TEST CODE	6	1	4	3	1

FIAS – MGP 2023 (C-4) – Full Length Test #4

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Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	ASHISH KUMAR		
Roll No./अनुक्रमांक	1910102485	Medium/माध्यम	English ☑ हिंदी ☐
Center Code/परीक्षा केंद्र	1900	Date/दिनांक	16/8/23

*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

Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक
1		
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Total/कुल अंक	250	

Evaluator's Discretion/मूल्यांकन कर्त्ता का विवेक :

Total Marks/कुल अंक :

*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 कर्त्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ़्लोचार्ट, 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।

INSTRUCTION / अनुदेश

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।

2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory.
उत्तर पुस्तिका में अंग्रेजी / हिंदी में बीस प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।

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।

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।

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।

For Student Only / केवल परीक्षार्थी प्रयोग हेतु

Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :
	4 hrs.
Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन ☑ Offline/ऑफलाइन ☐

For Office Use Only / केवल कार्यालय प्रयोग हेतु

ECN CODE/ ईसीएन कोड :	EG/ईजी :	Evaluation Date/ मूल्यांकन तिथि :

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

ADDITIONAL REMARKS

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Section - A

Q.1) a) It is often said that politics and ethics belong to different worlds. What is your opinion in this regard? Justify your answer with illustration. Also, highlight the consequences of divergence between politics and ethics. (10 marks, 150 words)

अक्सर यह कहा जाता है कि राजनीति और नैतिकता अलग–अलग विश्व से संबंधित हैं। इस संबंध में आपकी क्या राय है? दृष्टांत के साथ अपने उत्तर की पुष्टि कीजिए। साथ ही, राजनीति और नैतिकता के बीच विचलन के परिणामों पर प्रकाश डालिए। (10 अंक, 150 शब्द)

Machiavelli in his "The Prince" says that a king should be more feared than being compassionate → separation of ethics from politics.

Kautilya however says that happiness and sorrow of king lie in his subjects → compassionate king.

Ethics in Politics:

Positives:

i) Idealism – ideal situations.

ii) Promotes harmony in society
   e.g. Gandhi prefers decentralised governance as participatory democracy.

iii) Strengthens attitudes of people towards state

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Negatives:

i) Ethics prevent tough decisions.
→ Hobbs prefers Leviathan even restricting some rights for stability.

ii) make society externally vulnerable.
→ external actors may not follow ethics

iii) Pragmatism
e.g. International relations follow "might is right"

Reasons for divergence:

i) Moral decay of society
→ complacent attitude towards corruption

ii) Non-desirability due to scarce resources.
→ optimal utilisation required.

Consequences of divergence:

i) Slippery slope → eye for eye
ii) Ethical fading → moral myopia
iii) Totalitarian regimes e.g. Fascism.
iv) lack of compassion to weaker sections.
v) Negative political attitude of people

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b) "Integrity is telling oneself the truth and honesty is telling the truth to other people." Examine the importance of integrity and honesty for a public servant. Also, suggest measures to cultivate these attributes. (10 marks, 150 words)

"सत्यनिष्ठा स्वयं को सत्य बताना है और ईमानदारी दूसरे लोगों को सत्य बताना है।" एक लोक सेवक के लिए सत्यनिष्ठा और ईमानदारी के महत्व का परीक्षण कीजिए। साथ ही, इन गुणों को विकसित करने के उपाय भी सुझाइए। (10 अंक, 150 शब्द)

Integrity is defined as moral uncorruptiveness of a person. i.e., consistency in thought, words and action. Honesty is telling the truth irrespective of the situation

Integrity	Honesty
i) Considers nature of the object → oriented towards positive	ii) Ignorant of nature of object
ii) Active View	ii) Passive View
e.g. Not stealing	e.g. A thief confessing theft

Importance:

① Integrity:

i) brings objectivity in action → favour merit
ii) Resist pressure of negative situations
iii) minimises discretion → reduces corruption
iv) saves from mental discomfort.

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② Honesty:

i) Clear conscience by taking appropriate action

ii) brings accountability in action.

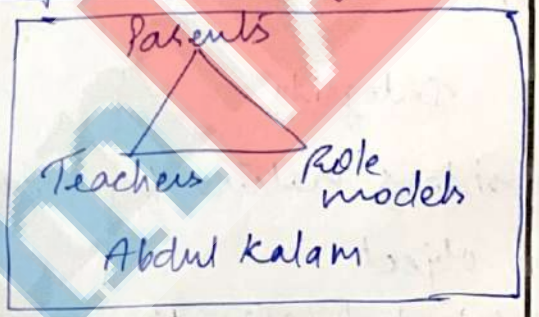
iii) transparency of decision-making

iv) moral responsibility

Measures to Cultivate Integrity and Honesty:

i) Socialisation:

↳ family, school and society may inculcate these values.



ii) Training → regular in-service.

iii) 360° Appraisal and Perform/Perish.

iv) RTI, Social Audits, Citizen charter

v) Strengthening accountability and vigilance institutions

vi) Conducive Work Culture.

Integrity and Honesty are two sides of a coin needed for ethical governance

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Q.2) a) "Knowing yourself is the beginning of all wisdom." Discuss the importance of emotional intelligence in self-realisation. Do you think emotional intelligence can be learned?

(10 marks, 150 words)

a) "स्वयं को जानना सभी ज्ञान का शुरुआत है।" आत्म–साक्षात्कार में भावनात्मक बुद्धिमत्ता के महत्व पर चर्चा करें। क्या आपको लगता है कि भावनात्मक बुद्धिमत्ता सीखी जा सकती है? (10 अंक, 150 शब्द)

Emotional Intelligence (EI) is the ability to be aware of and regulate emotions to behave in a socially desirable manner.

Daniel Goleman identifies 4 components:

i) Self Awareness
ii) self-management
iii) Social Awareness
iv) Social-management

Self-Realisation:

→ It refers to ability to reflect on oneself - thoughts, words and actions.

Emotional intelligence helps in self-realisation

i) Awareness of strengths and weaknesses of an individual
ii) Provides hindsight to reflect.
iii) Go beyond emotions to understand

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iv) Motivation to undertake socially desirable actions and ponder over same.

v) Ability to comprehend others' emotions so as to compare with oneself.

EI though innate to some extent can be inculcated / learned by -

i) Training → Assertiveness Training
→ Sensitivity Training
→ Communications Training to understand non-verbal gestures.

ii) Role of Human resource teams in management games in an organisation.

iii) Socialisation to promote delayed gratification.
• Eg Marshmallow experiment

iv) Democratic work culture

v) Role-playing to empathise with others.

EI has been an important constituent of behavioural competence along with IQ.

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b) Differentiate between the following: (10 marks, 150 words)

(i) Rules and Laws

(ii) Attitude and Belief

b) निम्नलिखित के बीच अंतर करें : (10 अंक, 150 शब्द)

i) नियम और कानून

ii) मनोवृत्ति और विश्वास

(i) Both rules and laws are instruments of maintaining social Order.

Rules	Laws
i) Limitations on the behaviour or action of individuals.	i) Ordinance of reason to achive common good.
e.g Traffic Rules	e.g Motor Vehicles Act
ii) Come out of laws usually	ii) Standalone - have their own morality
e.g MTP Rules 2021	e.g MTP Act 1961
iii) Changed flexibly as per circumstances by the executive	iii) Need legislative procedure to amend
iv) Involve usually fines and Penalty	iv) Involve judicial process and punishment

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(ii) Both attitude and belief are components of mind about world-view of a person

Attitude	Belief
i) Learned predisposition to act to a stimulus e.g Running on seeing a snake	i) Set of opinions about particular object e.g Snake under the tree
ii) Learned over the years. e.g Misogynistic attitude	ii) Formulated even in a very short span due to some incident e.g Road accident may make roads unsafe in the mind
iii) Difficult to change require persistent efforts e.g Social influence and Persuasion	iii) Can be swayed by counter-opinion e.g Communal riots may bring anti-tolerant beliefs

Both are mutually reinforcing and sometimes reflect together in the behaviour.

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How do each of the following quotations mean to you?

a) "Human behaviour flows from three main sources: desire, emotions, and knowledge"-Plato

(10 marks, 150 words)

निम्नलिखित में से प्रत्येक उद्धरण आपके लिए क्या मायने रखता है?

a) "मानव व्यवहार तीन मुख्य स्रोतों से संचालित है : इच्छा, भावनाएं और ज्ञान" –प्लेटो (10 अंक, 150 शब्द)

Human behaviour is the portrayal of values in action in a social situation and which becomes object of scrutiny.

Sources of Behaviour:

① Desire: It is the character trait of a person to achieve something or do action as per his wishes. Desire motivates a person to behave in a certain manner. A determined individual works passionately to achieve his goals. A compassionate behaviour is reflection of desire to help someone in need. Similarly, patriarchal behaviour is emnated out of desire to control and exploit women.

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(2) Emotions: The perception of stimulus in favourable or unfavourable manner produces corresponding emotions. It is affect part of the attitude. The emotions attached to an object determines behaviour.
Eg Fear of dogs makes children run away
Positive emotions towards weaker sections stimulate action Eg Gandhi on Harijans.

(3) Knowledge: The cognitive part of an individual determines his way of looking at things and corresponding behaviour.
An astronaut looks at sky to find new star while a child looks at "Chanda Mama".
Knowledge if negative leads to indoctrination and corresponding negative behaviour
Eg Nazi against Jews in Germany.

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all other courts."–Mahatma Gandhi (10 marks, 150 words)

b) "न्याय की अदालतों की तुलना में एक उच्च न्यायालय है और वह अंतरात्मा की अदालत है। यह अन्य सभी न्यायालयों पर अधिक्रमण कर लेता है।"–महात्मा गांधी (10 अंक, 150 शब्द)

Conscience is cognitive disposition of mind based on value system of person. It is a moral compass - guiding individual in difficult circumstances.

Eg Urge to follow a course of action.

Courts of justice works on the principle of objective facts and circumstances. It rarely considers intentions. The evidence is of paramount value, however the evidences and witnesses can be manipulated to favour someone. Moreover, the courts work within the framework of existing laws so as to decide right or wrong action

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laws, however, may be outdated, stringent. ambiguous or action may go beyond law.

E.g Section 377 outlined its utility.

Court of consience is the internal accountability and moral responsibility mechanism of an individual. A person can not lie to one's soul. Untouchability in pre-independence era was not a crime but it affected individuals in the conscience. A person doing wrong may manipulate all evidences and witnesses but may not stop the guilt. The regret of not doing rights haunts for lifetime. Also it is beyond legal system.

Gandhi in the anarchical situations holds conscience as the ultimate accountability mechanism.

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c) "Tolerance implies ... of commitment to one's own beliefs. Rather it condemns the oppression or persecution of others."- John F. Kennedy (10 marks, 150 words)

c) "सहिष्णुता का अर्थ अपने स्वयं के विश्वासों के प्रति प्रतिबद्धता की कमी नहीं है। बल्कि यह दूसरों के उत्पीड़न या अत्याचार की निंदा करता है।"– जॉन एफ कैनेडी (10 अंक, 150 शब्द)

Tolerance as a virtue reflect the active engagement of diversity, even to one's own negative prejudices.

E.g Religious tolerance of other communities.

Commitment to One's beliefs:

Tolerance involves respect of others or even mutual co-existence. It does not mean sacrifice or neglect of one's own beliefs. A person is committed to his beliefs, at the same time he may tolerate others.

Ethical egoism makes one self-centric but not at the cost of others. Following, practicing and propogating (Art 25) of one's religion engenders respect for others' beliefs too.

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Only by committing to one's value system can one respect and tolerate others.

Condemns the Oppression/Persecution:

Tolerance is not a passive trait. it is an active dialogue with diversity. The empathetic liasioning is one of the features of tolerance to understand others in a non-judgemental manner. A minority or any other persecuted group's coexistence is not tolerance, it is just ignorance. Tolerance involves compassion towards others which brings the urge to condemn the oppression and alleviate the suffering.

Fraternity of Indian Preamble

is reliant upon tolerance as active engagement.

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Q.4) a) Write short notes on the following in about 150 words each: (10 marks, 150 words)

(i) Ethical governance

(ii) compassion in public life

(iii) Selflessness

(iv) Crisis of conscience

(v) Non-partisanship

a) निम्नलिखित पर संक्षिप्त टिप्पणी लगभग 30–50 शब्दों में लिखें : (10 अंक, 150 शब्द)

(i) नैतिक शासन

(ii) सार्वजनिक जीवन में करुणा

(iii) निस्वार्थता

(iv) अंतरात्मा का संकट

(v) गैर–पक्षपात

(i) Ethical Governance is following of ethical standards in the decision-making of a country. It is ethical absolutism. The universal standards of transparency, accountability, responsibility, compassion and objectivity are to be followed

(ii) Compassion in Public life : The empathy, sympathy combined with desire to alleviate suffering is compassion. It is needed for trust based governance and fosters respect, acceptability and desirability of administration.

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(iii) Selflessness: Ethical altruism so as to place others over oneself is selflessness. It is top most virtue as per Vivekananda.
e.g. Kailash Satyarthi for children.
It leads to moral strengthening of a society

(iv) Crisis of Conscience: Conscience is moral compass of a human being. The regret of not doing right or guilt of doing wrong makes individual mentally perturbed and prepares them for further positive action
e.g. Witnessing road accident and leaving

(v) Non-Partisanship: Political neutrality of a public servant to provide merit based advice and follow the policy mandates as per law without bias or favour.

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b) ... work culture of an organization also plays an important role in harnessing positive outcomes. Discuss the statement in light of the work culture in government organizations. (10 marks, 150 words)

b) कर्मचारियों की व्यक्तिगत योग्यता के साथ, एक संगठन की कार्य संस्कृति भी सकारात्मक परिणामों का दोहन करने में एक महत्वपूर्ण भूमिका निभाती है। सरकारी संगठनों में कार्य संस्कृति के आलोक में इस कथन की चर्चा कीजिए।

(10 अंक, 150 शब्द)

Work culture is defined as the value based environment of an organisation with respect to its employees and standards of operations.

Merit of employees + Negative Work culture → Negative Outcomes

- Negative Work culture
  - ↳ Non-inclusivity
  - ↳ Prejudices
  - ↳ Corruption
- Negative Outcomes
  - ↳ inefficiency
  - ↳ ineffectiveness
  - ↳ poor public opinion

A positive work culture on the other hand complements the merits of employees to bring out best outcomes for both employees and organisation

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Government Organisations:

↳ The bureaucratic work culture breeds redtapism, inflexibility, timidity, specialists without spirits.

↳ Job security, Service Motive and lack of accountability mechanisms make formal work culture poor.

↳ Positive work culture is based on bureaucratic, democratic, managerial and social ethos which brings out inclusivity, consultations, efficiency, encouraging initiatives and promoting innovations.

Eg: Passport Seva Kendras.

↳ Citizen Charter, RTI, Social audits and 360° appraisal etc have been implemented to improve government work culture.

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What is understood from conflict of interest? With the help of suitable examples, illustrate how it affects the working of public servants. In what ways can conflict of interest be minimised? (10 marks, 150 words)

हितों के टकराव से आप क्या समझते हैं? उपयुक्त उदाहरणों की सहायता से स्पष्ट कीजिए कि यह लोक सेवकों के कार्यकरण को किस प्रकार प्रभावित करता है। हितों के टकराव को किन तरीकों से न्यूनतम किया जा सकता है? (10 अंक, 150 शब्द)

Conflict of interest refers to the irreconciliable state of affairs between private and professional interests of an individual.

Affect on Working:

i) **Hampers Objectivity:** affects merit
   e.g. Awarding tender to a known person.

ii) **Biased Decisions:** may lead to nepotism
   e.g. Sitting on interview boards and the applicant is relative.

iii) **Against Procedural fairness:**
   e.g. Judges deciding cases against themselves.

iv) **Undermines trust in administration:**
   e.g. Ex CBI chief Ranjit Sinha questioning a relative at home

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v) Against Compassion:

e.g Giving job to a sequired person in disadvantageous istuation. But favour to a known

vi) Affects quality of Public service

Minimising Conflict of Interest:

i) Prior disclosure to affected parties.

ii) Recusal from conflicting circumstances

iii) Seek seniors / expert's advice.

iv) Documenting facts of the case on merit.

v) Proper training and accountability mechanism

vi) Moral inculcation of values of impartial behaviour.

Conflict of Interest having negative connotations needs to be handled in a wholistic manner to ensure trust.

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"Those who would give up essential liberty to purchase little temporary safety, deserve neither liberty nor safety." In the context of this statement, bring out the ethical issues involved with creating a surveillance state for the sake of national security. (10 marks, 150 words)

"जो लोग थोड़ी अस्थायी सुरक्षा खरीदने के लिए आवश्यक स्वतंत्रता छोड़ देंगे, वे न तो स्वतंत्रता और न ही सुरक्षा के लायक हैं।" इस कथन के सन्दर्भ में राष्ट्रीय सुरक्षा के लिए एक निगरानी राज्य के निर्माण से जुड़े नैतिक मुद्दों को उजागर करें। (10 अंक, 150 शब्द)

Surveillance state refers to monitoring of citizens' activities and actions by the state machinery, usually through CCTV, face recognition, digital trails etc.

Benefits:

i) Ensures safety of citizens against violence, crimes, cyber crimes.

ii) Provides national security by nabbing terrorists and organised criminals.

iii) Fosters trust in the state → Social Contract

Negatives: or Ethical Issues:

i) Against individual liberty
→ liberty is inalienable right as per John Locke.

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ii) Produces docile bodies

→ citizens are over-worried and disciplined but are disenchanted. e.g. erstwhile 66A of IT Act

iii) Provides only temporal safety

→ Criminals devise ways to circumvent

e.g. cyber frauds

iv) Collingridge Dilemma:

→ regulating early stifles creativity

→ regulating late is not commensurate

⇒ National security takes precedence but affects rights of people

v) Against minimum government:

→ hampers transparency and accountability.

vi) Curbs dissent → e.g. Pegasus.

Surveillance state though necessary should pass proportionality test of Puttaswamy case.

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...of corruption, transparency and accountability are essentially its antidote. Explaining the statement, evaluate various measures available to ensure transparency and accountability in the governance process. (10 marks, 150 words)

यदि भ्रष्टाचार एक बीमारी है, तो पारदर्शिता और जवाबदेही अनिवार्य रूप से इसका निवारक हैं। कथन की व्याख्या करते हुए, शासन प्रक्रिया में पारदर्शिता और जवाबदेही सुनिश्चित करने के लिए उपलब्ध विभिन्न उपायों का मूल्यांकन करें। (10 अंक, 150 शब्द)

Corruption is destruction of moral and ethical values. In governance, it is arbitrary use of power bringing tangible/intangible losses to the public interest.

It is a disease as it has its reasons, affects the organisation negatively and can be cured by proper measures.

Reasons:

ARC-II finds

i) Colonial past trivialised corruption.
ii) centralisation of power → discretion
iii) less jobs in organised sector.

Legal → stringent, outdated, ambiguous laws.

Social → complacent culture, pomp and show, nonfulfilment of ego needs, peer pressure

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Moral: Socialisation to accept corruption as a virtue.

Affects:

i) Inefficient Utilisation of funds
ii) Nepotism, favouritism
iii) Sanskritisation
iv) Criminalisation of politics
v) Hampers objectivity

→ undermines trust in governance

Cure:

corruption thrives in secret, avoids open places.

Transparency:

↳ Disclosure of decisions as well as process of decision-making
↳ supports objectivity by reducing discretion
↳ follow proper rules.

Accountability:

↳ legal answerability for actions
↳ Post-task enquiry brings discipline.

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b) In your opinion, what qualities make a person a 'good person'? Do you think all good persons share similar traits or do their qualities change with 'stan, kal, patra' (place, time and role)?

(10 marks, 150 words)

आपकी राय में, कौन से गुण एक व्यक्ति को 'अच्छे व्यक्ति' बनाते हैं? क्या आपको लगता है कि सभी अच्छे व्यक्ति समान लक्षण साझा करते हैं या क्या उनके गुण 'स्थान, काल, पात्र' के साथ परिवर्तित होते हैं? (10 अंक, 150 शब्द)

A good person is defined by his character and the corresponding set of qualities displayed. There are some qualities of good person according to me

i) Self-lessness : The ability to put others before one self e.g Mother Teressa

i) Honesty : To be truthful in dire circumst-ances e.g Mahatma Gandhi

iii) Humbleness : being grounded
e.g Sudha Murthy

iv) Courage : To fight injustice
e.g Dr. B.R. Ambedkar

v) Integrity : Moral Uncorruptiveness
e.g Dr. Kalam deposited gifts in treasury

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Relativistic / Universalistic Qualities:

All good persons share strength of character and some irreducible core of personal attributes like honesty, integrity and self-lessness.

However, a person is product of his time, place and role. These aspects may bring out additional qualities like

i) Non-violence:
   e.g. Pretoria incident of Gandhi ← Place

ii) Passion
   e.g. Poor living conditions of Dr Kalam ← Time

iii) Courage
   e.g. Dr Ambedkar resigning on Hindu Code Bill as law minister ← Role

A good person only adds on to his qualities depending upon situations

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Section - B

Q.7) Anand Singh is a government bus conductor working with the Nav Pradesh Transport Corporation. Anand has completed 35 years of service and is due for retirement next year. Anand is happy because he is hopeful of getting his daughter, Madhvi, married from the money he will receive as his retirement benefits. However, Anand's wife pesters him to earn more money in one way or the other. Anand likes his job, and all the passengers in his route vouch for his good nature and helpful behaviour.

One day, Suresh, Anand's boss, called Anand in his cabin. He told Anand that a complaint has been filed against him by a person for illegally taking the ticket money from him without issuing the receipt for the ticket. Suresh explained to Anand that this act amounted to misappropriation of government money. Suresh always saw Anand as a decent individual and he asked him as to why he indulged in such an act? Anand, visibly disturbed, told Suresh that as the conductor of a government bus he receives a meagre salary, grossly insufficient to meet the needs of his family. He told him that his younger daughter, Sarita, suffers from chronic kidney ailment, and requires dialysis twice a week. A huge chunk of his paltry salary goes towards the cost of Sarita's treatment. Moreover, as a single bread-winner of the family, he has to cater to the needs of his elderly parents. Anand further tells Suresh that since last one year a substantial portion of his income goes towards repaying the loan that he took for his elder daughter's college education. Anand laments that even after working for 35 long years, he is unable to provide for his family beyond the bare basic necessities. He tells Suresh that he is aware of many incidents of large-scale corruption in the road transport department that go virtually unnoticed. Further, Anand justifies his act of taking money by highlighting that almost every colleague of his indulges in such practices, and in comparison, to them, what he took, just fifty rupees, is ignorable and paltry. Further, he brought to light the fact that at times they, the conductors, were expected to give their immediate superiors a bribe in the name of convenience fees for various official tasks.

While listening to Anand, Suresh feels compassion for him. He decides to verify the veracity of Anand's claim with regard to the dire straits of his financial conditions. On enquiry, all the workers in the office attested to the fact that Anand is going through a very bad phase and that he frequently resorts to short term loans in order to meet his financial requirements. Moreover, the office employees requested Suresh to take a lenient view of Anand's case. They were of the view that if a strong action is taken over such a trivial incident, then it would be highly unjust and unfair towards Anand. On reaching his home, Suresh shared the whole occurrence and Anand's story with his wife. To his surprise, his wife too agreed with the employees of the office. She told him that such small incidents are a routine matter. Also, with rising inflation and increasing obligations, this is the only way for people like Anand to make their ends meet. She asks Suresh to not waste his time and energy over such a small matter.

Suresh knows Anand as a hard-working individual who has many mouths to feed at home. Suresh shares genuine sympathy with him, however, he also understands that embezzlement of government money, irrespective of amount and circumstances, is wrong. Now he is in a state of dilemma over his course of action.

a) Why are the incidents of petty corruption trivialized? According to you, is it justifiable to ignore small incidents of corruption?

b) What are various ethical dilemmas in the above case study?

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c) Discuss the merits and demerits of various options available to Suresh. Also, what, according to you, will be the ideal course of action and why? (20 marks, 250 words)

आनंद सिंह एक सरकारी बस कंडक्टर हैं जो नव प्रदेश परिवहन निगम में कार्यरत हैं। आनंद ने 35 साल की सेवा पूरी कर ली है और अगले साल सेवानिवृत्ति हो जायेंगे। आनंद खुश है क्योंकि उन्हें उम्मीद है कि उनकी बेटी माधवी की शादी उस पैसे से होगी जो उन्हें सेवानिवृत्ति के लाभ के रूप में मिलेगा। हालाँकि, आनंद की पत्नी उसे किसी न किसी तरह से अधिक पैसा कमाने के लिए परेशान करती है। आनंद को अपनी नौकरी पसंद है, और उनके बस मार्ग पर सफ़र करने वाले सभी यात्री उनके अच्छे स्वभाव और मददगार व्यवहार की पुष्टि करते हैं।

एक दिन, आनंद के बॉस सुरेश ने आनंद को अपने केबिन में बुलाया। उन्होंने आनंद को बताया कि उनके खिलाफ एक व्यक्ति द्वारा टिकट की रसीद जारी किए बिना अवैध रूप से उससे टिकट के पैसे लेने की शिकायत दर्ज कराई गई है। सुरेश ने आनंद को समझाया कि यह कृत्य सरकारी धन का दुरुपयोग है। सुरेश ने हमेशा आनंद को एक सभ्य व्यक्ति के रूप में देखा है, और उनसे पूछा कि वे इस तरह के कृत्य में क्यों शामिल हुए? आनंद ने स्पष्ट रूप से परेशान होकर सुरेश को बताया कि एक सरकारी बस के कंडक्टर के रूप में उसे बहुत कम वेतन मिलता है, जो उसके परिवार की जरूरतों को पूरा करने के लिए काफी नहीं है। उन्होंने उनसे बताया कि उसकी छोटी बेटी सरिता गुर्दे की पुरानी बीमारी से पीड़ित है और उसे सप्ताह में दो बार डायलिसिस की आवश्यकता होती है। उनके मामूली वेतन का एक बड़ा हिस्सा सरिता के इलाज के खर्च में चला जाता है। इसके अलावा, परिवार के एकल रोटी अर्जक के रूप में, उन्हें अपने बुजुर्ग माता-पिता की जरूरतों को पूरा करना पड़ता है। आनंद आगे सुरेश को बताता है कि पिछले एक साल से उसकी आय का एक बड़ा हिस्सा अपनी बड़ी बेटी की कॉलेज शिक्षा के लिए लिए गए कर्ज को चुकाने में चला जाता है। आनंद इस बात पर अफसोस जताते हैं कि 35 वर्षों तक काम करने के बाद भी, वह अपने परिवार का भरण-पोषण बुनियादी जरूरतों से परे नहीं कर पा रहे हैं। वह सुरेश को बताते हैं कि वे सड़क परिवहन विभाग में बड़े पैमाने पर भ्रष्टाचार की कई घटनाओं से अवगत है, जिसपर लगभग किसी का ध्यान नहीं जाता है। इसके अलावा, आनंद ने पैसे लेने के अपने कृत्य को इस बात पर प्रकाश डालते हुए सही ठहराया कि उसका लगभग हर सहयोगी इस तरह के अभ्यासों में लिप्त है, और उनकी तुलना में, जो उसने लिया, वह सिर्फ पचास रुपये है, जोकि दरकिनार करने योग्य और तुच्छ है। इसके अलावा, उन्होंने इस तथ्य को भी प्रकाश में लाया कि कई बार उनसे अर्थात कंडक्टरों से, विभिन्न आधिकारिक कार्यों के लिए सुविधा शुल्क के नाम पर अपने तत्काल वरिष्ठों को रिश्वत देने की उम्मीद की जाती थी।

आनंद की बात सुनते हुए सुरेश को उस पर दया आती है। वह आनंद की वित्तीय प्रस्थिति की गंभीर स्थिति के संबंध में दावे की सत्यता को सत्यापित करने का निर्णय लेता है। पूछताछ करने पर, कार्यालय के सभी कर्मचारियों ने इस तथ्य की पुष्टि की कि आनंद बहुत बुरे दौर से गुजर रहा है और वह अपनी वित्तीय आवश्यकताओं को पूरा करने के लिए अक्सर अल्पकालिक ऋण का सहारा लेता है। इसके अलावा, कार्यालय के कर्मचारियों ने सुरेश से आनंद के मामले पर नरम रुख अपनाने का अनुरोध किया। उनके विचार थे कि यदि इस तरह की तुच्छ घटना पर कड़ी कार्रवाई की जाती है, तो यह आनंद के प्रति अत्यधिक अन्यायपूर्ण और अनुचित होगा। अपने घर पहुंचने पर सुरेश ने पूरी घटना और आनंद की कहानी अपनी पत्नी से साझा की। आश्चर्य रूप से, उनकी पत्नी ने भी कार्यालय के कर्मचारियों के साथ सहमति व्यक्त की। उसने उसे बताया कि इस तरह की छोटी-छोटी घटनाएं एक नियमित मामला है। साथ ही, बढ़ती महंगाई और बढ़ते दायित्वों के साथ, आनंद जैसे लोगों के लिए अपना गुजारा करने का यही एकमात्र तरीका है। वह सुरेश से इतनी छोटी सी बात पर अपना समय और ऊर्जा बर्बाद न करने के लिए कहती है।

सुरेश आनंद को एक मेहनती व्यक्ति के रूप में जानता है, जिसके पास घर पर खिलाने के लिए कई मुंह हैं। सुरेश उसके साथ वास्तविक सहानुभूति साझा करता है, हालांकि, वह यह भी समझता है कि राशि और परिस्थितियों के बावजूद, सरकारी धन का गबन गलत है। अब वह अपनी कार्यशैली को लेकर असमंजस की स्थिति में है।

a) छोटे-मोटे भ्रष्टाचार की घटनाओं को तुच्छ क्यों समझा जाता है? आपके हिसाब से क्या भ्रष्टाचार की छोटी-छोटी घटनाओं को नज़रअंदाज करना जायज है?

b) उपरोक्त केस स्टडी में विभिन्न नैतिक दुविधाएं क्या हैं?

c) सुरेश के लिए उपलब्ध विभिन्न विकल्पों के गुण-दोषों की चर्चा कीजिए। साथ ही, आपके अनुसार आदर्श कार्यवाही क्या होगी और क्यों? (20 अंक, 250 शब्द)

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1) This case talks about trivialization and social acceptance of petty cases of corruption involving small amounts due to incle ment financial conditions.

Reasons for Trivialisation:

i) Looking at only one aspect of poverty and ignoring the bigger picture.

ii) One-off incidents reduce the scope severity paradox of a systemic problem

iii) Social complacency - that everyone does it

iv) Legitimation that corruption greases the wheels.

Is it justified? => No its not justified

i) It is a slippery slope

ii) leads to vicious cycle of corruption

iii) Small vitiates and encourages large

iv) Culture of corruption gets a boost

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(b) **Ethical Dilemmas**

i) Objectivity v/s Compassion
ii) Rule of law v/s Empathy.
iii) Constitutional morality v/s Social Morality
iv) Means v/s Ends.
v) Deontological v/s Utilitarian
vi) Setting right precedent v/s Helping a subordinate

(c) **Options available:**

1. Ignore it as one-off incident

Merit	Demerit
i) Compassion ii) Helping the family iii)	i) encourage others. ii) Integrity compromised iii) Rule of law violated iv) Crisis of conscience.

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2. Give a warning and leave the case
→ same as doing nothing

3. Take action as per law:

Merits	Demerits
i) Uphold Rule of law	i) Against compassion
ii) Integrity achieved	ii) family's troubles will increase
iii) Positive Precedent	iii) Crisis of conscience due to being too harsh
iv) Discourage the culture.	iv) Problems at home

Option Chosen:

There are tough circumstances which require courage and display of integrity by looking at larger picture.

The action in this could would be following the organisational procedure

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and let law take its own course.

Deontologically it would be justified as it is categorical imperative to do the right thing. Although he might lose his job and pension but that should not deter Rule of law. The constitutional principle of equality needs to be upheld in every case without fail.

Regarding his family problem the higher authorities might be apprised of his dire situations and his spotless career so far. They may take these into consideration and award a lesser punishment. The family would be provided social security benefits as per government policy.

Courage is something shown in dire circumstances only

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Q.8) Vimla is an IAS officer appointed as the secretary in the Ministry of Women and Child Development. On one of her field visits to a government school, Vimla requested the principal to arrange for an interactive session with the students. During the session, a girl, Bindhiya, raised the issue of menstrual hygiene with Vimla. Bindhiya was of the view that menstrual hygiene is of paramount importance for the health and well-being of adolescent girls. She appraised the secretary that most of the students in the school came from socio-economically backward families. Therefore, it was difficult for them to afford high priced sanitary napkins. She suggested that if the government can make the sanitary napkins available at subsidised prices, it will lead to an improvement in overall health of female students. While on one hand it will reduce the economic burden on their parents, it will also have a positive impact on educational/cognitive outcomes of students. Further, Bindhiya suggested that the task of making sanitary napkins can be outsourced to a women SHG, leading to their economic empowerment. While everyone in the session agreed with Bindhiya's suggestion, Vimla's response came as a surprise. Vimla raised her concern over increasing dependence of people on government subsidies and freebies. She retorted at Bindhiya by saying that if the demand for sanitary napkins is conceded, people will next demand the government for providing contraceptives. Vimla's remarks were widely criticised for being in poor taste.

Arun and Malti are a married couple living in Delhi. Both are members of IAS, and are posted in the central secretariat. Fitness enthusiasts, Arun and Malti, are also avid pet lovers. They own two dogs. Arun and Malti go for their evening walks in the government stadium located close to their official residence. One evening, the athletes in the government stadium were informed by the stadium in charge that they have to wind-up their practice early. As the athletes were practicing for an upcoming national level meet, they protested the order of vacating the grounds before the official closing time of the stadium. However, the stadium in charge informed them that senior IAS officers, Arun and Malti, were here early for their daily evening walk along with their two pet dogs. The athletes were aghast as the pets of a power couple were getting more priority than hard-working, sincere athletes preparing for a national level event. The incident raised questions over the lack of sensitivity and misuse of authority by public officials.

Mahesh is an IPS officer posted as the DIG traffic in a western state of India. Mahesh has an impeccable record of service, and is also a recipient several honours from the government. However, the personal life of Mahesh has always been a cause of concern. In the past, Mahesh's wife had made allegations of domestic violence against him. At that time the matter was settled in a family court, where Mahesh had apologised for his behaviour and blamed the stress due to extreme work pressure as a reason for his violent behaviour. More recently, Nandini, a teen-age house maid, working in Mahesh's house was rescued by an anti-child labour NGO. The NGO had received a complaint from a neighbour of Mahesh, who had noticed bruise marks on Nandini's face and on several occasions heard Nandini crying and sobbing. On further enquiry, it was found that Nandini was made to do hard physical labour, was denied even basic nutrition, and her condition was worsened by mental and physical trauma that she had to suffer. The incident raised the issue of violation of child rights by a public official who is expected to uphold the rule of law.

a) What are various ethical issues in the above case study?

b) What explains the bureaucratic apathy as highlighted in the above instances? How can the same be corrected?

c) What virtues in a civil servant/public official could have prevented the above incidents?

(20 marks, 250 words)

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विमला एक वरिष्ठ आईएएस अधिकारी है, जो महिला एवं बाल विकास मंत्रालय में सचिव के पद पर तैनात हैं। एक सरकारी स्कूल में अपने एक क्षेत्र के दौरे पर, विमला ने प्रिंसिपल से छात्रों के साथ एक इंटरैक्टिव सत्र की व्यवस्था करने का अनुरोध किया। सेशन के दौरान बिंदिया नाम की एक लड़की ने विमला के सामने माहवारी स्वच्छता का मुद्दा उठाया। बिंदिया का विचार था कि किशोरियों के स्वास्थ्य और कल्याण के लिए मासिक धर्म स्वच्छता सर्वोपरि है। उन्होंने सचिव को अवगत कराया कि स्कूल में अधिकांश छात्राएं सामाजिक–आर्थिक रूप से पिछड़े परिवारों से आती हैं। इसलिए उनके लिए महंगे सैनिटरी नैपकिन खरीदना मुश्किल था। उन्होंने सुझाव दिया कि अगर सरकार सब्सिडी वाले दामों पर सैनिटरी नैपकिन उपलब्ध करा सकती है, तो इससे छात्राओं के समग्र स्वास्थ्य में सुधार होगा। जहां एक ओर यह उनके माता–पिता पर आर्थिक बोझ को कम करेगा, वहीं छात्रों के शैक्षिक/संज्ञानात्मक परिणामों पर भी इसका सकारात्मक प्रभाव पड़ेगा। इसके अलावा, बिंदिया ने सुझाव दिया कि सैनिटरी नैपकिन बनाने का कार्य एक महिला एसएचजी को आउटसोर्स किया जा सकता है, जिससे उनका आर्थिक सशक्तिकरण हो सके। जहां सत्र में सभी लोग बिंदिया के सुझाव से सहमत थे, वहीं विमला की प्रतिक्रिया हैरान करने वाली थी। विमला ने सरकारी सब्सिडी और मुफ्त में लोगों की बढ़ती निर्भरता पर चिंता जताई। उन्होंने बिंदिया पर पलटवार करते हुए कहा कि अगर सैनिटरी नैपकिन की मांग मान ली जाती है, तो लोग अगली बार सरकार से गर्भनिरोधक उपलब्ध कराने की मांग करेंगे। विमला की अशोभनीय व अतार्किक टिप्पणी की व्यापक रूप से आलोचना की गई।

अरुण और मालती दिल्ली में रहने वाले शादीशुदा जोड़े हैं। दोनों आईएएस हैं और केंद्रीय सचिवालय में तैनात हैं। फिटनेस के प्रति उत्साही अरुण और मालती भी पालतू जानवरों के शौकीन हैं। उनके पास दो कुत्ते हैं। अरुण और मालती अपने आधिकारिक आवास के पास स्थित सरकारी स्टेडियम में शाम की सैर के लिए जाते हैं। एक शाम, सरकारी स्टेडियम के एथलीटों को स्टेडियम प्रभारी द्वारा सूचित किया गया कि उन्हें अपना अभ्यास जल्दी बंद करना होगा। एथलीट आगामी राष्ट्रीय स्तर की प्रतिस्पर्धा के लिए अभ्यास कर रहे थे, इसलिए उन्होंने स्टेडियम के आधिकारिक समापन समय से पहले मैदान खाली करने के आदेश का विरोध किया। हालांकि, स्टेडियम प्रभारी ने उन्हें सूचित किया कि वरिष्ठ आईएएस अधिकारी, अरुण और मालती, अपने दो पालतू कुत्तों के साथ दैनिक शाम की सैर के लिए यहां आएंगे। राष्ट्रीय स्तर के आयोजन की तैयारी करने वाले मेहनती, ईमानदार एथलीटों की तुलना में एक पावर कपल के पालतू जानवरों को अधिक प्राथमिकता मिल रही थी, इसलिए एथलीट हैरान थे। इस घटना ने सरकारी अधिकारियों द्वारा संवेदनशीलता की कमी और अधिकार के दुरुपयोग पर सवाल खड़े किए।

महेश एक IPS अधिकारी हैं जो भारत के पश्चिमी राज्य में DIG ट्रैफिक के रूप में तैनात हैं। महेश के पास सेवा का एक त्रुटिहीन रिकॉर्ड है, और सरकार से कई सम्मान प्राप्त किया है। हालांकि महेश की पर्सनल लाइफ हमेशा से ही चिंता का विषय रही है। पिछले दिनों में, महेश की पत्नी ने उन पर घरेलू हिंसा के आरोप लगाए थे। उस समय मामला एक फैमिली कोर्ट में सुलझा, जहां महेश ने अपने व्यवहार के लिए माफी मांगी थी और अपने हिंसक व्यवहार के लिए अत्यधिक काम के दबाव के कारण तनाव को जिम्मेदार ठहराया था। अभी हाल ही में, महेश के घर में काम करने वाली एक किशोर नौकरानी नंदिनी को एक बाल श्रम विरोधी एनजीओ ने बचाया था। एनजीओ को महेश के एक पड़ोसी से शिकायत मिली थी, जिसने नंदिनी के चेहरे पर चोट के निशान देखे थे और कई मौकों पर नंदिनी को रोते और सिसकते हुए सुना था। आगे की पूछ ताछ में, यह पाया गया कि नंदिनी को कठिन शारीरिक श्रम करने के लिए मजबूर किया गया था, यहां तक कि बुनियादी पोषण से भी वंचित किया गया था, और उसकी स्थिति मानसिक और शारीरिक आघात से और खराब हो गई थी जिसे उसे झेलना पड़ा था। इस घटना ने एक सार्वजनिक अधिकारी, जिससे कानून के शासन को बनाए रखने की उम्मीद की जाती है, द्वारा बाल अधिकारों के उल्लंघन के मुद्दे को उठाया है।

a) उपरोक्त केस स्टडी में विभिन्न नैतिक मुद्दे क्या हैं?

b) उपर्युक्त उदाहरणों में उजागर की गई नौकरशाही की उदासीनता या निष्ठुरता की क्या व्याख्या है? इसे कैसे ठीक किया जा सकता है?

c) एक सिविल सेवक/लोक अधिकारी में कौन से गुण उपरोक्त घटनाओं को रोक सकते थे? (20 अंक, 250 शब्द)

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This case displays the Mai-Baap attitude of bureaucrats. their apathy to general population, lack of sensitivity etc.

(a) **Ethical Issues involved:**

i) Insensitivity to local problems
→ menstrual hygiene, athletes' time.

ii) Seperiority complex
→ pets above athletes.

iii) Above Rule of law
→ child rights violation

iv) Lack of emotional intelligence.

v) Dignity of human being as a human

vi) Humans as end-in-itself.

(b) **Bureaucratic Apathy:**

Reasons:

i) Lack of formal accountability for their actions outside office.

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ii) Moral Responsibility gets weakened over the years

iii) Attitudinal change from service motive to self-motive

iv) lack of regular trainings sensitising about popular issues.

v) Exclusionary nature of job - non-reachable to local people.

vi) Inability to recognise problems of ground.

Measures for correction:

i) 360° Appraisal - involving subordinates as well as local people.

ii) Performance accountability

iii) Sensitivity Training at regular intervals

iv) Social visits to apprise of real issues.

v) Mandatory time with NGOs to know popular attitude

vi) Inclusive work culture

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(c) A civil servant is expected to display utmost standards of exemplary behaviour so as to set a right precedent and be role models in the society. Following virtues/values could have prevented these issues.

i) Emotional Intelligence:
↳ it would promote non-judgemental and empathetic understanding of people's problems.

ii) Compassion:
↳ desire to alleviate the sufferings of people like menstrual hygiene.

iii) Respect for Rule of law:
↳ so as to uphold rights of all and non-exploitation of children

iv) Constitutional Morality:
↳ Art. 14 preaches equality of all

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which would bring civil servants and other people at par.

v) Integrity:
↳ The moral values and training of civil servants towards service motive needs to be boosted time to time.

vi) Inclusivity
↳ towards all sections of society.

Bureaucratic apathy in India is a systemic issue plaguing the whole system and common citizen suffers due to this. A civil servant is in spirit servant of nation and not of himself.

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Babyplus+ is a multinational company that manufacturing products meant for newborns. It is a very popular brand and the market leader for products like baby powder, oils, soaps, cereals etc. It also exports these products to many western countries. The company is known for its ethical conduct and high-quality products and hence, has an impeccable image in the market.

In a recent random sampling and testing carried out by an independent firm, it was found that the powder made by Babyplus+ was contaminated by a chemical which is known to cause allergies and skin rashes in babies. When Babyplus+ was informed of this finding, it decided to conduct its own inquiry and formed an internal investigation team. The powder samples were tested in the internal lab of the company and it was realized that the findings of the independent firm were indeed correct. The fault was located in one of the machines which malfunctioned and resulted in contamination of the powder. The maintenance record of the machine showed that the regular maintenance of the machine is overdue for some time and this could have caused the machine to malfunction. To avoid the embarrassment and protect its consumer, Babyplus+ recalled the entire batch of the powder which was suspected to have been contaminated.

However, by this time more than 30% of stock has already been sold to consumers. Many children suffered allergic reactions and severe rashes due to the use of this product. The entire story was covered by prominent media houses. The media presented the entire episode in a sensational manner, using pictures of children suffering from unrelated infections and warning parents of possible severe impacts of the use of powder on children. This created an atmosphere of panic and soon news started coming from all over the country blaming Babyplus+ for every discomfort, distress and disease of children. The government has also initiated an investigation in this case.

Export orders of Babyplus+ were cancelled and the company lost market share in India for not just the powder but for all other products manufactured by it. No one wanted to risk the health of their newborn by using the products of Babyplus+ and the company suffered huge losses. In this situation, a new CEO is appointed to turn around the fortune of this company and win back the trust of the general public.

On the basis of the above case, answer the following questions:

a) Who are the different stakeholders involved in this case? Also, identify their interests/concerns.
b) What should be the course of action of the new CEO to handle the situation at hand? Which ethical principles should guide his actions? Explain.
(20 marks, 250 words)

बेबीप्लस+ एक बहुराष्ट्रीय निगम है जो नवजात शिशुओं के लिए उत्पादों के निर्माण में लगा हुआ है। यह बेबी पाउडर, तेल, साबुन, अनाज आदि जैसे उत्पादों के लिए एक बहुत लोकप्रिय ब्रांड और बाज़ार का नेतृत्वकर्ता है। यह इन उत्पादों को कई पश्चिमी देशों में निर्यात भी करता है। कंपनी अपने नैतिक आचरण और उच्च गुणवत्ता वाले उत्पादों के लिए जानी जाती है और इसलिए, बाजार में एक त्रुटिहीन छवि है।

हाल ही में एक स्वतंत्र फर्म द्वारा किए गए यादृच्छिक नमूने और परीक्षण में, यह पाया गया कि बेबीप्लस+ द्वारा बनाया गया पाउडर एक रसायन से दूषित था, जो शिशुओं में एलर्जी और त्वचा पर चकत्ते पैदा करने के लिए जाना जाता है। जब बेबीप्लस+ को इस खोज के बारे में बताया गया, तो उसने अपनी जांच करने का फैसला किया और एक आंतरिक जांच दल का गठन किया। कंपनी की आंतरिक प्रयोगशाला में पाउडर के नमूनों का परीक्षण किया गया और यह महसूस किया गया कि स्वतंत्र फर्म के निष्कर्ष वास्तव में सही थे। खराबी उन मशीनों में से एक की वजह से थी जो खराब हो गई और परिणामस्वरूप पाउडर दूषित हो गया था। मशीन के रखरखाव रिकॉर्ड से पता चलता है कि मशीन का नियमित रखरखाव कुछ समय के लिए अतिदेय या समय से ज्यादा हो रखा है और इससे मशीन खराब हो सकती है। शर्मिंदगी से बचने और अपने उपभोक्ता को बचाने के लिए, बेबीप्लस+ ने पाउडर के पूरे बैच को वापस ले लिया, जिसके दूषित होने का संदेह था।

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हालांकि, इस समय तक 30 प्रतिशत से अधिक स्टॉक उपभोक्ताओं को पहले ही बेचा जा चुका है। इस उत्पाद के उपयोग के कारण कई बच्चों को एलर्जी और गंभीर चकत्ते का सामना करना पड़ा। इस पूरी कहानी को प्रमुख मीडिया घरानों ने कवर किया था। मीडिया ने असंबंधित संक्रमण से पीड़ित बच्चों की तस्वीरों का उपयोग करते हुए और बच्चों पर पाउडर के उपयोग के संभावित गंभीर प्रभावों के बारे में माता–पिता को चेतावनी देते हुए पूरे प्रकरण को सनसनीखेज तरीके से प्रस्तुत किया। इससे दहशत का माहौल पैदा हो गया और जल्द ही पूरे देश से खबरें आने लगीं कि बेबीप्लस+ बच्चों की हर परेशानी, संकट और बीमारी के लिए जिम्मेदार है। इस मामले में सरकार ने जांच भी शुरू कर दी है।

बेबीप्लस+ के निर्यात ऑर्डर रद्द कर दिए गए और कंपनी ने न केवल पाउडर बल्कि उसके द्वारा निर्मित अन्य सभी उत्पादों के लिए भारत में बाजार हिस्सेदारी खो दी। कोई भी बेबीप्लस+ के उत्पादों का उपयोग करके अपने नवजात शिशु के स्वास्थ्य को जोखिम में नहीं डालना चाहता था और कंपनी को भारी नुकसान हुआ। इस स्थिति में, इस कंपनी के भाग्य को बदलने और आम जनता का विश्वास वापस जीतने के लिए एक नए सीईओ की नियुक्ति की जाती है।

उपरोक्त मामले के आधार पर, निम्नलिखित प्रश्नों के उत्तर दें :

a) इस मामले में शामिल विभिन्न हितधारक कौन हैं? साथ ही, उनके हितों/चिंताओं की पहचान करें।

b) स्थिति को संभालने के लिए नए सीईओ की कार्रवाई का तरीका क्या होना चाहिए? कौन से नैतिक सिद्धांतों को उसके कार्यों का मार्गदर्शन करना चाहिए? व्याख्या कीजिए। (20 अंक, 250 शब्द)

This is a case showing a slight malfunction causing issues for customers and its sensationalisation leading to loss of reputation and its market share.

(a) Stakeholders and their interests:

① Babyplus + CEO:
- ↳ regaining reputation and market share
- ↳ fair working of the company.

② Parents of Babies:
- ↳ Health of their children as right as well as their responsibility.

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(3) Media Houses:
↳ Increase viewership
↳ Present fair and true news.

(4) Government:
↳ Free and fair investigation of case
↳ Rule of law + Export competitiveness.
↳ Interests of citizens catered to
↳ Right to health of people.

(5) Society At large:
↳ Moral order of society
↳ Health and well-being of its members.

(6) Importers:
↳ Image of Indian products
↳ Get right products

Course of Action of New CEO:

The New CEO needs to handle this situation by keeping all the stakeholders in mind and take effective steps to regain the reputation and market share

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i) Get the details of children affected and pay them compensation as per the company's policy ; also take responsibility of treatment.

ii) Issue an apology in the public domain through the media houses and apprise them of the investigation undertaken so as to cast off mis/dis information.

iii) Make the internal investigation robust and take action against errant employees responsible for maintenance.

iv) Co-operate with the government agencies in their investigation by true disclosure of all facts

v) Make a statement to importers too for quality assurance.

vi) Strengthen regulatory ecosystem of the company and increase expenditure on R&D to develop better products.

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Ethical Principles as Guides:

i) Deontological:

↳ Humans are end in themselves

↳ Babies' health is paramount as they are most vulnerable.

↳ Right action to conduct fair inquiry without worrying for outcome
— Nishkama Karma.

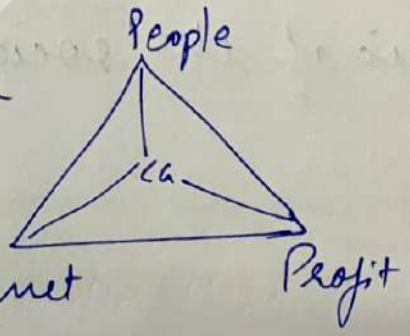
ii) Utilitarian:

↳ greatest good

→ A company's greater responsibility is towards its customers too.

iii) Corporate Governance

↳ Caring for all stakeholders, going beyond just shareholders.



iv) Gandhian Talisman:

↳ action affecting the most disadvantaged person; babies in this case.

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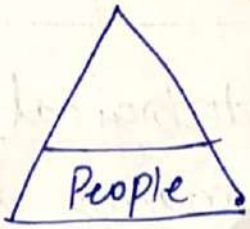
v) Fortune at Bottom of Pyramid

↳ caring for people.



vi) Virtue Ethics

↳ Justice demands fairness to all

→ Violators to be punished as per law

A company as per Solomon's case is society's property - its utmost responsibility is towards society. Hence, actions undertaken should encourage the social values and strengthen moral fabric of the society.

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Q.10) The national capital has been under the grip of an outbreak of dengue fever which has affected many in the city. Unseasonal rainfall, clogged drains, negligent administration and ignorance of the general public have led to water logging in various places in the capital, which has become the breeding grounds for mosquitos. Comprehensive coverage of the issue in national and international media has become an embarrassment for the ruling dispensation in the capital.

To control the outbreak, the administration swung into action and a taskforce was created to control the situation in the city. The Chief Minister visited many areas which were hot spots of the dengue outbreak and announced that all the victims of dengue would be provided free treatment and be paid a government allowance to make up for the wage loss due to dengue. To identify the beneficiaries of the government's plan, Rajesh, a member of the taskforce, was given the responsibility of conducting a survey and recording the names of the victims.

Rajesh conducted the survey diligently, working beyond his normal duty hours, to prepare the list of beneficiaries. Based on the survey, Rajesh prepared a draft list and submitted it to the head of the taskforce. Rajesh's list contained thousands of names and it was realized that the number of victims was much larger than originally anticipated. The head of the task force appreciated the hard work of Rajesh, but told him that such a long list of victims was unacceptable. He explained to Rajesh that giving government aid to such a large number of people was beyond the financial capacity of the state and presenting such a long list would only add to the embarrassment of the government. When Rajesh raised the contention that it was the order of the Chief Minister to give aid to every victim, the head of the taskforce further explained that it was the political expediency of the CM, as assembly elections are due in the next six months. He hinted that Rajesh should modify his list and include only those names who form the electorate of the capital and leave out others from the list as they are politically 'irrelevant'. He also indirectly told Rajesh that by giving a shorter list he could gain some political brownie points that could help him advance his career, while if he insisted on giving the complete list, he could land at the cross hairs of the ruling party. Rajesh understood that if he obliged the request of the head of the taskforce, it would mean leaving out the migrant population who are the most vulnerable section. Rajesh's mind tells him to follow what the head of the task force has asked him to do, but his conscience is exhorting him to say no.

a) Based on this case study, identify the various ethical dilemmas faced by Rajesh.

b) If you were in Rajesh's shoes, what would you have done? Present an assessment and justification of your suggested course of action. (20 marks, 250 words)

राष्ट्रीय राजधानी डेंगू बुखार के प्रकोप की चपेट में है, जिसने शहर में कई लोगों को प्रभावित किया है। बेमौसम बारिश, नालियों का जाम होना, प्रशासन की लापरवाही और आम जनता की अनदेखी के कारण राजधानी में कई जगहों पर जल जमाव हो गया है, जो मच्छरों के पनपने का अड्डा बन गया है। राष्ट्रीय और अंतर्राष्ट्रीय मीडिया में इस मुद्दे का व्यापक कवरेज राजधानी में सत्तारूढ़ सरकार के लिए शर्मिंदगी का सबब बन गया है।

प्रकोप को नियंत्रित करने के लिए, प्रशासन हरकत में आया और शहर में स्थिति को नियंत्रित करने के लिए एक कार्यबल बनाया गया है। मुख्यमंत्री ने कई क्षेत्रों का दौरा किया जो डेंगू के प्रकोप के हॉट स्पॉट थे और घोषणा की कि डेंगू के सभी पीड़ितों का मुफ्त इलाज किया जाएगा और डेंगू के कारण मजदूरी के नुकसान की भरपाई के लिए सरकारी भत्ते का भुगतान किया जाएगा। सरकार की योजना के लाभार्थियों की पहचान करने के लिए टास्क फोर्स के सदस्य राकेश को सर्वेक्षण करने और पीड़ितों के नाम दर्ज करने की जिम्मेदारी दी गई थी।

राकेश ने लाभार्थियों की सूची तैयार करने के लिए, अपने सामान्य ड्यूटी घंटों से परे काम करते हुए, लगन से सर्वेक्षण किया।

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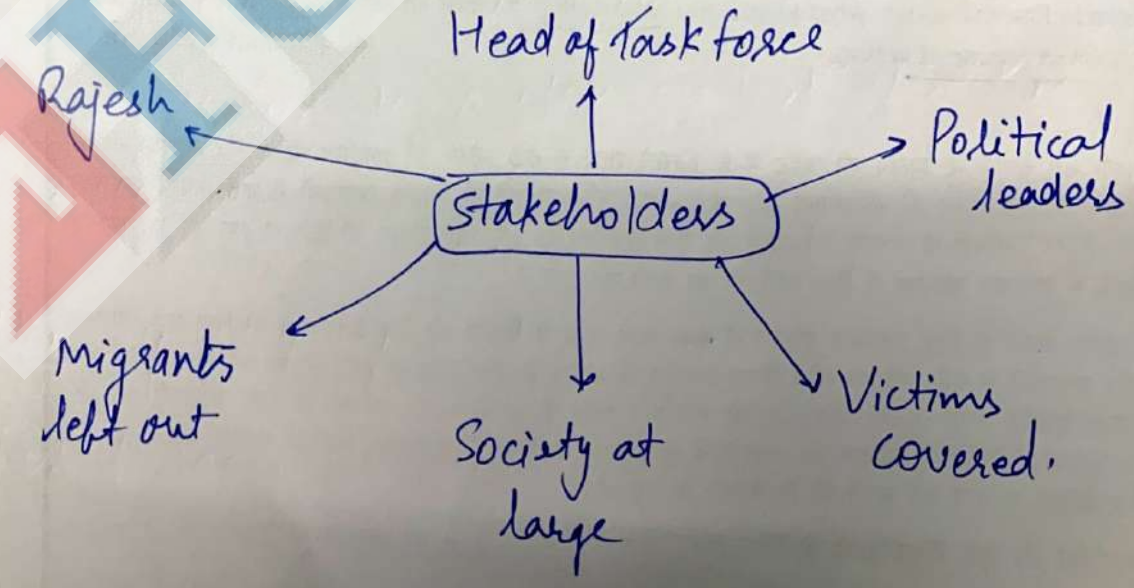
सर्वे के आधार पर राकेश ने ड्राफ्ट लिस्ट तैयार कर टास्क फोर्स के प्रमुख को सौंप दी। राकेश की सूची में हजारों नाम थे और यह महसूस किया गया कि पीड़ितों की संख्या मूल रूप से अनुमान से कहीं अधिक थी। टास्क फोर्स के प्रमुख ने राकेश की कड़ी मेहनत की सराहना की, लेकिन उन्हें बताया गया कि पीड़ितों की इतनी लंबी सूची अस्वीकार्य है। उन्होंने राकेश को समझाया कि इतनी बड़ी संख्या में लोगों को सरकारी सहायता देना राज्य की वित्तीय क्षमता से परे है और इतनी लंबी सूची पेश करना सरकार की शर्मिंदगी को और बढ़ा देगा। जब राकेश ने यह तर्क दिया कि प्रत्येक पीड़ित को सहायता देने के लिए मुख्यमंत्री का आदेश है, तो टास्क फोर्स के प्रमुख ने आगे बताया कि यह सीएम की राजनीतिक लाभसिद्धि के लिए था, क्योंकि अगले छह महीनों में विधानसभा चुनाव होने वाले हैं। उन्होंने संकेत दिया कि राकेश को अपनी सूची में संशोधन करना चाहिए और केवल उन नामों को शामिल करना चाहिए जो राजधानी के मतदाता हैं और अन्य को सूची से बाहर कर दे क्योंकि वे राजनीतिक रूप से 'अप्रासंगिक' हैं। उन्होंने परोक्ष रूप से राकेश से यह भी कहा कि एक छोटी सूची देकर उन्हें कुछ राजनीतिक ब्राउनी पॉइंट या रसूख हासिल हो सकते हैं जो उन्हें अपने करियर को आगे बढ़ाने में मदद कर सकते हैं, जबकि अगर उन्होंने पूरी सूची देने पर जोर दिया, तो वे सत्ताधारी पार्टी के क्रॉस हेयर पर या नजर से उतर सकते हैं। राकेश समझ गए थे कि अगर उन्होंने टास्कफोर्स के प्रमुख के अनुरोध को स्वीकार किया, तो इसका मतलब होगा कि प्रवासी आबादी को छोड़ देना जो सबसे कमजोर वर्ग हैं। राकेश का मन उनसे कहता है कि टास्क फोर्स के मुखिया ने उनसे जो करने के लिए कहा है, उसका पालन करें, लेकिन उसकी अंतरात्मा उसे ना कहने के लिए प्रोत्साहित कर रही है।

a) इस केस स्टडी के आधार पर, राकेश के सामने आने वाली विभिन्न नैतिक दुविधाओं की पहचान करें।

b) यदि आप राकेश के स्थान पर होते, तो क्या करते? अपनी सुझाई गई कार्रवाई का मूल्यांकन और औचित्य प्रस्तुत करें।

(20 अंक, 250 शब्द)

It is a case of hierarchy of citizens for political ends. It violates the social contract under which people reposed their trust in the state.



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c) **Ethical Dilemmas faced:**

i) Objectivity v/s Obedience

ii) Compassion v/s Loyalty

iii) Right to Health v/s Financial Crunch

iv) Integrity v/s Career Growth

v) Transparency v/s Professional relations

vi) Constitutional Right to Equality v/s State Capacity

d) **Evaluation of Options:**

1. Follow the advice, Prune the list

Merit	Demerit
i) Financial optimality	i) Illegitimate subordination of migrants
i) Career growth	ii) Right to health jeopardised
ii) Saving embarrassment of state.	iii) Crisis of conscience

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2. Present the Report as such

Merits	Demerits
i) Rule of law → Equality of all	i) Deterioration of interpersonal relations
ii) Health of all citizens taken care of	ii) Political ire
iii) Trust of migrants	iii) Financial backlash
iv) Conscience convinced.	iv) Undermined career.

Course of Action:

As a member of taskforce, carrying out survey of victims, it is responsibility of Rajesh to be fair and honest not only to his profession but also his conscience.

Rajesh should present the report prepared as such to head of task force. It might cost him some

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political brownie points and also jeopardise his career prospects but it is the right thing to do.

As per social contract, it is responsibility of state to be fair towards them. Deontologically this would be the right action as it would uphold humans as end in themselves. Also this can be universalised.

Teleologically too it is sound as it will cater to greater number of people. Virtue ethics would justify this on all aspects of wisdom, justice and courage. The test of courage is in hard and challenging times like this.

Rawl's justice principle would uphold this as it would cater to most

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downtrodden section, in this case migrants.

Constitution of India as per Art 14. and 15 prescribes equality and non-discrimination on the basis of residence. Denying migrant rights would violate both Art 14 and 15 and be against constitutional morality.

Hence, to include all in the list is right choice. Financial crunch can be addressed by

i) Asking centre for help.
ii) Philanthropists
iii) Civil Society organisations.
iv) Loan by state government from people.

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tish is a young IAS officer who has been appointed as the collector of a district in a South ian state. Satish is known for his empathetic and compassionate attitude towards weaker sec- ns. During his last posting as collector of another district in the same state, his work has earned n the name 'compassionate collector'.

collector, he quickly started taking people-oriented actions. He started 'janta darbar' (open ase) on every Friday, so that people can directly approach him with their grievances and con- ns. In one such Janta darbar, a distressed couple came to him with the plight of their sick ughter. The couple informed that their daughter was suffering from a rare heart condition and dergoing treatment in a private hospital, however, her survival requires immediate surgery. ey further told him that they were able to raise substantial money through crowd funding and nations, but were still short of 2 lakhs. They showed some medical reports from a private hospi- l and recommendations of doctors from the same hospital prescribing immediate surgery. They gged Satish to help them arrange the remaining amount for the surgery. Moved by the pain of e couple and on the basis of the reports from the private hospital, Satish decided to give 2 lakhs r the Collector's discretionary fund and accordingly 2 lakhs were released to the private hospital.

fter a few weeks, an investigative journalist busted a scam where a private hospital, XYZ, was gen- rating spurious reports and bills for treatments of fake patients. These bills were being paid by he government under the scheme for reimbursement of medical expenditure for treatment of eaker sections of the society. The name XYZ struck him and he recalled that the couple also gave im medical reports from the same hospital. The report of the journalist further added that the cam was going on for quite some time in connivance with the government officials. The news item eported Satish's name as an accomplice of the hospital and accused him of swindling public re- sources by giving money to XYZ out of the collector's discretionary fund. Taking note of the report, he state government has sent a show cause notice to Satish and an enquiry has been ordered to nvestigate the matter.

a) Examine various ethical issues involved in the case presented above.

b) Do you think the actions of Satish were ethically justified? Justify your opinion.

c) What should Satish do in this situation for handling the allegations of corruption levelled against him?

(20 marks, 250 words)

सतीश एक युवा आईएएस अधिकारी हैं जिन्हें दक्षिण भारतीय राज्य के एक जिले के कलेक्टर के रूप में नियुक्त किया गया है। सतीश को कमजोर वर्गों के प्रति उनके सहानुभूतिपूर्ण और दयालु रवैये के लिए जाना जाता है। उसी राज्य के दूसरे जिले के कलेक्टर के रूप में अपनी पिछली पोस्टिंग के दौरान, उनके काम ने उन्हें 'दयालु कलेक्टर' नाम दिया है।

कलेक्टर के रूप में, उन्होंने जल्दी से जन-उन्मुख कार्रवाई करना शुरू कर दिया। उन्होंने प्रत्येक शुक्रवार को 'जनता दरबार' शुरू किया, ताकि लोग अपनी शिकायतों और चिंताओं के साथ सीधे उनसे संपर्क कर सकें। ऐसे ही एक जनता दरबार में एक व्यथित दम्पति अपनी बीमार बेटी की दुर्दशा लेकर उनके पास आया। दंपति ने बताया कि उनकी बेटी एक दुर्लभ हृदय रोग से पीड़ित थी और एक निजी अस्पताल में उसका इलाज चल रहा था, हालांकि, उसके जीवित रहने के लिए तत्काल सर्जरी की आवश्यकता है। उन्होंने आगे उसे बताया कि वे क्राउड फंडिंग और दान के माध्यम से पर्याप्त धन जुटाने में सक्षम थे, लेकिन अभी भी 2 लाख कम है। उन्होंने एक निजी अस्पताल से कुछ मेडिकल रिपोर्ट और उसी अस्पताल के डॉक्टरों की सिफारिशों को दिखाया, जिसमें तत्काल सर्जरी की सलाह दी गई थी। उन्होंने सतीश से सर्जरी के लिए शेष राशि की व्यवस्था करने में मदद करने की भीख मांगी। दंपति की पीड़ा से आहत होकर सतीश ने निजी अस्पताल की रिपोर्ट के आधार पर कलेक्टर विवेकाधीन निधि से 2 लाख देने का निर्णय लिया और तदनुसार 2 लाख निजी अस्पताल को जारी कर दिए गए।

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कुछ हफ्तों के बाद, एक खोजी पत्रकार ने एक घोटाले का भंडाफोड़ किया, जहां एक निजी अस्पताल, XYZ, नकली मरीजों के इलाज के लिए नकली रिपोर्ट और बिल तैयार कर रहा था। इन बिलों का भुगतान सरकार द्वारा समाज के कमजोर वर्गों के इलाज के लिए चिकित्सा व्यय की प्रतिपूर्ति योजना के तहत किया जा रहा था। XYZ नाम उन्हें कौंधा और उन्हें याद आया कि दंपति ने उन्हें उसी अस्पताल की मेडिकल रिपोर्ट भी दी थी। पत्रकार की रिपोर्ट में आगे कहा गया था कि सरकारी अधिकारियों की मिलीभगत से यह घोटाला काफी समय से चल रहा था। समाचार ने सतीश के नाम को अस्पताल के सहयोगी के रूप में बताया और उन पर कलेक्टर के विवेकाधीन कोष से XYZ को पैसे देकर सार्वजनिक संसाधनों को ठगने का आरोप लगाया। राज्य सरकार ने रिपोर्ट पर संज्ञान लेते हुए सतीश को कारण बताओ नोटिस भेजा है और मामले की जांच के आदेश दिए हैं।

a) ऊपर प्रस्तुत मामले में शामिल विभिन्न नैतिक मुद्दों की जांच करें।

b) क्या आपको लगता है कि सतीश के कार्य को नैतिक रूप से औचित्यपूर्ण ठहराया जा सकता है? अपने मत का औचित्य सिद्ध कीजिए।

c) सतीश को इस स्थिति में अपने ऊपर लगे भ्रष्टाचार के आरोपों से निपटने के लिए क्या करना चाहिए?

(20 अंक, 250 शब्द)

The decline of moral values in the society sometimes takes the form of scams even including government officials who are ~~so~~ honest and compassionate.

(a) **Ethical Issues involved :**

i) Right to health of genuine patients compromised.

ii) Slippery slope of such actions disrupting moral fabric of society

iii) Integrity questioned for showing compassion.

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iv) Misuse of emotions to dupe people

v) Emotional intelligence to identify correct beneficiaries by objective inquiry.

vi) Profit motive of private hospitals at the cost of life and health of people.

vii) Inefficient Utilisation of public funds.

(b) **Satish's Actions:**

Satish acted in good faith by showing compassion. His action could be justified superficially by looking at the emotional state of bogus patients and false reports. But deeper enquiry would reveal —

i) His action is not right as he acted only on basis of emotions and reports.

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→ An independent inquiry could have revealed this earlier. → Deontologically wrong

ii) His action caused the state exchequer a loss which could be used for genuine purpose → hence teleologically wrong.

iii) This eroded the trust of people in the governance machinery which is harmful in the long term.

iv) The slippery slope of such actions that even collector could be duped would encourage scamsters.

Hence action of Satish is not justified on any moral and ethical ground.

(E) Course of Action:

i) Institute an investigation into the hospital's actions and look out notice

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for people involved

ii) Tender an explanatory memorandum to the authorities about situation of his action

iii) Co-operate with the anti corruption machinery for a fair probe in this manner.

iv) He might also recuse him from any aspect related to this case for a fair inquiry.

In the long term:

i) A proper process of enquiry before entertaining cases on compassionate grounds.

ii) Training in emotional intelligence to sensitise against such issues

iii) An efficient regulatory system to keep

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watch over hospitals and their activities.

iv) Proper channels of fund disbursal to needy patients

v) Sensitisation of local public by awareness campaigns.

vi) Regulation of crowd-funding companies to desist from falling in their trap.

The scams and correspondiy allegations of corruption are structural and moral issues of society. They desist a culture of bonafide error and push bureaucrats toward apathy from empathy.

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...lighting refers to doing a second job, usually secretly, in addition to one's ...lar employment. With work from home becoming a new feature of many jobs, it has become ... for many people to moonlight.

...nd is a software engineer in Comsoft, an MNC, and he works from home for his firm. Arvind has ...ived only meagre salary hikes in the last two years as the business of Comsoft has suffered due ...he pandemic. However, his expenditure has increased substantially as he got married and had a ...d in these two years. Arvind was finding it difficult to make his ends meet and decided to take ...another job, apart from his regular job in Comsoft. He got his second gig at Mocsoft, who hap-...ed to be a competitor of Comsoft, and thus, started moonlighting. This side gig was very helpful ...Arvind and his financial condition started improving. Arvind found that in Mocsoft, his role and ...ponsibilities were quite similar to that in his regular employment at Comsoft. This meant that he ...ld easily manoeuvre between two jobs without compromising the quality of work in either com-...y. Shift timing of both the jobs were also different. To keep the two jobs separate, he used his ...icial computer to work for Comsoft and his personal computer for Mocsoft. Two jobs gave ...ind financial space to save for buying a house, something the couple had always dreamt of. ...wever, all his plans shattered and his world came crashing down when Arvind received an offi-...l mail from Comsoft informing him of his termination with immediate effect citing his second job ...the reason for termination. Arvind was clueless as to what to do now and how to tell his wife ...out his termination. Similar is the story of hundreds of Arvind, who were terminated for moon-...hting.

...Analyze the various ethical issues involved in the case of moonlighting.

...Do you think Comsoft's decision to terminate the employment of Arvind is justified? Why or why ...t?

...Identify various qualities which could help Arvind handle this situation. (20 marks, 250 words)

...लाइटिंग का अर्थ है दूसरा काम करना, आमतौर पर रात में और गुप्त रूप से, किसी नियमित रोजगार के अलावा। वर्क ...म होम कई नौकरियों की एक नई विशेषता बनने के साथ, कई लोगों के लिए मूनलाइट करना आसान हो गया है।

...रविंद एक बहुराष्ट्रीय कंपनी कॉम्सॉफ्ट में सॉफ्टवेयर इंजीनियर हैं और वह अपनी फर्म के लिए घर से काम करते हैं। ...रविंद को पिछले दो वर्षों में केवल मामूली वेतन वृद्धि मिली है क्योंकि महामारी के कारण कॉम्सॉफ्ट के व्यवसाय को ...क्सान हुआ है। हालाँकि, इन दो वर्षों में उनकी शादी और एक बच्चा होने के कारण उनका खर्च काफी बढ़ गया है। ...रविंद को अपना गुजारा करना मुश्किल हो रहा था और उसने कॉम्सॉफ्ट में अपनी नियमित नौकरी के अलावा दूसरी ...ौकरी करने का फैसला किया। उन्होंने मोकसॉफ्ट में अपना दूसरा गिग प्राप्त किया, जो कॉमसॉफ्ट के प्रतियोगी थे, और ...स तरह, मूनलाइट शुरू कर दी। यह साइड गिग अरविंद के लिए बहुत मददगार था और उसकी आर्थिक स्थिति में सुधार ...ने लगा। अरविंद ने पाया कि मॉकसॉफ्ट में, उनकी भूमिका और जिम्मेदारियां कॉमसॉफ्ट में उनके नियमित रोजगार के ...मान थीं। इसका मतलब था कि वह किसी भी कंपनी में काम की गुणवत्ता से समझौता किए बिना दो नौकरियों के बीच ...आसानी से पैंतरेबाजी कर सकता था। दोनों नौकरियों की शिफ्ट टाइमिंग भी अलग-अलग थी। दोनों नौकरियों को ...अलग-अलग रखने के लिए, उन्होंने अपने आधिकारिक कंप्यूटर का इस्तेमाल Comsoft के लिए और अपने पर्सनल ...कंप्यूटर को Mocsoft के लिए किया। दो नौकरियों ने अरविंद को घर खरीदने के लिए बचत करने के लिए वित्तीय जगह ...दी, कुछ ऐसा जो दंपति ने हमेशा सपना देखा था। हालाँकि, उनकी सारी योजनाएँ बिखर गईं और उनकी दुनिया तब ...बिखर गई जब अरविंद को कॉमसॉफ्ट से एक आधिकारिक मेल प्राप्त हुआ जिसमें उन्होंने उनकी दूसरी नौकरी को ब ...र्खास्तगी का कारण बताते हुए तत्काल प्रभाव से उनको हटाने की सूचना दी थी। अरविंद को समझ नहीं आ रहा था कि ...अब क्या किया जाए और अपनी पत्नी को अपने को हटा दिए जाने के बारे में कैसे बताया जाए। ऐसी ही कहानी है सैकड़ों ...अरविंदों की, जिन्हें मूनलाइटिंग के लिए बर्खास्त कर दिया गया था।

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a) मूनलाइटिंग के मामले में शामिल विभिन्न नैतिक मुद्दों का विश्लेषण करें।

b) क्या आपको लगता है कि कॉमसॉफ्ट का अरविंद के रोजगार को समाप्त करने का निर्णय उचित है? क्यों या क्यों नहीं?

c) विभिन्न गुणों की पहचान करें जो अरविंद को इस स्थिति से निपटने में मदद कर सकते हैं। (20 अंक, 250 शब्द)

Moonlighting especially due to work from home has been a double-edged sword. It brings benefits to some and problems for others.

(a) Ethical Issues in Moonlighting:

i) Diversion of human energy towards two employers.
ii) Lack of loyalty to even both.
iii) Loss of integrity
iv) Serving two masters serves none.
v) Confidentiality is compromised
vi) Illegal issue of Intellectual Property Rights
vii) Siphoning off of resources from one employer to another

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(b) **Termination of Arvind:**

Justified: His keeping in dark the first employer hampered the interest of first company (Comsoft). He might have traded secrets with Mocsoft.
To prevent others from doing so and set a strong precedent, his termination is justified as it was not right in the first place.

Not Justified: Direct termination even without a warning or explanation is a reactionary approach on part of Comsoft. They acted out of emotions and did not look into the veracity of the tasks done by Arvind. It is against administrative justice to

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fire without giving an opportunity. It might set a strong but wrong precedent of being too harsh and insensitive to employees' concerns. Also the law is still not crystal clear on this front, hence action is not justified

According to me, the termination is not justified, he could have been punished by other means like deducting salary and other perks. Terminating to make one unemployed for something he was not aware of in the first place is too much for too little a problem. A little leniency could have been better on the part of Comsoft.

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⑥ Qualities to cope up:

i) Emotional Intelligence:
↳ manage and regulate emotions so as to take care of family.
↳ Ups and downs are part of life take them as such

ii) Courage:
↳ Face harsh realities of life with fortitude to emerge stronger.

iii) Honesty & Integrity:
↳ Even unwillingly, he has done wrong on his part and he should accept some admonition

iv) Respect for Rule of Law:
↳ He might challenge the decision in a court of law and may hope to get desired remedy

v) Faith in the Employer:

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↳ He might tender an apology explaining his dire circumstances They might take him back.

Society during harsh times such as COVID-19 presents individuals with huge strains and difficulties. They end up doing something wrong. It is the responsibility of those at the top to have a compassionate attitude and care for their subordinate employees. Narayan Murthy's Compassionate Capitalism is a guiding light here.

Feedback
(For OFFICE use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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