

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	AVDHIIJA GUPTA	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Roll No./अनुक्रमांक	1910110329	Date/दिनांक	30-1-23
Center Code/परीक्षा केंद्र	Online		

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INDEX TABLE / अनुक्रमणिका

Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक
1		
2		
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Total/कुल अंक	250	

INSTRUCTION / अनुदेश

- 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।
- 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।
- 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।
- 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।
- 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 :

9:00 am

End Time/समाप्त करने का समय :

12:00 am.

Total Marks/कुल अंक :

Mode Of Examination/
परीक्षा की विधि :Online/ऑनलाइन ☐Offline/ऑफलाइन ☐

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ECN CODE/
ईसीएन कोड :

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Evaluation Date/
मूल्यांकन तिथि :

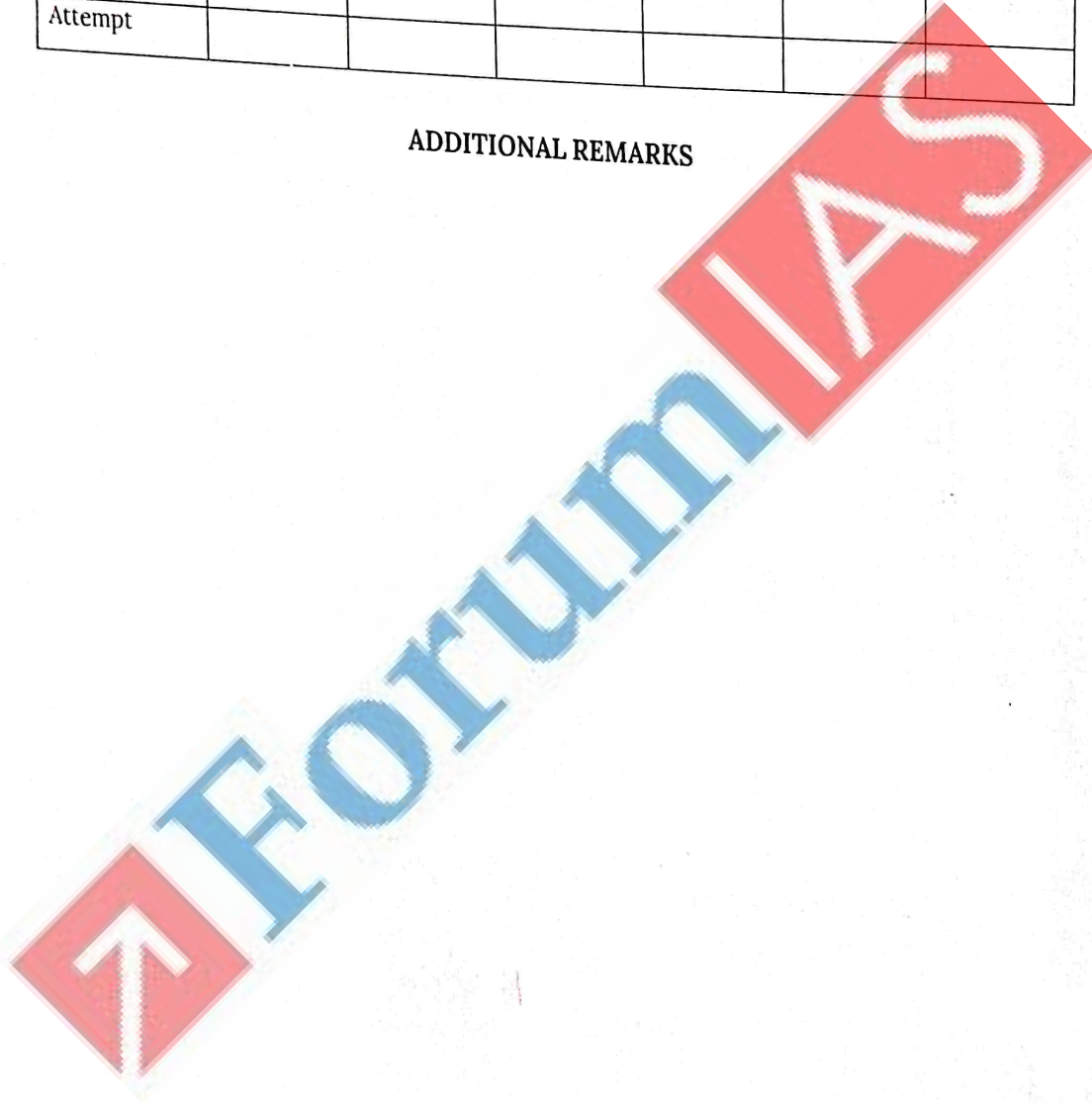
*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy.

मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समय 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।

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) 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)

Mahatma Gandhi had stated politics without principles or ethics as one of the seven deadly sins of human life.

Though politics and ethics are often considered two different worlds, it is indeed incorrect to say that all politicians are unethical or no ethical person can join politics. Thus prevalence of malfeasance, corruption is huge in politics, still convergence between two does exist.

Areas where convergence of politics and ethics has been seen ⇒
① Politicians at times support welfare

Schemes trying to reduce corruption

② Lal Bahadur Shastri was an ethical man over a politician and resigned when train accident took place while his being Railway Minister.

③ Tony Blair while former Prime Minister had to pay fine because his wife and son took train without ticket and warning was given to them.

④ Gandhiji called on Non cooperation move after Chauri Chaura incident.

However in recent times, the quality of decision making is becoming dependent more and more on favouritism and partisanship rather than objectivity and integrity, questioning morals of the society.

Instances like 71 transfers of Ashok Khemka, IAS due to his drive against corruption should be condemned and avoid to bring ethics with politics.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) "Integrity is telling myself 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)

Honesty means living upto the ideals that one cherishes and acting and making decisions with utmost truthfulness to all. While Integrity means being upright and steadfast adherence to moral values even when no one is watching.

Thus honesty is telling truth and living in righteous manner before others while integrity is before self.

Importance of integrity and honesty for a public servant ⇒

- ① To win trust of the people. Eg. TN Seshan known for his integrity.
- ② To harbour and utilize the public money responsibly for their benefit. Eg. Armstrong Pame - Manipur.

- ③ To maintain transparency in their working and remain accountable before people.
- ④ To adhere to Probity in governance so that people can look upto them rather than being suspicious of corruption culture in governance.

Measures to cultivate these attributes ⇒

- ① Ground level field interaction of public servants with citizens to enhance sensitivity. E.g. Mission Karmayogi.
- ② Training and capacity building.
- ③ Hota Committee Recommendation - to amend Article 311 to bring accountability of civil servants before people.
- ④ Incentivizing good work.

Therefore to build new India, responsible 'Steel frame' of civil services is a must.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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) refers to understanding your own and other people's non verbal emotions without them making it explicit and then using the emotional information to guide the action accordingly.

EI makes a person morally autonomous and thus attaches wisdom. This wisdom comes with understanding your own self first and then evaluating others. Its' importance in self realization ⇒

- ① Decision making about your own life, likes, dislikes etc.
- ② Guiding your behaviour because EI will make you evaluate

repercussions of your behaviour.

③ Maintains within yourself intellectual integrity due to attitude behaviour congruence.

④ Instills confidence

⑤ Makes sensitive to help others inculcating empathy and compassion.

EI is though a quality that is usually innate, it can at times be acquired through ⇒

① Being sensitive to world around you.

② Being observant.

③ Adopt problem solving approach.

④ Thinking inclusive

Eg - Ashoka acquired the quality of EI.

It is often said that spending time with yourself and meditation can at times help in acquiring EI.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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) Rules and Laws are both guiding principles to maintain social control and obligation on human action in society.

- While rules are versatile and vary greatly with societies, laws are more generalist and similar. E.g. - Rules of school, office, hotels, house etc can be widely different. Laws of country like freedom, duty are similar.

- Rules are for more informal while laws are formal in nature.

- Rules are and can easily be changed while laws are not easily and frequently changed. E.g. Rules of House v/s laws of nation

ii) Belief refers to the innate moral values that constitutes the thought process of a human being and constitutes foundation of his thinking. It is more like an element of faith and thus forms core of human thought, can't be changed easily.

Attitude on the other hand refers to positive or negative evaluation of human being, object, place etc. It is a mental construct that is intervening variable between thought and action. It can be changed with time. It can or cannot be congruent with action.

Belief and attitude can or cannot be congruent. Eg. Dr Ambedkar's beliefs were totally different from Gandhiji. Still they maintained positive attitude towards each other for nation.

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) "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)

Plato is right in evaluating that human behaviour flows from three main abstract nouns namely - desire, emotions and knowledge, as these three are responsible for human actions.

Desire which depicts human wants and longing for person, place, object etc. If desire is exceeds human emotion and knowledge, it results in bad decision making and negative consequences. Eg - Hitler's desire to win the world exceeded all knowledge of rationality and emotions for human life.

Thus it resulted in catastrophe.

Emotions are the traits within human heart that drives the

human action sensitively. Emotions should not conquer over knowledge and should be complementary with it.

Knowledge brings human power to think objectively. It is knowledge that ~~to~~ make humans control desires and emotions.

Plato in the statement tries to evaluate that these three traits should guide human behaviour together without excess of anything.

To me, a decision made with evaluating one's desires, then checking its congruence with emotions and using adequate knowledge brings positive results. Eg. desire of Ashoka to bring peace, using emotions to understand what people want and applying knowledge of doing it in form of Dhamma showed results.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) "There is a higher court than courts of justice and that is the court of conscience. It supersedes 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)

While it is said that laws guide behaviour of citizens of a nation, it is ethics that guide human behaviour at the micro, minutest level when no law can tell you what to do.

The courts of justice will give decisions as per law. However, human conscience gives us decisions and instructions as per what is right or wrong. Laws can therefore be faulty at times but soul or conscience can't be faulty.

For instance - Slavery was enshrined in the law of United States of America and was not a criminal offence. However, Abraham Lincoln, a man of conscience understood that it is an evil practice and so

banned it

Similarly, when Mumbai Taj Mahal Palace Hotel Attack of 2008 took place, none of the employees of hotel left the premises. Later Ratan Tata revealed that there was nowhere in the code of conducts or laws of the company that employees have to stay. It was pure conscience of each of them that told them the morally right thing to do.

Therefore the court of conscience supersedes court of justice. Court of justice has never given any judgement that one should take care of old parents, be honest to society members, remain integral to oneself etc. But court of conscience tells us these things everyday.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

c) "Tolerance implies no lack 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 केंनेडी (10 अंक, 150 शब्द)

Hellen Keller had remarked that the highest result of Education is 'tolerance'. Thus it does not lessen one's commitment to our own beliefs but reveals our openness to others as well.

Tolerance is accepting, respecting and appreciating all the diversity of the world and being sensitive to beliefs of others which does not mean adopting it.

Tolerance is often equated with betraying your own belief which is incorrect. Tolerance towards nature, culture, religion or habits of others does not make a person less abiding to one's own way of life.

Being tolerant simply means graciously accepting the diversity

and condemning the oppression and persecution of variety and diversity.

If one condemns people who are intolerant and oppressive, that also doesn't mean former is a betrayer. It just means that latter are not ready to accept openness. Education in true sense is reflected not through long speeches and high paid jobs but through openness to the people and cultures around us who are different from us.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.4) a) Write short notes on the following in about 30-50 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 ⇒ refers to governing of people which involves ethics in application. It includes moral governance applying on subjects laws that are righteous and ethically correct. The one governing people himself needs to be an ethical person to carry ethical governance.

ii) Compassion in public life ⇒ refers to being sensitive to the feelings and emotions of people around us. It means trying to understand what people feels and

willingness to reduce their suffering. Thus it includes 'suffering and enduring' together with people around us for their welfare.

iii) Selflessness - refers to the attribute of doing good to other and thinking of welfare and being of others before self. It involves altruistic egoism where person does an action for the greatest good of others before self.

iv) Crisis of conscience - refers to a conflicting situation of mind when one knows that the action he wants to undertake is wrong as per conscience but action is necessary. Eg. 'lathi charge by a public servant on people'.

v) Non Partisanship - means objectivity over biasness. It means decision making and evaluation solely on the basis of facts and merits of case without any pre conceived opinions or biases.

Feedback

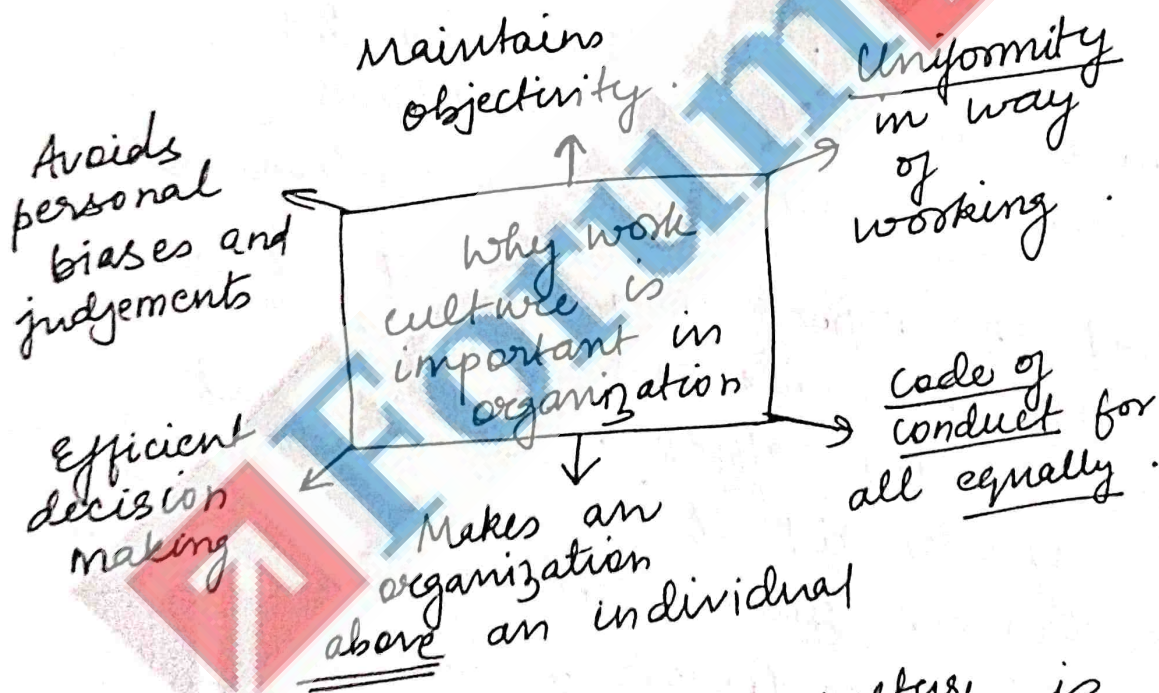
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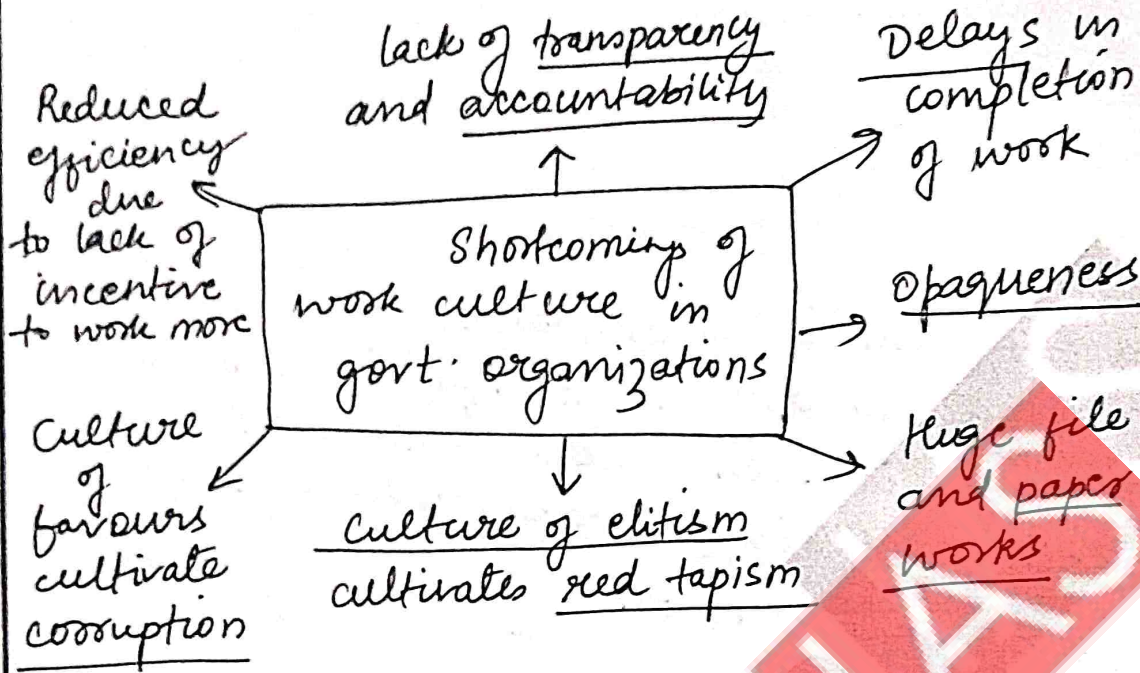
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Question Interpretation
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b) In tandem with the individual merits of employees, the work culture of an organization also plays an important role in harnessing positive outcomes. Discuss the statement 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।

Though the merit of employees is necessary for any organization to work, what is even more essential is a positive, efficient work culture for harnessing positive outcomes. (10 अंक, 150 शब्द)





ways that can be helpful in cultivating positive work culture in govt organizations ⇒

- ① As 2nd ARC Report recommended - file work can be made online with offices becoming eoffice. E.g. Wayanad successfully did it.
- ② Incentives for efficient officers.
- ③ Stringent whistleblower mechanism.
- ④ Amendment of Article 311 (Hota committee).

Thus to fulfil dream of Sardar Patel, positive work culture in govt is a must.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q5) a) What do you understand 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?

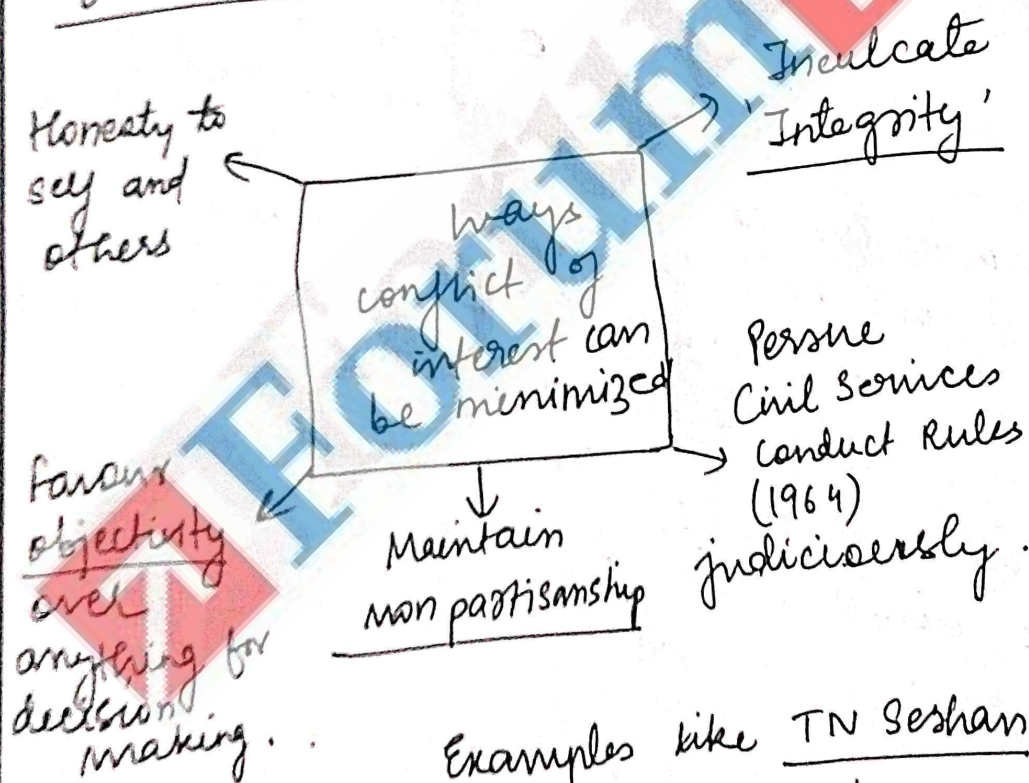
(10 अंक, 150 शब्द)

Conflict of interest refers to the situation of conflict within a person ~~when~~ or an institution when ~~to~~ it can't take a non biased decision due to his susceptibility to the outcome and a direct impact of the judgement.

For instance, if a judge has to cite a judgement and the prosecutor is his own son, then his decision can be due to personal bias and his relation to his son can affect the outcome affecting decision negatively. Thus he can recuse himself to prevent the 'conflict of interest'.

In the life of a public servant, such instance keep approaching from time to time →

- ① There can be a conflict between two religious communities one being the public servant's own.
- ② Caste loyalty question can also arise.
- ③ Public servant's own brother or son can be accused of crime and he/she being the police officer in charge.
- ④ A relative can be a politician of a public servant constantly asking favours.



Examples like TN Seshan, DB Sawant and DS Nagpal can be cited who favoured objectivity over favouritism.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



b) "Those who would give up essential liberty to purchase a 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)

It is said that when police states are created, it is created in name of national security and interest of people, convincing people of their best yet to come, gradually taking away all the human rights and freedoms.

Therefore, surveillance and dictatorship today can't bring democracy and freedom tomorrow. Freedom and essential liberty are components of human life that shouldn't be foregone at any cost.

For instance, Adolf Hitler promised to bring development and to make Germany great. He demanded surveillance authoritarian state for a while. People deliberately ignored

activities on the jewes and war mongering attitude of Hitler for national security. They gave up essential liberty for temporary safety from jewes who were blamed to take over businesses of the country.

The result is history as the people of Germany were ultimate losers for years to come even after war ended.

Therefore, more than the state itself, it is responsibility of the ~~the~~ people to not forego their essential liberty for temporary short term benefit for such people are taken for granted by the state. Ethical issues involved =>

- ① National Security v/s Freedom
- ② Police state v/s Human Rights
- ③ Authoritarianism v/s Democracy.
- ④ Temporary safety v/s Forever liberty.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.6) a) If corruption is a disease, 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)

Chanakya had stated that like it is impossible to judge a fish swimming in water as to when it drinks water, similarly, it is impossible to monitor a public servant's corruption record in governance process.

Corruption is considered to be a disease since it destroys an institution from within and weakens it like disease to human body. It can be cured by -

- > Transparency
- > Accountability

Measures available to ensure transparency and accountability in the governance process ⇒

- ① Whistleblowing Act should be strengthened so as to ensure protection for the whistleblowers.
- ② Article 311 can be amended to bring in transparency for governing officers.
- ③ Social Audit of the schemes to check implementation so that people can evaluate their political leaders.
- ④ Citizen's charter can be brought in for inculcating transparency and accountability in governance & Meghalaya Model.
- ⑤ Civil Services Conduct Rules (1964) should be carefully followed to avoid fear and favour driven acts.
- ⑥ Corrupt politicians should be barred from contesting elections by Election Commission.

Thus transparency and accountability only can cure the disease of corruption like medicine.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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)?

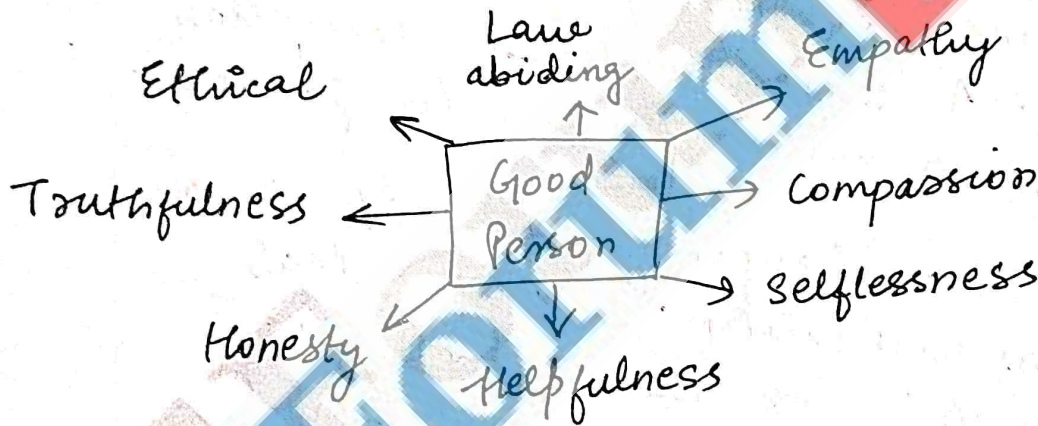
(10 marks, 150 words)

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)

In general terms, all the people are born good and their actions classify them as 'good' or 'bad' persons.

General qualities that make a person called as 'good person' are ⇒



All the persons though are capable of sharing similar traits of a good person but that is not the reality.

Qualities of a person keeps changing and modifying with 'stan', 'kal', and 'patra', i.e., place, time and role ⇒

- ① People change with time of time changes their mindset - Ashoka from bad to good, Mussolini from good to bad.
- ② People change with the roles. For instance position of power changes people. A leader condoning corruption does same when comes to power.
- ③ Place also changes people. It is a common mentality - 'jaisa desh vaisa vesh', or the fact that people change with society and influenced by people around them.

Now all these three ~~old~~ things can change a person either way - good to bad or bad to good.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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.

- Why are the incidents of petty corruption trivialized? According to you, is it justifiable to ignore small incidents of corruption?
- What are various ethical dilemmas in the above case study?

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 जाएंगे। 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 सफर 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 सम्यक् 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 हैं, 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 अर्थात् कंडक्टरों से, विभिन्न आधिकारिक कार्यों के लिए सुविधा शुल्क के नाम पर अपने तत्काल वरिष्ठों को रिश्त 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 बारतविक सहानुभूति साझा करता है, हालाँकि, वह यह भी समझता है कि राशि और परिस्थितियों के बावजूद, सरकारी धन का गवन 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)

* In the above case, Suresh faces a real dilemma over the issue of taking action against Anand and thus should take decision as per conscience.

② Incident of petty corruptions are widely seen being done and ignored across organizations - govt and private. They are trivialized because \Rightarrow

① Work culture has become like this.

② Opaqueness in the functioning of institution

③ Fear of missing out culture

④ People fear reporting and indulging in long cases thus the doers of corruption are encouraged.

⑤ Mere greed

It should be an unjustifiable issue to ignore such corruption cases. Corruption breeds more corruption and therefore

should be condemned in any manner, irrespective of the amount.

However, in the life of public services, the society is complex. The action and the strict implementation of punishment should not follow water tight compartment approach and should vary from case to case basis.

⑤ Ethical dilemmas in the above case
Study ⇒

- > Rule of organization v/s Dire situation of Anand.
- > Strict penalty v/s His family and problems.
- > Utmost righteousness v/s Empathy
- > Integrity v/s Compassion.

© Options available to Suresh \Rightarrow

Option 1 - Forego Anand's corruption
calling it a petty incident.
By this he will help Anand but Anand
might be susceptible to do further
and bigger such incidents. Further
it impacts integrity of Suresh.

Option 2 - Got Anand fired.
This would make Suresh hold his
upright values and take action
against Anand. However, it will
make Anand miserable and will
badly hit a six member family.

Option 3 - Suresh can give strict
warning to Anand and make him
believe that future action will
be taken against him if found.
This will make him do his
duty. Foregoing his act this
time will make him manage his
finances and keep his job.

Thus the option 3 will be an ideal course of action because society can't progress without emotional intelligence and compassion of a human towards other. This the situation was an exception to the steadfast corruption violation situation and decision should therefore be dependent on case to case basis.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.8) Vimla is a senior IAS officer posted 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.

- What are various ethical issues in the above case study?
- What explains the bureaucratic apathy as highlighted in the above instances? How can the same be corrected?
- What virtues in a civil servant/public official could have prevented the above incidents?

(20 marks, 250 words)

विमला एक वरिष्ठ आईएएस अधिकारी हैं, 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 टुट्टिडिन 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 फेमिली 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, घिरावी एनजीओ ने बचाया था। एनजीओ को महेश के एक पड़ोसी से शिकायत मिली थी, जिसने नंदिनी के चेहरे पर घात 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।

- उपरोक्त केस स्टडी में विभिन्न नैतिक मुद्दे क्या हैं?
- उपरोक्त उदाहरणों में उजागर की गई नौकरशाही की उदासीनता या निष्पूरता की क्या व्याख्या है? इसे कैसे ठीक किया जा सकता है?
- एक सिविल सेवक/लोक अधिकारी में कौन से गुण उपरोक्त घटनाओं को रोक सकते थे? (20 अंक, 250 शब्द)

The above case studies are the instances that are commonly seen in the lives of civil servants - which impact the citizens and thus needs to be corrected.

Ethical Issues in the above case studies are \Rightarrow

Case Study 1 :

- ① Freebies culture v/s Needs of society.
- ② Govt exchequer v/s Duties of welfare state.
- ③ Bureaucratic attitude v/s Problem solving attitude.
- ④ Stern response v/s Empathy and compassion.

Case Study 2

- ① Elitism v/s welfarism and Equality.
- ② Selfishness v/s selflessness.
- ③ Misusing public resource v/s National interest.

Case Study 2

- ① Public life v/s Private life
- ② Achievements in profession v/s Domestic violence at home
- ③ Good work v/s Bad person

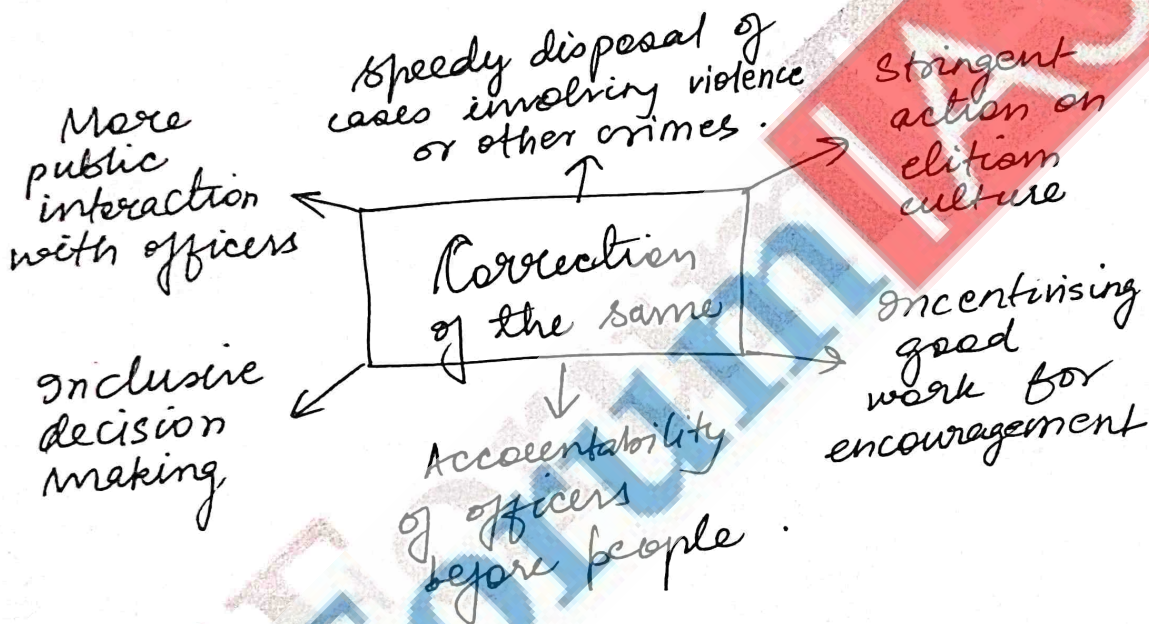
Moreover child abuse is a stringent offence without any rescued or justification.

⑥ Bureaucratic apathy in the above instances can be explained by \Rightarrow

- ① lack of compassion and empathy in civil servants. E.g. Vinla
- ② Power corrupts some of them & couple.
- ③ Culture of elitism followed by some.
- ④ Considering self as invincible and all powerful E.g. Mahesh as well as IAS couple.
- ⑤ lack of problem solving approach

Eg. Vimla .

⑥ lack of integrity , problem solving approach , positive attitude and emotional intelligence - Eg. all the three cases .



⑦ Virtues in civil servants that would have prevented above incidents are →

- > Dedication to duty
- > Empathy

- > Compassion
- > Emotional Intelligence
- > Integrity
- > Aptitude for Service
- > Positive Attitude
- > Ethical Moral Behaviour
- > Accountability

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.9) Babyplus+ is a multinational corporation engaged in 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:

- Who are the different stakeholders involved in this case? Also, identify their interests/concerns.
- 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 बाजार 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।

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 अरावंधित 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 वेवीप्लस+ बच्चों की हर परेशानी, संकट और बीमारी के लिए जिम्मेदार है। इस मामले में सरकार ने जांच भी शुरू कर दी है।

वेवीप्लस+ 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 वेवीप्लस+ 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 :

- इस मामले में शामिल विभिन्न हितधारक कौन हैं? साथ ही, उनके हितों/चिंताओं की पहचान करें।
- स्थिति को संभालने के लिए नए सीईओ की कार्यवाही का तरीका क्या होना चाहिए? कौन से नैतिक सिद्धांतों को उसके कार्यों का मार्गदर्शन करना चाहिए? व्याख्या कीजिए।

(20 अंक, 250 शब्द)

~~(a) D#1~~ The case poses serious challenges, both ethical and professional before the new CEO and the company itself.

(a) Different stakeholders involved in the case are \Rightarrow

- > Babyplus + company and employees
- > Babies across the world who are users
- > Parents of the new borns
- > Society who is influenced by the advertisements
- > Media houses - perpetrating themselves.
- > Competitors of the Babyplus + company

While the concerns of company lies both for the health and wellness of customers, it also worries about its falling shares and declined profit drastically. It fears losing the market completely.

Concerns of the parents and babies are genuine ones and deserves attention ~~of~~ on the priority basis. While the babies suffer health issues, the parents bear the burden and faces real trauma and problem. Thus their interests are affected badly.

The competitors of the product suddenly faced a boom in their sale and the issue impacted them positively.

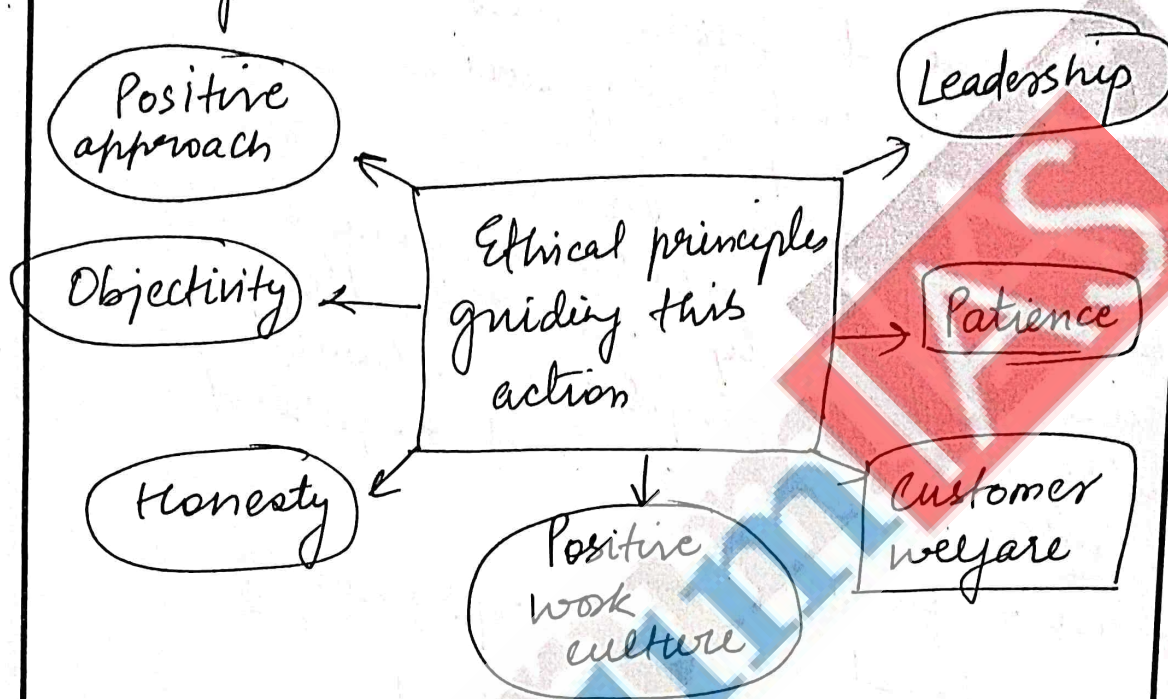
The media houses though had no direct impact of the entire incident did make profits, attracting viewers through sensationalization of the story and incident, thus aggravating all the other concerns and impacting negatively.

⑥ Course of action with which
new CEO should handle the situation
are ⇒

- ① He / She should firstly send back all
the products and carry out a
run through of testing
- ② When the testing would be done and
assurance of safety generated, then
firstly all the employees should
be noticed about it and requested
to work passionately.
- ③ There should be clear acceptance of
the lacunae on the part of
company with a public apology
in media.
- ④ Then media houses should be
taken help from and through a
press conference, it should be
notified that all the stock has
been reconstructed and assurity
should be given of safety as the

utmost priority.

Such incidents take time and patience for revival.



Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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.

- Based on this case study, identify the various ethical dilemmas faced by Rajesh.
- 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 बपेट 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 मुगतान 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।

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 गल्लर 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 आवादी 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 कार्यवाई का मूल्यांकन और औचित्य प्रस्तुत करें।

(20 अंक, 250 शब्द)

The workforce of the government often faces political pressure, to do things that might be ethically wrong but beneficial from the point of view of vote bank politics. So was the situation of Rajesh.

a) Various ethical dilemmas faces by Rajesh in this case ⇒

① He can take the advise of the head and get a chance to benefit in career in short run OR

he can do his duty in the responsible manner which satisfies conscience.

- ② Personal Benefit v/s Societal welfare
- ③ Short term gain v/s long term satisfaction.
- ④ Political goodwill (momentary) v/s Satisfying conscience.
- ⑤ Cheating v/s Responsibility and Duty.

Therefore the case becomes a very clear one. Though Rajesh faces a dilemma but when the health and lives of so many people are involved, it becomes a compulsion for him to at least carry out his part dutifully.

⑥ If I were in Rajesh's shoes ⇒
Firstly, I would have analysed carefully the repercussions of

my action of going ahead with the original list.

Secondly, I would have done my part responsibly so as to satisfy my conscience. As per the given situation, worst possibility would be debarring me from growth in career immediately.

A growth with blood of so many vulnerable would have never satisfied me anyway.

⇒ Therefore my chosen course of action would have been to go by the original list. Even if a future situation would arise where I had to face question, I can justify my answer.

⇒ Also even under the
pressure of vote bank and public
pressure, if govt. forcibly helps
few of the migrant workers who
~~were~~ are needy and vulnerable
then my purpose would be
fulfilled in mind which ~~couldn't~~
have been solved had I ~~not~~
upheld the original list.

Thus through this,
Rajesh can uphold - Integrity,
Honesty, Duty, Responsibility,
Accountability ~~and~~, dedication
towards duty, compassion and
Empathy.



Q.11) Satish is a young IAS officer who has been appointed as the collector of a district in a South Indian state. Satish is known for his empathetic and compassionate attitude towards weaker sections. During his last posting as collector of another district in the same state, his work has earned him the name 'compassionate collector'.

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

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

- Examine various ethical issues involved in the case presented above.
- Do you think the actions of Satish were ethically justified? Justify your opinion.
- 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 स्वभाव 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 दंपति अपनी बीमार बेटी को 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।

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 गिलों 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 उगने 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।

- ऊपर प्रस्तुत मामले में शामिल विभिन्न नैतिक मुद्दों की जांच करें।
- क्या आपको लगता है कि सतीश के कार्य को नैतिक रूप से औचित्यपूर्ण ठहराया जा सकता है? अपने मत का औचित्य सिद्ध कीजिए।
- सतीश को इस स्थिति में अपने ऊपर लगे भ्रष्टाचार के आरोपों से निपटने के लिए क्या करना चाहिए?

(20 अंक, 250 शब्द)

Satish is facing a false accusation due to his extreme compassionate attitude. The trouble seems a long one.

① Ethical issues involved -

- His compassion v/s Practicality
- The idea of helping them immediately v/s waiting for a while to confirm the reports.
- Empathy v/s Objectivity.

Thus the major ethical issue here lies that when Satish was giving funds out of 'collector's discretionary fund' then he should not have taken decision in a hurried manner because the fund belonged to people.

issue comes in of \Rightarrow

Personal discretion
based on compassion

v/s

pondered decision
due to Public
money involved

(b) Though the actions of Satish can be said to be 'ethically justified' due to his

- > empathy
- > compassion
- > conscience

> Morally correct thing to do if you see someone suffering so badly and you are their caretaker.

However, the actions can't be justified on the grounds of objectivity, rationality and exact facts. Therefore, unfortunately, when the scam got busted, Satesh himself found accused.

© The situation where Satesh has landed due to unfortunate circumstances, he can do the following to excuse him gradually.

> Firstly, he should attend the enquiry meeting and explain the exact same incidents that took place.

> The incidents can be verified by others at present at 'jante durbar'.

> Then, he can consult his seniors as to whether calling a press

conference and explaining details
and clearing his name will be
right choice or not. If yes,
then he can proceed.

> Further, the lapse done by him
should be accepted as an honest
mistake by him and if asked a
fine, he should pay so.

> lastly, compassionate yet objective
decision making should be
continued by him for welfare
of people.



Q.12) Moonlighting refers to doing a second job, typically at night and secretly, in addition to one's regular employment. With work from home becoming a new feature of many jobs, it has become easy for many people to moonlight.

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

- 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 not?
- Identify various qualities which could help Arvind handle this situation. (20 marks, 250 words)

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

अरविंद एक बहुराष्ट्रीय कंपनी कॉम्सॉफ्ट में सॉफ्टवेयर इंजीनियर हैं और वह अपनी फर्म के लिए घर से काम करते हैं। अरविंद को पिछले दो वर्षों में केवल मामूली वेतन वृद्धि मिली है क्योंकि महामारी के कारण कॉम्सॉफ्ट के व्यवसाय को नुकसान हुआ है। हालाँकि, इन दो वर्षों में उनकी शादी और एक बच्चा होने के कारण उनका खर्च काफी बढ़ गया है। अरविंद को अपना गुजारा करना मुश्किल हो रहा था और उसने कॉम्सॉफ्ट में अपनी नियमित नौकरी के अलावा दूसरी नौकरी करने का फैसला किया। उन्होंने मोकसॉफ्ट में अपना दूसरा गिग प्राप्त किया, जो कॉम्सॉफ्ट के प्रतियोगी थे, और इस तरह, मूनलाइट शुरू कर दी। यह साइड गिग अरविंद के लिए बहुत मददगार था और उसकी आर्थिक स्थिति में सुधार होने लगा। अरविंद ने पाया कि मोकसॉफ्ट में, उनकी भूमिका और जिम्मेदारियाँ कॉम्सॉफ्ट में उनके नियमित रोजगार के समान थीं। इसका मतलब था कि वह किसी भी कंपनी में काम की गुणवत्ता से समझौता किए बिना दो नौकरियों के बीच आसानी से पैतरेबाजी 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 चरमरा गई जब अरविंद को कॉम्सॉफ्ट से एक आधिकारिक मेल प्राप्त हुआ जिसमें उन्होंने उनकी दूसरी नौकरी को बर्खास्तगी 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।

- a) मूनलाइटिंग के मामले में शामिल विभिन्न नैतिक मुद्दों का विश्लेषण करें।
 b) क्या आपको लगता है कि कॉम्पसॉफ्ट 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)

The case of job termination was faced by many like Arvind. Moonlighting has thus got many ethical issues involved.

a) Ethical issues in Moonlighting

- ① Conflict of interest when both the companies are competitors (eg. in Arvind's case)
- ② loyalty to a company v/s added financial burden.
- ③ Personal Integrity v/s Realities of time
- ④ Being Steadfast v/s Being Practical

Therefore Moonlighting has emerged as a practical option

for many like Arvind due to the
changing dynamics and realities
of time.

b) Comsoft's decision to terminate Arvind's
employment can be justified, on
the grounds that -

> Arvind worked for a competitor
company and thus disloyalty to
Comsoft.

> Arvind took no prior permission

> Comsoft's employment employer
policy, if stated clearly that
employee can't avail any other
job, then the decision of
firing Arvind was valid.

> Threat of secrets of company
getting revealed before competitor.

However, Comsoft could have once informed Arvind that an enquiry would be initiated rather than directly firing him.

© The situation that Arvind had already brought himself in gives him two choices -

Choice 1 : Convince Comsoft of his situation and his loyalty towards work and that the experience he has gained in it. If they allow him keep his job then he can. If they allow him after resignation from other job, he should make cost benefit analysis.

However if they refuse at all cost, then comes choice 2.

Choice 2 : Arvind can continue
working for MocoSoft to at least keep
one source of income steady.
Then he can go through employee
rules of MocoSoft and learn if
he can avail some other job
or not and then act accordingly.

If they allow, he can
find other job. If they don't, he
should then think of alternate
source of income.

These qualities like
persistence, dedication, positive
attitude, hard work and
responsibility will help him
continue.

Mentor Feedback Questions

- 1
- 2
- 3
- 4
- 5

Test Goal

- 1 ☐
- 2 ☐
- 3 ☐

Outcomes

- 1
- 2
- 3

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.