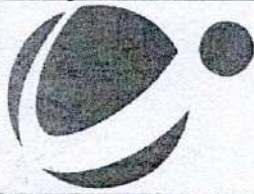


Start time: 9:10am End time: 1:14pm



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GENERAL STUDIES (TEST CODE : 2078)

Name of Candidate	Animesh Verma		
Medium Hindi/Eng.	English	Registration Number	1228123
Center	ONLINE	Date	2/2/23

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

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

Fortitude refers to the virtue of courage during tough times, crisis period, etc. Such leaders are better known and more trustworthy in times of crisis.

Reasons and examples:

1. More courage of conviction: Fortitudinous leaders display this quality even in crisis. eg. Martin Luther King Jr led the Civil Rights Movement in the US for the colored people despite official resistance.
2. Attract large crowd: eg. Mahatma Gandhi attracted mass towards the national movement by showing

fortitude against the British

3. Subhas Chandra Bose at even employed women in the IMA as they were inspired by his fortitude.

4. Social reforms: eg: Raja Ram Mohan Roy ~~banned~~ got sati banned by showing immense fortitude.

5. Political reforms: eg: Dr. BR Ambedkar ensured fundamental rights for all including the untouchables, & also universal adult franchise.

Hence fortitude must be developed by all the leaders & used for constructive purposes (public interest).

1. (b) देश में बदलते सामाजिक परिदृश्य के मद्देनजर, मूल्यों की शिक्षा युवाओं के लिए न केवल कुशल बलिक 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

Both value and technical education are needed for India to become a 'Viksit Bharat by 2047'.

Technical education need for youth

1. Skilling in latest technologies: like AI, cybersecurity etc.
2. Increased R&D
3. Encourage entrepreneurship
4. Promote rationalism (Article 51A)
5. To become the leaders of tomorrow; make India a global superpower
6. Harness demographic dividend

Value education as important as technical education.

1. Promote strong moral principles: like

- integrity, uprightness, etc.
2. Ethical entrepreneurship: using ethical means, no mass layoffs, etc.
 3. Become ethical leaders of tomorrow: who will promote interests of all stakeholders, inclusivity, etc.
 4. Reduce / eliminate corruption: change the public attitude towards corruption.
 5. Help the needy: by instilling compassion, empathy, etc.
 6. Promote tolerance: secularism, endorsing the existence of opposite views, prohibit mob lynching, etc.

These values advantages make it important to have value education as well as education might create 'wiser devils'!

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 is the quality of deciding the case on merits & having no bias, opinions, etc. It stems from the principle of justice.

While, compassion means understanding the suffering of others and active desire to alleviate another's suffering.
eg: Buddha promoted love for the poor & the needy

Impartiality - One of the key values for public service:

1. Ensure non-discrimination against minorities, underprivileged, etc.
2. Political neutrality
3. Public interest: by balancing interests of all stakeholders

4. Check corruption

Impartiality should not preclude compassion

1. Ensure equity i.e. fairness in all aspects. eg: not evicting poor families in a cold winter night
2. Check inclusion errors: eg: giving MGNREGA jobs even if spelling mismatch in Aadhaar & job cards.
3. Alleviate poverty & malnutrition:
eg: not denying ration to a poor elderly due to missing of trivial documents
4. Address issues of the minority: eg: giving minority rights statwise as per Supreme Court judgements.

Hence compassion must supersede impartiality to maintain public trust in the government.

2. (b) प्रशासकों द्वारा धारित शक्ति, यदि सही 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

Administrators wield huge powers including discretionary ones. The effects on the nation can be both positive or negative depending on how that power is used.

Power - nation - great dividends if rightly used

1. Ensure public trust: by not indulging in corruption, etc.
2. Effective public service delivery: help alleviate poverty, malnutrition (SDG-1, SDG-3)
3. Democratic morality: by ensuring public participation in governance (eg: social audits, EIAs, etc.)
4. Reduce inequality: by protecting the

interests of the marginalized, minorities, etc.

5. Ethical governance: which ensures public interest is maintained.

6. Political neutrality

(Power can bring harm if abused)

1. World Wars, Anti-Semitism: eg: Nazi Germany (1933-45) - dictatorship
2. Politicization of bureaucracy: leading to favoritism, etc.
3. Increased corruption & reduced public service delivery
4. Reduce public trust & legitimacy of the government.
5. Personal interest over public interest.

Hence administrative power is a double edged sword which must be used ethically to promote 'Sabka Sath, Sabka Vikas'.

3. (a) विशेष रूप से हाल के दिनों में अंतरिक्ष अन्वेषण में निजी क्षेत्र 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

In recent times, companies like SpaceX, etc have launched commercial space explorations including human spaceflight missions, etc.

Ethical implications:

1. Exploiting & polluting space resources: as it leads to higher space debris which creates problem for important space projects like Chandrayaan, etc.
2. Inequality: As these commercial ~~mission~~ explorations are expensive, it leaves out the relatively poor ones. Whether to offer subsidies for such explorations to the poor?
3. Reduced resources for critical space projects like Aditya 2, Chandrayaan,

Artemis mission, etc.

4. Lack of guidelines to protect the space: Anthropocentrism is egocentrism: no effort to reduce negative impacts on space
5. Inequality b/w developed & developing nations: as commercial space explorations are not developed in LDCs but they have equal right to space.
6. Profitability over people & planet

Recently India signed the Artemis Accords & other space treaties which regulate all space activities.

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 (AI) has the potential to disrupt our world & also be of good use to humanity depending upon how (ethically) it is used.

AI: Radically transform & disrupt our world:

1. Increased unemployment: eg: reduced job opportunities in pres due to digital social media, AI recommended news, etc.
2. Increase inequalities: as only the ~~see~~ larger companies can afford capital intensive AI technologies.
↳ create divide b/w developed & developing nations
3. Threat of attaining self-awareness:

which will make humans redundant on Earth.

4. Threat of a rogue robot: which might destroy humanity.

AI: good for humanity

1. Increase job productivity: eg: having AI assistants for each employee.
2. Enhance technological growth: eg: by solving complex problems by AI supercomputers.
3. Better standards of living: eg: AI managing routine, monotonous works like making daily time-tables so that we can focus on core activities.
4. Increase Creativity eg: Chat GPT.

Hence, global guidelines must be made on ethical use of AI.

4. (a) 'सामाजिक जवाबदेही' पद से 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

Social Accountability refers to the answerability of ~~officials~~ and individuals to the society community as a whole for one's actions, decisions, etc.

It means upholding social values, public interest, etc.

Significance:

1. Abide by social ethics: moral principles that represent the collective experience of the society.
2. Responsiveness to the public: eg: Quick redressal of citizens grievances.
3. Ensure transparency & Accountability: eg: via social audits, etc.

4. Inclusiveness & impartiality: eg: protecting minority rights from majoritarian tendencies.

Critical factors for the success of such initiatives:

1. Public participation: large no. of people should participate.
2. Democratic morality (Paul H. Appleby): giving the civil society information of projects, etc. (RTI)
3. Skilling & training of people: to effectively scrutinize projects
4. Independent audits by expert experts of financial accounts, etc.

Hence, public participation & civil societies must be encouraged in social accountability initiatives.

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

Corruption means the abuse of power & authority to promote personal interests at the expense of public interest. It negatively affects democracy.

Corruption: Challenge to democracy

1. Corruption promotes bureaucratic morality & hinders growth public participation.
2. Affects economic growth: which further reduces public service delivery capability.
3. Reduces public trust & questions the legitimacy of the government.
4. Discourages honest citizens & public servants
5. Promotes unethical work culture

Citizens' estimation of corruption - criteria, widespread and harmfulness:

1. People are the source of evil servants, also people determine the supply of corruption. Hence, their estimation of corruption is critical.
2. To oppose 'chalta hai' culture:
People often excuse corrupt acts.
3. Blaming the system & not taking individual initiative.
4. Seeing it as a means to get things done quickly - 'speed money'.

Hence, value education must be included for all and legally enforceable code of ethics (2nd ARC) is needed to check 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 (WFH) culture became popular during the recent Covid-19 pandemic. However, it also led to ethical issues like moonlighting.

Moonlighting [WFH - ethical concerns in private organizations]:

1. Balancing work & family
2. Blurred division of family & work time. eg: online meetings at night
3. Health vs work: eg: Increased screen time due to WFH

Moonlighting - ethical

1. Counter underemployment: as some people might be required to do less in their jobs.
2. Maximize money: to take care of the

growing family etc.

3. To meet emergency needs: ~~not~~ eg.
moonlighting to meet the ~~high~~ high
medical bills of hospitalized father

~~Not~~ Moonlighting - unethical

1. Against integrity: ~~Not~~ By taking
up job in another company w/o the
employer's permission
2. Trade secrets risk: a person might
work for a rival company &
reveal all the trade secrets.
3. Reduced job opportunities for other
people as same person working in
2 companies.
4. ~~Also~~ Against the interest of the
company

Hence, a legally enforceable law
must be made to check the unethical
practice of moonlighting.

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

Environmental, social & governance (ESG)

considerations refers to the business's impact on the 3 aspects:

<u>Environmental</u>	<u>Social</u>	<u>Governance</u>
1. climate change 2. deforestation	1. employment 2. work conditions 3. gender inclusion	1. audit of accounts 2. separate C&MD

ESG considerations create immense value for the business

1. Promote a positive image of the company: increase public trust
2. Increase investments by attracting shareholders & investors.
3. As More social impact investing leads to better social outcomes

like running schools (CSR), creating sanitation infrastructure, etc.

4. Women empowerment: promote gender inclusive workspace. → More production (McKinsey report)
5. Higher employee satisfaction & retention.
6. Better work culture: ethical decision making - taking interests of all the stakeholders.
7. Environmental impacts are minimized & risks due to climate change, etc. are converted into opportunities/advantages.
8. Met legal obligations: eg.: CSR by Companies Act, 2013
 Here Recently SEBI mandated top 1000 listed companies to publish BRSR reports from FY 23.

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

Fairness in international relations require international ethics to be followed by all nations based on universal principles like protection of human rights, doing no harm, maintaining peace, etc.

Multiple institutions to ensure fairness in international relations:

1. United Nations (UN): Including UNGA, UNSC, ICJ (International Court of Justice) etc.
2. ICC (International Criminal Court).
3. WTO: for fair trade between nations.
4. World Bank / IMF: to maintain global financial stability.
5. SCO, BRICS, QUAD, SAARC, BIMSTEC etc.

States often put aside moral values for their own interests.

1. Russia-Ukraine Conflict (2022-): Still continuing because of territorial expansion, more power, etc.
 2. China border disputes: with India, Philippines, Taiwan, etc. ignoring principles of sovereignty of the nations.
 3. Debt trap diplomacy: by China. eg: BRI - Hambantota Port in SL leased for 99 years.
 4. Unfair trade practices: eg: WTO accused China of deliberately depreciating Renminbi to increase its exports.
 5. Economic imperialism: through conditional aids, etc. eg: by US, China, etc.
- Hence, international institutions like UN must be strengthened & reformed.

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

Ethical issues in medical research

Issues arise due to unequal sharing of benefits, human involvement in experiment etc.

Ethical issues- foreign funded research in developing countries:

1. Anonymous nature: The details of the experiment are not disclosed to the human subjects.
2. Randomized clinical trials: one doesn't know whether actually receiving treatment or not.
3. Safety issues: whether proper emergency aid, etc. are arranged in case of any mishap.
4. Adequate compensation: whether given to human subjects at the research

involves risk.

5. Benefit of the project: How to distribute? as it mostly benefits developed nations.
6. Informed consent: As the T&Cs are quite complex & crucial details are hidden.
7. Right to life: Sometimes due to accidents, side-effects, etc. a person might die.
8. Source of foreign funds: whether legitimate & within the allowed range, for the right purpose?

Hence ICMR's guidelines on medical research must be followed & it must be made legally enforceable.

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 was the 1st
Guru and the founder of Sikhism.
He promoted a just and peaceful
society.

Important teachings relevant to youth:

1. Tolerance: accept diversity of thoughts,
religions, etc.
↳ Khalistan movement: Amritpal
Singh; also in abroad missions of
India in US, Canada & UK (February
2022)
2. Promote unity & brotherhood: One
must be friendly with others.
3. Help the poor & the needy: instead
of materialism - which towards which
youth are attracted.
4. Equality of all: including women

minorities, etc.

↳ women empowerment - take up
entrepreneurship, etc.

5. Follow ethical means: eg: respecting
all & not indulging in corruption.

6. Follow laws, rules, etc. eg: cases of
mob lynching in Golden Temple due to
blasphemy

7. Promote peace and stability:

ensuring harmony in the society.
eg: not posting inflammatory comments
on social media; not get affected
by extremist ideologies etc.

Hence, his teachings must be
imbibed by all the youth to
promote Vasudhaiva Kutumbakam.

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-अप्स जैसी खबरों से भरे पड़े हैं। यह तब है जब कुछ समय पहले तक, स्टार्ट-अप्स 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। रिकॉर्ड वैल्यूएशन और पारितोषिक संबंधी खबरों की जगह कर्मचारियों की बड़े पैमाने पर हो रही छंटनी ने ले ली है। स्टार्ट-अप्स 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:

- हाल ही में बड़े पैमाने पर नए युग के स्टार्ट-अप्स में हुई छंटनी से संबंधित हितधारकों और नैतिक मुद्दों का उल्लेख कीजिए।
- उच्च स्तरीय प्रबंधन द्वारा इस तरह के गैर-जिम्मेदार आचरण के लिए, विशेष रूप से भारत में हो रहे स्टार्ट-अप्स में, उत्तरदायी कारणों की पहचान कीजिए।
- 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:

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

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Q) This case study revolves around the topic of massive layoffs of employees to ensure sustainability & profit of the ventures. Many big companies like Google, Amazon, Meta, etc. have fired thousands of employees. The story is the same in Indian startups also.

a) Stakeholders involved:

1. Employees: of the company. Their livelihood and standards of living are threatened.
2. CEOs, other higher executives of the companies - who decide whom & how many to lay off.
3. Investors and shareholders: It is important to maintain their profitability & trust.
4. Public at large: whose opinion about the company is affected because of mass layoffs.
5. Government: to ensure quick hiring of

those layed-off.

Ethical issues in mass layoffs

1. When to lay off employees? what minimum profit-levels of the company should be maintained.
2. Employees livelihood vs interests of shareholders, Angel investors, etc.
3. Deciding the distribution of layoffs: as mostly entry and middle-level employees face the brunt of it
4. Maintaining reputation of the company: in job market as well as goods market
5. How many people to layoff? which will affect the productivity and profitability of the company.
6. Whether to give any (say 2 months) prior notice before layoff? so that the employee might secure another job in advance.

b) Reasons behind such massive layoffs:

1. Profit over people: Many companies & startups put profitability ahead of employees well-being.
2. Competition in Indian Startups: India being the 3rd largest startup ecosystem, there is huge competition → for sustainability, profitability, etc.
3. Pressure from investors, shareholders, etc. to maintain/increase their profits.
4. Low labour productivity: Many employees fail to contribute significantly to the company.
5. Reform size of the workforce: due to high hiring during Covid times (2021, etc.) - reason given by Google, Meta, etc.
6. Falling demand: of many digital products, services, etc. which boomed during the pandemic. 7. AI-automation

c) Some measures to tackle this

1. Use of AI and big data: to project long term demand and hire employees accordingly.
2. Prior notice: of at least 2 months, so that the employee might secure another job beforehand.
3. Following the 3Ps (people, planet & profits) - ensuring balance - Narayana Murthy Committee report.
↳ Compassionate capitalism
4. Taking the interests of all stakeholders into account before making big decisions (NARBC, 2019 - guidelines for responsible business conduct).

Hence these steps will ensure protection of the employees interests and promote the interests of the shareholders as well.

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)

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 attended 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)

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The above case revolves around the issue of dual responsibility of women mothers who need to balance both personal and professional duties.

a) Officer - was justified

1. She had hardly any other option: as she did not avail full maternity leave & rejoined work.

2. Handle both personal and professional duties

Officer - not justified

1. Affect the public works: as Rupa won't be able to focus on work properly because of her child.
2. Affect child's health and upbringing: as Rupa won't be able to properly take care of her child.
3. Neither this nor that: Such a situation will hamper both professional work.
4. Trivialising her official work & painting a heroic picture of herself

Hence overall, the act of Rupa was not justified as it hampered both office and personal work.

Overlap b/w personal & professional duties?

- ↳ No, there shouldn't be any such overlap because:

1. It will lead to conflicts of interest:
to prioritise personal or professional duty
2. Ethical dilemmas: eg: whether to attend to his crying child or go for an urgent meeting, etc.
3. Negatively affect: both personal & professional life.
4. Set a wrong precedent: other staff might also start doing the same.
5. Need to segregate personal & professional duties - for better work-life balance.
6. Affect health & mental well-being of civil servant - trying to juggle both the responsibilities.

b)

Often, working mothers in India face a glass ceiling - they are not able to enjoy the topmost positions.

Indian work culture hinders mothers

1. Importance of professional duty: it

- emphasized a lot about household duties.
2. Maternity leave issues: difficult to obtain full maternity leave.
 3. Low preference for women employees: due to maternity leaves, etc.
 4. Low inclusivity: Women comprise about 20% of the Board members which takes the most crucial decisions.
 5. Low flexibility: in work culture. While women prefer more flexible jobs.

Indian work culture - does not hinder mothers

1. Work from home (WFH) concept: allows greater flexibility in work timings, etc.
2. Government policies: like Startup India, Stand up India, etc. which incentivise women entrepreneurs.
3. More inclusivity in hiring: by companies to become gender diverse.

Hence, the Indian work culture
largely hinders working mothers
but the situation is improving.
More flexibility in working & gender
inclusive hiring is needed.

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)

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The above case revolves around the problem of sexual harassment at workplace and giving money to settle down the issue.

q) Main stakeholders involved:

1. Meera: my junior colleague, experienced sexual advances from my boss.
2. I: to help maintain an ethical work culture being a senior executive.
3. My immediate boss: who made sexual advances towards Meera.
4. Meera's mother: who is ill; large medical bills.
5. Employees of the company: other employees have also been sexually harassed; to maintain an ethical & inclusive work culture.
6. Public at large: who want a responsive, ethical culture.

7. Government: to ensure implementation of POHA Act, 2013.

b) Issues related to integrity & ethics:

1. Dignity of a woman vs means of livelihood: Mera must decide b/w the two, as complaining against the boss might threaten his job.
2. HRD: to decide whether to take action against the boss or subdue the matter.
3. Repeated cases of sexual harassment: the boss is also involved in other such acts. → Unethical work culture
4. Duty of a daughter vs right to dignity: as Mera must also take care of her ailing mother.
5. Legality vs professional interests: as POHA Act mandates reporting & quick remedy of such acts.

c) Options available to Meera:

1. To accept money and sign the non-disclosure agreement

Pros

1. Livelihood
2. help ailing mother.

Cons

1. Against her dignity
2. Illegal

2. To reject the money and demand quick action from HRD; If no response then lodge an FIR at the police

Pros

1. Right to dignity
2. Legal
3. Good precedent

Cons

1. Affect her livelihood
2. Mother's treatment affected

Meera must choose the 2nd option. She must register an FIR if there is no quick response from HRD

Reasons:

1. Right to dignity of a woman

(Article 21)

2. Follow her conscience: she must not silence it
3. Legality: The POSH Act 2013 i) mandates reporting of such incidents ii) Also ~~it~~ ensures her job security of the victim. iii) Meera can even get the boss transferred if she wants
4. Justice to all: including previous employees who were sexually harassed.
5. Ethical work culture: promote job productivity & better retention.
6. Integrity: show strong moral principles by not accepting money.
Hence Meera must not compromise with her dignity & ensure punishment of the unethical boss.

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।

- इस संदर्भ में, आपके द्वारा किन नैतिक दुविधाओं का सामना किया जा रहा है?
- आपके समक्ष उपलब्ध विकल्पों के गुणों और दोषों पर चर्चा कीजिए? आप इन विकल्पों में से किसका और क्यों चयन करेंगे?
- फार्मास्यूटिकल क्षेत्रक 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.

- 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 pharmaceutical sector to market their products? (Answer in 250 words)

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The above issue revolves around the widely prevalent unethical practice of giving perks, hospitality benefits, etc. to doctors despite to

meet the high sales target by the pharmaceutical companies.

a) Ethical dilemmas faced by me:

1. Ethical vs unethical practices: whether to offer gifts, payments, etc. to doctors to meet sales target.
2. Follow inner conscience vs directive of senior: as going against him ~~that~~ might affect my job security.
3. Personal interest vs professional duties: my livelihood vs company's sales target.
4. Whether to reach a higher authority & ask for reduction in sales target?
5. What constitutes "achieving the target at whatever cost."
6. Professional duty vs Supreme Court judgement & Uniform Code of Pharma practice - which forbid giving freebies

to doctors

b) Options available to me:

1. To accept the high sales target & meet offer freebies to the doctors

Pros

1. Meet sales target.
2. Job security.

Cons

1. Unethical
2. Against Uniform Code of Pharma Practices.

2. To not accept the high sales target & not to offer freebies; Reach out to higher executive

Pros

1. Ethical.
2. Legal

Cons

1. Affect Company's profitability
2. Affect my job. (may)

3. To ask for some reduction in sales target & also devise new marketing strategies use AI, big data, etc. but not offer freebies to doctors

Pros

1. Ethical
2. Company's profits.
3. Job security
4. Legal

Cons

1. Might reduce a bit company's profits

I will choose the 3rd option.

Reasons:

1. Follow Supreme Court judgement: Aparna Pharma Ltd. case, 2022 - offering freebies to doctors is illegal.
2. Follow my inner conscience & uphold my integrity
3. Balance Company's interests: by adopting new marketing strategies
4. Legality: uphold the Uniform Code of Pharma Marketing Practices.
5. Public interest: ensure affordability & judicious medical prescription by doctors.

c) Ethical alternatives to market pharma products:

1. New, advanced marketing strategies using big data, AI/ML, etc.
2. Hire top notch consultancy firms for better marketing strategies.
3. Better testing & quality: will ensure public trust. As recently many Indian companies produced poisonous cough syrups → many deaths.
4. More R&D: to develop ready vaccines & affordable medicines.

These steps can help ensure India's image as the 'Pharmacy of the world' through ethical marketing practices.

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, इनसे 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 साम्रा 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 समग्र 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 250 words)

20

The above case study talks about the recent cases of misuse of social media by young civil servants to increase their popularity at the expense of public service.

a) Ethical Issues associated with excessive use of social media:

1. Affect public interest: by placing self-interest higher (fame, popularity, filmstar like image, etc.)
2. Against the principle of anonymity: which mandates civil servants to work behind the scenes.
3. Against All India Service Conduct Rules, 1968 (implicitly)
 - ↳ to do nothing which is unbecoming of a member of civil service.
4. Personal interest vs professional duties

As focus is more in showing-off the work instead of just focusing on the work.

5. Influencing public opinion: through a large fan following on social media.
6. Endorsements, hidden deals, etc. eg: many collude with coaching institutes to market their products.
7. Questions the intention / real motive of being a civil servant: to hog headlines or to do public work?
8. Politicization of bureaucracy eg: many senior secretaries start promoting ruling parties symbols, policies, etc. explicitly on social media. (Odisha case)
9. Bureaucratization of politics: as many such civil servants later join political parties & contest elections.

b) Social media - effectively utilized by public officials by:

1. Explicit rules in AIS Conduct Rules, 1968:
is needed to regulate social media usage by civil servants.
2. Creating public trust: by not showing-off work. Instead using it ~~was~~ for construction purposes. eg: TAS Shailendra Prakash used his social media to gather volunteers for cleaning a lake.
3. Popularizing government policies that help the people. As recommended by PM Modi.
4. Ethical usage: eg: by rejecting offers by coaching institutes for marketing, etc.
5. Create a separate administrative social media account: eg: Delhi Police

uses Twitter to raise awareness,
redress grievances, etc.

These steps must be taken to
ensure public trust. Also as
PM Modi said- 'Do not fall into
the Singham trap.' Hence civil
servants must use social media
but public interest over private interests.

12. आप भारत में एक सफल मार्केटिंग कंपनी के प्रबंध निदेशक हैं, जिसके कई हाई 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 इस तथ्य के कारण कंपनी में भेदभाव महसूस करती है कि वह एक ट्रांसजेंडर महिला है। वह आगे कहती है कि वरिष्ठ 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 वरिष्ठ सदस्यों के रवैये में तत्काल बदलाव लाना मुश्किल है, क्योंकि ऐसे बदलावों के लिए समय की आवश्यकता होती है।

इस संदर्भ में:

- इस स्थिति में मौजूद नैतिक मुद्दों पर प्रकाश डालिए।
- एक प्रबंध निदेशक के रूप में, आपके समक्ष कौन-से विकल्प उपलब्ध हैं?
- 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:

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

20

The above case study talks about the problem of stigma associated

with LGTBQIA+ members and their non-acceptance by the society even after Supreme Court judgements (Navtej Johar case, 2018).

a) [Ethical issues involved]

1. Social stigma attached to transgender people: even in workplaces.
2. Right to livelihood vs discrimination as Miss A is being harassed, excluded from meetings, etc.
3. Negative attitude of even the senior employees: who feel uncomfortable with Miss A.
4. Right to privacy (Article 21): while other employees want to discuss her personal life.
5. Professional duty vs dignity of Miss A: It need to balance both being the MD.

6. Changing attitude of employees vs maintaining company's image: which might be damaged if I accept her resignation.
7. Not following Supreme Court judgements against legality - Transgenders (Protection of Rights) Act, 2019.

b) Options available to me:

1. Accept her resignation letter & do nothing else

Pros

1. Senior members happy.

2.

Cons

1. Affect company's image

2. Illegal

3. Continue social stigma against LGBR

2. Not accept her resignation & punish senior members, employees by setting up a committee to investigate the matter.

Pros

1. Right to dignity
(Article 21)
2. Legal
3. Integrity

Cons

1. Upset senior members
2. Affect work productivity of the company

3. Reject her resignation and set up an ethics committee - to oversee that rights of minorities are preserved and to organize counselling, sensitivity training of senior members, etc.

Pros

1. Right to dignity
2. Diverse workplace.
3. Protect company's image

Cons

1. Attitude of employees might take long to change.

- c) I will choose the above 3rd option.

Reasons:

1. Legal: i) Transgenders Act, 2019
2. Nartej Singh Johar case, 2018: Supreme Court uphold right to equality of

the transgenders

3. Uphold professional integrity. I must protect the rights of minorities.
4. Right to dignity (Article 21), equality (Article 14)
5. Counselling of employees: for a better, healthy & inclusive workplace.
6. Promote ethical culture: via the ethics committee; prevent discrimination.
7. Save company's image: & maintain its profitability.

These steps will help ensure the rights of the LGBTQIA+ and promote a diverse & inclusive workplace.