

VISION IAS

www.visionias.in

GENERAL STUDIES (TEST CODE : 2078)

Name of Candidate	CHATTANYA GIRI	Registration Number	768803
Medium Hindi/Eng.	ENGLISH	Date	20/7/21
Center	ONLINE		

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(a)	10	
6(b)	10	
6(c)	10	
7	20	
8	20	
9	20	
10	20	
11	20	
12	20	

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं करना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are **TWELVE** questions printed in **HINDI & ENGLISH**
इसमें बारह प्रश्न हैं हिन्दी और अंग्रेजी में छपे हैं।
- All questions are compulsory.**
सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- 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।
- Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
- 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।

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

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

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 is one of the major values that a leader should possess. It refers to fight the ability to fight challenges which are extraordinarily tough, while showing persistence, courage and perseverance.

Leaders like Mahatma Gandhi and Bal Gangadhar Tilak had shown great fortitude while dealing with the colonial powers. Thus, became one of the greatest mass leaders.

In situations of crisis like COVID and Russia-Ukraine ^{conflict}, Indian leadership has also shown persistence

and called for Vaccine Matri and
tried brokering peace among the conflict-
ual parties which has raised India's
stance in the global comity of nations.

Even the leaders of American
revolution showed great aptitude for
problem solving when there arised
a crisis on the independence of the
erstwhile 13 colonies. They fought
with fortitude which won them independ-
ence. Benjamin Franklin, Thomas
Jefferson etc.

Thus, history has shown that successful
leaders have repeatedly showcased fortitude
in the crises they faced and this value
can only be developed in the personality
by rigorous practice and showing
courage of conviction for one's aims
and objectives.

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

Plato in his book "Republic : concerning justice" said that education is the best way of socialization to create an ~~obedient~~ ^{obedient} and virtuous citizenry.

Unbalanced education system across the world which has focused on skilling and achieving materialistic gain has raised certain ethical issues.

For example → Rising wars and conflicts.
Countries/
→ Companies not agreeing ^{vaccine} for COVID IPR exemptions.

This has raised the call for inculcating moral education in the education system across the world.

Benefits of moral education

Creates compassionate
citizenship

Increase India's
rank on happiness
index.

Equity and
Inclusiveness in
Society.

Increased
welfare for
vulnerable
Sections.

makes an
altruistic
Society.

Methods for inculcating moral education

Enforced contact
with the less
privileged will
arise empathy
and compassion.

Understanding
problems of disabled
people will make
people less ableist.

Classical conditioning
and reinforcement
conditioning in
School atmosphere.

Ex: If Teachers talk
positively, so will students.

Teach certain
biographies
and life
stories of
morally
strong
people.

Ex: Mother Teresa,
Lal Bahadur
Shastri.

Thus, government along with focusing on
skilling and vocational education in
National Education Policy 2020, equally

importance should also be given to
moral Training. Japan model of moral
education should be experimented in India
as well.

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

Max Weber in his theory of bureaucracy
has incorporate impartiality and non-
partisanship as core values in bureauc-
racy. Seeing the ~~social~~^{political} changes socio-
economic changes in the state policies,
due to rise of welfare states, the role
of compassion in public services should
also not be undermined.

Importance of values

Impartiality

1. Leads to objective and unbiased decision making.
2. Helps in understanding the issue with neutral lens.

Compassion

1. Helps administration to realize the objective of a welfare state.
2. Leads to better, efficient and citizen centric public service delivery.

Contradiction between Impartiality and Compassion

Impartiality $\longrightarrow$ Objective decision making.
Compassion $\longrightarrow$ Has emotive/affective aspects

Thus, Emotive aspects of compassion may interfere in decision making and cause a bias decision.

Ex. Being partial because of one's ~~comp~~ compassion for poor in a financial litigation.

Solution for contradiction -

1. One needs to follow a middle path (Aristotle)
2. Ensure impartiality as a non-compromisable value while showing compassion for weaker sections.

Thus, One should show such courage of conviction, dedication towards his duty that the emotional component of compassion ^{do} should not ~~interfere~~ interfere with one's objective thinking.

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 form the key to a well functioning and ever-evolving social fabric. The authorities and powers delegated to administrators ensure that they have the ability to ~~make~~ ^{leave} long lasting marks in the society. ~~Indian bureaucracy~~
Indian bureaucracy is called "Steel frame of India": (Sardar Vallabhai Patel).

This power if used positively can bring huge returns to the nation.

1. Role of ~~Chandrababu~~ Chidambaram as agriculture minister in bringing Green Revolution in India. He used the seeds on his own land first to create acceptance for hybrid seeds in the market.

2. Role of IAS Parmeshwaram Iyer has been huge for India in achieving the dream of ^{becoming} ODF nation.
3. Role of S. Jaishankar in shaping India's foreign policy has been huge which has led to India getting its well deserved reputation in the comity of nations.

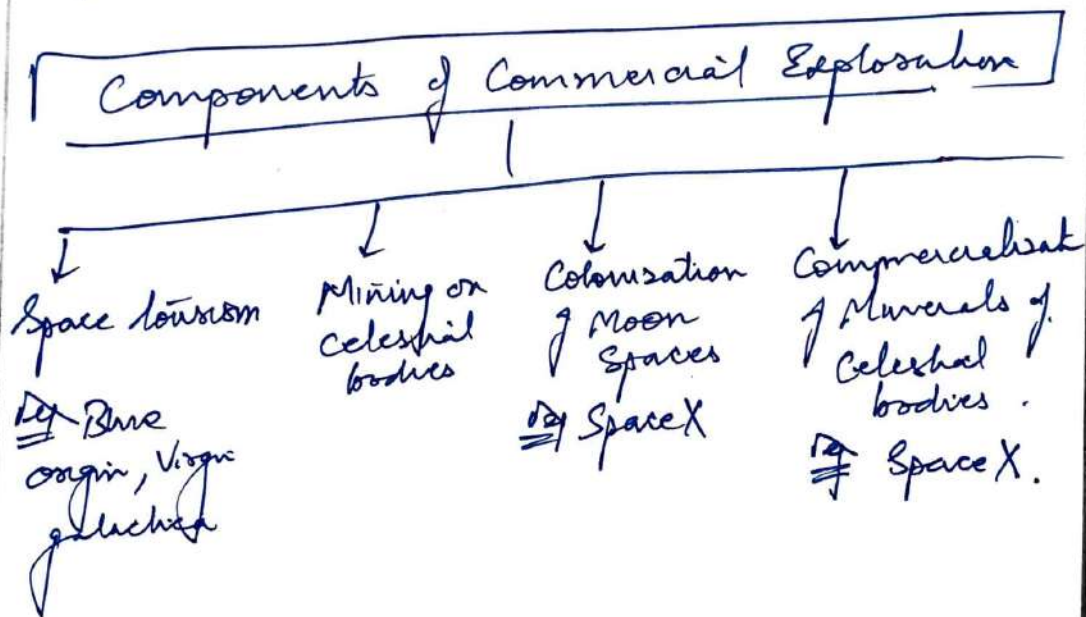
But if such power is used negatively it can bring great harm..

1. Adolf Hitler spreading pseudo-scientific based for Jews.
 2. Corrupt officials taking part in scams causing drain of wealth from nation.
 3. Administrators keeping citizenry in dark, and making an opaque society which stays under-developed for a long time.
- Thus, initiatives like Social audit programmes, RTI etc are must in a society to ensure transparency and accountability of administrators.

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

Recently, certain private companies like Blue origin and Virgin Galactic have started commercial space exploration. This has raised various ethical issues on the question of use another common good i.e. space.



Involvement of private sector in such commercial space exploration has caused another space race to claim the spatial resources which may lead to another "tragedy of commons".

Ethical Implications

Better competition
from private
sector will improve
"Customer
Satisfaction"

Positives

Highlights ingenuity
richness and
competency of
mankind.

May lead to / discovers
new inventions causing
betterment of various lives.

5. Inequality in
share of private
companies as
most of them are
US based.

4. Unnecessary
space race,
Unjust towards
nations with
no space
program.

Negatives

3. Unnecessary
resource allocation,
Unjust to the poor
and vulnerable
citizens.

1. Increased
competition will
lead to exploitation
of resources

2. Lack of guidelines
and regulation will
lead to tragedy of
commons

Thus, commercial space exploration may
be a viable and feasible sector to dwell
in but appropriate regulations and ethical
conducts must be formed at national and
global levels to ensure equity and safety
in such ventures.

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 have become a daily part of the modern life. From our search engines to our mobility vehicles all have been penetrated by this technology.

Potential to radically transform

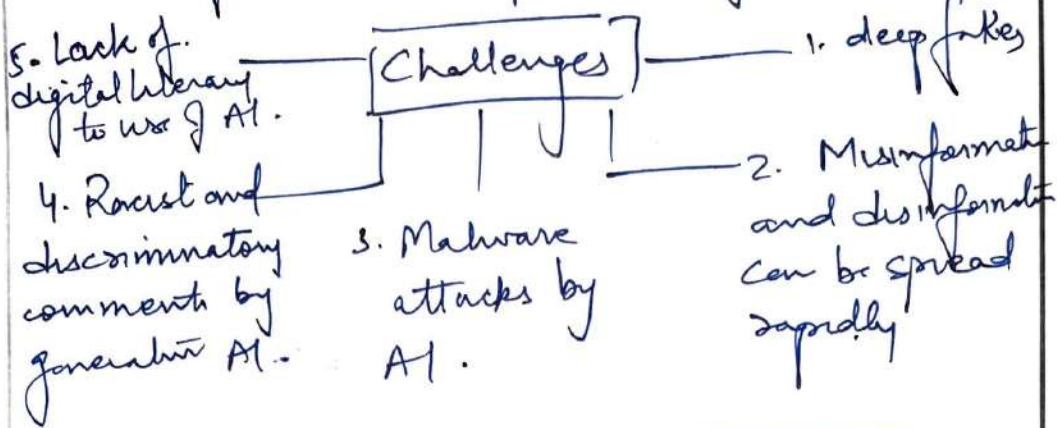
1. Power of AI has become a major factor in improving productivity across all sectors

Defence Agriculture Healthcare Manufacturing

IMF report: AI increases productivity by 14% on average in all sectors based sectors.

2. Can increase efficiency, by reducing factors of production and rationalising input resources based on data.

But there ^{exists} holds an ethical challenge to use of AI and especially generative AI.



Right ethical choices to be followed

1. Ensure guidelines on development and use of AI, nationally as well as globally.
UNSC committee formed for AI regulation.

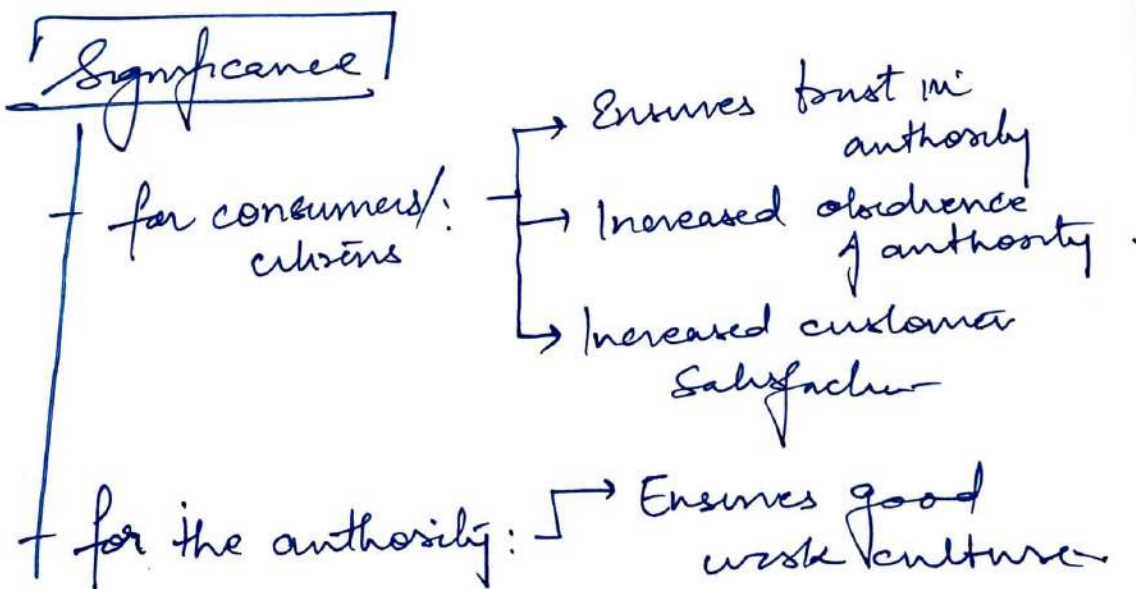
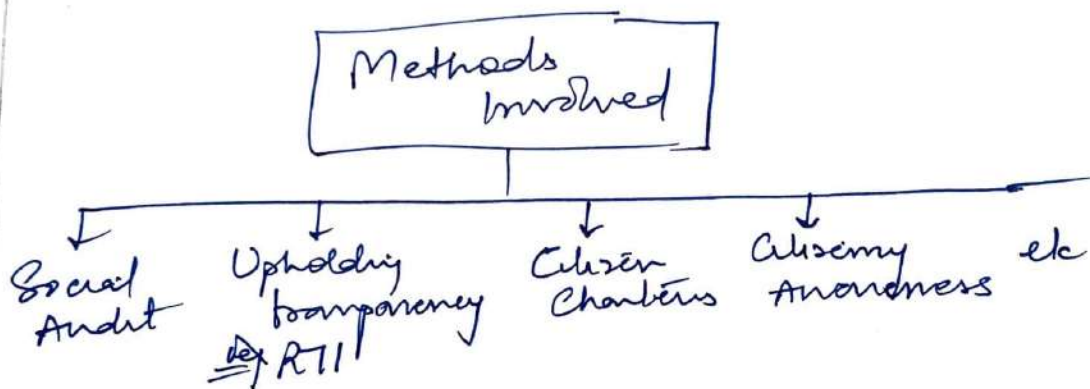
2. Dataset for AI generation should be ensured that it remains free from any ~~racial~~ racial biases
ChatGPT giving racially discriminatory replies.

AI being an emerging sector technology should not be rushed with, it should progress with ethical propriety and ethical principles so as to come out as a force of good for humanity.

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 practice of upholding responsibilities and duties of those in authority by making them accountable to the society at large.



- For the authority: → Upholds values of responsibility and accountability
→ better work satisfaction
- For society at large: → better efficiency of institutions
→ better development rates of the society.

Critical factors responsible for success

Political

- must be backed by a legal statute
→ RTI
- ensure political awareness of citizenry, of their rights and duties.

Other factors

- Ensure proper training with ethical principles.
- Increased awareness for such accountability initiative

Social

- Social value of "responsible citizenship" must be inculcated via role modelling and classical conditioning.
- Social rejection for incompetency and corrupt practices should be fostered.

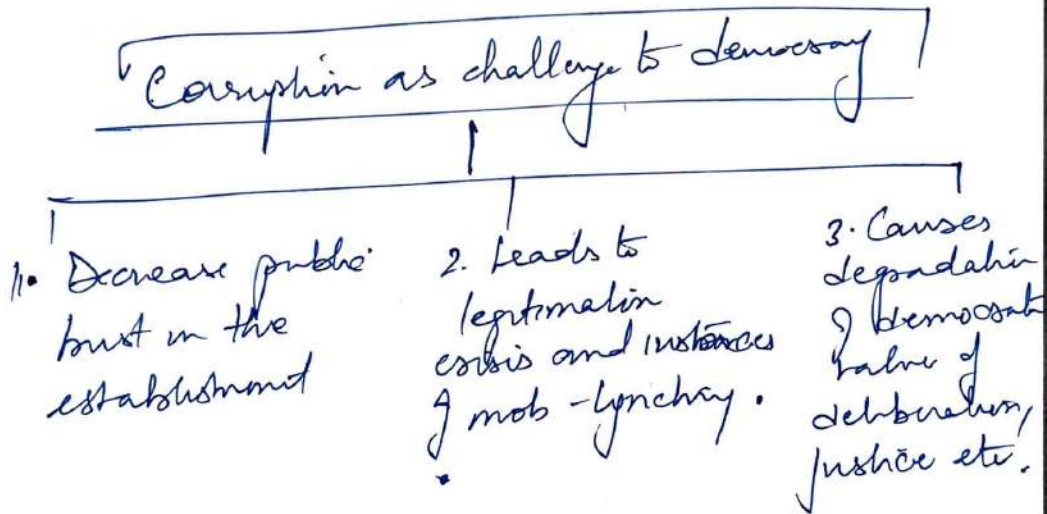
Thus, social accountability is a major component of good governance, Bangalore model of Community Card can be replicated in areas lacking such initiatives.

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

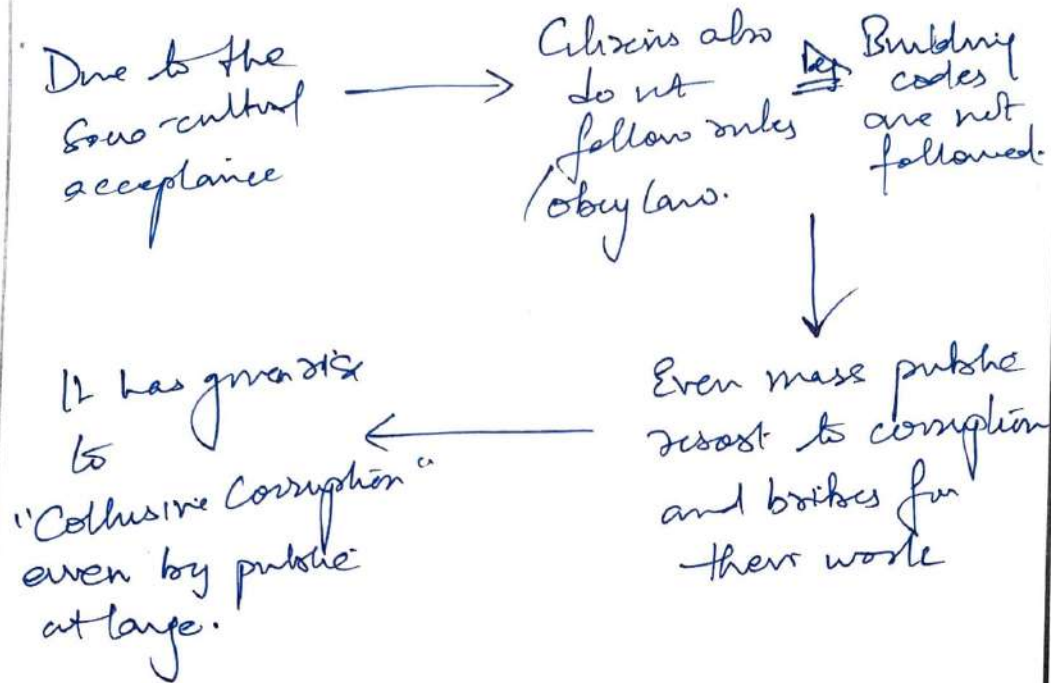
India stands at one of the top rankings in corruption perception index released by seposers without borders.

This stands as a challenge to the vibrant and development focused democracy of India.



Citizens estimations of ~~stems~~ corruptions legitimizes corruption itself due to the socio-cultural acceptance of corruption.

How citizens' estimations boost corruption



And various reports/studies suggest that collusive corruption is even more harmful to state's equilibrium and society's fabric than coercive corruption.

Thus, it must be resolved via.

1. Zero tolerance to corruption.
2. Value based education and training.
3. Upholding social accountability via social audits, RTI, citizen charter etc.

Corruption is the disease which can strike. India's development path to the ICU, must be fought on war footing.

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

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

10

Work from home culture has gained popularity since the COVID crisis but it has also led to many ethical concerns.

Ethical Concerns . 1.

- | | |
|---|---|
| 1. Lack of regulations and monitoring mechanism to ensure responsibility of employees.
Employee may hire some one else to do his work. | 2. Employees do not get right remunerations for their overtime as it is not acknowledged in work from home. |
| 3. Lack of socialization which takes a toll on mental health - | 4. Poor efficiency due to disturbances at home. |
| 5. Employee may take up moonlighting. | |

Moonlighting is a phenomenon of corporate world where an employee of a company also starts to work on contractual basis in some other organization, it can also be on fee-lance basis.

Moonlighting is an unethical practice by employees.

Unethical

- goes against company's conditions.
- diversion of focus from company's work.
- diversion of one's mental agency from task at hand.

Why it may seem ethical

- ① Employee working more if he wants to earn more.

=> But this argument doesn't overcome the argument of his integrity and dedication towards his service.

Thus, moonlighting is an unethical practice and appropriate monitoring mechanism should be formulated to prevent it.

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

Sustainable development has been a major part of global discourse since the 1970's. Corporations have also started taking part in the cause by opting for ESG ^{norms}, creating an immense value for the business as well as the society.

How it creates value

1. Stakeholders start to value the company more as it is ready to forgo profits for a global cause.
2. It shows compassion has won over greed/profit.

3. ESG norms ensure proper environmental considerations along with social considerations like minority diversity etc in governance of the company.

This increase the scope of the stakeholders of the company, causing it to create a much bigger impact.

4. Many investors also want to contribute to sustainable development and they opt for green-investments. Such companies following ESG norms make huge investments, making profits as well.

Although ESG, BRSR, CSA etc creates a name at large, but it should be ensured that companies do not engage in practices like Greenwashing, wrongful marketing etc.

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

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

Ethics and morals in international relations often mismatch the letter and the spirit. It can be held ^{that it occurs} because of anarchy at the international level ~~instability~~ as institutions are either defunct due to politics or they do not have the enforcement power (other institutions) (UNSC)

"Covenants without swords are nothing but words".

Reasons for being unethical

1. They prefer to beat their narrow interests as supreme, forgoing the basic humanitarian values.
- ⇒ Operation Searchlight by Pakistan in Bangladesh.

2. Conflicting interests based on economic resource accessibilities, forgoing the principles of common good and benefit sharing. ~~Ex~~ Chinese aggression in South China Sea and Sea of Japan.

3. Lack of enforcement mechanism in international laws, they stand only as counsels of prudence.

~~Ex~~. Russian ~~and~~ Korean conflict, but no resolution via multilateral institutions

Solutions

1. Reform UNSC and its veto game
2. Ensure compliance via increased enforcement mechanism
3. Fair representation in institutions will increase their legitimacy

Thus, reforming institutions to ensure fairness by aforementioned steps can ensure fairness and a cosmopolitan world (Vasudhaiva Kutumbakam).

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

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

Various medical researches require human trials before they can be approved for masses, few researches also require approvals for environmental impacts. Such approvals require trials which are mostly performed on the vulnerable section of society and that too in developing and underdeveloped countries.

Ethical Issues involved

1. Such trials have the possibility of having adverse impacts on the environment as well as the human health.
2. As number of poor in developing countries are more and in dire need of money, if they take part in such studies

as such projects offer hefty amounts.

3. It means that such projects tend to exploit the poor and treat them as means to an end.

4. Also, the results of the projects are not necessarily shared with the country from which subjects were taken for human trial. Thus, benefit sharing is also exploitative.

5. If the research projects actually fail and causes harm to human subjects? civil society of developing countries is not strong enough to sue the company for big amounts.

Thus, medical research being a key part of human health progress must be based on ethical principles and propriety. Methods like random lottery and voluntary involvement should be ensured.

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 a bhakti saint of 15th century, who also founded the Sikh religion by his teachings. Northern India, especially Punjab region was his sphere of influence.

Important teachings	Relevance
1. He advocated brotherhood and protection of the weak.	Rising inequalities and identity based conflicts can be solved by this teaching as it promotes togetherness in the social fabric.
2. Established a protector class for protection of women.	Rising violence against women especially during COVID, the rampant incidents etc can be eliminated if we.

3. Love god, don't
fear god.

Inculcate his teaching
in our lives

This^{is} relevant for the
confidence and compass-
ion building in the
youth.

4. Do good deeds,
without asking for
results

This is relevant as youth
often gets attached to
the results and upon
failure, it brings distress.
Such teachings if incul-
cated in life can make
the life happier and
more ethical

Thus, in the present context, teachings
of Guru Nanak are not just valid for
the youth but for the world.

SECTION B

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

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

7. पिछले कुछ समय से, दुनिया भर में व्यावसायिक समाचार बड़े पैमाने पर छंटनी, विशेष रूप से प्रौद्योगिकी फर्मों और नए युग के स्टार्ट-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 में 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)

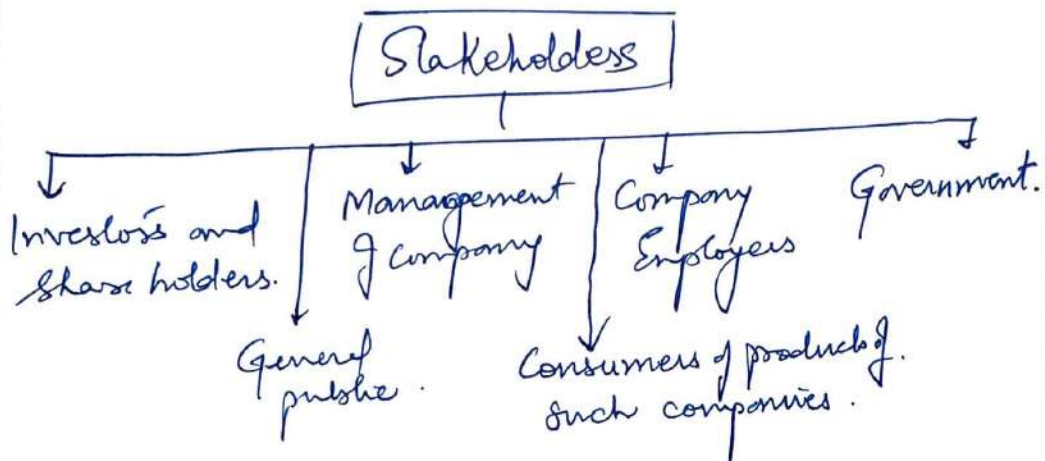
For some time now, business news across the world has been filled with reports of massive layoffs taking place, particularly in technology firms and new-age startups. This, when only till a while ago, limitless money and funding were flowing to startups from all over - Angel Investors, Venture Capital 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)

Massive layoffs seen recently has been ~~partly~~ partly because of situational issues and partly because of ethical issues.

This event has arisen because of the ethical issue of maintaining profitability and irresponsible decision making.



Ethical issues surrounding mass layoffs

1. Management of upper levels took irresponsible decisions during the high tides, not preparing for future crunches while the sun was shining. This highlights irresponsible and incompetent decision making.

2. Mass layoffs also highlights lack of compassion and empathy in the management. Those who helped build the company were fired overnight.
3. Highlights lack of unity and lack of fastidiousness as a value in the leaders of the company. ~~By~~ TATA group decreased salaries of employees but did not go for mass layoffs.
4. Ethical dilemmas also arise for investors and shareholders of the company. They may not support such mass layoffs but not doing so contradicts their personal financial interest.
5. Ethical issue for government also arises as government has not made any law regarding mass layoffs yet highlighting short-vision policy making.

Reasons behind such irresponsible conduct by higher management

1. Huge inflow of cash made them less wary of future shortages.
2. Mismanagement of resources.
3. Poor delegation and Incompetence of skills led to poor returns of the invested resources.
4. Startup founders may have dearth of experience.
5. Massive unnecessary hurry to show real expansion to the investors.

Measures to tackle the issue

1. Learn from such events and ^{do} careful resource planning and management.
2. Rather than focusing on gross profits,

Company management should also focus on building a familial culture in the company while adding value to the society.

3. Increased accountability of management to the investors and other stakeholders
4. ~~Increased and~~ Rationalisation of regulation and laws pertaining to hiring and firing in the private sector.
5. Business Responsibility and Sustainability reports must include new indicators of company's work culture and ~~from~~ overall health creating additional accountability.

Above measures can help avoid such mass layoffs in the future.

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 माहमिक तस्वीर प्रस्तुत करने के प्रयास के कारण उसकी आलोचना भी कर रहे हैं।

इस संदर्भ में निम्नलिखित प्रश्नों के उत्तर दीजिए:

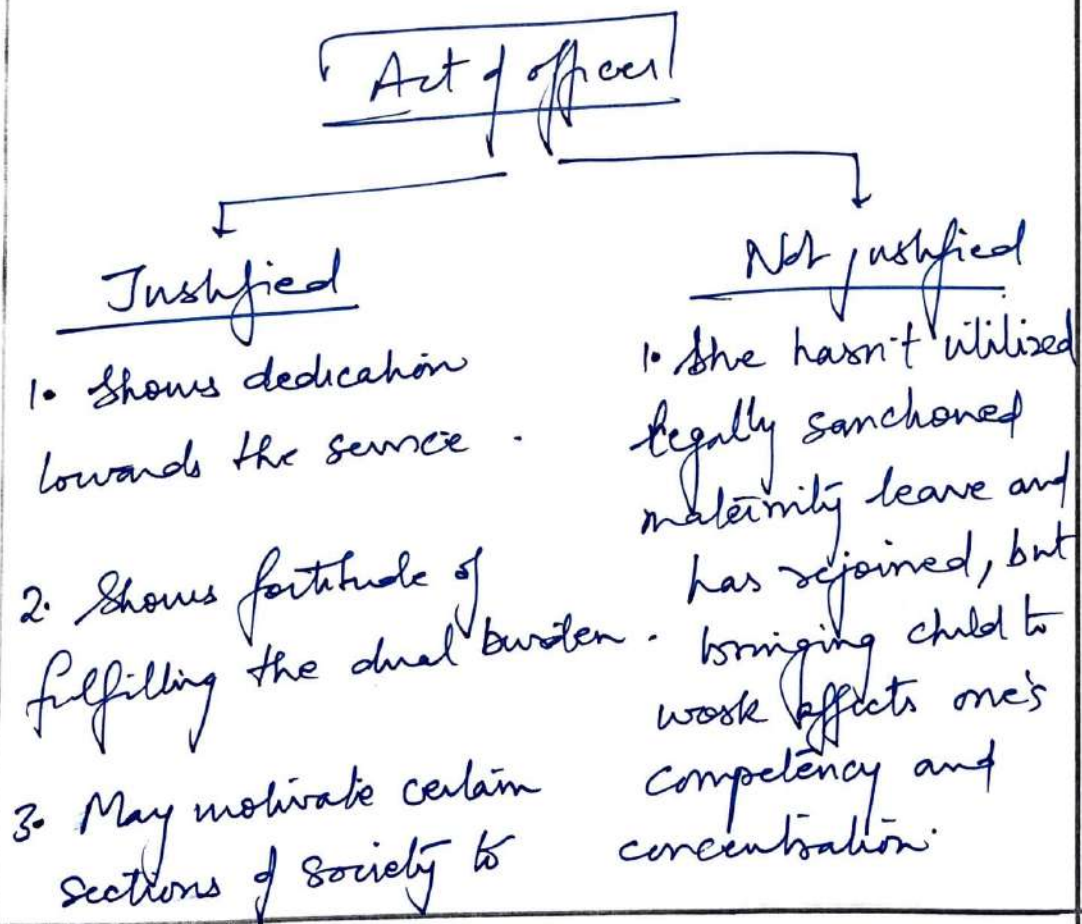
- (a) क्या आपको लगता है कि अधिकारी का कृत्य उचित था? क्या एक लोक सेवक के व्यक्तिगत और व्यावसायिक कर्तव्यों के बीच ओवरलैप होना चाहिए?
- (b) क्या भारत में कार्य संस्कृति कार्यशील माताओं को उनकी दोहरी भूमिका निभाने से रोकती है? (250 शब्दों में उत्तर दें)

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 attending meetings with her child in arms. Some of her photographs were also uploaded on social media. While some are hailing her as a young independent working mother, she is also being criticized by others on account of trivialising her official work and of trying to paint a heroic picture by fulfilling both her personal and professional duties.

In this context, answer the following the questions:

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

The above case is a classical ethical dilemma between personal duty/responsibility Vs public duty/responsibility. With rising female labour force participation rate in the formal sector, the question of dual burden on women has become relevant and must be dealt with so as to prevent such instances of ethical concern.



fulfill their responsibilities
with courage & conviction

2. Being a civil servant,
the roles become
very demanding,
the divided focus towards
the child will hamper
her performance in the
field duties.

4. Such act getting
viral also poses
the question of
public officials
prioritizing their
public duty,

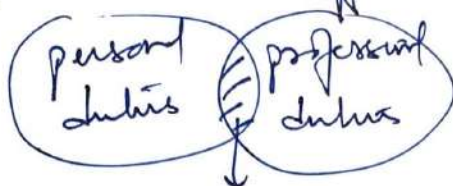
3. Also sets a wrong
precedent as other public
employees may also
start to bring personal
responsibilities in the
time allocated for official
duty.

Thus, the act of the officer, although bringing
certain positives to society should still
not be justified.

Overlap between personal and professional
duties

Ideally,
there should not be overlap between
these sphere but practically, no

overlap becomes difficult to achieve.



focus must be on minimizing
the shaded area.

Disadvantages of the overlap

1. Decreases competency and efficiency of work.
2. Divided attention during professional duty is injurious to work.

Work culture hindering working mothers from fulfilling duty

1. Social Hindrance

- a) office colleagues may discriminate, as they may feel that a working mother can not put in similar amount of dedication in her work as others may be putting in.

- b) Duties of a mother, especially when child is under 5 become very important and challenging at the same time. Current work culture of India lacks this sensitivity.
- c) Higher Management also may resort to discrimination by giving ^{the} mother certain roles not fit for her competency.

Measures required:

- a) Amendments to maternity benefits act to increase maternity leaves time period to atleast 6 months.
- b) Sensitization and awareness at the level of family and work place to understand and empathize with dual role mothers.
- c) Men counterparts of family must also help with dual burden (Child rearing) to be done with the old stereotypical gender roles.

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.

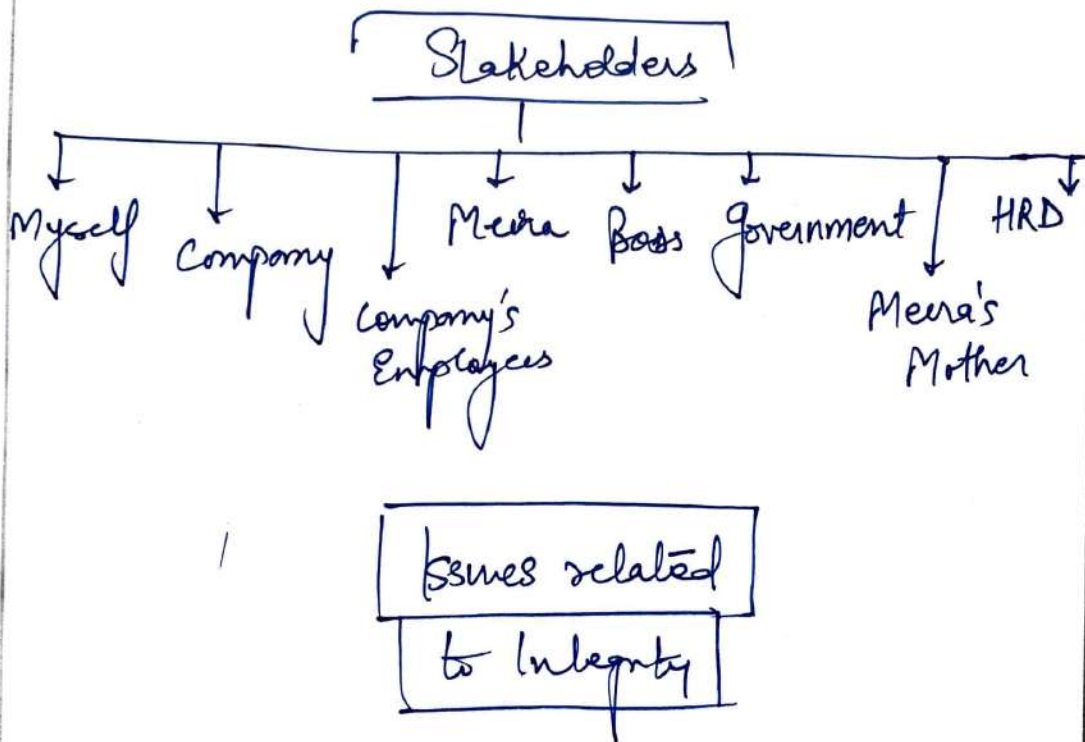
Recently, Meera encountered an uncomfortable experience of sexual advances at the hands of your immediate boss, which she reported to Human Resources Department (HRD) of the company instantly. The concerned boss has been instrumental in the success of the company and is also well-connected within the 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)

~~The above case deals with the ethical issue of a dilemma between Meera's own integrity and~~

The above case study highlights the plight of female workers even in formal sector. This also shows failure of the POSH act 2013.



1. Meera's Integrity is in question if she signs up of non-disclosure agreement as such behaviour of ^{the} boss should not be tolerated at any cost.

2. Boss's integrity has proven to fail as he is indulging in such acts repeatedly. offering a non-disclosure agreement to escape any punitive measures shows his underdeveloped conscience.
3. HR department integrity is also in question as they must ensure that upon a filed complaint of such grave nature. The guilty party should be punished.

Options available to Meera and their merits and demerits

1. Accept the non-disclosure agreement.

Merit

→ gets money for her mother's treatment

Demerit

→ Setting wrong precedent.

→ Re-inforcement of such behaviour

→ Question on her integrity

2. Do not accept the agreement and follow due course of action to ensure the boss gets punished

Merit

- + Integrity upheld.
- + Other female co-workers will get inspired to report any such offence
- + Ensures there is no crisis of conscience

Demerit

- + May face dire consequences on her career.
- + Increased difficulties for her mother's treatment.

3. Accept

Cause of Action
She should adopt

She must choose the second option while following the given course of action

1. Reject any non-disclosure agreement and ensure the boss gets convicted of his offences as this would get her

rid of any crisis of conscience and will uphold her integrity.

2. Also, she should not worry much about the boss's connections in the company as such person convicted of sexual assaults would lose his credibility to the company.
3. This action would also gather support of her fellow female co-workers.
4. For the money for her mother's treatment following measures can be adopted.
 - a) Asking for advance payments from the company.
 - b) Working extra-shifts if possible.
 - c) Financial help from close friends and family.

In no circumstance such acts of ~~any~~ boss be tolerated as it degrades the work culture of the company and also the fabric of society.

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।

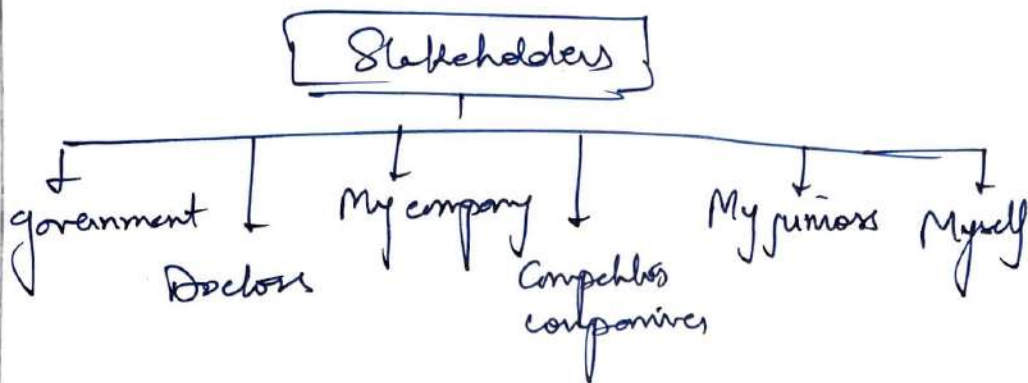
- इस संदर्भ में, आपके द्वारा किन नैतिक दुविधाओं का सामना किया जा रहा है?
- आपके समक्ष उपलब्ध विकल्पों के गुणों और दोषों पर चर्चा कीजिए? आप इन विकल्पों में से निराकरण और क्यों चयन करेंगे?
- फार्मास्यूटिकल क्षेत्र के पास अपने उत्पादों के विपणन के लिए कौन-से नैतिक विकल्प उपलब्ध हैं? (250 शब्दों में उत्तर दें)

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

- 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)

20

The ethical dilemma in the case
is about one's integrity Vs one's
professional duty / following seniors
orders.



Ethical dilemmas faced by me

1. In context of act in itself : It goes against my integrity but also for the sake of company's survival, targets must be met
2. In context of juniors : They may face increased backlash from higher management because of me as I have told them to ~~not~~ indulge in any malpractices. Thus, the ethical dilemmas exist between the values of -
 " Integrity Vs Growth of juniors "

Options available to me and their merits and demerits

1. Adhere to the unethical practices

Merits

+ achieve targets
of the company

Demerits

- Crisis of conscience
- Integrity compromised -
- Wrong precedent
to juniors.
(Asca Sales manager)

2. Complaint about National Sales manager
to his ^{higher} authorities

Merits

- Integrity upheld.
- No crisis of conscience -

Demerits

- Breach of trust
- Sustainability of
company is
still in question.

3. Complain about the unethical practices to government authorities

Merits

- Integrity upheld.
- No crisis of conscience

Demerits

- May face backlash from senior
- Government may take a lot of time to show any concrete action.
- Company may still face huge losses.

Thus, I'll choose a mix and match of the above options.

1. First, I'll be transparent and convey my ethical concerns to my immediate boss. If he doesn't consider such requests, I'll file his complaint to higher authorities.
2. Then, I^{will} also approach the government authorities to report such malpractices and through RTI's and even media.

will ensure accountability of the actions taken. I will try to even collect certain evidences to help out the government agencies in investigation.

3- This course of action will uphold my integrity and prevent me and my company from indulging in any unethical and corrupt practices.

Ethical alternatives available to market their products

- ① Advertisements and Campaigns.
- ② Show benefits over other competitors - loss by improving product quality.
- ③ Form cooperation organizations with competitors to rationalise profits and add value to the society.
- ④ Focus more on exporting good quality products to form a global brand.

Thus, such practices have been known to be widespread and appropriate actions must be taken against doctors and pharmaceutical companies.

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 वे सुर्खियों में आए बिना अपने कार्यों का निर्वहन करें, जबकि यह राजनेताओं पर निर्भर है कि वे अपने राजनीतिक कृत्यों के लिए सुर्खियों में रहें। हालांकि, हाल के दिनों में एक प्रवृत्ति विकसित हो रही है जिनमें लोक सेवकों, विशेष रूप से युवा लोक सेवकों ने नियमित रूप से अपनी दिन-प्रतिदिन की गतिविधियों को पोस्ट करने के लिए सोशल मीडिया का सहारा लिया है। कुछ अध्ययनों से पता चलता है कि कुछ अधिकारियों ने लोकप्रियता का वह स्तर हासिल कर लिया है जो भारत में मशहूर हस्तियों और प्रभावशाली लोगों के लगभग समान है। सोशल मीडिया पर मौजूद इन अधिकारियों में से अधिकांश का तर्क है कि इससे उन्हें लोगों से जुड़ने में मदद मिलती है और युवा पीढ़ी को भी प्रेरणा मिलती है। हालांकि, कई वरिष्ठ लोक सेवक इस तरह की प्रवृत्ति का कड़ा विरोध करते हैं। उनका मानना है कि ऐसे अधिकारियों द्वारा साझा की गई कुछ सामग्री केवल पब्लिसिटी लेने के लिए होती है, ये लोक सेवाओं के 'सिद्धांतों' का उल्लंघन करती हैं और यहां तक कि उनके स्वयं के करियर के साथ-साथ 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 मंदर्म 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)

Social media as a platform of transparency has created ethical issues for professions which require anonymity and non-partisanship. Misuse of such platforms for gaining publicity and promoting self interest should be avoided at all cost by the civil servants.

Associated Ethical Issues

1. It involves various ethical dilemmas like .

- a) Transparency Vs. Anonymity.
- b) Public Interest Vs Civil Services conduct rules.
- c) Transparency Vs Career promotions/postings.
- d). Transparency Vs Competency and efficiency.

2. Increased use of social media has also caused .

- a) Increased popularity, causing public pressure on civil servants to act in a certain way.
- b). Diversion of focus and concentration, resulting in decrease of efficiency and compromising competency.
- c) Any mistake made on such social media platform may invite media trials tarnishing image of the service and as well as the servants.
- d). This method of transparency may also bring certain level of mistrust from the political executives if permanent executives start to attain good levels of popularity.

Thus, popularity of an individual in civil services should be avoided while transparency of the post held by that servant should be promoted.

For this, following measures can be taken to ensure effective utilisation of social media.

1. Separate public and private profiles on social media. ~~and pub~~
2. Public profile must only contain information that contributes to a transparent and accountable governance.
3. Civil servants, themselves should not hire people to record as it hinders efficiency, rather should promote media outlets to do such work independently.
4. Training of young civil servants should include "handling of social media" as a ^{separate} module.
5. Utility of anonymity and non-partisanship should be explained more concretely to the trainees.

6. Public profile of the post, should not be handled by ~~the~~ ^{any} individual, but person holding that post.

7. Role of independent content creators can also be utilised in ensuring transparency.
 ⇒ A day with SDM series.

Following above measures, an ^{ethical} conflict free civil service can be ensured which is transparent, accountable, efficient and competent.

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 में 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:

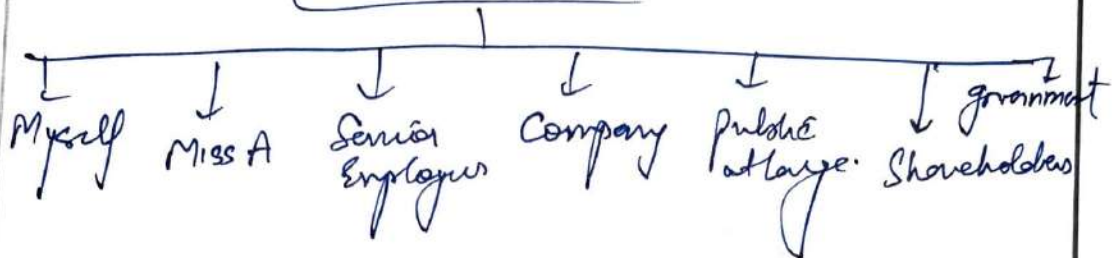
- Highlight the ethical issues in this situation.
- As a Managing Director, what are the options available to you?
- Evaluate each of these options and choose the option which you would adopt, giving reasons. (Answer in 250 words)

20

Discrimination of any sort must not be tolerated in any work culture as it goes against the constitutional values of.

equality, liberty and fraternity, enshrined
in certain articles like A-14, A-15, A-19 etc

Stakeholders



Ethical issues in this situation:

1. Following ethical dilemmas arise in this situation.
 - a) Company's Image Vs Company's existing work culture.
 - b) ~~Discrimination~~ Diversity Vs ~~Discrimination~~
2. Ethical issue of discrimination faced by Miss A, causing her resignation.
3. Problem in work culture of the company.
 - a) Should not discuss personal life during work.
 - b) Should not discriminate with backgrounds
 - c) Not welcoming/warmth towards a member of already vulnerable section.

d) Exclusion from departmental meetings
also harms growth of the company.

Thus, the situation at hand must be managed
carefully.

Options available to me

① Accept her resignation

Merits

- Miss A will
not face any
discrimination

Demerits

- sets wrong precedent.
- may repeat such discrim-
- ination
- may even widen scope
of such discrimination

② Take a strict action towards the senior
employees.

Merits

- set a strong precedent.
- "Zero tolerance" approach
towards ~~senior~~ discrimination
- Company image remains
good.

Demerits

- reduce cohesion
in work place.
- loss of senior members
expertise of the company
- Miss A may face
emotional attacks in
the work, social boycott
etc

- ③. Seek proper explanation, then try certain soft measures to root of such discrimination and completely from the work culture.

Merits

- Amicable settlement.
- work culture amended to ensure ~~for~~ non-discrimination of any kind.
- Company's Image upheld.
- Diversity of company maintained.

Demerits

- chances of failure of soft measures, after which, it may have to resort to 2nd option.

Detailed course of Action

1. Seek explanation from the senior employees about their behaviour.
2. Ensure counselling sessions for sensitisation of employees.
3. Re-iterate, no "personal life" policy in workplace.

4. Ensure Miss A of no discrimination,
by ~~either~~ ^{a)} transferring her to a more
suitable department, until such
sensitization brings about a
concrete change.

5. If such soft measures fail to meet the
desired results, certain memos will be
issued to the employees doing discrimination,
upon further continuation, firing such
employees would be considered even if
they are senior members.

This course of action will ensure non-discrimi-
nation at workplace while maintaining the
company image in a good light.