



Mains Practice Question

Case Studies

Ramesh is an employee at a prestigious multinational corporation known for his diligent work ethic. He consistently arrives at the office punctually, submits assignments on time, and occasionally extends his work hours to meet targets.

While Rajesh, serving as Ramesh's reporting manager, is a trusted leader responsible for a team of fifty individuals. His reputation within the organization is that of a sincere and results-oriented manager who excels in delivering under pressure. With a decade of unwavering service, Rajesh has garnered the admiration of top management, positioning himself as their go-to person during crises or periods of high workload. Consequently, he is on the cusp of a well-deserved promotion to a higher role within the company.

However, an unexpected challenge emerges for the company. A feedback form circulated among employees reveals an alarming number of negative reviews including that of Ramesh pertaining to Rajesh. These reviews accuse him of misbehavior, misconduct, and even allegations of mental abuse. This development puts the CEO of the company, the ultimate decision-maker, in a perplexing situation with regards to Rajesh's impending promotion.

- (a) Discuss the ethical issues involved in the case.
- (b) Critically examine the options available to the CEO of the company in the above situation.
- (c) Which of the above would be the most appropriate for a CEO and why?

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Approach

- Discuss about various stakeholders involved in the case study.
- Mention ethical values involved in the case study.
- Discuss the ethical issues involved in the case study.
- Mention the various possible courses of action along with the merits and demerits of the same.
- Mention the most appropriate course of action.
- Conclude by mentioning the most appropriate course of action.

Stakeholders involved in the case:

- Ramesh and other employees
- Rajesh, Reporting Manager
- CEO

Ethical Values that could be utilized:

- Integrity
- Fairness and Justice

- Accountability
- Transparency
- Emotional Intelligence
- Work culture

(a) Discuss the ethical issues involved in the case.

The ethical issues in this case revolve around a **conflict between** the **exemplary performance** of an employee, Rajesh, and the **serious allegations of misconduct and abuse** against him.

These ethical concerns can be summarized as follows:

- **Employee Well-being:** The primary ethical concern is the **well-being of employees** who have reported misbehavior, misconduct, and mental abuse by Rajesh. Ensuring a **safe and respectful workplace** is an ethical obligation for any organization.
- **Fairness and Justice:** There is an **ethical obligation** to conduct a **fair and impartial investigation** into the allegations against Rajesh. This is crucial to **uphold principles of fairness and justice**, both for the complainants and the accused.
- **Promotion and Rewards:** The impending promotion of Rajesh poses an ethical dilemma. Should the CEO prioritize rewarding Rajesh for his past performance, or should the allegations affect this decision? It raises questions about the **fairness of promotions and rewards**.
- **Corporate Reputation:** The ethical reputation of the company is at stake. Failure to address allegations of misconduct and abuse can damage the **company's image and trustworthiness**, impacting its **relationships with employees**, clients, and stakeholders.

(b) Critically examine the options available to the CEO of the company in the above situation.

The CEO of the company faces several options when confronted with the situation involving Rajesh:

Option 1:

He will promote Rajesh on the basis of his exemplary performance ignoring his misconduct.

Merits	Demerits
<ul style="list-style-type: none"> ▪ Rajesh being an asset to the company will work with more zeal leading to better outcomes. 	<ul style="list-style-type: none"> ▪ It will embolden Rajesh to indulge in more acts of misconduct. ▪ It will lead to feelings of insecurity among other co-workers.

Option 2:

He will follow the proper Standard Operating Procedure as mandated in case of such misconduct.

Merits	Demerits
It should justify the natural course of justice. Everyone is equal in the eyes of the law.	Rajesh may feel the heat and may decide to leave. The company may lose an asset.

Option 3:

He will ignore the complaints and let things be as they are.

Merits	Demerits
For the time being there may be an uneasy calm in the team.	It may embolden other employees also to indulge in misconduct as it will set a bad precedent.

(c) Which of the above would be the most appropriate for the CEO and why?

The most appropriate course of action for the CEO would be Option 2 i.e. Following proper SOP:

- **Thorough Investigation:** The CEO should prioritize a **thorough and impartial investigation** into the allegations against Rajesh. This action aligns with **ethical principles, ensuring fairness and justice for all parties** involved.
- **Temporary Suspension:** To **protect employees and prevent potential harm** during the investigation, temporarily suspending Rajesh from his managerial responsibilities is advisable.
- **Employee Support:** Providing **support mechanisms for employees** who have raised complaints is essential to uphold their well-being and encourage a culture of reporting unethical behavior.
- **Ethical Decision-Making:** The CEO should base the decision on Rajesh's promotion on the **investigation's findings and ethical principles**, rather than solely considering past performance. **Fairness and justice** should guide this decision.
- **Transparency and Communication:** Keeping employees informed about the actions taken and the investigation's progress **promotes transparency and trust** within the organization.
- **Legal Compliance:** Ensuring that all **actions align with relevant labor laws** and regulations is vital to protect the organization legally.

By following these steps, the CEO can demonstrate a commitment to addressing misconduct allegations while upholding the company's reputation and ethical values. This approach balances the need to recognize and reward valuable employees with the responsibility of maintaining a respectful and safe workplace.

PDF Reference URL: <https://www.drishtias.com/mains-practice-question/question-7968/pnt>

