

Time Allowed : Three Hours
समय : तीन घंटे**ForumIAS**Maximum Marks : 250
अधिकतम अंक : 250**GENERAL STUDIES / सामान्य अध्ययन**

Name Of Candidate परीक्षार्थी का नाम	Anhit Deva		
Roll No./अनुक्रमांक	1910106343	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	Online	Date/दिनांक	14/08/2023

*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			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			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।	
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।	
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Evaluator's Discretion/मूल्यांकन कर्ता का विवेक :			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :
			9:00 am	12:00 pm
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input 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 :

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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						
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ADDITIONAL REMARKS

Section - A

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

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

~~Ethics~~ Ethics refers to those prescriptive rules of conduct which guide us as to the rightfulness or wrongfulness of an act.

Such rules and principles hold importance in all domains of life and politics is no exception.

In its essence, Politics is about distribution of power in any social setting and the human endeavours to secure such power.

In such human endeavours, it becomes important to follow ethical principles for a desirable outcome.

(ej:) To lie or not to lie, to electorate during elections is an ethical question relating to Politics.

Divergences between Ethics & Politics

- leads to corruption.
as Political leaders might not refrain from using illicit money for campaigning.
- Degradation of Public Institution.
as such institutions do not work exclusively in public interest.
- Poor work Culture
Organisations, private or public, without ethics, cannot be run on basis of objective principles.
- + Other issues like Poor Governance, Erosion of Public Trust, Poor Service Delivery etc.

Way Forward

Gandhi remarked that 'Politics without Principles' is a sin and hence it is important to promote PROBITY in governance using tools like Code of Ethics supplemented by strong institutions.

Feedback

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Structure/ Presentation	
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Value Addition	
Total	

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

'सत्यनिष्ठा स्वयं को सत्य बताना है और ईमानदारी दूसरे लोगों को सत्य बताना है।' एक लोक सेवक के लिए सत्यनिष्ठा और ईमानदारी के महत्व का परीक्षण कीजिए। साथ ही, इन गुणों को विकसित करने के उपाय भी सुझाइए।

(10 अंक, 150 शब्द)

Integrity refers to the value of acting consistently in accordance with beliefs, thoughts and attitude. (Internal Virtue)

Simultaneously, it also means following highest standards of ethics in our dealing with external actors (other individuals) across time and space. (External exhibition)

Hence, it is about telling truth to oneself as well as to other people.

Importance

for a Public Servant :

- Helps in prioritising or balancing between public interest and personal interest.
- Helps taking quality decisions under high pressure situations and act with courage.

- To resolve Ethical Dilemmas.
- To promote Trust in Public.
- To act consistently in a dynamic environment.

All this contributes to Good Governance and simultaneous peace of mind and satisfaction to the Public Servant.

How to Cultivate

- Reward Ethical Behaviour
- Penalising acts of gross violations
- Promoting Ethical standards exhibited in Art and literature
- Reliance ~~of~~ on Role-Models.
- Code of Ethics
- Ethical and Just leadership.

Integrity is not a virtue which can be taught in a day. With continuous efforts in the right direction, it can be promoted effectively in civil servants.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
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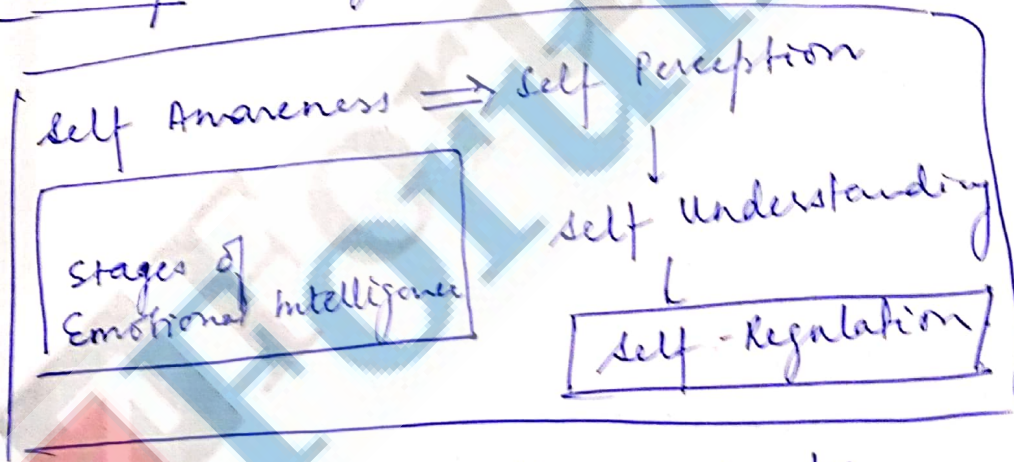
Q.2) a) "Knowing yourself is the beginning of all wisdom." Discuss the importance of emotional intelligence in self-realisation. Do you think emotional intelligence can be learned?

(10 marks, 150 words)

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

The quote illustrates how self-awareness is essential to self-realisation.

Self-Awareness is an integral part of Emotional Intelligence - which is about understanding one's emotions as well as other emotions combined with the ability to regulate such emotions.



As one becomes self aware, he understands his own capabilities and capacities. This allows for realistic goal setting.

Self Awareness

↓
Realistic Goal Setting

↓
Frequent Goal Achievement - - As goals are realistic

↓
Progressive Growth ; As confidence increases and continuous growth is happening

↓
Self Actualisation

Learning Emotional Intelligence (EI)

EI is largely is result of positive socialisation during early stages of life.

However, with INTENT to learn and right atmosphere/guidance, one can

acquire his aptitude through:

- Critical self-awareness
- Honest feedback from peers
- Study of life of Great leaders
- Academic study of values.

Hence, with correct effort, this can definitely be acquired as has been seen in transformational experiences which have changed individual perspectives

Feedback

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b) Differentiate between the following:

(10 marks, 150 words)

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

b) निम्नलिखित के बीच अंतर करें :

(10 अंक, 150 शब्द)

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

Rules	Laws
<p>→ Framed by executive under delegated legislative powers.</p> <p>→ Meant to fill gaps in laws.</p> <p>→ Cannot impose taxes or penalties unless expressly permitted. And cannot go beyond law.</p> <p>eg: CAA 2019 Rules for implementation.</p>	<p>→ Framed by legislature under power given under constitution.</p> <p>→ Meant to lay down the policy of state.</p> <p>→ Subject to limitations of constitution, no limitation on framing law.</p> <p>CAA 2019 is the parent legislative Act which is a law.</p>

Belief

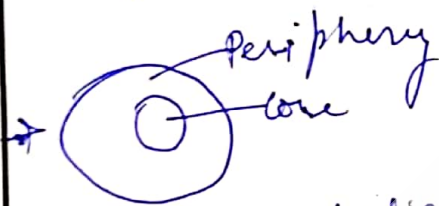
Attitude

→ Internal feeling that something is true

long term evaluation of an object, thing or a person which guides behaviour

→ ~~little~~ A general determinant of behaviour

→ A specific determinant of behaviour.



→ All attitudes usually long-lasting.

Peripheral beliefs are easy to change

eg: Voting for all above 18 years is good.

eg: I will go to vote as I am eligible

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

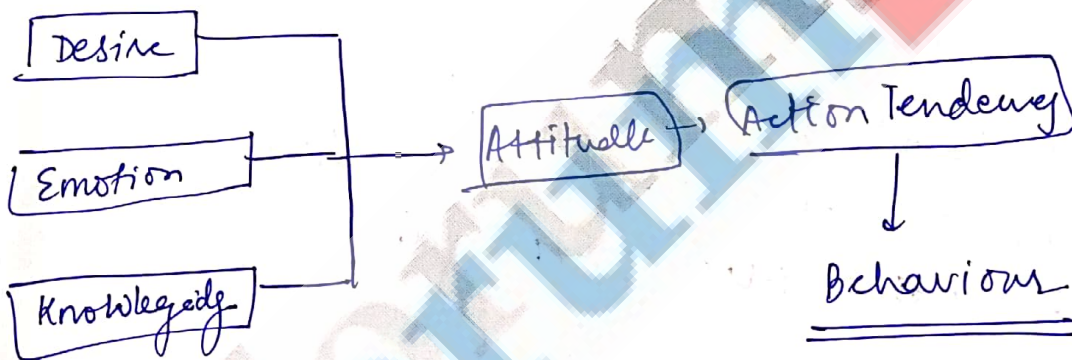
(10 marks, 150 words)

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

a) "मानव व्यवहार तीन मुख्य स्रोतों से संचालित है : इच्छा, भावनाएं और ज्ञान" -प्लेटो

(10 अंक, 150 शब्द)

This quote shows the link between behaviour of an individual to his desires, emotions and knowledge.



Behaviour of an individual is a result of the exhibition of a person's attitude in light of prevailing social circumstances and individual characteristics.

Attitude is the readiness of the psyche to act in a certain manner.

Any attitude is formed because it serves certain function for the attitude holder such as :

→ Fulfills desires

Beliefs → Values → Liking/Disliking of objects/events/person
↓
desires

→ Express Emotions

Our cognition and our experiences shape our emotional response which influences our Attitude.

→ Knowledge

We try to make a sense and coherence of our environment and adopt attitudes which resonate with such a world view.

All these cumulatively influence our attitude and ultimately our behaviour.

Feedback

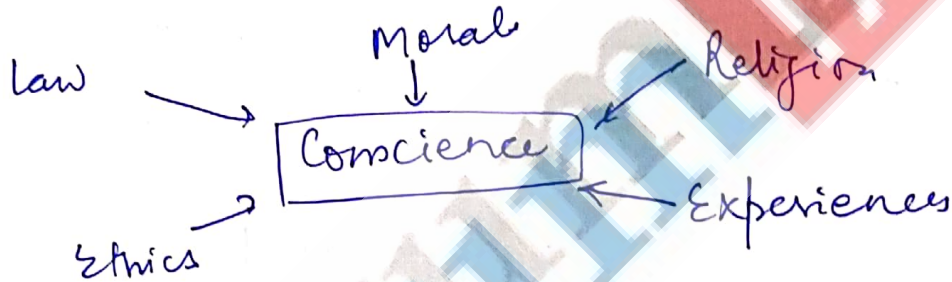
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b) "There is a higher court than courts of justice and that is the court of conscience. It supersedes all other courts."-Mahatma Gandhi (10 marks, 150 words)

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

Conscience refers to the inner voice which guides the individual as to the correctness or wrongfulness of any act.



Several factors shape our conscience and any deviation from the same can lead to a CRISIS OF CONSCIENCE

Consistent derogation from conscience can lead to prostitution of personality and mental health issues.

further, it is observed that conscience follows innate and natural justice principles and prevents individual from taking wrong decisions.

Hence, it has played a vital role in challenging unjust laws as Mahatma Gandhi challenged the salt law.

Role of Conscience in Public Servant

- Take Just decisions
- Prevent Arbitrary Use of Power or Abuse of Power
- Further a sense of justice

However, no act which is against the progressive constitutional ethos can be permitted in the name of conscience and any aberrations from law must be principally justified.

Feedback

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c) "Tolerance implies no lack of commitment to one's own beliefs. Rather it condemns the oppression or persecution of others."- John F. Kennedy (10 marks, 150 words)

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

Tolerance is the value which makes an individual open to engage with perspectives even if one disagrees with them.

It is rooted in the idea of existence of multiple correct ~~says~~ interpretations of similar realities and an expression to allow their existence and sharing

In this manner, it prevents oppression by the dominant view and allows existence of several thoughts and beliefs contrary to one's own.

This forms to be a very important trait in any public servant as:

→ Allows them to overcome biases and preconceived notions.

- To accept new ideas and make better decisions
- To accept criticism constructively and bring reforms
- To promote democracy by allowing non-judgemental exchange of ideas.

As such, it forms the very root of democracy and promotes the idea of Fraternity by allowing people space to act with liberty

Feedback

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Q 4) a) Write short notes on the following in about 30-50 words each: (10 marks, 150 words)

- (i) Ethical governance
- (ii) compassion in public life
- (iii) Selflessness
- (iv) Crisis of conscience
- (v) Non-partisanship

a) निम्नलिखित पर संक्षिप्त टिप्पणी लगभग 30-50 शब्दों में लिखें :

(10 अंक, 150 शब्द)

- (i) नैतिक शासन
- (ii) सार्वजनिक जीवन में करुणा
- (iii) निस्वार्थता
- (iv) अंतरात्मा का संकट
- (v) गैर-पक्षपात

(i) Application of Ethical Principles in the decision-making process of an entity is ethical governance.

eg: Avoiding conflict of interest situation by a High Court Judge by recusing from a case.

(ii) Compassion ~~is to act in a~~ means to be moved by emotional suffering of another and taking steps to alleviate the same. Act as servants of public including the marginalised, it is the duty to be compassionate in public life.

(iii) Acting without the desire for self gain — in interests of some other person, community or cause is selfless.

It is one of the 7 core traits of an ideal civil servant as defined by Nolan Committee of UK.

(iv) Acting in conflict with the inner voice of correctness or wrongness of an act puts one in crisis of conscience.

It can lead to severe stress and mental problems.

(v) Non-partisanship refers to the value in civil servant of acting in a manner which is impartial of political interest. basically, acting objectively without aligning with any political party or their ideology as servants of State.

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

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

(10 अंक, 150 शब्द)

Work culture refers to the beliefs, values and practices of an organisation which determines the atmosphere, incentives and disincentives to work.

It plays a crucial role in harnessing individual merits:

(i) Ability to take risks (calculated risks)

(ii) Quality of work: An organisation which emphasises on excellence would demand quality.

(iii) Innovation: Apple says 'think differently' to encourage innovation.

(iv) Ethics and Discipline

Arriving on time and meeting timelines is built in organisational culture

(v) Inclusivity; allowing even people from marginalised communities to work in a non-discriminatory environment—

e.g. female employees in industrial sector.

Govt. Organizations

Asymmetric incentives - no incentive for good work

Permanency of job

Prevalence of corruption

are big issues.

But we see inclusivity and concern for public interest in government offices

Feedback

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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 कार्यक्रम को किस प्रकार प्रभावित करता है। हितों के टकराव को किन तरीकों से न्यूनतम किया जा सकता है?

(10 अंक, 150 शब्द)

A situation wherein an individual's personal interest - lie such that they MAY influence his professional decisions - ~~they~~ there is said to exist conflict of interest.

They are of 3 types:

* Real: When personal and public interests substantially overlap. The public servant must immediately take corrective steps and either recuse or eliminate private interest.

~~Apparent~~

• Apparent : When a slight conflict of interest exists.

eg: One owns 10 shares of Tata Motors but is Joint Secretary in Ministry of Heavy Industries.

Strong Institution Practices can help navigate such conflict of interests

like - Disclosure
- Transparent decision making

• Potential : eg judge recusing from hearing prior to arguments on merit.

Here, Preventive Action does/can avert conflict of interest.

Feedback

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

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

Surveillance State is one where actions of citizens are continuously monitored by state in name of national security.

It leads to several ethical issues like :

→ Undermine Democracy

Opposition being spied

→ Infringe Liberty

Right to privacy being violated.

→ Create a totalitarian state

Absence of power by officials

Hence, its very antithetical to a democratic society and we need Doctrine of Proportionality to prevent excesses.

Feedback

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Q.5) 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 refers to the abuse of power for personal gains against the provisions of law.

Corruption thrives where there is secrecy and non-accountability.

Hence, in democratic societies,

Transparency and Accountability can act as an Antidote.

Transparency refers to availability of information in public domain

and Accountability refers to enforcing responsibility. Together they can

- expose acts of corruptors
- prevent abuse of power
- create deterrence for corruption.

Various Steps

- RTI Act enacted in 2005 -
- Establishing CVC and Lokpal to empower common citizens to complain.
- Online Grievance Redressal Mechanism
- Social Audits
- Code of Conduct -

However, corruption still remains prevalent due to legal loopholes and lack of ethical behaviour.

Feedback

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

(10 marks, 150 words)

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

Good persons possess certain virtues which help them become :

- A contributing member of society.
- Compassionate so as to help the down trodden.
- Spread Positive Emotions and care for happiness for ones around him.
- Behave in an ETHICAL Manner.

The traits of a good person can be clubbed in two groups -

- (i) Unchanging Values : These values and traits have been relevant since time immemorial and

don't vary with time, place and situation.

eg: Love & Care; compassion

(ii) Traits as a function of time

Certain traits change with time and situation

eg: Following law

Mahatma Gandhi during Colonial Times - vis a vis -

A person in an independent India

Honesty

Doctor to a dying patient may have to re-frame truth so as to prevent nervous shock.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

**Section - B**

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

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

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

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

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



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

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

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

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

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

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

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

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

a) Instances of petty corruption are trivialised because:

- ① Culture of corruption: Inherent-acceptance of corruption in society.
- ② low degree of harm: A ticket costs ₹50 Rupees in this case and people do not wish to spend time for such amount of money.
- ③ little personal loss: Here, the loss is of ~~the~~ government money and not the individual paying.
- ④ low state capacity: As there are inordinate delays, corruption greases the process and benefits the payer.
- ⑤ lack of institutional Mechanism to curb petty corruption.

Such acts of petty corruption must not be tolerated under any circumstances.

- as it leads to erosion of public trust
- 'Broken window theory' - prompts for big ticket corruption.
- degrades work culture (as evident in this case)
- is coercive to public and harms their dignity and status

Such acts cannot be ignored and a punishment commensurate to the act must be given.

(b) Ethical dilemmas in the given fact situation are:

- Well being of employee, vis a vis the institutional values and public trust
- Penalising small instances of corruption where others are actively colluding on a much larger scale
- Doing the right thing even when public opinion is tilted otherwise.
- Ignoring the incident may cause cognitive dissonance.

(c) Suresh has the following course of actions :

1. To ignore the complaint and pardon Anand for this one time

- Goes against institutional values
- Undermines public trust
- Promotes corruption in organisation
- May lead to personal cognitive dissonance

2. To give a mild punishment to Anand

- In consonance with institutional values as well as personal interest of Anand
- Incident goes on record as a wrong doing and hence sets a small precedent against corruption.
- Complainant also feels heard and action taken on his effort
- Retain Personal Integrity.

3. To give harsh punishment to Anand

- While strong precedence is set to curb corruption as well as promote institutional values,

it can lead to injustice to Anand as well as cause a bad work atmosphere. Further, Anand had served 35 years without indulging in such acts.

My Course of Action

I will choose the 2nd course of action where Anand will be given a mild punishment with a strict warning against repeat of such acts in future. Moreover, I would -

① Establish an independent enquiry committee to investigate claims of corruption in NVTC and take strong measures to curb them.

② put in place mechanisms for welfare like facilitating credit on favourable terms so that individual agony is reduced.

These would indicate integrity, compassion as well as respect for law on my part. As well as a sense of justice would prevail.

Feedback

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Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	

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

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

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

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

(20 marks, 250 words)

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

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

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

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

(a) Ethical Issues highlighted here are:

→ Lack of Compassion

Vimla unable to understand concerns of Bindriya.
or Arun-Malti not cognizant of Athletes' interest.

→ Abuse of Power

Arun-Malti abuse their privileges to take 'stroll'.
Mahesh exploiting a vulnerable domestic help.

→ Lack of Accountability

Arun-Malti feel themselves to be unaccountable.

→ Child Rights are being ~~undermining~~ undermined

→ Violation of Law by Public servants

- Closing stadium before-hours
- Exploiting teen-aged maid.

(b) Causes of Bureaucratic Apathy

→ Little Accountability

as Vimla's remarks showed her non-responsiveness and non-receptivity.

→ Poor Grievance Redressal

The Athletes had little sources of remedy ~~of~~ except media publicity.

→ People are not empowered

The maid was a child-female and poor and weak made her very vulnerable.

→ Asymmetric Incentives

Vimla has little incentive to perform better as her career progression is largely fixed.

→ Over-importance to Bureaucrats

obedience of stadium staff to illicit demands out of fear or out of subservience.

(c) Virtues which could have prevented such incidents :

→ Empathy and compassion

would have allowed them to understand the situation of girl-students or athletes or the teenage maid.

→ Selflessness

To go out of the way to serve those who are needy as a duty.

→ Respect for law

To not hit children or to not misuse stadium

→ Integrity

to not misuse power and act ethically

→ Objectivity -

To take decisions based on merits.
Mr. Virma might have been better able to appreciate the idea

→ Humility -

To refrain from seeking undue recognition or favours and not-coercing stadium staff.

All these virtues, if inculcated, would ensure that the bureaucrats act differently, in a just manner, in the above fact-and circumstances.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.9) Babyplus+ is a multinational corporation engaged in manufacturing products meant for newborns. It is a very popular brand and the market leader for products like baby powder, oils, soaps, cereals etc. It also exports these products to many western countries. The company is known for its ethical conduct and high-quality products and hence, has an impeccable image in the market.

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

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

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

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

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

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

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

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

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

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

- a) इस मामले में शामिल विभिन्न हितधारक कौन हैं? साथ ही, उनके हितों/चिंताओं की पहचान करें।
 b) स्थिति को संभालने के लिए नए सीईओ की कार्यवाही का तरीका क्या होना चाहिए? कौन से नैतिक सिद्धांतों को उसके कार्यों का मार्गदर्शन करना चाहिए? व्याख्या कीजिए।
 (20 अंक, 250 शब्द)

(a) The fact situation revolves around negligence in a company affecting health of its consumers.

The stakeholders here are:

1. The company → Its reputation and its sustainability at risk.
2. The consumers : Their health and their right to quality products which are safe.
3. The shareholders : seek profit and want to minimise loss.

4. Company Staff - to retain their jobs as well as grow with company.

+ the negligence would invite penalty. Such penalty should not be overly harsh.

5. The Country : Reputation of ~~Health manufacturers~~ Health products manufacturers and regulatory environment - influence overall exports.

6. Me, as the new CEO : to turnaround the company :
 • rebuilt reputation.
 • ensure sustainability in terms of profit.

(b) Values which should guide my actions

→ Responsibility and Accountability to take care of all stakeholders

→ To act transparently and with integrity

→ To let justice prevail by penalising employees if under gross negligence.

→ To conduct the affairs of the company in ethical manner.

- no discrimination at work

- compliance with statutory Rules.

- no corruption and transparent accounting.

- a positive work environment

→ Compassion towards affected children as a result of company's negligence

→ maximising returns for shareholders

Course of Action

- find guilty employees and take appropriate action against them
- conduct an intensive 3rd party Audit on safety practices of the farm.
- To negotiate and offer just damages as a good will gesture to all affected children.
- To trace possible unused doses of powder to prevent further health injuries.
- To rejuvenate company's reputation and work to create quality products.
 - Generate trust again with
 - Credible Celebrities in Advertisement
 - Use 3rd Party Verification measures
 - Establish strong internal mechanism for quality check.

While reviving the fortunes of the company in ~~such~~ a short period after such incidents is difficult - it ~~can~~ can definitely be achieved with consistent long term efforts.

The support of investors becomes necessary and thus, I would hold regular interaction with all investors and keep them aware of all steps of company via a newsletter to build their trust and confidence.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

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

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

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

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

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

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

सर्वे के आधार पर राकेश ने ड्राफ्ट लिस्ट तैयार कर टारक फोर्स के प्रमुख को सौंप दी। राकेश की सूची में हजारों नाम थे और यह महसूस किया गया कि पीछितों की संख्या मूल रूप से अनुपात से कहीं अधिक थी। टारक फोर्स के प्रमुख ने राकेश की कड़ी मेहनत की सराहना की, लेकिन उन्हें बताया गया कि पीछितों की इतनी लंबी सूची असंभव 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 पीछित को सहायता देने के लिए मुख्यमंत्री का आदेश है, तो टारक 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 सकेत दिया कि राकेश को अपनी सूची में संशोधन करना चाहिए और केवल उन नामों को शामिल करना चाहिए जो राजस्थानी 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 ब्राउचरों में प्रोमोट 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 कौंस हेडर पर या नजर से उतार सकते हैं। राकेश समझ गए थे कि अगर उन्होंने टारकफोर्स 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 कड़ता है कि टारक फोर्स के मुखिया ने उनसे जो करने के लिए कहा है, उसका पालन करें, लेकिन उसकी अंतर्सत्ता उसी 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 कार्यवाही का मूल्यांकन और औचित्य प्रस्तुत करें।

(20 अंक, 250 शब्द)

(a) ethical Dilemmas faced by Rajesh :

1. To follow conscience or the orders of superior authority.
2. To follow law and policy, or politically expedient requests of superiors.
3. To focus on personal growth (career) or on doing the duty.
4. To alleviate suffering of all the marginalised or only the electors in interests of economic capacity of state.

② Possible courses of Actions

1. To acquiesce to the demand of superiors and cut down the list

Issues

- leads to crisis of conscience
- loss of such people left out
- Violation of Public ethics
- Undermines trust in public authority
- A derogation of my duty

2. To submit the list as originally framed

- Uphold my conscience
- secure interest of all marginalised and underprivileged
- Uphold Public ethics and Trust
- uphold my duty

But a possibility of arbitrary action by state Task Force chief to change

the list always exist when the list is out of my hand.

Further

3. To submit the list as originally drafted as well as publically call out the head of task force ...

write all the benefits of ^{2nd} course of action retained, it would ensure that list cannot be changed in future.

but, it would put me in risk of adverse retribution.

Also, might undermine public trust.

My decision

I would follow the second course of action and would also find a way to ensure that nefarious intentions of the head of task force donot succeed.

I can do so by establishing TRANSPARENCY in my process of list creation.

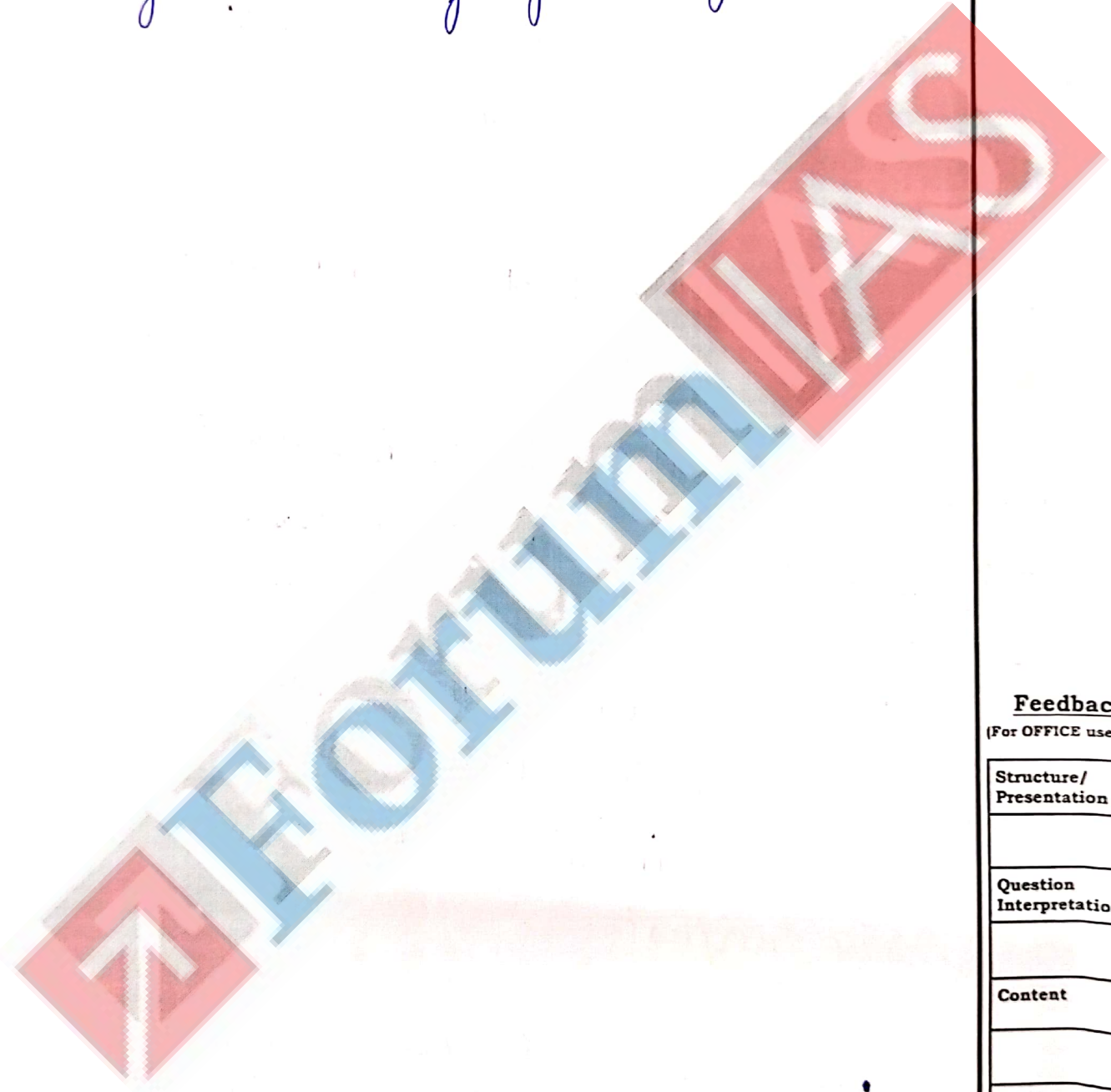
I can make the list public and invite comments for inclusion or exclusion error.

This would ensure that the list cannot be arbitrarily changed at a later stage.

Further, as a responsible civil servant, I believe my duty is to ensure equity. If the government capacity is limited, it could reduce the quantum of compensation. But to arbitrarily exclude non-voters is grossly unjust.

This approach indicates my commitment to the most vulnerable and upholding the principle of Antodaya.

As well as I show selflessness, courage and integrity in my actions.



Feedback

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Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	

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 रवैये के लिए जाना जाता है। उसी राज्य के दूसरे जिले के कलेक्टर के रूप में अपनी पिछली पोस्टिंग के दौरान, उनके काम ने उन्हें 'दयालु कलेक्टर' नाम दिया है।

कलेक्टर के रूप में, उन्होंने जल्दी से जन-उन्मुख कार्रवाई करना शुरू कर दिया। उन्होंने प्रत्येक शुक्रवार को 'जनता दरवार' शुरू किया, ताकि लोग अपनी शिकायतों और चिंताओं के साथ सीधे उनसे संपर्क कर सकें। ऐसे ही एक जनता दरवार 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, जहां एक निजी अस्पताल, XYZ, नकली मरीजों के इलाज के लिए नकली रिपोर्ट और बिल तैयार कर रहा था। इन बिलों का भुगतान सरकार द्वारा समाज के कमजोर वर्गों के इलाज के लिए चिकित्सा व्यय की प्रतिपूर्ति योजना के तहत किया जा रहा था। XYZ नाम उन्हें कौंधा और उन्हें याद आया कि दंपति ने उन्हें उसी अस्पताल की मेडिकल रिपोर्ट भी दी थी। पत्रकार की रिपोर्ट में आगे कहा गया था कि सरकारी अधिकारियों की मिलीभगत से यह घोटाला काफी समय से चल रहा था। समाचार ने सतीश के नाम को अस्पताल के सहयोगी के रूप में बताया और उन पर कलेक्टर के विवेकाधीन कोष से XYZ को पैसे देकर सार्वजनिक संसाधनों को टगने 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)

1a) Ethical Issues Involved

- Compassion to help people in distress
~~responsibility of~~ while chances of biased behaviour exist in such situations
- Fraudulent practices in hospitals
- Requirement of onerous documents
v. helping a person in urgent need.
- Transparency in administration and role of external watchdogs like media

④ I believe that the actions of Satish were ethically justified as :

- he showed compassion but also exercised objectivity by seeking proper medical records.
- any further demand for documents or enquiry at that critical time might have cost the life of a genuine patient.
- he didn't take any bribe or participate in wrong doing.

However, Satish can bring suo-moto steps to enhance transparency and accountability by publishing records of the use of discretionary funds online periodically to alleviate concerns of any wrong doing.

c) My further role :

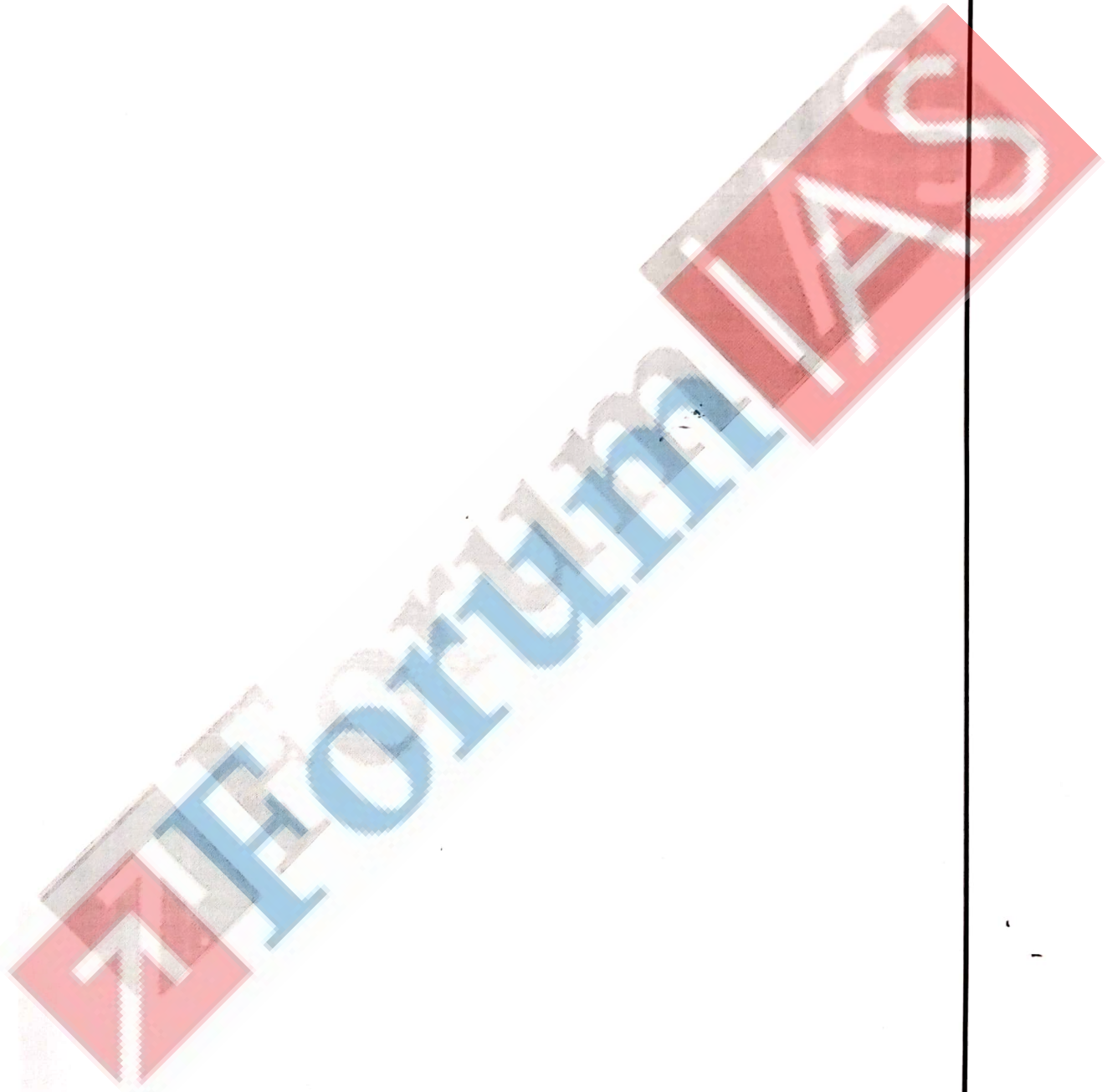
→ I would cooperate with the enquiry team in all ways possible.

→ I would give out a detailed chain of events justifying my actions to retain public trust to whatever degree possible.

→ would desist further contact from hospital or beneficiaries which may give semblance of coercion during the enquiry.

→ Meanwhile examine if any other grant of discretionary fund was taken under false pretext.

→ Develop stronger procedures for efficient use of discretionary fund.



Feedback

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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 समझौता किए बिना दो नौकरियों के बीच आसानी से घेंतरेबाजी कर सकता था। दोनों नौकरियों की शिफ्ट टाइमिंग भी अलग-अलग थी। दोनों नौकरियों को अलग-अलग रखने के लिए, उन्होंने अपने आधिकारिक कंप्यूटर का इस्तेमाल Comsoft के लिए और अपने पर्सनल कंप्यूटर को Mocsoft के लिए किया। दो नौकरियों ने अरविंद को घर खरीदने के लिए बचत करने के लिए वित्तीय जगह दी, कुछ ऐसा जो दंपति ने हमेशा सपना देखा था। हालाँकि, उनकी सारी योजनाएँ बिखर गईं और उनकी दुनिया तब चरमरा गई जब अरविंद को कॉम्सॉफ्ट से एक आधिकारिक मेल प्राप्त हुआ जिसमें उन्होंने उनकी दूसरी नौकरी को बर्खास्तगी का कारण बताते हुए तत्काल प्रभाव से उनको हटाने की सूचना दी थी। अरविंद को समझ नहीं आ रहा था कि अब क्या किया जाए और अपनी पत्नी को अपने को हटा दिए जाने के बारे में कैसे बताया जाए। ऐसी ही कहानी है सैकड़ों अरविंदों की, जिन्हें मूनलाइटिंग के लिए बर्खास्त कर दिया गया था।

- a) मूनलाइटिंग के मामले में शामिल विभिन्न नैतिक मुद्दों का विश्लेषण करें।
 b) क्या आपको लगता है कि कॉम्प्यूटर का अरविद के रोजगार को समाप्त करने का निर्णय उचित है? क्यों या क्यों नहीं?
 c) विभिन्न गुणों की पहचान करें जो अरविद को इस स्थिति से निपटने में मदद कर सकते हैं। (20 अंक, 250 शब्द)

(a) Ethical Issues of Moonlighting

- Loyalty to company
- Possible instances of conflict of interests.
- Misuse of company's resources
- Violation of IPR while working on similar assignments -
- Poor Performance in the original company due to over-work.
- Issues of Honesty as working secretly without knowledge of principle employer.
- legal issue of possible derogation from terms of contract.

(b) Comsoft's decision to terminate can be justified on the grounds that Arvind was working for a COMPETITOR company without obtaining express no-objection certificate from the company.

Further, most employment contracts also contain an explicit stipulation to this effect (fact unclear in this fact situation).

Working at a competitor puts the company at risk of -

- o leakage of trade secret-
- o misuse of IPR
- o revelation of confidential information.

Therefore, despite Arvind's honest intentions
to make safeguards like -

- non-compromise on quality -

or

- no use of company resources,

the company is rightful in terminating
Arvind's employment -

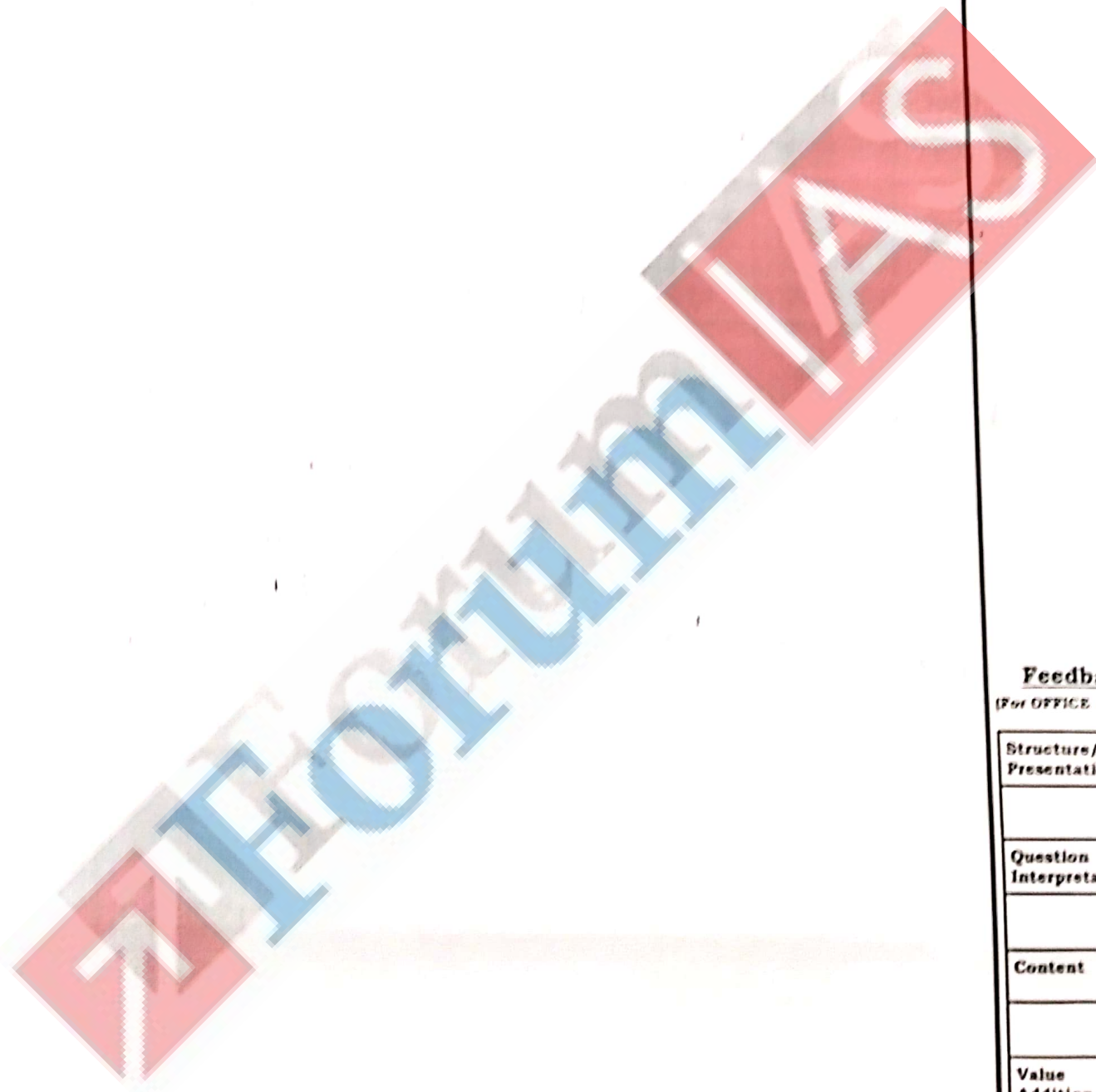
(c) Arvind can tide over his situation
by :

→ Lookout for opportunities in job
market to utilise his skills at
a new job and make a
fresh start -

(PATIENCE and DEDICATION)

→ Express his feelings to his wife
and stay HONEST.

- Practice Frugality till he attains financial security
- Be dedicated to his skills and further hone them.
- Be CURIOUS and explore new opportunities - even any 'startup' possibilities he might have.
- Be understanding of employer's situation and refrain from bad mouthing about them in public.



Feedback
(For OFFICE use only)

Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	