

TEST CODE 6 1 4 3 2

FIAS – MGP 2023 (C-10) – Full Length Test #12

Time Allowed : Three Hours

समय : तीन घंटे

ForumIAS

Maximum Marks : 250

अधिकतम अंक : 250

## GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Animesh Verma		
Roll No./अनुक्रमांक	1910115442	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	1900	Date/दिनांक	30/7/23

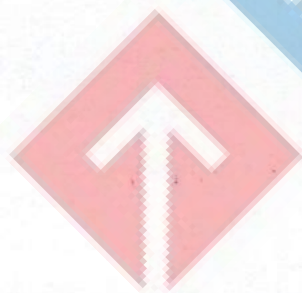
\*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2101

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।	
2			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।	
3			4. 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. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।	
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Evaluator's Discretion/मूल्यांकन कर्ता का विवेक :			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :
			2:30 pm	6:27 pm
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
			ECN CODE/ ईसीएन कोड :	EG/ईजी :
				Evaluation Date/ मूल्यांकन तिथि :

**Note:** You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a mentor call or visit the offline centre to meet mentor (all 7 days, Timings – 11 AM to 6 PM). Further if you are unsatisfied with the evaluation, you can seek re-evaluation of the copy.

Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Language						
Structure						
Presentation						
Handwriting						
Content						
Attempt						

**ADDITIONAL REMARKS**





## Section - A

Q.1) a) "Two things define you: Your patience when you have nothing and your attitude when you have everything." What roles do attitude and patience play in the personal and professional lives of civil servants? (10 marks, 150 words)

"दो चीजें आपको परिभाषित करती हैं : आपका धैर्य जब आपके पास कुछ नहीं है और आपका व्यवहार (अभिवृत्ति) जब आपके पास सब कुछ है।" सिविल सेवकों के व्यक्तिगत और व्यावसायिक जीवन में व्यवहार (अभिवृत्ति) और धैर्य क्या भूमिका निभाते हैं? (10 अंक, 150 शब्द)

Patience refers to the quality of being calm and continuing to do the good work despite failure.

While attitude is a psychological predisposition to respond to a particular stimulus in a certain way.

### Role of attitude:

a) personal life of civil servants

1. Being humble & down to earth irrespective of being a senior IAS officer.

2. Promote mutual respect b/w the couple. Better interpersonal relations.

b) professional life

1. A positive attitude towards the underprivileged will help in efficient

public service delivery.

2. A right attitude helps to fight  
to bribe offers, other + favours, etc

### Role of patience:

#### a) personal life:

1. Help in better problem solving of  
personal life issues.
2. Finding better, life-long companion.

#### b) professional life

1. Promote proper implementation of  
schemes as good things take time
2. Not getting worried about promotions  
Focusing on citizen centric work.

Hence patience and a positive attitude  
must be developed to promote public  
trust in the Administration.

#### Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



b) Differentiate between the following:

(10 marks, 150 words)

- i) Normative ethics and Descriptive ethics
- ii) Beliefs and values

निम्नलिखित के बीच अंतर करें :

(10 अंक, 150 शब्द)

- i) सामान्य नैतिकता और वर्णनात्मक नैतिकता
- ii) विश्वास और मूल्य

Normative Ethics	Descriptive ethics
<ol style="list-style-type: none"> <li>1. Prescribes certain norms, practices which are considered as right / moral.</li> <li>2. Focus on choosing the best alternative.</li> <li>3. Regn Believes that there are certain universal rights &amp; wrong.</li> <li>4. eg. Bhagwad Gita's Nishkam Karma</li> </ol>	<ol style="list-style-type: none"> <li>1. Talks about the history of ethics &amp; its detailed description.</li> <li>2. Focus on laying down various alternatives.</li> <li>3. Believes that right &amp; wrong depend on the situation.</li> <li>4. eg. Lawrence Kohlberg's Theory of Moral Consciousness</li> </ol>

ii)

Beliefs

1. Refers to the feeling of being right and moral personal opinion
2. Belief is easier to change.
3. Beliefs are a matter of personal opinion.
4. Beliefs might not be based on objective facts.
5. Beliefs might change as society evolves.
6. eg. Earlier many white people believed that blacks are criminals.

Values

1. Refers to the individual qualities which help guide behaviour, actions, decisions, etc.
2. Values are more difficult to change.
3. Not based on personal opinions.
4. Values are based on specific, objective behaviours.
5. Some values are absolute - eg: truth, justice.
6. eg: Truth, wisdom, courage, temperance, etc

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.2) a) Ethical governance is the pivot of a welfare and caregiving State. Discuss how ethical governance can make a welfare state more inclusive, responsive, and citizen-centric?

(10 marks, 150 words)

नैतिक शासन एक कल्याणकारी दायित्व वाले राज्य की धुरी है। चर्चा करें कि नैतिक शासन कल्याणकारी राज्य को अधिक समावेशी, उत्तरदायी और नागरिक-केंद्रित कैसे बना सकता है? (10 अंक, 150 शब्द)

Ethical governance means a governance system where ethical values like integrity, uprightness, transparency, etc. are upheld to promote an effective governance.

Ethical governance can make a welfare state more

a) Inclusive:

1. Go Correcting exclusion errors in beneficiary register by accepting ones mistakes and giving ration card to the poor.
2. Promote Grievance redressal of all citizens Equally including minorities.
3. Promote citizen participation: eg: social audits in MGNREGA.

b) more responsive:

1. By adopting latest technology, like

AI, e-governance apps etc as per the changing times.

2. Responding to citizens report cards & updating actions/policy accordingly.

c) More citizen centric

1. Compassion: eg. not clearing encroachments of migrants during a long winter night.

2. Accountability: eg. displaying information about a project on online portal.

3. Tackling corruption: eg. RTI → transparency

4. Promote participatory democracy: cooperating with Nkos, etc.

Honest, Ethical Governance can provide 'Sabka Sath, Sabka Vikas & Sabka Vishwas'

### Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total





b) "In this hyperconnected and morally interdependent world, the most important thing we can share is trustworthiness." Why is trustworthiness important? In what ways can it be imbibed in an individual? (10 marks, 150 words)

"इस अतिसंयोजित और नैतिक रूप से अन्योन्याश्रित दुनिया में, सबसे महत्वपूर्ण बात जो हम साझा कर सकते हैं वह है विश्वसनीयता"। विश्वसनीयता क्यों महत्वपूर्ण है? किसी व्यक्ति में इसे किन तरीकों से आत्मसात किया जा सकता है? (10 अंक, 150 शब्द)

Trustworthiness is the quality of an individual to be a loosely trusted upon and considered as reliable by others eg: honest, upright people are more trustworthy.

Trustworthiness is important because:

1. Promotes a feeling of security: eg: telling one's problem to a trustworthy person which cannot be shared with anyone.
2. Proper completion of work/project: a trustworthy person owns responsibility.
3. Promotes friendship: as people like trustworthy persons.
4. Promotes morality/ethics: a eg: a trustworthy person is likely to be honest, upright.

Trustworthiness can be imbibed by:

1. EI training (Emotional intelligence)  
↳ people with higher self awareness, empathy are more trustworthy.
2. Promote ethical/morality: by value education, role plays etc.
3. Practice and feedback: one should help others in their journey of becoming trustworthy.
4. Reward and punishment: eg: social condemnation, boycott in case a person betrays.
5. Promoting a sense of responsibility and self accountability  
↳ these steps can promote trustworthiness & increase one's quality of life.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.3) What does each of the following quotations mean to you?

(a) "Fortitude is the marshal of thought, the armour of the will, and the fort of reason." - Francis Bacon. (10 marks, 150 words)

निम्नलिखित उद्धरणों में से प्रत्येक का आपके लिए क्या मायने है?

a) "धैर्य विचार का विन्यास है, इच्छा का कवच है, और तर्क का किला है"। फ्रांसिस बेकन।

(10 अंक, 150 शब्द)

For Francis Bacon believed in fortitude as it can help us portray our true selves in even in the face of adversity.

About the quote:

1. Fortitude is the quality of having courage and fearlessness even during tough times and adversity.
2. Fortitude is the marshal of thought:
  - i) Fortitude helps us uphold our ethical values like integrity and honesty & accordingly.
  - ii) A fortituous person thinks & plans accordingly to fight the tough situation.
3. Fortitude is the armour of the will :

- i) Fortitude helps promote Courage of conviction in tough times. eg: rejecting a terrorist's ill conceived advice.
  - ii) Fortitude shows our will power to continue our efforts despite failures, adversity.
3. Fortitude is the fort of reason:

- i) Fortitude promotes rational thinking so as to effectively fight the tough situation.
- ii) Fortituous person weighs all the alternatives & then chooses the best one.

We must not just be inspired by fortitude but also try to develop fortitude in ourselves.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



(b) "There is no key to happiness; the door is always open."- Mother Teresa. (10 marks, 150 words)

b) "खुशी की कोई कुंजी नहीं है; दरवाजा हमेशा खुला रहता है"। - मदर टेरेसा।

(10 अंक, 150 शब्द)

Mother Teresa believed in the overall well-being and satisfaction of all the people. She believed in promoting universal happiness.

Meaning of the quote:

1. Happiness is a state of joy and satisfaction. "It comes from within, not without."
2. But there is no key to happiness:
  - i) People tend to think that buying a luxury car or phone can increase their happiness.
  - ii) Often money is mistaken to be the key to happiness.
  - iii) However, as per research, money can only increase happiness to a certain level, after that further money tends to decrease happiness.

3. The door to happiness is always open:

- i) People can get happy by being self-content.
- ii) People don't need any external force/ material to be happy.
- iii) One who is satisfied, is the happiest of all.
- iv) Also as per Buddha, detachment can remove misery & promote happiness.
- v) Enjoy the process not the result.  
↳ Many times people see success as being equal to happiness.

Hence, happiness can be cultivated by being content & detached to the worldly pleasures.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



(c) "That which is not good for the bee-hive cannot be good for the bees."- Marcus Aurelius.

(10 marks, 150 words)

(c) "जो मधुमक्खी के छत्ते के हित में नहीं है, मधुमक्खियों के हित में नहीं हो सकता।"- मार्कस ऑरेलियस

(10 अंक, 150 शब्द)

Marcus Aurelius favoured citizen-centric  
governance and well welfare of all  
the people.

Meaning of the quote:

1. Something which is not good for the bee-hive cannot be good for the bees.
  - ↳ holistic approach is needed to check the overall goodness of an object
2. Utilitarianism: "The greatest good of the greatest number" must be used to determine the rightness of an act
3. Curbing inequalities: something that might harm one section of the people is not good for the influential people

too. eg. a ruling party might lose elections if it brings a pro-rich policy neglecting the poor.

4. Resilient infrastructure

↳ A healthy house produces a healthy family.

5. Neglecting one's house might cause damage to the people living there later on. eg: neglecting the water leakage might cause breakdown of water supply in the house.

6. Promoting good quality living spaces for better quality of life.

Hence, we must take care of our living spaces too.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total





Q.4) a) What do you understand by environmental ethics? How is the demand for the 'loss and damage' fund by developing countries ethically justified? (10 marks, 150 words)

पर्यावरण नैतिकता से आप क्या समझते हैं? विकासशील देशों द्वारा 'लॉस एंड डैमेज फण्ड' की मांग नैतिक रूप से कैसे उचित है? (10 अंक, 150 शब्द)

Environmental ethics means the principles involved in making just decisions for a healthier environment and sustainable development.

eg: environmental ethics favours balancing development and environment preservation.

Demand for Loss and Damage (L&D) fund ethically justified:

1. Global South vs Global North: As per the IPCC's AR6 report, the developing countries are the most vulnerable to climate change & associated L&D.

2. Historical inequalities: as developed countries like UK, US, etc. contributed

massively to GHG emissions.

3. Principle of BDR-RC (Common but differentiated responsibility) - recognized by the UN.

4. Climate justice: as the poor people in coastal areas + are the ~~has~~ most vulnerable to CC (IPCCAR6)

5. Anthropocentrism: all human interests must be prioritised.

6. Principle of responsibility: The developed countries are responsible for most global warming

At recently 240 fund was set up at the COP 27 in November, 2022.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



b) A vigilant media is the voice of the common folks; however, a tainted media acts as its master's voice. Explain the importance of ethics in the functioning of media. (10 marks, 150 words)

एक सतर्क मीडिया आम लोगों की आवाज है; हालाँकि, एक भ्रष्ट मीडिया अपने स्वामी की आवाज के रूप में कार्य करता है। मीडिया के कामकाज में नैतिकता के महत्व को स्पष्ट कीजिए। (10 अंक, 150 शब्द)

Media ethics refers to the set of principles and self-constraint practiced by media to promote & preserve public trust & maintain its credibility.

A vigilant media portrays the truth and gives voices to the common people. While a tainted media, serves the policies of its master (investor).

Importance of media ethics:

1. Promote truth and honest display of facts, ground realities.
2. Can curb political partisanship, nepotism.
3. Promote security of the country: eg. live reporting of 26/11 Mumbai terror attack by media.
4. Promote public trust in the media.

5. Curb fake news
  6. Limit sensationalization of breaking news
  7. Improve credibility of the media
  8. Promote privacy & respect of citizens  
eg: not showing obscene images.
  9. Serve as the 4th pillar of democracy
  10. Promote education of the masses  
like voting rights, procedures etc.
- Hence, media must act independently and follow self-restraint. Also it should obey the Broadcasting Code.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.5) a) Although in letter, the rules and laws are driven by objective principles, they cannot be implemented in spirit without adhering to the principles of compassion. Examine with suitable illustrations.  
(10 marks, 150 words)

यद्यपि वर्ण में नियम और कानून वस्तुनिष्ठ सिद्धांतों से प्रेरित हैं, लेकिन करुणा के सिद्धांतों का पालन किए बिना उन्हें स्वभाव में लागू नहीं किया जा सकता है। उपयुक्त उदाहरण के साथ परीक्षण करें। (10 अंक, 150 शब्द)

The laws are the "ordinance of reason promulgated by him who has care of the people." - Thomas Aquinas

In letter, rules & laws are driven by objective principles:

1. Laws & rules are based on an ethical principle. eg: transparency → RTI Act, 2005.
2. Laws & rules promote good conduct & punish bad conduct → principle of justice (eg: SC & ST Atrocities Act, 1989)
3. Uphold integrity. eg: Prevention of Corruption Act, 1988.

Cannot be implemented in spirit w/o compassion:

1. Helping the poor and the underprivileged, eg: not denying a poor nation due to petty mismatch in name

2. Respect right to shelter of other people eg. not clearing encroachings of homeless migrants during a winter night.

3. Compassion promotes grievance redressal eg. ~~cor~~ correcting inclusion error in beneficiary register.

4. Compassion promotes integrity & right conduct: as compassionate people feel happier & proud to help citizens.  
eg. rejecting bribe offers by a contractor.

Hence compassion must be inculcated by ET training, role playing & sensitization.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
<b>Total</b>



b) Emotional intelligence (EI) is the ability to control your emotions rather than getting controlled by them. What role does EI play in the well-rounded development of an individual? Do you consider yourself an emotionally intelligent person? Justify. (10 marks, 150 words)

भावनात्मक बुद्धिमत्ता (EI) उनके द्वारा नियंत्रित होने के बजाय आपकी भावनाओं को नियंत्रित करने की क्षमता रखता है। किसी व्यक्ति के सुव्यवस्थित विकास में EI क्या भूमिका निभाता है? क्या आप स्वयं को भावनात्मक रूप से बुद्धिमान व्यक्ति मानते हैं? औचित्य सिद्ध करें। (10 अंक, 150 शब्द)

EI is the ability to recognize one's own and others' emotions, to motivate oneself and to regulate oneself and our relations with others.

EI helps in controlling urges, impulses, emotion swings, etc.

Role of EI in well rounded development of an individual:

1. EI helps to recognize our strengths & weaknesses, our goals and wishes (Self-awareness)
2. EI helps to regulate our emotions to one's own advantage. eg. by letting an angry mood calm down. (Self-regulation)
3. EI helps to work enthusiastically & stay positive & motivated (Optimism)

- 4. EI helps us to understand others feelings. (Empathy)
- 5. EI can help build stronger interpersonal relationships. (Social skills like leadership, etc.)

I consider myself an emotionally intelligent person. Because:

- 1. With experience, I have learned more about ~~my~~ myself, weaknesses, +ve, etc.
- 2. Better control of my anger, urges, etc.
- 3. Better optimism and work attitude.
- 4. Improved understanding of others emotions, their unexpressed feelings, etc.
- 5. Better relationship with family, friends, etc.

Hence, I am improving as an emotionally intelligent person and continue to use feedback & review myself.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total





Q.6) a) Identify various internal and external pressures that impact ethical decision-making. Have you ever faced such pressure? Give examples from your life. (10 marks, 150 words)

विभिन्न आंतरिक और बाह्य दबावों की पहचान करें जो नैतिक निर्णयन को प्रभावित करते हैं। क्या आपने कभी इस तरह के दबाव का सामना किया है? अपने जीवन से सम्बंधित उदाहरण दें। (10 अंक, 150 शब्द)

Various internal and external pressures affect one's ethical decision-making. This is because one has many interests and stakeholders in one's life.

Pressures that impact ethical decision-making:

a) internal pressure

1. voice of conscience: eg: not to steal money from wallet.

2. urge of instant rewards/pleasure: eg: helping my mom cook food & she'll give me more of 'panner'.

b) external pressure

1. Family pressure: sometimes family members might promote ~~to~~ bribe taking / giving.

- 2. Peer pressure: eg. indulging in alcoholic drinks.
- 3. Legal pressure: eg. not misbehaving with any govt.

My life examples:

- 1. Family pressure: during childhood, my family said its ok to 'cheat a little' in the exams
- 2. Peer pressure: eg. during 2nd year of college, I was offered alcohol multiple times but refused.
- 3. Conscience: eg. during childhood, urge of stealing money to buy my favourite chips, but didn't.

Hence, we must take ethical decisions inspite of various kinds of pressure.

**Feedback**  
(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



b) Guilt is a powerful negative emotion that can eat a man away from inside. Discuss what causes guilt and how it can be managed. Can guilt lead to positive outcomes? Justify.

(10 marks, 150 words)

अपराध बोध एक शक्तिशाली नकारात्मक भावना है जो एक व्यक्ति को अंदर से कमजोर कर सकती है। चर्चा करें कि अपराध बोध का कारण क्या है और इसे कैसे प्रबंधित किया जा सकता है। क्या अपराध बोध सकारात्मक परिणाम उत्पन्न कर सकता है? औचित्य सिद्ध करें।

(10 अंक, 150 शब्द)

Guilt is a negative emotion that one feels after accepting one's mistake.

eg: a person feels guilty for hitting another person badly.

Cause of guilt:

1. Wrong action: unethical actions like killing someone, stealing money, etc. promote guilt.
2. Voice of Conscience: which condemns wrong conscience.
3. Accepting one's mistake

Guilt management:

1. ET training: by recognizing and regulating one's emotions.

2. Understand the root cause of guilt
3. Make a firm decision not to commit the mistake again.
4. By undergoing punishment for the wrong act.

Guilt can lead to the outcomes:

1. Example, a person of guilty of hitting someone badly might adopt non-violence thereafter.

2. Humbleness down to earth attitude is cultivated in people who feel guilty.

Hence, guilt must be effectively managed & used to correct ourselves.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

**Section - B**

**Q.7)** Sunita is a working woman and the mother of two teenage children. Daily, Sunita drops her children to school while going for work. One day, in the morning, Sunita was driving to work with her children, when a man riding on his motorcycle came in front of her car violating the traffic rules. Sunita was driving on her side of the lane, taking all the precautions and therefore managed to avert a collision. However, the motorcycle lost balance and the man riding the bike was mildly bruised. Immediately a crowd gathered around Sunita's car. Even as Sunita got down to enquire about the well-being of the motorcycle rider, the people started blaming Sunita for her irresponsible driving. What struck Sunita as odd was that the crowd was of the opinion that the women should refrain from driving vehicles and should let their male counterparts drive them around. The crowd was of the view that women often, by their very nature, lack the ability and sense to drive a car in a safe manner.

Nimita, Sunita's sister, is an executive working in Ratanjali corporation. Nimita is an experienced professional, with 5 years of experience in her field of work. One day Nimita received an e-mail from her senior to attend a conference regarding some important matter. The subject matter of the conference was Nimita's area of expertise. She diligently utilised the time before the conference to prepare herself on all the contemporary matters of relevance. During the conference, Ajay, Nimita's boss, briefed everyone about a particular problem that the company was facing. He asked everyone to make suggestions to troubleshoot this issue. According to the seniority among the 10 participants, Nimita was to speak at the fifth number. Nimita patiently heard everyone, while waiting for her turn to speak. She was happy because she had a very reasonable solution to this problem. When it was her turn to speak, Ajay asked Nimita to let Praveen, who was junior to Nimita, speak first. Though Nimita felt a little odd she did not mind this. However, even before Nimita could get a chance to speak, Ajay called the conference over. All the participants except Nimita got the chance to voice their opinions. Neither deterred or disheartened by this, Nimita raised her hand and told Ajay that she has something to say. To her surprise, Ajay asked her to submit her response in a mail as it was already very late. Nimita was the only female participant in the conference. Though Nimita felt bad she was not a stranger to this kind of behaviour in the company. Nimita felt that her being a woman is the only reason behind this partial treatment.

Nimita and Sunita met each other at a family gathering. While conversing with each other, they shared their respective experiences and wondered why such behaviour is meted out to women.

Considering yourself as a family member listening to this conversation, answer the following:

- What are the reasons for such stereotypes and attitudes in society towards women?
- What steps can be taken to reverse such regressive thinking and create an egalitarian society?

(20 marks, 250 words)

सुनीता एक कामकाजी महिला है और दो किशोर बच्चों की माँ है। काम पर जाने के दौरान सुनीता रोजाना अपने बच्चों को स्कूल छोड़ती है। एक दिन सुबह सुनीता अपने बच्चों के साथ काम पर जा रही थी, तभी उसकी मोटरसाइकिल पर सवार एक व्यक्ति यातायात नियमों का उल्लंघन करते हुए उसकी कार के सामने आ गया। सुनीता सभी सावधानियां बरतते हुए लेन के अपनी साइड में गाड़ी चला रही थी और इसलिए टक्कर होने से बचाने में सफल रही। हालांकि, मोटरसाइकिल का संतुलन बिगड़ गया और बाइक सवार व्यक्ति को हल्की चोट आई।

देखते ही देखते सुनीता की कार के पास भीड़ जमा हो गई। सुनीता जैसे ही मोटरसाइकिल सवार का हालचाल पूछने के लिए उतरी, लोगों ने सुनीता को उसकी गैरजिम्मेदाराना ड्राइविंग के लिए जिम्मेदार ठहराना शुरू कर दिया। सुनीता को जो बात अजीब लगी वह यह थी कि भीड़ की राय थी कि महिलाओं को वाहन चलाने से बचना चाहिए और अपने पुरुष समकक्षों को उन्हें इधर-उधर चलाने देना चाहिए। भीड़ का विचार था कि महिलाओं में अक्सर अपने स्वभाव से ही सुरक्षित तरीके से कार चलाने की क्षमता और समझ की कमी होती है।

निमिता, सुनीता की बहन, रतनजलि निगम में कार्यरत एक कार्यकारी है। निमिता एक अनुभवी पेशेवर हैं, जिनके कार्यक्षेत्र में 5 साल का अनुभव है। एक दिन निमिता को किसी महत्वपूर्ण मामले के संबंध में एक सम्मेलन में भाग लेने के लिए अपने वरिष्ठ से एक ई-मेल प्राप्त हुआ। सम्मेलन का विषय निमिता की विशेषज्ञता का क्षेत्र था। प्रासंगिकता के सभी समकालीन मामलों पर खुद को तैयार करने के लिए उन्होंने सम्मेलन से पहले के समय का पूरी लगन से उपयोग किया। कॉन्फ्रेंस के दौरान निमिता के बॉस अजय ने सभी को कंपनी की एक खास समस्या के बारे में बताया। उन्होंने सभी से इस समस्या के निवारण के लिए सुझाव देने को कहा। 10 प्रतिभागियों में वरिष्ठता के हिसाब से पांचवें नंबर पर निमिता को बोलना था। अपनी बारी का इंतजार करते हुए निमिता ने धैर्यपूर्वक सबकी बातें सुनीं। वह खुश थी क्योंकि उसके पास इस समस्या का बहुत ही उचित समाधान था। जब उसकी बोलने की बारी आई, तो अजय ने निमिता से कहा कि वह प्रवीण को, जो निमिता से जूनियर था, पहले बोलने दे। हालांकि निमिता को थोड़ा अजीब लगा लेकिन उसने इस बात का बुरा नहीं माना। हालांकि, इससे पहले कि निमिता को बोलने का मौका मिलता, अजय ने कॉन्फ्रेंस खत्म कर दी। निमिता को छोड़कर सभी प्रतिभागियों को अपने विचार व्यक्त करने का अवसर मिला। इससे न तो विचलित हुई और न ही निराश होकर निमिता ने अपना हाथ उठाया और अजय से कहा कि उसे कुछ कहना है। उसके आश्चर्य के लिए, अजय ने उसे एक मेल में अपनी प्रतिक्रिया प्रस्तुत करने के लिए कहा क्योंकि पहले ही बहुत देर हो चुकी थी। सम्मेलन में निमिता अकेली महिला प्रतिभागी थीं। हालांकि निमिता को बुरा लगा लेकिन वह कंपनी में इस तरह के व्यवहार से अनजान नहीं थी। निमिता को लगा कि इस पक्षपातपूर्ण व्यवहार के पीछे उसका एक महिला होना ही एकमात्र कारण है।

निमिता और सुनीता की मुलाकात एक पारिवारिक समारोह में हुई थी। आपस में बातचीत के दौरान उन्होंने अपने-अपने अनुभव साझा किए और सोचा कि महिलाओं के साथ ऐसा व्यवहार क्यों किया जाता है।

इस बातचीत को सुनते हुए अपने आप को परिवार का सदस्य मानते हुए निम्नलिखित के उत्तर दें :

- महिलाओं के प्रति समाज में ऐसी रुढ़िवादिता और अभिवृत्ति के क्या कारण हैं?
- ऐसी प्रतिगामी सोच को उलटने और एक समतामूलक समाज बनाने के लिए क्या कदम उठाए जा सकते हैं?

(20 अंक, 250 शब्द)

The above case study relates to the problem of gender stereotyping and patriarchy where women are considered as inferior to men.

a) Reasons for such stereotypes & attitudes

1. Historical discrimination

↳ since the later Vedic age, women are made to sit at home

- and do domestic unpaid work
2. Lack of political will: to be effectively work towards women empowerment.
  3. Ineffective policy implementation: eg: BBWP funds mostly spent on ads instead of concrete measures.
  4. Lack of awareness among women (especially rural women) about their legal & Constitutional rights.
  5. Lower literacy rate: about 65% among women (Census 2011)
  6. Majority patriarchal institutions: important posts at political, administrative, business levels are filled & mostly by men.
  7. Lack of sensitization: among boys & men about the problems & needs of women.
  8. Lack of women organizations, trade unions  
↳ to voice their problems.

## Steps that can be taken:

### a) short term measures

1. Creating awareness among women about their constitutional & legal rights.
2. Promoting sensitization of men, boys using role playing, etc.
3. Increased gender budgeting
4. Setting up 24x7 complaint centres for women; toll free number
5. Promoting the formation of women organizations. eg: NFIW → recently visited Manipur.

### b) long-term measures

1. Proper implementation of women schemes like - ICDS, PM-Matru Vandana Yojana, etc
2. Increase police patrolling at night
3. Lead by example: promote women at



- senior leadership positions etc.
4. Passing the women's reservation bill:  
for 1/3rd reservation of women in  
LS & SLA.
  5. Promoting women in STEM through  
WEST initiative (to break stereotypes  
that women are not good at science).  
↳ inspire other girls.
  6. Promote women representation at board  
levels → ripple effect → inspire other  
women.
  7. Promote women in driving, racing events,  
etc. ↳ to break stereotypes that  
women can't drive properly.

These steps can help break the  
gender stereotypes and promote  
gender equality (SDG-5).

**Feedback**

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<b>Structure/ Presentation</b>
<b>Question Interpretation</b>
<b>Content</b>
<b>Value Addition</b>
<b>Total</b>



**Q.8)** Nayan and Pallavi are a happily married couple. Married for 3 years, the two were planning to expand their family. Both of them planned accordingly, and had a baby girl, whom they named Arti. Nayan and Pallavi were very happy as their family was complete now. However, their happiness was short-lived as Arti was diagnosed with Thalassaemia when she was just 8 months old. Thalassaemia is an inherited blood disorder caused when the body doesn't make enough haemoglobin, an important part of red blood cells. As a result, Arti was required to undergo blood transfusion in regular intervals. This has made Arti weak and also compromised her immune system. The average lifespan of a thalassaemic person is only 30 years and there is no permanent traditional cure for this disease. Nayan and Pallavi started reading literature about Thalassaemia. The only cure was a bone marrow transplant, however, it is rare to get an exact match. While researching about the disease, Nayan and Pallavi came across the term 'saviour sibling'. A savior baby or savior sibling is a child who is conceived through selective in-vitro fertilization (IVF) in order to provide a stem cell transplant to a sibling that is affected with a fatal disease. They consulted a renowned fertility expert and persuaded her to prepare thalassaemia free foetus. In the initial phase 10 embryos were created and were put to pre-implantation genetic testing for disease. Out of the 10 embryos, only one was found to fulfil the criteria to be the donor for Arti. This embryo was implanted in Pallavi. The rest of the embryos were discarded. Through this procedure, Nayan and Pallavi had a boy, and named him Arun. They waited for 2 years so that Arun's weight could increase to the minimum level which is required for the procedure in a successful manner. Finally, the bone marrow transplantation procedure was completed in a successful manner. Though the procedure is not life threatening, Arun had severe pain for many days post the procedure and his blood haemoglobin levels dropped significantly. Nevertheless, he recovered after a few days to his normal self. Nayan and Pallavi were happy because both Arti and Arun were healthy. On the basis of the above case answer the following questions.

- a) List the ethical arguments for and against the 'saviour sibling'. Do you believe that it is ethical for a parent to give consent for donation of bone marrow on behalf of infants?
- b) If the procedure included organ donation which could have a permanent effect on the baby, would it still be a prudent therapy? (20 marks, 250 words)

नयन और पल्लवी एक खुशहाल वैवाहिक युगल हैं। 3 साल से शादीशुदा, दोनों अपने परिवार का विस्तार करने की योजना बना रहे थे। दोनों ने उसी के अनुसार योजना बनाई, और उनकी एक बच्ची हुई, जिसका नाम उन्होंने आरती रखा। नयन और पल्लवी बहुत खुश थे क्योंकि उनका परिवार अब पूरा हो गया था। हालाँकि, उनकी खुशी अल्पकालिक थी क्योंकि आरती में थैलेसीमिया बीमारी का पता चला था जब वह सिर्फ 8 महीने की थी। थैलेसीमिया एक वंशानुगत रक्त विकार है जो तब होता है जब शरीर पर्याप्त हीमोग्लोबिन नहीं बनाता है, जो लाल रक्त कोशिकाओं का एक महत्वपूर्ण हिस्सा है। नतीजतन, आरती को नियमित अंतराल पर रक्त चढ़ाना पड़ता था। इसने आरती को कमजोर बना दिया है और उसकी प्रतिरक्षा प्रणाली से समझौता कर लिया है। एक थैलेसीमिक व्यक्ति का औसत जीवनकाल केवल 30 वर्ष होता है और इस बीमारी का कोई स्थायी पारंपरिक इलाज नहीं है। नयन और पल्लवी ने थैलेसीमिया के बारे में साहित्य पढ़ना शुरू किया। एकमात्र इलाज अस्थि मज्जा प्रत्यारोपण था; हालाँकि, सटीक अस्थि मज्जा मिलना दुर्लभ है। बीमारी के बारे में शोध करते समय, नयन और पल्लवी को 'उद्धारकर्ता सहोदर' शब्द का सामना करना पड़ा। एक उद्धारकर्ता बच्चा या उद्धारकर्ता सहा. दर एक ऐसा बच्चा होता है जो चयनात्मक इन-विट्रो निषेचन (आईवीएफ) के माध्यम से गर्भित होता है ताकि एक घातक बीमारी से प्रभावित भाई-बहन को स्टेम सेल प्रत्यारोपण प्रदान किया जा सके। उन्होंने एक प्रसिद्ध फर्टिलिटी विशेषज्ञ से सलाह ली और उसे थैलेसीमिया मुक्त भ्रूण तैयार करने के लिए राजी किया। शुरुआती चरण में 10 भ्रूण बनाए गए और उन्हें बीमारी के लिए प्री-इम्प्लांटेशन जेनेटिक टेस्टिंग के लिए रखा गया। 10 भ्रूणों में से केवल एक ही आरती के लिए दाता होने के मानदंड को पूरा करने वाला पाया गया। इस भ्रूण को पल्लवी में प्रत्यारोपित किया गया।

बाकी भ्रूणों को फेंक दिया गया। इस प्रक्रिया के माध्यम से, नयन और पल्लवी को एक लड़का हुआ, और उसका नाम अरुण रखा। उन्होंने 2 साल तक इंतजार किया ताकि अरुण का वजन उस न्यूनतम स्तर तक बढ़ सके जो प्रक्रिया को सफल तरीके से करने के लिए आवश्यक है। अंततः बोन मैरो ट्रांसप्लांट की प्रक्रिया सफल तरीके से पूरी की गई। हालांकि यह प्रक्रिया जीवन के लिए खतरा नहीं है, लेकिन प्रक्रिया के बाद कई दिनों तक अरुण को तेज दर्द हुआ और उनके रक्त में हीमोग्लोबिन का स्तर काफी गिर गया। फिर भी, वह कुछ दिनों के बाद अपने सामान्य रूप से ठीक हो गया। नयन और पल्लवी खुश थे क्योंकि आरती और अरुण दोनों स्वस्थ थे। उपरोक्त मामले के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

a) 'उद्धारकर्ता सहोदर' के पक्ष और विपक्ष में नैतिक तर्कों की सूची बनाएं। क्या आप मानते हैं कि माता-पिता के लिए शिशुओं की ओर से अस्थि मज्जा दान करने की सहमति देना नैतिक है?

b) यदि प्रक्रिया में अंग दान शामिल है जो बच्चे पर स्थायी प्रभाव डाल सकता है, तो क्या यह अभी भी एक विवेकपूर्ण चिकित्सा होगी? (20 अंक, 250 शब्द)

The above case study relates to  
the biological ethics of 'saviour sibling'.

a)

Arguments related to saviour sibling

1) For

1. Promote good health of the diseased child/person. → better life productivity.

2. Reduces overall happiness of the family as parents will be satisfied if the child gets cured.

3. Saviour sibling can promote stronger relationship and bonding b/w the two siblings.

↳ As one sibling was saviour for another

4. Tackle life threatening diseases like Thalassaemia.
5. Right to life (a human right) for the diseased child.

### ↳ Against

1. Increase inequality: as IVF procedures are very expensive and cannot be afforded by the poor.
2. Commodification of human embryos: as in 9 embryos got wasted in this case of savious sibling.
3. Right to Consent of the <sup>unborn</sup> ~~unborn~~ child.
4. Against UN Convention of the Rights of the Child → which recognizes rights of both the born & unborn children.
5. Risk to health of the savious child  
↳ eg: the ~~no~~ medical procedure might fail and ultimately both children might die.

Hence, there are competing interests. If the medical procedure has high efficacy (high degree of success chances) then the parent can give a consent for donation on behalf of infants. However, adequate safety measures must be adopted to protect the health of the donor child.

If the procedure included organ donation:

For

1. Promote good health of the diseased child.
2. Right to life and dignity of the diseased child.
3. Promote happiness of the mother, parents, child. (utilitarianism)

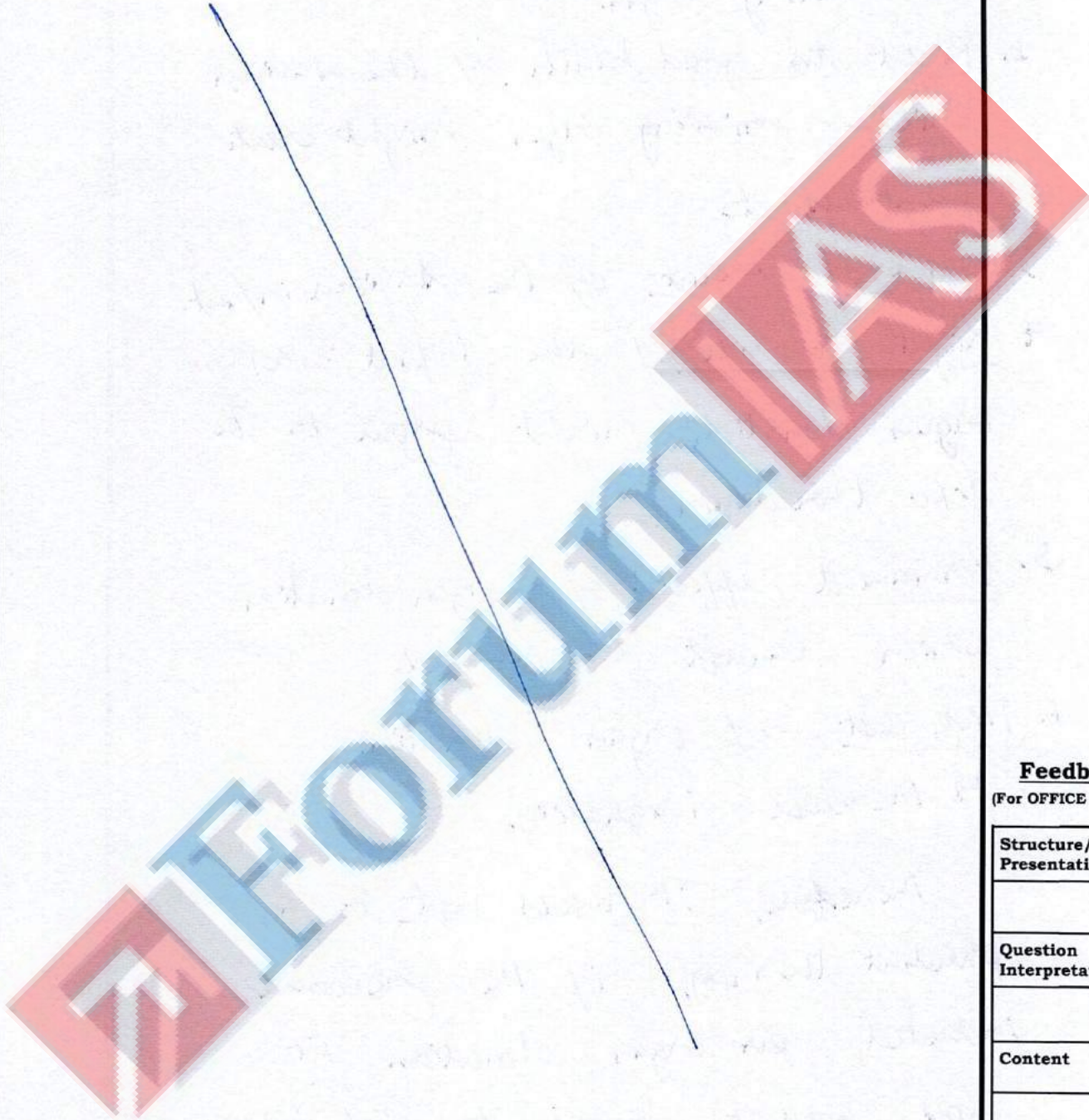
ii) Against

1. The donor child might feel cheated

when he later finds knows about  
the missing organ.

2. Right to good health of the saveer  
child - missing organ might create  
weakness, etc
3. Lack of consent of the saveer infant.
4. Right to life of the infant: as  
organ donation might prove to be  
life threatening.
5. Permanent effect: of organ donation  
which cannot be reversed.
6. High cost of organ donation.  
↳ increase inequality.

Therefore, it would not be a  
prudent therapy, if the procedure  
included per organ donation. It  
goes against right to life (Article 21)  
of the saveer child.



**Feedback**

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<b>Structure/ Presentation</b>
<b>Question Interpretation</b>
<b>Content</b>
<b>Value Addition</b>
<b>Total</b>





**Q.9)** MAH is a luxury fashion brand/clothing line, known for its ultra-high exclusivity. The luxury fashion products of MAH are widely endorsed by top celebrities, socialites, business magnates, and politicians. After designing, MAH outsources the manufacturing work of the clothes to XYZ textiles, a company located in India. The latest product of MAH, a white color golf T-shirt, was made targeting the upper class of East European countries including Russia. However, due to an armed conflict between two countries in the region, the company was forced to close all its outlets in the East European countries. This led to the problem of adjusting/disposing of the factory inventories of 10,000 units of T-shirts prepared by the XYZ textiles for MAH. Normally, any company would have redirected its products to any other suitable region and clientele. However, high-end luxury brands like MAH place utmost premium upon the exclusivity of its products. Therefore, the company directed Kamlesh, the owner of XYZ textiles, to burn the excess products. The company also told Kamlesh that MAH will pay XYZ textiles the entire cost of the consignment in full.

Kamlesh was relatively new to the fashion industry. The decision of the company came as a shock to him. Kamlesh knew that the combined value of the products that he was asked to burn was in multiple crores. Also, many people in his company had worked very hard for the launch of these golf T-shirts for the last few years. He discussed the company's order with his business associates and friends. To his surprise, Kamlesh was told that this was a common practice among all the high-end luxury brands. In order to maintain the exclusivity of the products, the surplus product is burned. This ensures that the rarity of the product is maintained and the associated glitz and glamour of the product is not diluted. The company reasons that if the surplus product is used by the common working-class people, then it may hurt the brand value of the product. Kamlesh, himself born and brought up in a middle-class family, found this reasoning abhorrent and vulgar. Kamlesh has witnessed poverty in India first hand. He personally knew of many cases where the families did not have decent clothes to wear, least of all the likes of quality clothes that he was asked to burn. As the owner of a manufacturing unit, he knew the financial condition of his workers, and the limited resources within which they were forced to live their lives. Contrasting these hard realities with the company's decision of burning products worth crores of rupees disgusted Kamlesh and made him ponder over the vulgar display of wealth and power.

Though Kamlesh knew that burning the clothes is not justified, he was also aware that it was after all company's prerogative to deal with its product as it pleased. Also, MAH had helped Kamlesh during his difficult economic phase. While he was struggling to find work during covid-19 crisis, MAH had then given him and his business a lease of life by giving him a big contract. Therefore, he did not intend to do anything that could jeopardize his cordial and profitable relations with MAH.

- a) What are the ethical issues in the above case study?  
b) Imagine yourself in the shoes of Kamlesh. What course of action will you adopt in the above situation?  
(20 marks, 250 words)

MAH एक लक्जरी फैशन ब्रांड/कपड़ों की श्रृंखला है, जो अपनी अति-उच्च विशिष्टता के लिए जानी जाती है। MAH के लक्जरी फैशन उत्पादों को शीर्ष हस्तियों, सोशलाइट्स, बिजनेस मैग्नेट और राजनेताओं द्वारा व्यापक रूप से समर्थन दिया जाता है। डिजाइन करने के बाद, MAH कपड़ों के निर्माण कार्य को भारत में स्थित XYZ टेक्सटाइल्स को आउटसोर्स करता है। एमएच का नवीनतम उत्पाद, सफेद रंग की गोल्फ टी-शर्ट, रूस सहित पूर्वी यूरोपीय देशों के उच्च वर्ग को लक्ष्य करके बनाया गया था। हालांकि, इस क्षेत्र में दो देशों के बीच एक सशस्त्र संघर्ष के कारण, कंपनी को पूर्वी यूरोपीय देशों में अपने सभी आउटलेट्स बंद करने के लिए मजबूर होना पड़ा। इससे MAH के लिए XYZ टेक्सटाइल्स द्वारा तैयार की गई टी-शर्ट्स की 10,000 यूनिट्स की फैक्ट्री इन्वेंट्री के समायोजन/निपटान की समस्या पैदा हुई। आम तौर पर, कोई भी कंपनी अपने उत्पादों को किसी अन्य उपयुक्त क्षेत्र और ग्राहकों के लिए पुनर्निर्देशित कर देती।

हालांकि, MAH जैसे हाई-एंड लक्जरी ब्रांड अपने उत्पादों की विशिष्टता पर अत्यधिक प्रीमियम लगाते हैं। इसलिए, कंपनी ने एक्सवाइजेट टेक्सटाइल्स के मालिक कमलेश को अतिरिक्त उत्पादों को जलाने का निर्देश दिया। कंपनी ने कमलेश को यह भी बताया कि एमएएच एक्सवाइजेट टेक्सटाइल को खेप की पूरी कीमत चुकाएगा।

कमलेश फैशन उद्योग में अपेक्षाकृत नए थे। कंपनी के इस फैसले से उन्हें झटका लगा। कमलेश जानता था कि जिन उत्पादों को जलाने के लिए कहा गया था, उनका संयुक्त मूल्य कई करोड़ में था। साथ ही उनकी कंपनी के कई लोग पिछले कुछ सालों से इन गोल्फ टी-शर्ट्स की लॉन्गिंग के लिए काफी मेहनत कर रहे हैं। उन्होंने अपने व्यापारिक सहयोगियों और दोस्तों के साथ कंपनी के ऑर्डर पर चर्चा की। कमलेश को बताया गया कि सभी उच्च लक्जरी ब्रांडों में यह एक आम बात थी। उत्पादों की विशिष्टता को बनाए रखने के लिए, अधिशेष उत्पाद को जला दिया जाता है। यह सुनिश्चित करता है कि उत्पाद की दुर्लभता बनी रहे और उत्पाद से संबंधित चमक और ग्लैमर कम न हो। कंपनी का तर्क है कि अगर सरप्लस प्रोडक्ट का इस्तेमाल आम कामकाजी वर्ग के लोग करते हैं तो इससे प्रोडक्ट की ब्रांड वैल्यू को नुकसान पहुंच सकता है। खुद मध्यवर्गीय परिवार में पैदा हुए और पले-बढ़े कमलेश को यह तर्क घिनौना और भद्दा लगा। कमलेश ने पहली बार भारत में गरीबी देखी है। वह व्यक्तिगत रूप से ऐसे कई मामलों के बारे में जानता था जहां परिवारों के पास पहनने के लिए अच्छे कपड़े नहीं थे, कम से कम गुणवत्ता वाले कपड़े पसंद थे जिन्हें जलाने के लिए कहा गया था। एक निर्माण इकाई के मालिक के रूप में, वह अपने श्रमिकों की वित्तीय स्थिति और उन सीमित संसाधनों को जानता था जिनके भीतर उन्हें अपना जीवन जीने के लिए मजबूर किया जाता था। इन कठोर वास्तविकताओं की तुलना कंपनी द्वारा करोड़ों रुपये के उत्पादों को जलाने के निर्णय से करने पर कमलेश को घृणा हुई और उसने धन और शक्ति के अश्लील प्रदर्शन पर विचार किया।

हालांकि कमलेश जानता था कि कपड़े जलाना न्यायोचित नहीं है, वह यह भी जानता था कि आखिर कंपनी का विशेषाधिकार है कि वह अपने उत्पाद को अपनी मर्जी से डील करे। इसके अलावा, MAH ने कमलेश को उसके कठिन आर्थिक दौर में मदद की थी। जब वह कोविड-19 संकट के दौरान काम खोजने के लिए संघर्ष कर रहे थे, तब MAH ने उन्हें और उनके व्यवसाय को एक बड़ा अनुबंध देकर उन्हें और उनके व्यवसाय को जीवनदान दिया था। इसलिए, वह ऐसा कुछ भी करने का इरादा नहीं रखता था जो एमएएच के साथ उसके सौहार्दपूर्ण और लाभदायक संबंधों को खतरे में डाल सके।

a) उपरोक्त केस स्टडी में नैतिक मुद्दे क्या हैं?

b) कल्पना कीजिए कि आप कमलेश के स्थान पर हैं। उपरोक्त स्थिति में आप किस प्रकार की कार्रवाई को अपनाएंगे?

(20 अंक, 250 शब्द)

The above case relates the problem of exclusivity and elitism practised by luxury fashion brands which place profits, company's brand value above everything else.

a) Ethical issues:

1. Resource use vs brand value of company: as shirts need to be burnt

to maintain exclusivity

2. Hard work of employees vs directive

of the firm: Kamlesh's employees had worked hard but shirts need to be burnt now.

3. Profits over People Planet: To maintain profits, companies go to any extent.

4. Kamlesh's conscience vs self-interest:

As he is opposed to burning shirts but he needs to follow orders to maintain profitable relations.

5. Culture of exclusivity / elitism vs equality: as poor, middle class people are neglected.

6. Vulgar display of wealth and power: to show one as superior to another.

2. Private vs professional ethics: though

Kamlesh's morality tells him that burning shirts is wrong, professionally he must follow the company's orders.

b) My course of action:

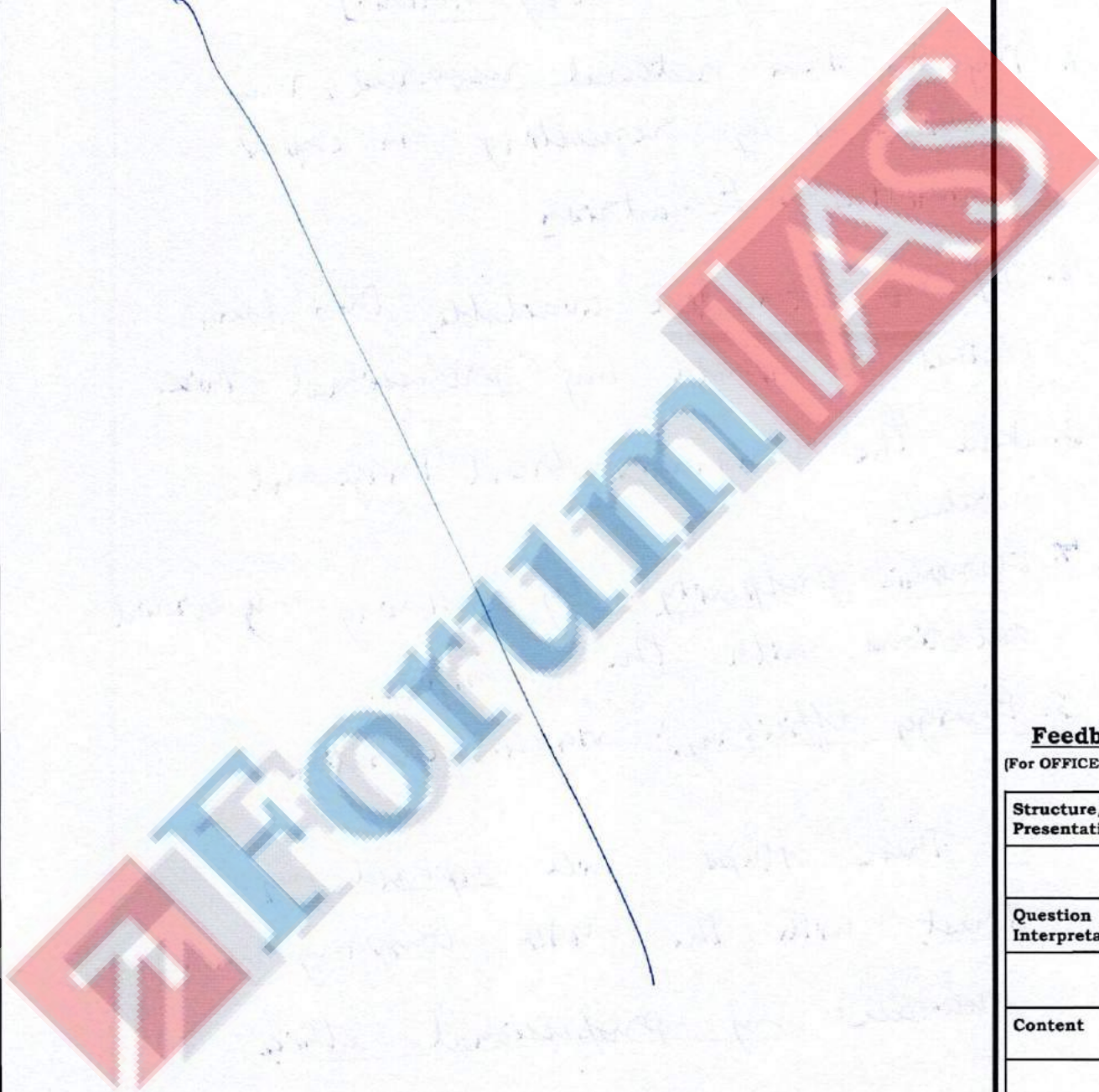
1. Request the company to form an expert committee to look into whether these T-shirts can be allocated to some nearby country/region.
  - i) Also see, if the path of e-commerce can be adopted to sell these T-shirts in the designated region.
2. If the company agrees to use the T-shirts for another country region or for e-commerce, then supply all the T-shirts produced in my factory.
3. Otherwise, I will have to follow company's order and burn all the 10,000 T-shirts.
4. <sup>I will</sup> Make sure that the heat generated is used for some useful purpose like

co-generation in thermal power plants.

Reasons for my course of action:

1. Try to save natural resources, raw materials → by requesting an expert committee. → Ecoentrism
2. If no alternative available, then I can do this to uphold my professional ethics.
3. Save the company's brand image and value.
4. Economic prosperity: by insuring my cordial relations with the company.
5. Energy efficiency: via co-generation.

These steps will uphold my trust with the MAH company and showcase my professional ethics



**Feedback**

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<b>Structure/ Presentation</b>
<b>Question Interpretation</b>
<b>Content</b>
<b>Value Addition</b>
<b>Total</b>



**Q.10)** Abhay is a senior officer in a government think tank. He is responsible for analysing the demands for funds from various ministries and state governments. His job mandates making recommendations to the government for prioritising the budget expenditure. Abhay's department is presently busy in analysing the demands for funds from five different ministries. The first demand is from the Ministry of Defence for 500 crore rupees. The Ministry of Defence has solicited funds for the acquisition of state-of-the-art bullet proof vests and assault weapons for the armed force personnel posted in insurgent invested areas of Jammu and Kashmir. The second demand is from the Ministry of Heavy Industries. The Ministry of Heavy Industries has demanded 300 crore rupees for the purchase of electric scooters. Distribution of electric scooters was one of the election promises of the incumbent union government in order to reduce pollution levels in the country. Further, as two states are set to go to poll next year, there is an additional pressure from a senior cabinet minister to prioritise this demand. The third demand is for 200 crore rupees from the Ministry of Road Transport. The Ministry of Road Transport has proposed to build robust road connectivity in left wing affected areas and also in the hilly states. It is reasoned that while road connectivity will have a multiplier impact on the economy, it will also improve the governance process. The fourth demand is from the Ministry of Health for 200 crore rupees. The Ministry of Health has targeted to increase the insurance penetration in the country. It is argued that increased insurance penetration will boost public health and reduce out-of-pocket expenditure. The fifth demand is for 300 crore rupees from the Ministry of Women and Child Development. The MoWCD aims to expand its nutrition programme in the country. It is believed that in order to check the high levels of stunting and wasting in the children, the State needs to take a larger role.

While each of the government schemes is important, the fiscal space available with the exchequer is limited. Accordingly, Abhay has an elbow space to accommodate schemes worth 1000 crore rupees. Now, it is incumbent upon Abhay to allocate the available money in the most prudent fashion.

- a) What principles should guide Abhay in the allocation of money?
- b) Imagine yourself in the position of Abhay. In what order will you prioritise the available funds and why?  
(20 marks, 250 words)

अभय एक सरकारी थिंक टैंक में वरिष्ठ अधिकारी हैं। वह विभिन्न मंत्रालयों और राज्य सरकारों से धन की मांगों का विश्लेषण करने के लिए जिम्मेदार हैं। उनका काम बजट व्यय को प्राथमिकता देने के लिए सरकार को सिफारिशें करना अनिवार्य करता है। अभय का विभाग फिलहाल पांच अलग-अलग मंत्रालयों से फंड की मांगों का विश्लेषण करने में लगा हुआ है। पहली मांग रक्षा मंत्रालय से 500 करोड़ रुपये की है। रक्षा मंत्रालय ने जम्मू-कश्मीर के विद्रोही प्रभावित क्षेत्रों में तैनात सशस्त्र बल के जवानों के लिए अत्याधुनिक बुलेट प्रूफ जैकेट और हमले के हथियारों की खरीद के लिए धन की मांग की है। दूसरी मांग भारी उद्योग मंत्रालय की है। भारी उद्योग मंत्रालय ने इलेक्ट्रिक स्कूटर की खरीद के लिए 300 करोड़ रुपये की मांग की है। देश में प्रदूषण के स्तर को कम करने के लिए इलेक्ट्रिक स्कूटर का वितरण मौजूदा केंद्र सरकार के चुनावी वादों में से एक था। इसके अलावा, चूंकि दो राज्यों में अगले साल चुनाव होने हैं, इसलिए इस मांग को प्राथमिकता देने के लिए एक वरिष्ठ कैबिनेट मंत्री का अतिरिक्त दबाव है। तीसरी मांग सड़क परिवहन मंत्रालय से 200 करोड़ रुपये की है। सड़क परिवहन मंत्रालय ने वामपंथी प्रभावित क्षेत्रों और पहाड़ी राज्यों में भी मजबूत सड़क संपर्क बनाने का प्रस्ताव दिया है। यह तर्क दिया जाता है कि जहां सड़क संपर्क का अर्थव्यवस्था पर गुणक प्रभाव पड़ेगा, वहीं यह शासन प्रक्रिया में भी सुधार करेगा। चौथी मांग स्वास्थ्य मंत्रालय से 200 करोड़ रुपये की है। स्वास्थ्य मंत्रालय ने देश में बीमा पैट बढ़ाने का लक्ष्य रखा है। यह तर्क दिया जाता है कि बीमा की पहुंच बढ़ने से सार्वजनिक स्वास्थ्य को बढ़ावा मिलेगा और जब से होने वाले खर्च में कमी आएगी। पांचवी मांग महिला एवं बाल विकास मंत्रालय से 300 करोड़ रुपये की है। MoWCD का उद्देश्य देश में अपने पोषण कार्यक्रम का विस्तार करना है। यह माना जाता है कि बच्चों में स्टंटिंग और वेस्टिंग के उच्च स्तर को रोकने के लिए राज्य को एक बड़ी भूमिका निभाने की आवश्यकता है।

जबकि प्रत्येक सरकारी योजना महत्वपूर्ण है, राजकोष के पास उपलब्ध राजकोषीय स्थान सीमित है। तदनुसार, अभय के पास 1000 करोड़ रुपये की योजनाओं को समायोजित करने की क्षमता है। अब, यह अभय पर निर्भर है कि वह सबसे विवेकपूर्ण तरीके से उपलब्ध धन का आवंटन करे।

- a) धन के आवंटन में अभय को किन सिद्धांतों का मार्गदर्शन करना चाहिए?  
 b) अभय की स्थिति में खुद की कल्पना करें। उपलब्ध कोष को आप किस क्रम में प्राथमिकता देंगे और क्यों?

(20 अंक, 250 शब्द)

The above case relates to the problem of limited availability of funds vs prioritisation of the important schemes so as to maintain the public trust.

a) Principles to guide Abhay in money allocation

1. National security: must be highly prioritised to combat terrorism, insurgency etc.
2. Sovereignty and unity of India: must be preserved from external attacks, proxy war, etc.
3. Utilitarianism: "greatest good of the greatest number"  
 ↳ maximize overall benefits.
4. Deontology: do what is right & fair on a wider level.



5. Virtue ethics : show virtues like risk taking ability, prudence, etc. in money allocation.
6. Professional ethics : require Abhay to objectively allocate all the funds.
7. Transparency and Accountability : Abhay should submit in writing as to why a particular request was rejected.
8. Empathy : for the poor, vulnerable people, diseased persons, etc.
9. Right to life of vulnerable people.

My order of priority:

1. ₹ 500 crore for Ministry of Defence
  - ↳ to acquire bullet proof vests, ~~arm~~ assault weapons etc to protect national security.
2. ₹ 300 crore for MOWCD - to expand nutrition programme.
3. ₹ 200 crore for MOTI NORTH - to build road connectivity.

4. ₹ 200 crore for Ministry of Health.

↳ increase insurance penetration.

5. ₹ 300 crore for purchase of e-~~scoter~~<sup>scooter</sup>.

Only the top 3 proposals can be accommodated this year. Return the proposals of other 2 ministries after giving the reasons in writing.

Reasons:

a) MoD allocation

1. Uphold my fundamental duty (Article 51A) to protect the national security, sovereignty & unity of India → MoD allocation.

2. Right to life of the soldiers in insurgent areas, of innocent civilians etc.

3. Utilitarianism: in case of no allocation, the armed forces might get overpowered, & threaten security of rest of the people.

b) MoWCD allocation

1. Right to health & adequate nutrition

(Article 21)

2. Right to dignity and to raise the level of nutrition, improve public health (Article 47)

3. Utilitarianism: benefit many poor children.

c) MORRH allocation

1. Security of the country → LWE area

2. Development of the low developed region → tackle radicalization, dis-illusion youth.

3. Promote security of the soldiers & people → proper patrolling

d) MoHealth

1. Private sector can be tapped in for insurance penetration.

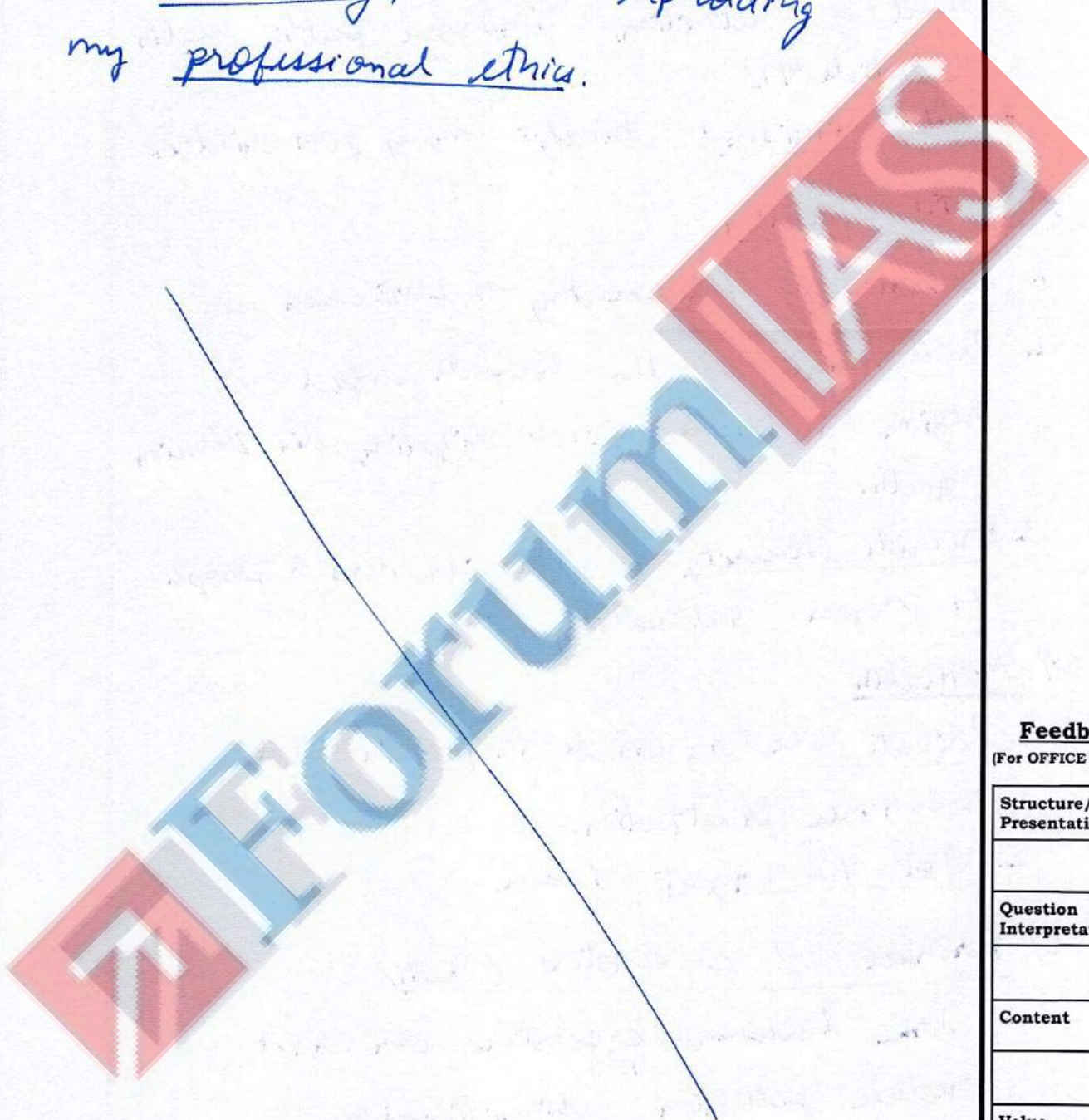
2. Not so urgent issue.

e) Purchase of e-scooters (MoTI)

1. Some thousand e-scooters can't reduce pollution significantly.

2. Show courage of conviction - resist political pressure.

These steps show my integrity and rationality, while upholding my professional ethics.



**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



**Q.11)** Raman is a senior IAS officer posted as the joint secretary of the health department in a state government. Raman is a doctor by training and has served honourably in the state government. One night, after attending a birthday party of a colleague, Raman, accompanied by a friend, was returning to his home in his personal car. In the birthday party, Raman indulged himself in alcohol. While returning, Raman's friend told him that it should be her who should be driving, as Raman was in an inebriated state. However, Raman assured her that he was perfectly capable of driving and insisted on doing the same. After a while, Raman's friend noticed that Raman was driving way over the speed limit, and was also losing control over the vehicle. Even as she was warning Raman to go slow, suddenly a motorcycle appeared from one of the adjoining streets. Though the motorcycle was on its side of the lane, Raman could not control his vehicle and hit the motorcycle. Raman's vehicle was also rammed into a nearby shop. Immediately, people gathered around the accident site and helped Raman and his friend to get off their vehicle, which was heavily damaged. Also, in no time the police and the ambulance reached the spot. While Raman and his friend were conscious and had nothing more than some minor bruises, the motorcycle driver could not survive the accident and died on the spot.

The police personnel at once recognised the IAS officer, Raman and rushed him and his friend to the state hospital for their medical treatment and examination. However, being a trained doctor and a civil servant, Raman was well aware of the consequences of the medical test. Therefore, Raman tried to influence the doctor in charge, by misusing his official position. The medical officer in charge of the state hospital, Avnish was also the CMO of the district. Avnish has known Raman since his college days, where he was 3 years senior to him. Raman told Avnish that the whole incident was a mistake and he was extremely sorry for the motorcycle driver. He requested Avnish to delay the blood test and other medical examinations by just 10 hours. He also told Avnish that if it was found that he was drunk while the accident happened it would harm his career no end. Further, Raman hinted to Avnish that his small cooperation in this matter would not go unnoticed. Avnish was trying to get a posting near his home district. Also, the promotion file of his wife, also a doctor, was pending before Raman, who was the joint health secretary. Avnish also knew that Raman, otherwise, is a very honest, smart, and diligent officer. Now, Avnish is in a state of dilemma over his future course of action.

Based on the conditions mentioned above, answer the following questions:

- What were the ethical flaws in the conduct of Raman?
  - Discuss the merits and de-merits of various courses of actions available to Avnish?
  - What are various dilemmas before Avnish?
- (20 marks, 250 words)

रमन एक वरिष्ठ IAS अधिकारी हैं जो राज्य सरकार में स्वास्थ्य विभाग के संयुक्त सचिव के रूप में तैनात हैं। रमन प्रशिक्षण से डॉक्टर हैं और राज्य सरकार में सम्माननीय सेवा दे चुके हैं। एक रात, एक सहकर्मी के जन्मदिन की पार्टी में शामिल होने के बाद, रमन, एक दोस्त के साथ अपनी निजी कार में अपने घर लौट रहे थे। जन्मदिन पार्टी में रमन ने शराब का सेवन किया। लौटते समय, रमन के दोस्त ने उससे कहा कि उसे गाड़ी नहीं चलानी चाहिए, क्योंकि रमन नशे की हालत में था। हालांकि, रमन ने उसे आश्वासन दिया कि वह गाड़ी चलाने में पूरी तरह से सक्षम है और उसने गाड़ी चलाना जारी रखा। थोड़ी देर बाद, रमन के दोस्त ने देखा कि रमन गति सीमा से अधिक गाड़ी चला रहा था, और वाहन पर नियंत्रण भी खो रहा था। जैसे ही वह रमन को धीरे चलने की चेतावनी दे ही रही थी कि अचानक बगल की एक गली से एक मोटरसाइकिल आती दिखाई दी। हालांकि मोटरसाइकिल लेन के किनारे पर थी, रमन अपने वाहन को नियंत्रित नहीं कर सका और मोटरसाइकिल को टक्कर मार दी। रमन की गाड़ी भी पास की एक दुकान से टकरा गयी। तुरंत, लोग दुर्घटनास्थल के आसपास जमा हो गए और रमन और उसके दोस्त को अपने वाहन से बाहर निकालने में मदद की, जो बुरी तरह क्षतिग्रस्त हो गए थे। साथ ही कुछ ही देर में पुलिस और एंबुलेंस मौके पर पहुंच गई। जबकि रमन और उसका दोस्त होश में थे और उनको कुछ मामूली चोटों के अलावा और कुछ नुकसान नहीं था, मोटरसाइकिल चालक दुर्घटना से बच नहीं सका और मौके पर ही उसकी मौत हो गई।

पुलिस कर्मियों ने एक बार IAS अधिकारी, रमन को पहचान लिया और उन्हें और उनके दोस्त को उनके चिकित्सा उपचार और जांच के लिए राजकीय अस्पताल ले गए। हालांकि, एक प्रशिक्षित डॉक्टर और एक सिविल सेवक होने के नाते, रमन मेडिकल टेस्ट के परिणामों से अच्छी तरह वाकिफ थे। इसलिए रमन ने अपने आधिकारिक पद का दुरुपयोग कर प्रभारी चिकित्सक को प्रभावित करने का प्रयास किया। राजकीय अस्पताल के प्रभारी चिकित्सा अधिकारी अवनीश जिले के ब्द भी हैं। अवनीश रमन को उसके कॉलेज के दिनों से जानता है, जहां वह उससे 3 साल बड़ा था। रमन ने अवनीश से कहा कि पूरी घटना एक गलती थी और वह मोटरसाइकिल चालक के लिए बहुत दुखी है। उन्होंने अवनीश से ब्लड टेस्ट और अन्य मेडिकल जांच में सिर्फ 10 घंटे की देरी करने का अनुरोध किया। उन्होंने अवनीश से यह भी कहा कि अगर यह पाया गया कि दुर्घटना के समय वह नशे में थे तो इससे उनके करियर को कोई नुकसान होगा। इसके अलावा, रमन ने अवनीश को संकेत दिया कि इस मामले में उनके छोटे से सहयोग पर ध्यान नहीं दिया जाएगा। अवनीश अपने गृह जिले के पास पोस्टिंग पाने की कोशिश कर रहा था। साथ ही, उनकी पत्नी, जो एक डॉक्टर भी हैं, की पदोन्नति की फाइल रमन के समक्ष लंबित थी, जो संयुक्त स्वास्थ्य सचिव थे। अवनीश भी जानता था कि रमन एक बहुत ही ईमानदार, होशियार और मेहनती अधिकारी हैं। अब, अवनीश अपने भविष्य के कदमों को लेकर असमंजस की स्थिति में हैं।

ऊपर उल्लिखित शर्तों के आधार पर, निम्नलिखित प्रश्नों के उत्तर दें :

- रमन के आचरण में कौन से नैतिक दोष थे?
- अवनीश के लिए उपलब्ध विभिन्न प्रकार के कार्यों के गुणों और दोषों पर चर्चा करें?
- अवनीश के सामने विभिन्न दुविधाएं क्या हैं?

(20 अंक, 250 शब्द)

The above case study relates to the problem of abuse of power & favoritism by even senior IAS officers. Also highlights the issue of 'drink and drive'.

a) Ethical flaws in the conduct of Raman:

- Not following traffic rules: disobedient  
↳ he drunk, then drove, overspeeding.
- Not listening to his friend, who had ~~warned~~ warned him before.
- Abuse of power: trying to influence

Avoid to as to save himself.

4. Unethical mind: shows favoritism - promising Avoid of benefits in case he helped him.
5. Power and image over laws, rules, etc.  
↳ as Raman tries his best to save himself at all costs.
6. Against retributive justice: trying to avoid punishment.
7. Lack of empathy for the victim, his family members as he wants to shed of his mistake.

### Courses of actions available:

1. Follow all Raman's advice and delay test by 10 hours.

#### Pros

1. Career growth.
2. Wife- Career prospects.
3. College friendship/colleagues.

#### Cons

1. Against laws, rules.
2. Right to justice of the deceased.
3. Against integrity.

2. Reject Raman's advice and do the tests as per the rules and procedure

Pros

1. Rule of law.
2. Uphold my integrity.
3. Right to justice of the victim & the deceased.
4. <sup>Set</sup> Right example - showing that law is equal for all persons.

Cons

1. Affect my career & growth.
2. My wife might not get promotion.

c) Dilemmas before Arushi:

1. Personal ethics vs request of an influential person: as Raman tries to persuade him not to conduct the test.
2. Personal benefit vs right to justice: as delaying test will cause my posting however injustice to the victim's family.



3. Legality vs promotion of wife:

As per the laws, I must immediately conduct all the relevant tests.

4. Integrity vs burden of sharing crime:

If I delay the tests, then I am also a criminal legally for saving a guilty person.

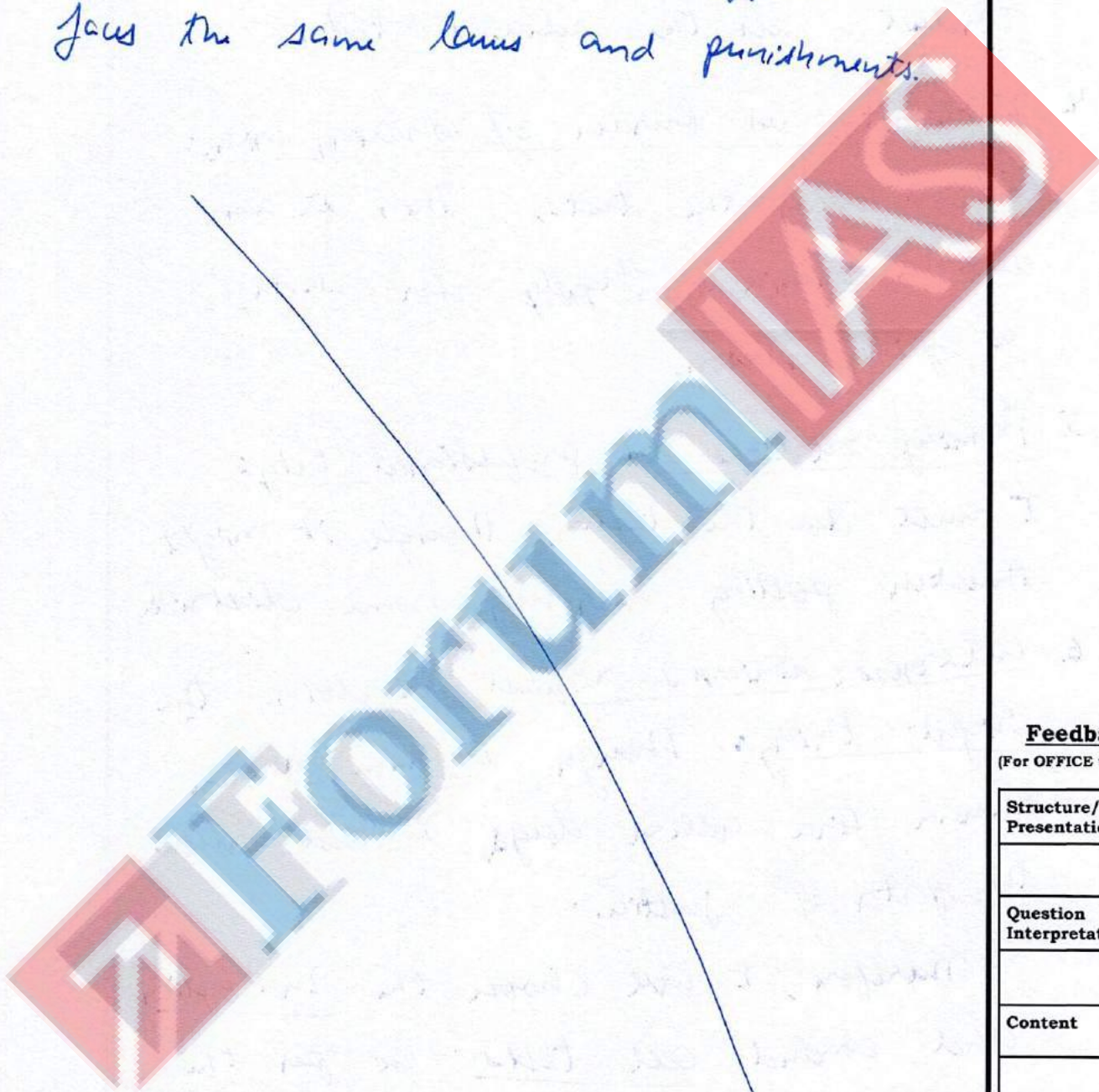
5. Family relations vs professional duty:

I must do the tests, though it might threaten posting near my home district.

6. Colleagues / seniors request vs doing the right thing: Though I have known Raman since college days, I must follow the path of justice.

Therefore, I will choose the 2nd option and conduct all tests as per the procedure within timelimit. This will uphold my professional ethics of a doctor and my integrity as well.

Further, rule of law will be upheld where even a senior IAS officer faces the same laws and punishments.



**Feedback**

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<b>Structure/ Presentation</b>
<b>Question Interpretation</b>
<b>Content</b>
<b>Value Addition</b>
<b>Total</b>



**Q.12)** ABC Pvt. Ltd. is a globally renowned ed-tech company known for its online products. During the ongoing covid-19 crisis, the tele-education services of the company aided many students in continuing their education without disruption. However, despite the boom in the online education sector, ABC Pvt. Ltd. reported unprecedented net losses. Now, ABC Pvt. Ltd. decided to lay-off its employees as a cost-cutting measure. As a result, almost 10% of the total workforce of the company was laid-off. Though the company defended its decision by citing the dire financial conditions and plummeting funding, the experts raised the questions of propriety. While on one hand a large number of employees were relieved from their jobs, on the other hand consistent profligacy on the part of ABC education was pointed out by the critics.

Soon after laying-off the employees, ABC Pvt. Ltd. distributed major/large bonuses to its top executives. Also, ABC Pvt. Ltd. roped in a world-famous sports personality as its brand ambassador for an undisclosed multimillion-dollar contract. Further, the company, far from showing any sign of fiscal strains, continued to splurge money on its senior officers. It was reported that the top brass continued to fly first class across countries on company's money. Also, the high salary package of the senior management of the company belied the claims of any money-crunch. In contrast, the sudden manner in which the lay-offs were carried out, has left many employees in a lurch. Laid-off employees were facing anxiety over their uncertain future. In a survey conducted by a news agency, it was found that many of the laid-off employees had huge financial obligations; some having EMIs to pay, some have to pay school fees of their children, while others have responsibility for ailing parents.

While the owner of ABC Pvt. Ltd. wrote an apology mail to all the laid-off employees, the process of firing smacked of a cavalier attitude. The sacked employees, as per media reports, complained that the contract obligations, were not honoured while firing them from their jobs. Neither any severance package was given to these employees, nor were they given any official notice about their removal. The whole incident gained a lot of media attention, and the act of ABC Pvt. Ltd. was being discussed across the sections of society.

- What are the ethical issues involved in the above case study?
- How will this action impact the overall work-culture of the company?
- Examine the necessity of corporate ethics in large corporations. (20 marks, 250 words)

ABC प्राइवेट लिमिटेड एक विश्व स्तर पर प्रसिद्ध एड-टेक कंपनी है जो अपने ऑनलाइन उत्पादों के लिए जानी जाती है। चल रहे कोविड-19 संकट के दौरान, कंपनी की टेली-एजुकेशन सेवाओं ने कई छात्रों को बिना किसी व्यवधान के अपनी शिक्षा जारी रखने में मदद की। हालाँकि, ऑनलाइन शिक्षा क्षेत्र में वृद्धि के बावजूद, ABC प्राइवेट लिमिटेड ने अभूतपूर्व शुद्ध घाटे की सूचना दी। अब, ABC प्राइवेट लिमिटेड ने लागत में कटौती के उपाय के रूप में अपने कर्मचारियों की छंटनी करने का निर्णय लिया। परिणामस्वरूप, कंपनी के कुल कार्यबल का लगभग 10 प्रतिशत बंद कर दिया गया। हालाँकि कंपनी ने गंभीर वित्तीय स्थिति और घटती फंडिंग का हवाला देते हुए अपने फैसले का बचाव किया, लेकिन विशेषज्ञों ने औचित्य के सवाल उठाए। जहाँ एक ओर बड़ी संख्या में कर्मचारियों को उनकी नौकरी से मुक्त कर दिया गया, वहीं दूसरी ओर आलाचकों द्वारा ABC शिक्षा की ओर से लगातार लापरवाही की ओर इशारा किया गया।

कर्मचारियों की छंटनी के तुरंत बाद ABC प्राइवेट लिमिटेड ने अपने शीर्ष कार्यकारियों को बड़े-बड़े बोनस वितरित किए। साथ ही ABC प्राइवेट लिमिटेड ने एक अज्ञात मल्टीमिलियन-डॉलर के अनुबंध के लिए एक विश्व प्रसिद्ध खेल हस्ती को अपना ब्रांड एंबेसडर बनाया। इसके अलावा, कंपनी ने राजकोषीय दबाव का कोई संकेत दिखाने की बजाय, अपने वरिष्ठ अधिकारियों पर पैसा लुटाना जारी रखा। यह बताया गया कि शीर्ष अधिकारी कंपनी के पैसे पर देश भर में प्रथम श्रेणी में उड़ान भरते रहे।

साथ ही, कंपनी के वरिष्ठ प्रबंधन के उच्च वेतन पैकेज ने पैसे की कमी के दावों को झूठा साबित किया। इसके विपरीत, अचानक जिस तरीके से छंटनी की गई, उसने कई कर्मचारियों को अधर में छोड़ दिया है। नौकरी से निकाले गए कर्मचारी अपने अनिश्चित भविष्य को लेकर चिंता का सामना कर रहे थे। एक समाचार एजेंसी द्वारा किए गए एक सर्वेक्षण में, यह पाया गया कि हटाए गए कई कर्मचारियों पर भारी वित्तीय दायित्व थे; कुछ को EMI चुकानी है, कुछ को अपने बच्चों की स्कूल फीस देनी है, जबकि अन्य पर बीमार माता-पिता की जिम्मेदारी है।

जबकि ABC प्राइवेट लिमिटेड ने सभी हटाए गए कर्मचारियों को एक माफीनामा लिखा, बरखास्तगी की प्रक्रिया में एक लाप-रवाह रवैये की बू आ रही थी। मीडिया रिपोर्टों के अनुसार, बर्खास्त कर्मचारियों ने शिकायत की कि उन्हें नौकरी से निकालते समय अनुबंध की बाध्यताओं का सम्मान नहीं किया गया। इन कर्मचारियों को न तो कोई सेवरेंस पैकेज दिया गया और न ही उन्हें हटाने की कोई आधिकारिक सूचना दी गई। पूरी घटना ने मीडिया का बहुत ध्यान आकर्षित किया और ABC प्राइवेट लिमिटेड की चर्चा समाज के सभी वर्गों में हो रही थी।

- उपरोक्त केस स्टडी में शामिल नैतिक मुद्दे क्या हैं?
- यह कार्रवाई कंपनी की समग्र कार्य-संस्कृति को कैसे प्रभावित करेगी?
- बड़े निगमों में कॉर्पोरेट नैतिकता की आवश्यकता का परीक्षण करें।

(20 अंक, 250 शब्द)

The above case study revolves around the issue of sudden lay-offs by corporates and high CEO pay ratio gap. The case is similar to recent layoffs in Byju's.

a) Ethical issues involved:

- Job security of the employees: as per the work in India Report, 2023, more than 50% workers feel insecure in their jobs.
- Contract obligations must be honored by all the stakeholders.

3. Huge financial obligations of the common employees - EMIs, etc.
4. Education of one's children - school fees.
5. Health of ailing parents
6. High CEO pay ratio: The ~~to~~ salary of top CEO / executives is about 20 times more than an average employee.  
↳ high inequality
7. Mental health of the laid off employees - who feel anxiety, etc.
8. False reasoning given by firms while laying off: in this case, the company doesn't face any financial crunch.
9. Lack of corporate ethics: the company doesn't care about the feelings responsibilities of its ~~employ~~ employees.
10. Create doubt/ insecurity in the minds of other employees - due to sudden irrational, uncompensated lay-off.

b) Impact on work-culture of the company:

1. Breach unethical work culture: when contractual obligations are dishonored as per one's wishes.
2. Create job insecurity / doubts in other normal employees.
3. Create wide inequality:
  - i) income inequality: huge CEO pay ratio, extravagance of senior members.
  - ii) inequality of rights, opportunities: as the average employees ~~are~~ worth are not considered.
4. Reduce job satisfaction of other employees.
5. Affect job productivity: as some might start looking for another job before ABC Ltd. hires them.
6. Promote dishonesty, illegal acts in the company where one's powers

are intended to subdue the weaker.

7. Economic losses for the company in the long run due to the above reasons.
8. Lack of respect for employees.
9. Promote <sup>further</sup> unethical acts like mass sudden layoffs.

#### c) Necessity of Corporate ethics:

1. To promote ethical work culture.
2. To honour contract obligations, uphold rule of law.
3. Promote healthy family like relationship among the employees.
4. Promote respect for every employee.
5. To increase profits in the long run  
↳ by higher work productivity of employees.
6. Retention of quality employees, attract high potential employees.

7. Promote good image of the company.
8. Help attract investments due to higher trust - better public image.
9. Promote other obligations like adequate CSR funding → for social, economic, environmental benefit.
10. Reduce inequality among the employees; better <sup>CFO.</sup> wage ratio.

Hence, Morarji Devasi's Compassionate Capitalism must be followed. Before laying off, 2 months notice and severance package must be given to employees as per contract terms.

### Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



**Mentor Feedback Questions**

- 1 .....
- 2 .....
- 3 .....
- 4 .....
- 5 .....

**Test Goal**

- 1 .....
- 2 .....
- 3 .....

**Outcomes**

- .....
- .....
- .....
- .....

**Marking Scheme**

Mark	Good	Average	Below average
10 Marker	3.75 – 5.0	3.0 – 3.5	< 3.0
15 Marker	5.75 – 7.0	4.0 – 5.5	< 4.0
✓✓	Key / Relevant Point		
✗	Vague / Irrelevant		

\* Subject to change without prior notice.

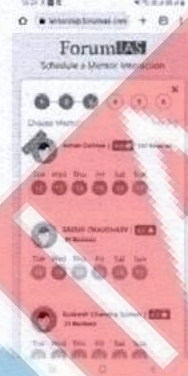
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