

(954) - (FL-1)†

TEST CODE 6 1 4 3 1

FIAS - MGP 2023 (C-7) - Full Length Test #4

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Vivek Kumar		
Roll No./अनुक्रमांक	1910111061	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	05/03/2023

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

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1	10	3.5	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।	
2	10	3.5	3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।	
3	10	3	4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
4	10	3.5	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।	
5	10	1.5		
6	10	3		
7	10	2.5		
8	10	3.5		
9	10	3		
10	10	3.5		
11	10	3		
12	10	3.5		
13	10	3		
14	20	8		
15	20	7.5		
16	20	8		
17	20	7.5		
18	20	7.5		
19	20	7.5		
20				
Total/कुल अंक	250	86	For Student Only / केवल परीक्षार्थी प्रयोग हेतु	
Evaluator's Discretion/मूल्यांकन कर्ता का विवेक : + 4 Marks are being given for mentioning prominent examples, and theories with good structure in some questions.			Start Time/प्रारंभ करने का समय : 2 pm	End Time/समाप्त करने का समय : 5:30 pm
Total Marks/कुल अंक : 90			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
			ECN CODE/ ईसीएन कोड :	Evaluation Date/ मूल्यांकन तिथि :

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

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

ADDITIONAL REMARKS

Dear Vivek, based on the evaluation assessment, below are the various broad suggestions that you can incorporate in the upcoming tests for overall improvement: -

- 1) The introduction in the answers is pretty basic, and general; we need to understand the core demand of the question introduction can be enriched by adding some context (background story) in our answer (Check ques. 1(b),2(a),4(b),5(b), etc.). However, you have done good in questions like 5(a).
- 2) We, in this paper need to understand the basic demand of the question we can pay attention to the statement mentioned in the question (Check ques. 2(a),4(b), 5(b),6(b) etc.)
- 3) In the concept-based questions i.e. 2 (b), and 4 (a), we need to take care of two points: -
 - i) We, first, need to mention the meaning of these terms then, we can take the instance pertaining to the relevance of those concepts or values in public life.
 - ii) We need to keep this point in mind that examples need to be mentioned, but they cannot be the substitute to the analysis required for the core demand of the question.
 - iii) While we have been asked about for the difference i.e. in question 2 (b), we need to think for some stronger arguments.
- 4) In the case-study based question, we, majorly, have done appreciably well; however, we need to focus on the key questions asked for the situation, and equal attention to the questions needs to be given; more appropriate option can be thought of (Check question 7,9,11,12). Also, introductory remarks should be more thematic in all these questions.
 - *Moreover, we need to take care of the structure and brevity in the points.
 - *We also need to think like an administrator while mentioning the merits-demerits for the options available in these questions, and properly explanation for the course of action with appropriate ethical justification is well-required.
- 5) We need to work on the heading and sub-heading; the same can be improved by making them more specific and complete (Check ques. 1(b),2(a),8,10,11, etc.). We can frame the headings as per the core demand of the question.
- 6) We need to work upon more holistic and contextual concluding remarks with appropriate ways forward (Check ques. 4 (a), 5(a),6(b),8,12, etc. However, you have done good in questions 1(a), 7, 9, 11.
- 7) Handwriting is fine; however, language should be formal in nature, and informal tone of language can be avoided. Also, we need to take care of mentioning legal provisions, whenever require. Also, we can avoid using abbreviations.
- 8) Lastly, we congratulate and appreciate you to successfully reach to this level, and attempting all the questions in time.

-Keep it up and Good Luck!- (Reyasat Ali - 23rd March 2023)

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)

It is said that politics is unethical and 'dirty'. It is because of negative attitude due to corruption, nepotism, dirty tactics used by politicians to gain power etc.

To justify that politics is unethical, we need to mention what we, ethically, expect from the politics for the stronger introduction.

However this is one aspect. There is (and need to be) convergence between politics and ethics. It is evident in -

① Policies followed by governments - ensure social justice, inclusivity (Sabka Saath, Sabka Vikaas)

Here, along with the significance of ethics, need to mention the facets (as we have mentioned in point 2).

② Accountability and Responsibility by elected leaders. [eg] Lal Bahadur Shastriji resigning taking moral responsibility of accident

This example is good.

③ Guided by constitutional values - DPSP, FR

Consequences of divergence of politics with ethics

① Corruption, Black money ✓ Law and order issue

eg Electoral funding remain non-transparent

② Elitism - fewer people control resources and opportunity

eg → Members with deep pockets ✓ able to run for elections.

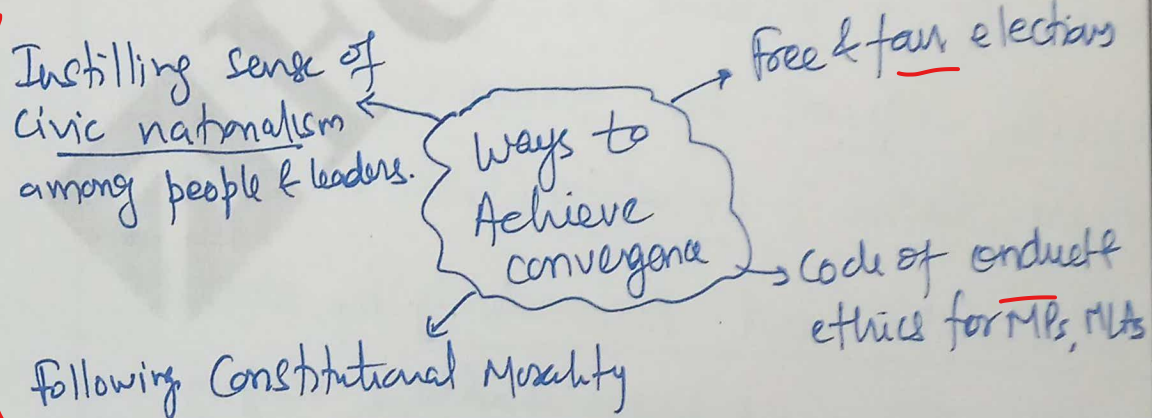
③ Inclusion & exclusion error in schemes) This point needs more justification/clarification.

④ Consequentialist approach to election may promote criminalisation of politics

⑤ Moral responsibility of welfare state suffer.

+ Some of the recent issues like freebies, anti-defection etc. can also be added.

Along with, we need to explain, in brief, as in how these ways will inculcate ethics in the politics, for stronger lines of arguments.



These lines for conclusion are fine.

'Politics without principles' is sin (Gandhiji). Hence ✓ ethics can improve politics and achieve ✓ goal of welfare of all.

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।

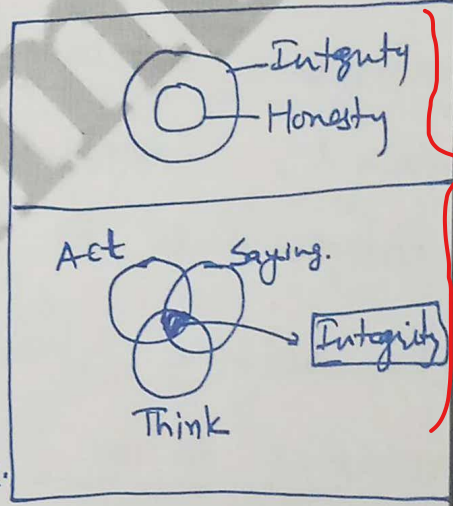
(10 अंक, 150 शब्द)

Honesty means not telling lie & being truthful.
 Integrity means uprightness, moral incompitibility, being honest and doing right thing even no one is watching. Both are important for civil servant. public

Instead of mere repeating/extending the statement, we need to define these two terms along with mentioning the points pertaining to the relationship between the both.

Importance of Integrity & Honesty for Public Servant

- Promotes transparency, accountability, good governance.
- Develops trust between people and officers/institution with integrity.
 [eg] More trust on Supreme Court than subordinate court
- Gives courage of conviction to public servant. Hence she can take risk/innovative approach to bring changes.



For stronger stand, we need to explain these two Venn diagrams, in 1-2 lines.

These points pertaining to the significance of honesty and integrity are fine; however, if we could think of some specific significance and examples for both, it would be more appropriate.

Point 4 needs a better line of justification as in how these two values can avoid conflict of interest.

- ④ Avoids conflict of interests situation
- ⑤ Role model & leadership to fellow officers

Measures to cultivate Integrity & Honesty

- ① Training & Initial phase of career
 - sensitivity training of empathy, compassion
 - posting under honest officer. (DoPT manual)
- ② Continuous Evaluation through code of conduct, financial propriety
 - Enforcements of accountability mechanisms ^{-Ove} _{Lokpal}
- ③ Acknowledging honest officers & rewarding
 - Incentive to be honest
- ④ Delivering results in fair & objective way

open, transparent decision making → Delivering Result → Habit → character of Integrity & honesty

(eg) Trust on ECI with electoral conduct

Integrity is one of NOLAN committee principle for every public servants. It should be inculcated in formal & informal ways.

While we mention the ways forward, we need to explain them with the perspective that how these ways will/can inculcate these values i.e. integrity and honesty.

Moreover, we also can mention the significance of both these values in public life from the contemporary perspective.

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)

'Know thyself' was dictum given by Socrates as he equated wisdom with knowledge. Self-realisation can be achieved by emotional intelligence (EI) as suggested by Coleman.

Importance of EI in self-realisation

EI means being aware of one's emotions, regulating and analysing for good. It helps in self-realisation in following way-

① SWOT Analysis: EI helps in better analysis of strength & weakness in objective way.

② → It gives confidence & courage of conviction to respond to any situation.

③ Dealing with phobias, EI help in gradual and thoughtful response.

Mentioning the propounder of this theory is appreciable. However, this theory was not propounded by Socrates; it was given by Aristotle.

Moreover, we can mention more pertinent line/s for the significance of knowing oneself for stronger introduction.

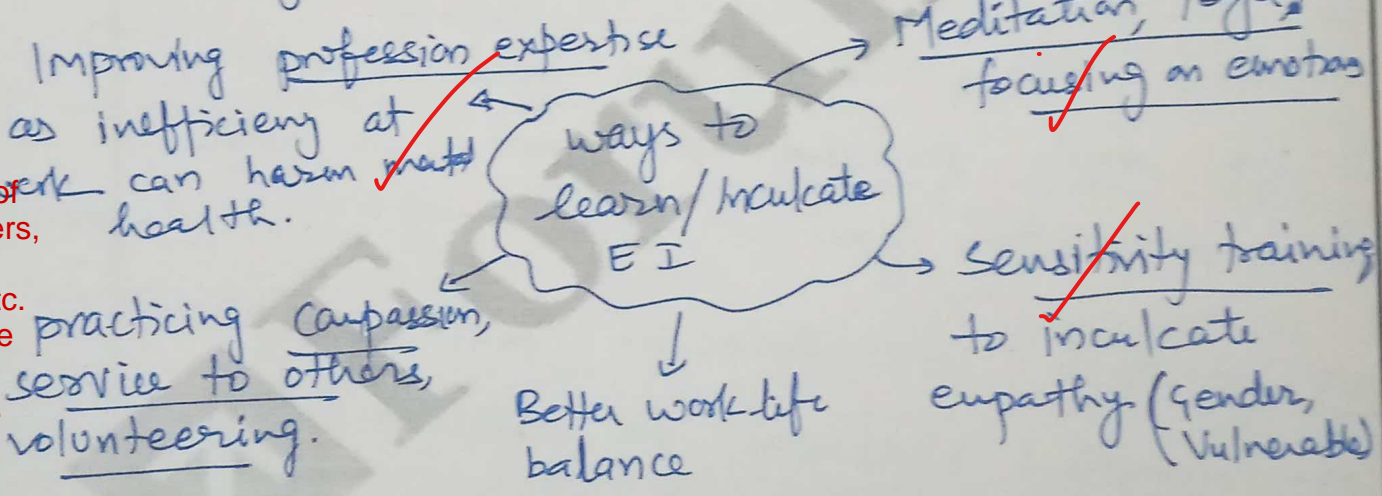
How these two aspects pave the way for self-realization, we need to justify here.

- ③ Develops leadership quality
eg) Most leaders have better EI.
- ④ Success at work place
- 80% success depends on EI (Goldman)

These are the significance of the EI; here, to justify the core demand of the question, we need to explain how these facets of EI helps us in self-realization.

EI can be learned

EI is basically reasoning with emotions and using emotions in reasons. It can be learned in ~~following~~



The roles of family, peers, education, internet, etc. can also be mentioned along with.

EI help in not only realization of self but also gives opportunity to lead and bring social change.

For contextual conclusion, we need to mention key points related to the relevance of self-realization and we can also mention the Buddhist philosophy pertaining to the same.

Differentiate between the following:

(10 marks, 150 words)

- i) Rules and Laws
- ii) Attitude and Belief

निम्नलिखित के बीच अंतर करें :

(10 अंक, 150 शब्द)

- i) नियम और कानून
- ii) मनोवृत्ति और विश्वास

Rules	Laws
<p>① Rules are guidelines of any <u>organisation</u> of do's / don't's in conformity with <u>values</u> of place.</p>	<p>- Law is <u>ordinance of reason</u>. We can define law from the perspective of democracy, or we can mention the same from the perspective of jurisprudence, like as Austin said law of the command of sovereign.</p>
<p>② <u>More specific</u></p>	<p>- <u>More generic</u> in nature</p>
<p>③ It can be made by <u>any organisation</u></p>	<p>- Sovereign body (Parliament) makes laws</p>
<p>④ Affect <u>smaller section</u> (professionals, <u>investors</u>)</p>	<p>- Affects <u>larger population</u> (eg) Central law applicable for entire country</p>

Basically, the rulemaking is the function of the executives, and the same is considered delegated legislation.

This aspect needs a reconsideration as in there might be chances that rules also affect larger sections of the people and law affects smaller sections of the people.

①

Attitude

Belief

① Attitude is learned predisposition which evaluates positively/negatively any object (people, process, organisations) in given situation.

eg positive attitude towards government

→ Belief is level of trust, acceptance individual has on any object/entity (existing or non-existing)

eg Belief in karma, rebirth.

② It happens through process of socialisation experiences, influence.

→ Belief may arise from attitude

③ It is generally expressed as positive or negative

eg God is good or God is bad

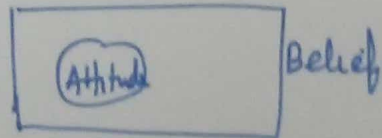
→ It may not be positive/negative.

eg There is God.

+ without any proof.

Rather, can mention that it is always positive.

3.5



This diagram needs a stronger line of justification.

Basically, attitude is one's mental perspective or characteristics about a particular issue or person.

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

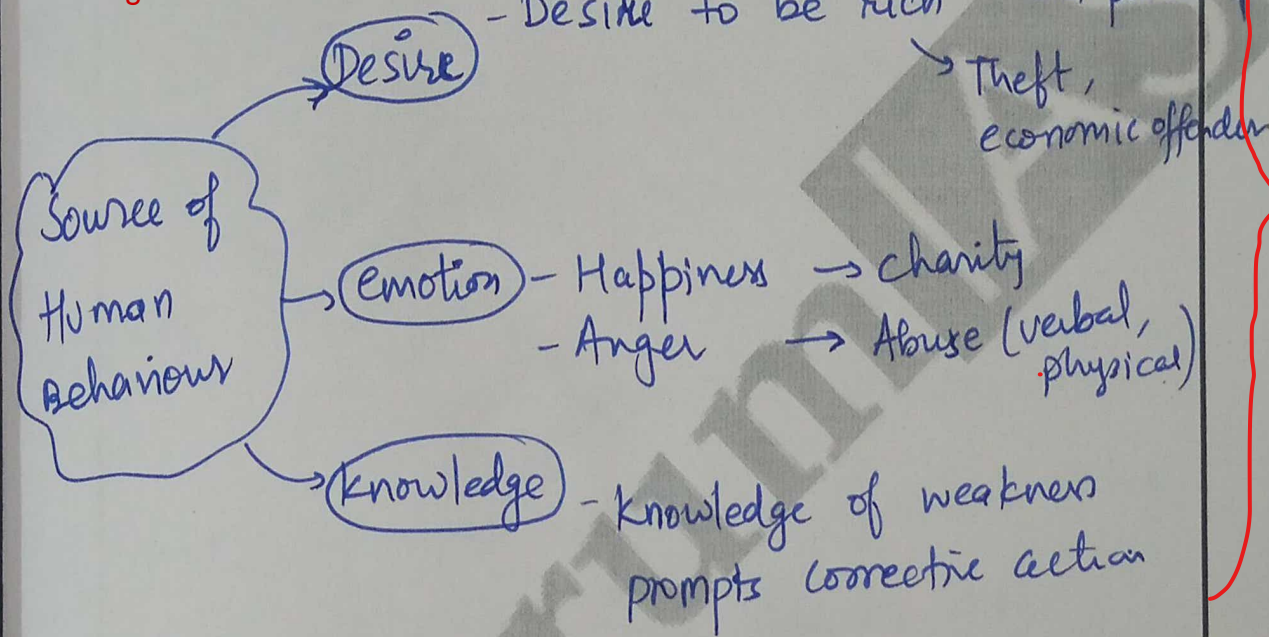
(10 marks, 150 words)

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)

In quote-based question, we need to start the answer with explaining the quote from the perspective of the Author. This statement means that our desires, emotions, and knowledge are the cause of how we as human are.



To justify the core demand of the question, we cannot just merely draw a diagram.

For the better lines of arguments, we need to explain the same.

However not human behaviours are also sourced from other factors - social background (caste, religion, gender), economic background (money, land, house)

We have three determinants: i) social, ii) cultural, and iii) religious to explain human behaviour.

example Despite having desire and emotion to study and knowledge of how to get education may not sufficient

Please refer to the below-mentioned suggestive remark.

What we can do is we can take the instances of two people with contradictory values like i) the encounter of Angulimal with Buddha or ii) Gandhi vs. Hitler, and explain this quote with the help of comparing the characteristics of these personalities.

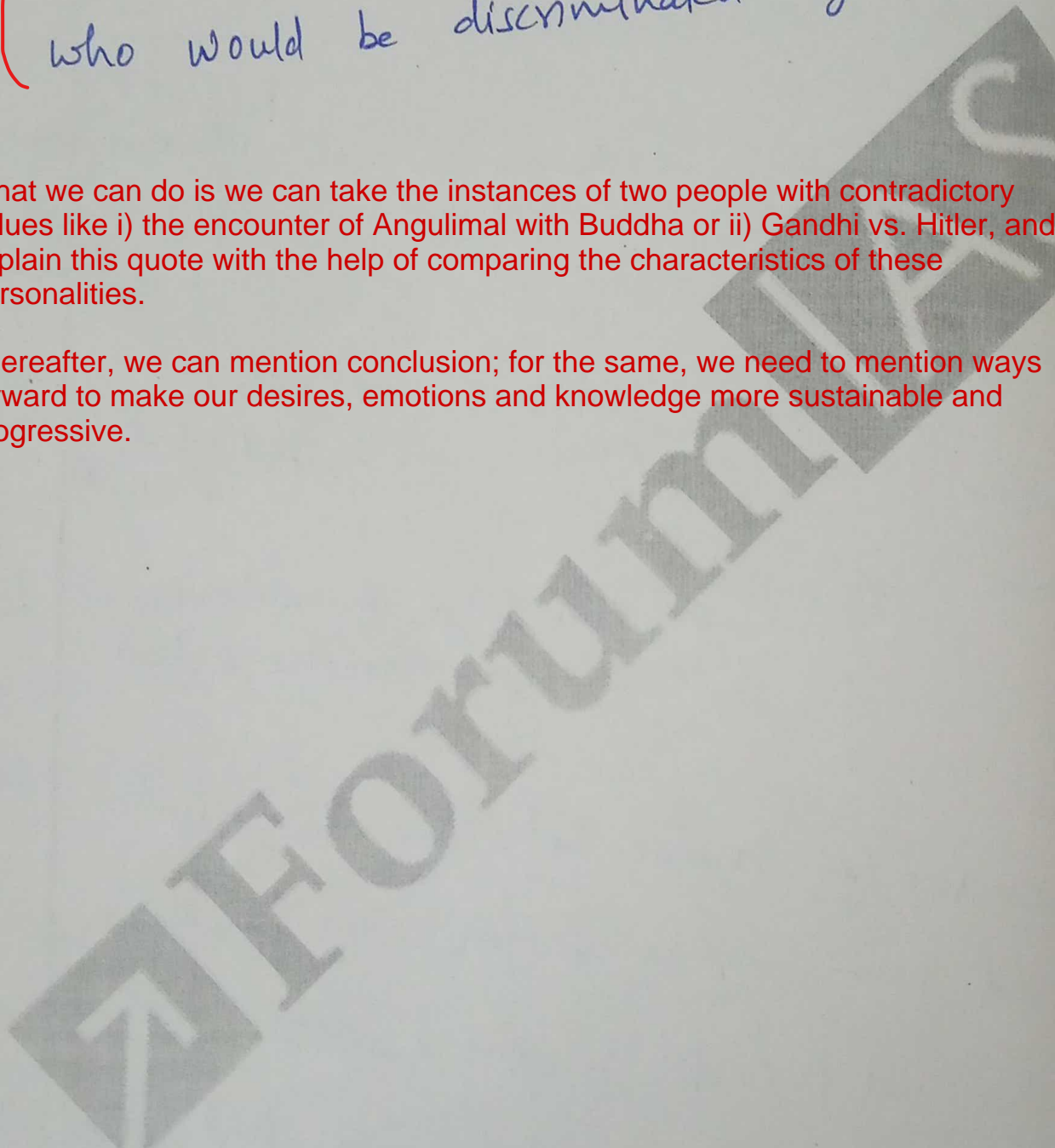
for a girl child or boy who cannot afford fees or transgender individual who would be discriminated against

This example could have been explained with simpler lines as in what idea we, here, want to convey.

What we can do is we can take the instances of two people with contradictory values like i) the encounter of Angulimal with Buddha or ii) Gandhi vs. Hitler, and explain this quote with the help of comparing the characteristics of these personalities.

Thereafter, we can mention conclusion; for the same, we need to mention ways forward to make our desires, emotions and knowledge more sustainable and progressive.

1.5



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)

Mahatma Gandhiji had emphasized on purity of action and piousness of conscience.

We definitely, need to start from the perspective of the Author; however, we need to mention what Gandhiji had the belief with regard to justice and conscience.

Conscience is inner voice / intellect which act as source of guide for ethical conduct.

If any individual evades rule of law, escapes court of justice using loopholes; she has to answer her conscience. (Moral guilt will be the punishment of court of conscience)

This line can be, better, explained in the later part of the answer.

Relevance in current society

Mentioning the contemporary relevance in the quote-based question is appreciable.

1) IPR theft, using second copy of movies - It will create unease in wrongdoers.

This is an example; we need to mention stronger line of analysis to substantiate the same.

2) It also warns about repercussions of wrong

action. [eg] Embarrassment for #MeToo culprits after long time.

(iii) (Means should be right) - Even if results are not met, conscience will be clear.

[eg] failing in example after hardwork will bring acceptance to result earlier than not working at all (It bring repent)

Hearing Voice of conscience

(i) Conscience reflects subconscious level knowledge. So adherence to values conduct rules, highest standard of conduct will help in better reflection.

(ii) Better Emotional intelligence - Peaceful mind

(iii) Scrutinising conscience voice over time

Ethical conduct and right means will prevent from crisis of conscience and show exemplary behaviour

How our desires, emotions and knowledge affect our means-based approach; can think of example of some public servant like TN Sheshan, Ashok Khemka, etc.

In these two points, we need to try to explain why we need to hear the voice of conscience to become better in the line of human traits.

Some more pertinent ways forward to make our desires, emotions and knowledge fair and sustainable; for the same we can mention the Buddhist teaching, need to be mentioned for stronger conclusion.

e) "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)

e) "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)

Tolerance means having permissive attitude towards others (different) views, opinions, culture, practices, belief, faiths etc. It means strong belief in own belief system but equally respecting other, not oppressively then.

We can think of the background, in which Kennedy might have made this statement for better justification of this statement.

Importance/Significance of Tolerance

1) Multiplexed society: Multireligious, multilingual, multiethnic society like India needs it the most for social harmony.

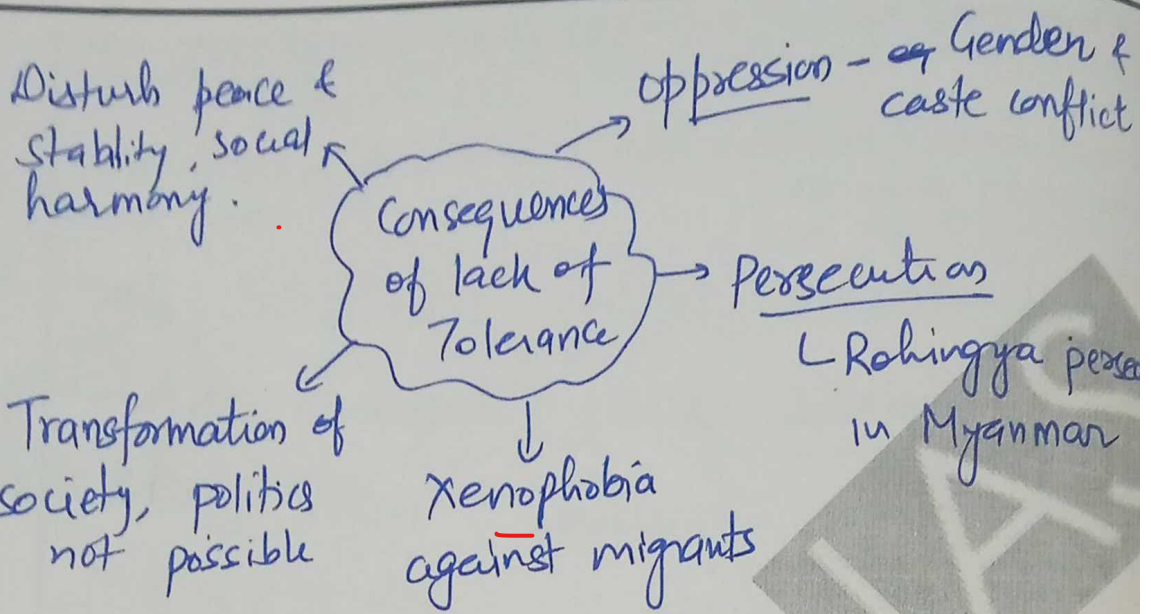
We can think from the geopolitical perspective.

2) Globalization: Internet has exposed to multiplicity of views - Tolerance helps to assimilate all. [eg] Glocalization; debate of menstrual leave, MeToo movement etc.

We can mention the instances like terrorism, civil war, etc.

3) Evolving society: Rights of LGBTQIA+ hence need tolerance.

To justify the core demand of the question, we need to justify two aspects: i) tolerance does not mean the lack of commitment to our own beliefs for the same, we can explain Gandhiji; and ii) instead, it negates and opposes the oppression of others, in this, we can explain Bhagat Singh.



For contemporary aspects, we can mention the need to tackle Taliban 2-0 with this actual value of tolerance considering the interest of the innocent Afghan people.

Inculcating Tolerance

Since, these are not asked to us, we can keep them a little bit brief and mention them in the concluding paragraph..

- i) Socialization : Value based education, value of respect, patience
- ii) Rational thinking : Not being rigid about own view, allowing space to make changes [eg] Patriarchal society slowly accepting women leaders
- iii) Respecting all forms of life - human, animal, trees (forests). It would percolate in other spheres.

This line could have been used in the main body of the answer.

Tolerance is fundamental to Indian society for socio-economic progress & peaceful coexistence.

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

4) 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) अंतराल का संकट
- (v) गैर-पक्षपात

① Ethical Governance: It means governance according to established standards (to ensure highest standard of behaviour). These standards include empathy, tolerance, compassion, responsibility, social justice, constitutional morality etc.

[eg] Universal healthcare, universal social safety net is example of ethical governance

While writing the short-notes on these values, we can write two aspects for them: i) what they mean and ii) their relevance in public life with appropriate example/s.

② Compassion in public life Compassion means feeling misery/pain of one in distress and having active desire to alliviate the pain. It is foundational value for civil

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(and public servant.

eg Compassion for weaker section (Abolition of bonded labour by Sankarā S)

③ Selflessness It means relegating personal interests aside for larger purpose (organisation, country)

eg Selflessness of soldiers for country. Selflessness of reformers for social change

④ Crisis of conscience: It means dissonance,

guilt due to any act/decision (before or after) which is against personal values. It is strong and individual may react strongly. eg 'Kevin Carter suicide' (photo)

Can think of more relatable example like the situation faced by a public servant while seeking to provide a needy person the necessity without any documents.

⑤ Non Partisanship It means not aligning with any political ideology, party, association and being neutral/apolitical during conduct of duty.

In the example, we can mention TN Sheshan, etc.

eg Civil servants are supposed to be non-partisan to avoid conflict of interest & spoil system

Why compassion is required in public service, this is what we need to mention.

Here, we can mention how the selflessness of public servants, during the COVID-19 pandemic, paved the way for better eradication, and management of the pandemic situation.

Need to explain this in simpler terms like, it starts when a person faces an ethical dilemma and requires self-assessment and analysis of the scenario; this type of situation creates a crisis of conscience.

Here, we can mention the relevance like in public service, we need to serve several of the governments belonged to different political parties and the public trust towards us, compels us detach ourselves from any kind of political affiliation.

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।

(10 अंक, 150 शब्द)

workculture is the way employee conduct themselves in day-to-day working to achieve goal and work towards organisation values. It is as important as individual merit.

Along with, we need to mention the implications of the individuals' values in the upliftment of an organization for holistic introduction.

Individual Merit + workculture → Positive Outcome

1) Output and outcome is produced by team not individual alone. Hence workculture matters.

2) Good workculture - transparency, dedicated work hours, social safety, informal relation among employees - improves efficiency, communication and effectiveness.

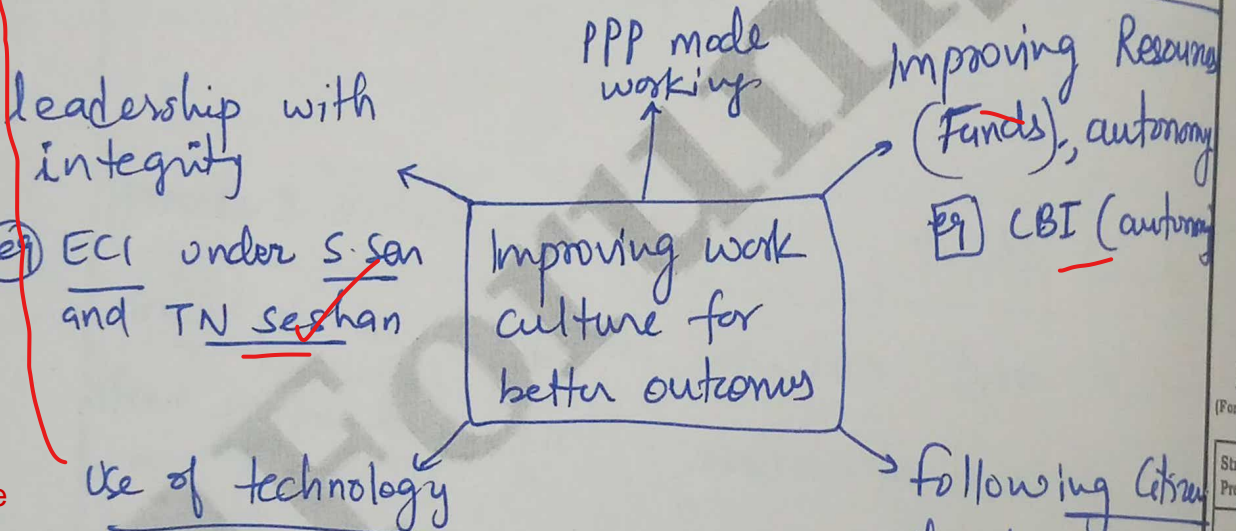
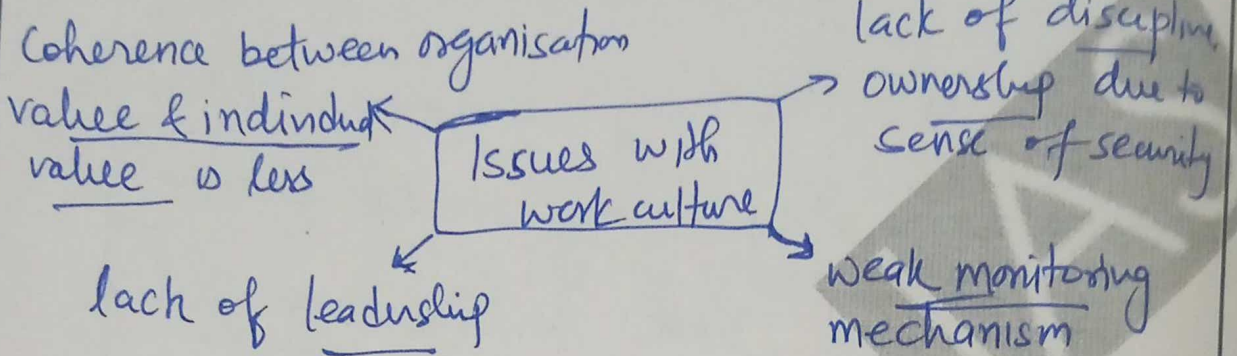
3) Feedback mechanism helps in grievance-redressal and improvement in services.

In these points, we need to explain as in why and how the efforts in the form of individual merits and good work culture are required, cumulatively, for better outcomes.



Can mention 1-2 appropriate examples.

Case study of ISRO and DRDO explains importance of positive outcome, trust - work culture in



- eg ECI under S. San and TN Seshan
- Biometric for attendance
- e-filing for avoiding corruption

Positive work culture help improving individual as well as organisation performance

As suggested above, we can mention the key contemporary issues, along with ways ahead to tackle the same, for inculcating good work culture.

We do not need to mention the issue, as the tone of the question is positive; however, we can mention the issues, in brief, along with ways forward in the concluding part. For the same, we can, definitely, take the cue from these points.

To justify the core demand of the question, we need to explain the significance of individual values and good work culture in public organizations; can think from the perspective of the civil services.

Q.5) 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 (CoI) is a situation where personal interest comes (can come) in way of professional / duty when individual act in fiduciary capacity.

This definition of conflict of interest is fine for the introduction.

example → Adjudicating corporate matter in which individual holds shares.
 ↳ Judges appointing judges (collegium)

In this example, we can mention the values, which are in conflict for holistic justification and stronger stand.

CoI → affecting working of public servant

- 1) Confusion, indecisiveness
- 2) Delay in action, decision

In these two points, we need to explain how conflict of interest inculcate these issues. Then, we can mention the example.

eg) When judges recuses themselves from case due to CoI, next hearing may take time

It is not, always, necessary to mention negative effects; we can think of mentioning positive effects as well; like the recusal may strengthen the public trust and integrity on the judicial system.

- 3) Ethical dilemma : professional mandate
- 4) Abdication of duty

eg) (In case of recusal) Some other example like development vs. environment needs to be mentioned.

(iv) Impacts reputation, integrity, may result in corruption [eg] Chanda Kochhar case

This example needs to be explained in the line of this point.

(v) Public trust weakens in case non-disclosure of CoI

This point can be merged with point 1.

Minimising CoI - way Ahead:

(1) Two most often used process

→ Disclosure of CoI

How these two facets can lessen the impact of COI, this is what we need to mention here.

→ Recusal from the case

(2) Use of objectivity, neutrality even after disclaimer of CoI

(3) Adhering to constitutional / organisational values (rules) while dealing with CoI

+ Following the principles of Rule of Law, Natural Justice, etc.

(4) For public servants: public interest >> private interest

How this thinking can be inculcated among public servants, we need to mention here.

CoI or potential CoI can

be minimised by adhering to values of integrity, honesty, objectivity, conduct rules.

For stronger conclusion, we can add one line pertaining to how these values can be imbibed in public life.

"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 योग्य 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)

Internet shutdowns, phone tapping and issue of spying through Pegasus have brought issue of surveillance and ethical issue along with it.

For stronger introduction, we can, rather, mention the significance of liberty, from the perspective of the Constitutional principles, in contemporary parlance. In simple terms, we need to explain, in brief, why we, at all, need liberty.

Value addition: This is the statement given by Benjamin Franklin.

Ethical Issues with creating Surveillance state

This statement can be explained in two aspects: i) from the perspective of a citizen, who holds liberty, if he gives us liberty to get some short-term benefits (safety), does not deserve liberty at all; and ii) from the perspective of government, in democracy, as in if it takes away citizens' liberty for the reason of 'security' deserves neither.

Proponent of surveillance state

① John Locke gave concept of 'Leithavian state'. Strong state can do anything to protect territory and borders.

While merging these two points, we can explain how as per this theory, a state is expected to protect the rights and liberty of the citizens; however, in the state with excessive surveillance violates this theory.

② Social contract theory: Citizens have consented to give up certain rights to protect others. Surveillance for

Can mention the recent instances like Pegasus; sealed cover jurisprudence, UAPA, etc.

national security saves right to life and livelihood at cost of right to privacy.

(B) Ethical Arguments against surveillance

We can also try to explain that curtailment of liberty, to some extent, is necessary in a democracy to protect the others' rights/freedoms. And, liberty, specifically, from the Indian perspective is not absolute.

(i) Misuse of authority & powers to curb freedom eg AFSPA exercises

(ii) Rights of individuals cannot be curbed as they are fundamental, natural.

However, the problem arises when the state avails excessive approach.

(iii) Citizens are masters, government is servant This line needs more justification as per the heading.

Way Ahead

It also lessens the public trust and integrity of governance. Moreover, some more stronger ways ahead, in terms of legal, administrative, recourse need to be mentioned here.

Surveillance can help in intelligence input for terrorist attacks and security of county. However misuse of authority creates suspicion. Hence surveillance of any form should follow due process of law and proportionality test.

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)

Corruption is misuse of power for private gain (material, influence, power)

For stronger introduction, we need to mention the significance of transparency and accountability (in general parlance).

Solving Corruption

Transparency

Accountability

- Disclosure of assets deters illegal gains
- Curbs nepotism, favouritism (in contracts, procurement, jobs)

- Answerability for misuse of power, authority, embezzlement (Hence deters from wrong practices)

Just need to frame the information in the line of this suggestive remark. →

How these two measures can help in eradicating the instances of corruption, for the same, we can explain, in stronger lines of arguments, as in how these measures like RTI, social audit, Jan Soochna portal, etc. can held the public servants answerable to the common people.

Also, these measures also eradicate the quite unbreakable chain of corruption.

Tools Available for Accountability & Transparency

Institutional → CBI, CVC, Lokpal, CAG, Conduct rules

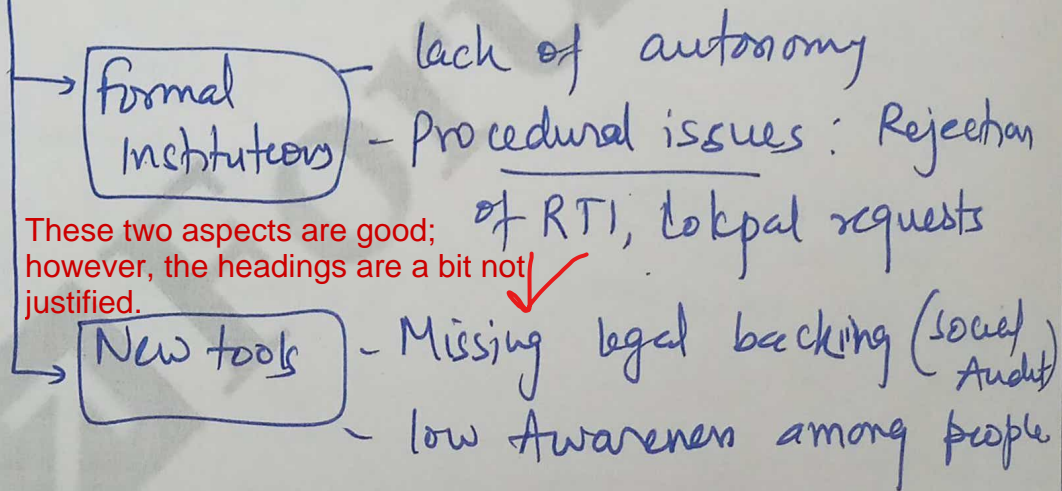
New forms → RTI, Citizen Charter, Social Audit, Media, Social media

Evaluation of tools

(A) Positive → Access to Information have increased (RTI)
 → wrong doing is captured in media
 (eg) sting operations
 → eGovernance improved access to services
 and DBT has brought efficiency.

(B) Issues However despite these tools India ranks poor in Competition perception Index by TI

How and whether this ranking matters in the public life, can think of this aspect here.



These two aspects are good; however, the headings are a bit not justified.

Way Ahead

Empowering people by strengthening new tools, inculcating value of transparency, integrity among officials and zero tolerance towards corruption in society is needed.

Moreover, the participation of the citizens through social audit, citizen charter, etc. can also make difference and make the policy regime more inclusive.

Can also mention the key measures being taken by the government to ensure transparency and accountability, along with, ways forward to inculcate these values along with.

Q) In your opinion, what qualities make a person a 'good person'? Do you think all good persons have 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)

Definition of good person varies from person to person. However some qualities which make person good are following:

- ① Selflessness & other regardingness
- ② Kindness & Empathy, Compassion
- ③ Courage → To raise voice against wrong

We can, here, mention that courage is the first virtue among all, as it helps in imbibing all the other values.

Admit when one is wrong.

- ④ Cooperative & able to build good relationships

- ⑤ Responsible person → towards family, organisation, nation.

Qualities of Good person - may change with respect to following

We, in our opinion, can add two aspects: i) qualities for a good person has a subjective notion as in the one who, actually, is good person and the perspective of other, who thinks that that one person a good one, are two different aspects, and ii) merely having qualities does not make a person a good person, but the implementation, and practice of these qualities do.

How these qualities make a person a good person, for the same, we need to mention stronger arguments along with example like Buddha, Gandhiji, etc.

① Sthaan/Place: Terrorist for one country can be hero for other.

(eg) Che Guevara. Here, we can, better, mention and explain the example of Bhagat Singh.

② Kal/Time: scrutiny of past leaders on current reality not contextual.

(eg) Criticism of previous PM / Presidents

③ Patra/Role: Person can be good at one place (public) but bad at other (private)

(eg) → Many celebrities/leaders were 'good' for public due to donation/philanthropy but engaged in illegal acts (MeToo) & unethical

→ Gandhiji was good leader but he considered himself 'bad father'.

Here, we can mention more pertinent examples like Lord Ram gave up Sita was the requirement of time and position that he was holding.



In this way, we need to examine examples from various sector.

We can also analyze these three aspects from the perspective of public servants like providing grains to the person or family, not having enough documents, but was the needy one/s.

Hence these traits changes according to

time, context.

For stronger lines of conclusion, we can mention some ways ahead to inculcate these values pertaining to the good person and the significance of value-based education in this regime can also be mentioned.

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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.

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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?

Corruption, is misuse of official power, is so entrenched in our society that we ignore petty corruption cases.

For better introduction in the case-study based question, we can mention a brief of factual matrix along with this line.

Reasons for trivialization of Petty Corruption

We can divide the reasons into aspects: social, political, cultural, economic, legal, administrative, etc.

(i) Attitude of people: Indifferent attitude towards corruption is breeding ground.

(ii) Corruption is seen as 'greasing wheel' of system as it helps many to get thing done. eg Bribing for licenses

(iii) ^{seen as} Source of income for many like Anand ('Upari kamai')

(iv) (No rule covering petty corruption) - non-reporting and

Law i.e. Prevention of Corruption Act covers even these petty instances.

(v) It is corruption only when it involves crosses of rupee ('Grand corruption') - (Perception)

This is the peoples' perspective so, we can merge this point and point (iv) into point (i).

⇒ It is not justifiable to ignore small incidents of corruption. Because -

Need to explain these two points, with some better lines of justification, as per the core demand of the question.

- Corruption is wrong, unethical
- Creates 'spoils system'

Looking into the circumstances, we can mention the arguments from both the sides, like for the other perspective, can mention that entertaining the petty instances may take huge chunk of resource, time and energy, where a simple warning can work better.

(b) Ethical dilemmas in case

- (i) Duty vs Compassion: Duty to punish Anand adding burden to financial doctor
- (ii) Conscience vs voice of people (colleagues)
as people are of view to go lenient on Anand against Suresh conscience due to honesty & uprightness.
- (iii) Take Action Against Anand vs let go the matter.

These two points can, actually, be merged into single aspect as having conscience is part of our duty.

The ethical dilemma needs to be mentioned in this point; can explain this from the perspective of means-based and end-based approaches.

(c) options Available to Suresh:

(i) Ignore the case

Can reframe this: 'Considering the situation and advice of the other stakeholders, not taking any stringent action'.

Merits	Demerits
<ul style="list-style-type: none"> Anand's financial issue not disturbed 	<ul style="list-style-type: none"> letting go <u>wrong</u> doing Encouraging 'petty corruption'

Personal values will be intact.

• crisis of conscience for Suresh

+ Professional values will be at stake.
+ Suresh might get caught in the charges of allowing these instances to occur.

② Punishing Anand

Can be reframed: Considering the requirement of the situation, taking reasonable action against Anand.

Merit

- spirit of law uphold
- Demonstrative effect - example to others

Demerits

- Reputation of Anand impact
- Fear and distrust among colleagues.

+ May work as deterrence for the others in future.

+ Taking action without any appropriate inquiry, will negatively affect the principle of Natural Justice.

Course of Action to be Adopted by Suresh:

- Act of corruption by Anand cannot go unpunished as it will be against Kant's

Universalisation principle. or means-based approach/deontological theory

Before providing justification, we need to mention the points pertaining to the course of action.

↓
We can constitute a committee to look into the matter and suggest the actions that can be taken.

- Corruption as way to alleviate misery is not sustainable way. It may provide relief in short term but may create long term moral guilt.

Hence Anand would be asked to give penalty and letter of explanation/ oath of honesty. It would be done in private space so as not to harm Anand's reputation. Also Anand would be advised for government scheme of social security if any, to take care of family issues.

Corruption is not only legal but moral issue. It should be addressed by multi-stakeholder approach and adopting ethical ways.

These lines of conclusion are fine.

8

Even, we can issue a notification mentioning the action along with appropriate explanation so that the public trust can be intact.

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)

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Above 3 cases highlight the irresponsible behaviour of civil servant and violation of law which they are expected to uphold.

Considering these three instances, what values, we think, a public servants need to have i.e. compassion, empathy, down-to-earth, etc. This is what we need to mention, along with the significance of

Ethical Issues

① Vimla case :- Apathy towards menstrual health
Violation of fundamental right to health, education in absence of Sam

We can divide the ethical issues into two aspects: i) empathy towards the grievances vs. the duty towards the government; ii) making efforts to gender sensitivity vs. eradicating extra burden on government's revenue.

Insenstive and irresponsible response given by senior IAS (authority)

② Arun & Malti

- Misuse of power

- Elitism in bureaucracy (Attitude)

The idea in the second point is good; however, we can explain the same a bit.

These two points need to be justified from the ethical perspective; like in the first point, they have rather excessively used their authority, and a civil servant does not have power but the authority.

③ Mahesh Case

Illegal act of domestic violence and hardchild labour (+ child beating)
low Emotional intelligence, poor work-life balance.

These two points can be merged into single aspect under the heading the difference between personal and professional values.

In this case, we can introspect whether and to what extent, the image, the personal one, of a public servant needs to be moral in the eyes of the public or whether the personal affairs of a public servant affects his/her professional life.

(b) Reasons for bureaucratic apathy :-

Can divide the reasons into aspects like social, administrative, cultural, etc.

① Lack of empathy on hardships faced by girls in absence of proper menstrual health

A sense of elitism and connection gap with the common people comes after getting selected in the civil services; this is the most common reason.

② lack of public-spiritedness, Seeing through problem

And, the credit goes to the British culture that we still, to some extent, imbibe.

③ Superiority / complex among bureaucrats (Mai-Baap culture) which prevents heeding to people's issue.

Can mention the reasons for these three instances separately for better justification.

Please refer to the suggestive remarks herein-mentioned.

④ Low Emotional - Intelligence) Need to justify it from the perspective of these case-studies.

⑤ Accountability of action, speech is not set up always.

ways to correct them

① Sensitivity training : Gender sensitivity and issues girls face in their early life : Empathy needs to be inculcated.

② Developing Emotional Intelligence

- Better work-life balance
- Counselling for personal-affair issues.

③ Strict action against domestic violence, child beating, child labour (demonstrating effect)

④ Developing respect for hardwork, athletes who work hard for country

⑤ Addressing sense of ownership over public property (stadium) among officers

eg) Kautilya used his personal candle for personal task and state affairs were done with different candle.

How we can inculcate these values, need to mention the ways forward like value-based education (as mentioned in the National Education Policy 2019-20), appropriate field training, etc.

How we need to address this issue, this is what we need to mention for stronger arguments.

⑥ Virtues in civil/public servant needed :-

Following virtues could have prevented

① leadership: Addressing issues (menstrual health) rather admonishing the complainant

While writing answer, we can think what would have been our approach, had we been in the place of these public servants. Also, we can also look into the validity of the argument of the lady officer.

(ii) Empathy

(iii) Respect for others time and hard work

Along with, diligence needs to be there in the public servant so that they know how to tackle the situation more in balanced manner.

(iv) Integrity - not misusing governments power for self interest.

(v) Commitment to public service and Constitutional values - Respecting rights of children

(vi) Better Emotional - intelligence } to resolve the conflicts.

These virtues can be developed during early socialisation. It involves formal and informal interventions like sensitization, value-based education to address bureaucratic apathy.

Along with, we need to mention the statement with regard to the duties and accountability of public servants towards the common public.

7.5

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.

Fee

(For OFF)

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

Structure Present

- 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)

Question Interp

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।

Content

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।

Value Addition

Total

संसाधित। इस समय तक 30 प्रतिशत से अधिक स्टॉक उपभोक्तार्यों 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 चैनलों ने कवर किया था। मीडिया ने असंबन्धित राजस्व से पैदा किए गए बच्चों की तस्वीरों का उपयोग करते हुए और बच्चों पर पाउडर के उपयोग के संबंधित गंभीर प्रभावों के बारे में माता-पिता को चेतावनी देते हुए पूरे प्रकरण को सनसनीखेज तरीके से प्रस्तुत किया। इससे चकत्त का माहौल पैदा हो गया और जल्द ही पूरे देश से खबरें आने लगीं कि बेबीप्लस+ बच्चों की इन परेशानियों, 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 को स्वास्थ्य को जोखिम में नहीं डालना चाहता था और कंपनी को भारी नुकसान हुआ। इस स्थिति में, इस कंपनी के मार्ग 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 कार्यवाही का तरीका क्या होना चाहिए? कौन से नैतिक सिद्धांतों को उसके कार्यों का मार्गदर्शन करना चाहिए? व्याख्या कीजिए। (20 अंक, 250 शब्द)

The above case involves corporate governance, media ethics, rights and well-being of children, leadership for new CEO.

Along with these key issues, we need to mention the facts in brief for holistic introduction.

a) Different stakeholders	Interests/concerns
① Babyplus + Company	① Reputation and profitability of company ✓ ② Legal compliance ③ <u>Opportunity to correct the reverses</u> This is not opportunity, it is their concern/requirement to correct the same to protect their reputations.

⑩ Receiving trust of families customers and market.

② Affected families customers

⑦ health of babies and treatment if any

⑪ Punishing the culprit

iii) ~~Loss of their trust towards this company and other such manufacturer.~~

③ Media

① Sensationalism in reporting

② Following media code - restrict media trials, fair reporting

The real concern or interest of media should be to present the correct information before the public as media is fourth pillar of democracy.

④ Government and country at large.

① Fair trial and punishing/penalising the wrong doers

② Compliance of country's law rules, regulation.

③ Balancing regulation with sentiment (EODB) as it should not be seen as 'biased / populist trial'

④ Corporate Governance at large.

This can be merged with point 1.

+ Protecting the rights and interests of the people.

(b) Challenges in front of new CEOs

(i) Government Investigation - cooperation

(ii) Hostile media reporting

(iii) Pacifying families of customers of product

(iv) Bringing back the company on earlier path - revenue, profit, market share, trust

(v) (Maintenance & operational reforms.)

These two points seem to be similar; can merge them into single aspect.

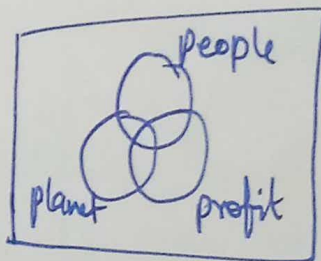
+ Since, the products are exported; so, the image at the international fora needs to be protected.

Ethical principles which would guide new CEO

(i) Triple Bottom Approach

How this principle, we, as CEO, will apply in this case, can explain the same in brief.

- wellfare of all with profit (ethical corporate governance)



(ii) Transparency and full-cooperation with Government

- Inquiry conducted and actions taken.

How this inquiry will lead to transparency and accountability, can add this aspect here along with.

(iii) Individual Qualities - Leadership, Reform approach, Risk taking

How these principles related to corporate governance, can explain the same contextually.

Course of Action for new CEO

① Coming clean about the issue
- Putting Inquiry report, actions against wrong doers in public, media for fair and correct reporting.

We can divide the course of action into three aspects: i) short-term action, ii) medium-term action, and iii) long-term action.

We can also do a media interaction so that the truth may come forward. And, we can use the social media platforms to ask the media not to spread rumours with appropriate evidences.

② Compensation to families and babies if actually the product have caused the issue.

We can also issue a public apology as it may create huge difference.

↓
At the same time, we need to cooperate with the government for the betterment of the people as well as for the company.

③ Operational Reforms

- Audit, repair and maintenance of all existing machines, process and overhaul if needed.

- Institutionalising mechanism for quality reporting of machines/process and certification issues.

These two points can be mentioned in the long-term action.

④ Charter for services, grievance redressal mechanism (similar to Citizen's charter) and fixing responsibility of actors at different levels.

⑤ Motivating staff and boosting morale for renewed vigour to bring back old glory.

+ Usages of media platform to create awareness about infants' health and hygiene so that the parents can trust us back.

Any mistake should be proportionally punished. It would instill

confidence among public, market, investors in

governance & regulatory structure of country.

And ability and courage to accept mistake and reforming would make development

sustainable and corporate governance
sustainable and trustworthiness

These lines need to be kept more precise; however, the idea is fine.

(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 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 घनपने 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।

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 'अप्रसंगिक' 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)

In above case health rights of most vulnerable amid dengue outbreak is compromised due to vote bank politics. Various stakeholder involved are-

- ~~State~~ government
- Capital government & task force
- Ruling political party
- Affected people (residents & migrants)
- (Rajesh & task force head)
- Country at large.

Along with, we need to mention the key issues in the present case.

This needs to be the first point; while mentioning the stakeholders, we need to mention the same depending upon who are affected immediately and who are affected remotely.

a) Ethical dilemmas faced by Rajesh

- i) Professional duty of reporting truth vs obeying senior.
- ii) Fiduciary responsibility vs professional career growth (personal)
- iii) Prioritisation: residents vs migrants
(first right over capital's resources)
- iv) Seniors advice vs voice of conscience.

These two can be merged into single aspect.

Also, we need to explain/justify these dilemmas for stronger arguments.

b) Course of Action:

We can divide the course of action into two parts: i) immediate action, and ii) long term actions.

- Reporting true number to CM in report.
Prioritisation can be done based on severity of disease (aging age, gender, economic status) but not based on residence.

The approach is good; however, we can, while discussing the matter with the CM, suggest him to fix the compensation depending on the gravity or severity instead of removing them from the list outrightly.

Reasons:

- Principle of equality, transparency, integrity
- Migrants are more vulnerable and may not have access to healthcare. Hence they may act as hot spot, not solving the problem at all.
- Save self (Rajesh) from crisis of conscience, guilt
- More embarrassment to government if misreporting comes out in public.
- Build social capital, goodwill in public if outbreak is controlled in timely manner

→ Gandhiji's Talisman principle - leaving no one behind

This principle of Antyodaya can be mentioned at first and merge the same with the point, where we discussed about the migrant workers.

The step may backfire in terms of punishment posting or shunting, but as a civil servant one should be prepared to this for upholding truth if situation demands. Second, financial capacity may be limited for free health services for large people. But it can be addressed by centre's help and by trading principle.

We can also think of taking a balanced approach, as suggested in the starting of the course of action (please refer to the same once)

↓
Also, we can think of having a backup plan of giving an anonymous tip to media to, indirectly, compel the government to give the victims their dues.

Truth is paramount to good govt & ethical governance. It will help in state's moral responsibility of welfare and well-being of all.

Moreover, we can mention the significance of ethical governance and accountability in such cases.

7.5

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।

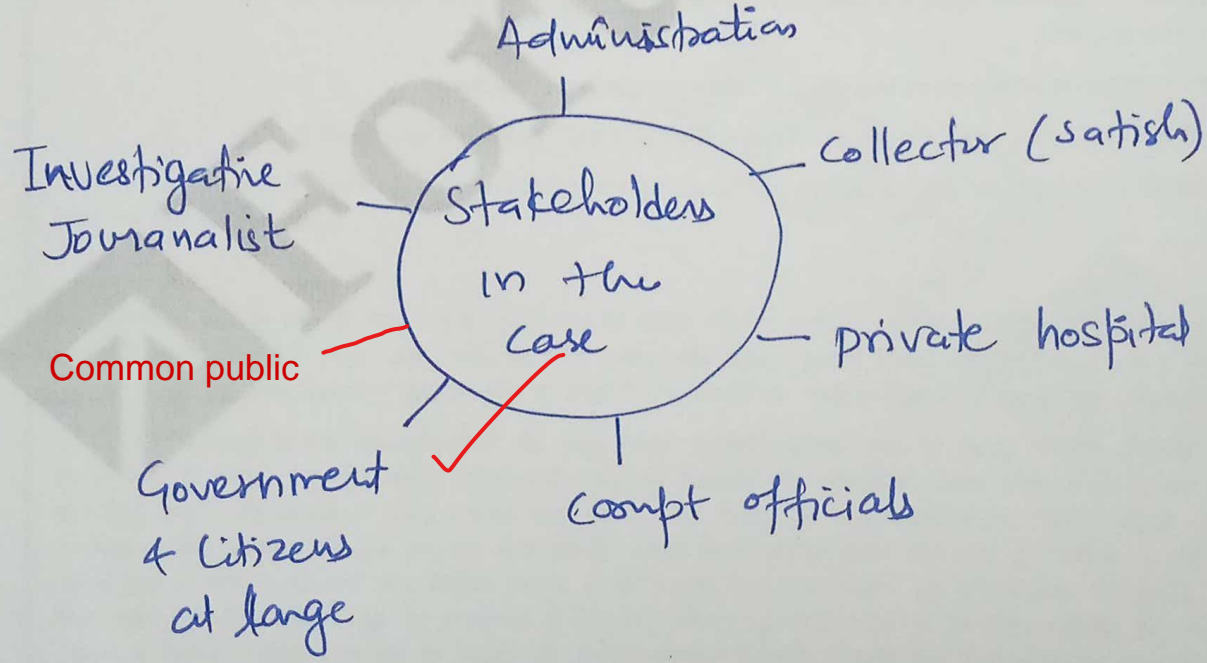
कलेक्टर के रूप में, उन्होंने जल्दी से जन-उन्मुख कार्रवाई करना शुरू कर दिया। उन्होंने प्रत्येक शुक्रवार को 'जनता दरबार' शुरू किया, ताकि लोग अपनी शिकायतों और चिंताओं के साथ सीधे उनसे संपर्क कर सकें। ऐसे ही एक जनता दरबार में एक व्यथित दम्पति अपनी बीमार बेटी की दुर्दशा लेकर उनके पास आया। दंपति ने बताया कि 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।

कुछ हफ्तों के बाद, एक खोजी पत्रकार ने एक घोटाले का भंडाफोड़ किया, जहाँ एक निजी अस्पताल, XYZ, नकली मरीजों के इलाज के लिए नकली रिपोर्ट और बिल तैयार कर रहा था। इन बिलों का गुगतान 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)

Above case represents (corruption in healthcare and manipulation of government servant) to get pecuniary gains.
 More precisely, the case is pertaining to indulgence of public servants in corrupt activities and emotional manipulation to seek undue advantages out of the government fund.



(a) Ethical Issues involved in case:

① Corruption by hospital:

- false bill, collusion, manipulation by fake patients
- Impacts trust on private players

Rather, manipulation tactics of private hospitals vis-a-vis the indulgence of public servants in such activities.

② Lack of wisdom on collector (Satish)

- Compassionate feeling should be complemented with rationality, investigation of report, cautious trust.

It is not that the collector is not wise enough to but seems the collector's immediate action was more of emotional extent.

③ Fake beneficiary in government scheme.

- Efficiency in resource allocation impacted

+ Due to which the genuine beneficiaries will get affected.

(b) Satish actions can be analysed on various grounds -

① Deliberate Human Action : Satish

did not act with given knowledge which he assumed true. So on this basis his actions cannot be said to be unethical.

However, the same cannot be considered as an action with due diligence.

② How intention of Action - It was filled with compassion, feeling to remove misery of parents

③ Consequentialist Approach: As the result of action resulted in corruption, embarrassment to administration, all it cannot be said ethical.

An action is considered unethical, is when it is full of vices; rather, the action of Satish is inappropriate.

We can segregate the points pertaining to ethical and unethical actions into two sub-headings.

④ Based on Kant's principle, action cannot be universalised. Hence it is not ethical.

⑤ Based on voice of conscience, Satish action was ethical.

Hence with given information, Satish actions cannot be said to be unethical. It is because of purity of intention, compassion. But it cannot become norm. Also it is illegal act

(~~not~~ bonafide error), hence he should be tried accordingly. The punishment would be for lack of wisdom not for lack of ethics.

The final analysis is fine however, we also need to mention what we expect from a person, like Collector, in such situation.

① Course of Action for Satish

→ Detailing the event to seniors, factual reporting, attaching reports based on which funds were disimburced.

And, with the permission of the senior, we can come out in public to clarify all the things and process to keep the public trust intact.

→ Reply to show cause notice and cooperative in enquiry (respecting law of land).

→ Based on past records, Satish can ask for lenient approach, bonafide mistake if allegation on hospitals are tone.

Rather, we can expect our mistake and try to rectify it. Moreover, we need to constitute an enquiry to find out the frivolous officers.

→ official

Civil servants should not only have Compassion but also wisdom, working on principle trust but verify. This act should not deter civil servants like Satish to doubt on every person with such claim and deny benefits. Investigation and punishment should be given to scam and hospital, people involved in scam.

These lines are fine for the conclusion however, we can try to keep them more precise.

7.5

Feedback
(For OFFICERS)

Structure Presentation
Question Interpretation
Content
Value Addition
Total

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 समझोता 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।

Feedback For OFFICE use

Structure/Presentation

Question Interpretation

Content

Value Addition

Total

- 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 has become possible for many after COVID & work from home facility. Many like Arvind have lost job due to this. We can mention the recent instance of google and other such companies to terminate the employees due to moonlighting along with.

① Ethical Issues in Moonlighting

- ① Dual loyalty, compromised dedication towards any company.
- (potential) ② Conflict of interest when working for two competitor firms.
- ③ Efficiency and productivity declined if not managed and deadlines
- ④ Disclosure of ^{second} work to other firm.
- ⑤

We can merge these issues into two aspects i) restraint of trade, business, and profession vis-a-vis the company's interest and privacy; ii) right to livelihood vs. work efficiency from the perspective of the company.

Also, we need to justify these issues a bit.

⑥ In this case, Comsoft's decision to terminate Arvind :

Justified

not justified

- Non-disclosure of second job may be against rules of company.
- Potential ~~Conflict~~ of Interest
- Sharing of information to rival firm ~~can~~ amount to unfair practice and disclosure of privileged information
- Demonstrative effect to get complete loyalty of employees.

- Termination without chance to give explanation (~~Against principles of Natural Justice~~)
- If Arvind is complying with policy and delivering result, then he did not ^{do any} harm to get terminated
- Not raising and acknowledging Arvind's previous performance.

We can also mention the constitutional principle i.e. such kind of action is against his right to livelihood as enshrined under Article 21 of the Constitution

Even if he tried to keep the work for both separate as much as possible, but the risk of getting the company's interest at risk is the major reason.

Comsoft is in their full right to take action. But termination without notice or show cause notice is out of proportion. Arvind should have been given fair chance to present his case.

Moreover, the Company's employment policy needs to be looked into.

© Qualities which could help Arvind:

① Openness and transparency about non-involvement of any conflict of interest.

② Emotional Intelligence: He can get another job (may be Microsoft's full time job) based on merit and performance.

③ Courage to accept and being honest with wife about incident and looking for solution.

More than that, honest to his allegiance to the company is utmost important.

(4) legal avenues against disproportionate action of Consoft if any.

For what we can take legal recourse, need to mention this, like seeking for compensation, or giving a chance to prove his diligence, etc.

Pandemic has brought hardships on many. Moonlighting is one symptom of this crisis. In the world of dynamically changing technology one have to upskill, reskill & always to be relevant in job market. Better financial planning has also become important in current times.

Also, the companies and corporates need to reconsider the reframing of their employment policies, considering this trend of skilling and upskilling.

7.5