



Previous Years' Questions



UPSC CSE Mains

**Theme-wise Solved GS-IV Case Studies
(2013-2025)**

PREFACE

Every year, the Union Public Service Commission (UPSC) conducts the Civil Services Examination (CSE) to recruit for various Civil Services of the Government of India, including the Indian Administrative Service (IAS), Indian Foreign Service (IFS), and Indian Police Service (IPS) and other Central Services.

One of the most difficult exams in the world, it aims to select the best of the best through a rigorous testing process. Consequently, it becomes challenging for the candidates to prepare for the exam because the previous year's papers and guidance are not readily available.

Therefore, we at Unacademy have designed the Theme-wise GS-IV Case Studies featured in the last 12 years, along with answers and explanations.

While due care has been taken to ensure accuracy in the preparation of this book. Nonetheless, if there are any corrections, feedback or suggestions, email us at learnersupport.upsc@unacademy.com.



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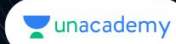


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1.1 PERSONAL LIFE OF EMPLOYEE

1.1.1 CASE-STUDY: WIFE-BEATER BOSS: TO DO SOMETHING OR NOT? (2016)

You are a young, aspiring and sincere employee in a Government office working as an assistant, to the director of your department. Since you've joined recently, you need to learn and progress. Luckily your superior is very kind and ready to train you for your job. He is a very intelligent and well informed person having knowledge of various departments. In short, you respect your boss and are looking forward to learning a lot from him.

Since you've good tuning with the boss, he started depending on you. One day due to ill health he invited you at his place for finish some urgent work. You reached his house and you heard shouting noises before you could ring the bell. You waited for a while. After entering, boss greeted you and explained the work. But you were constantly disturbed by the crying of a woman. At last, you inquired with the boss but his answer did not satisfy you.

Next day, you were compelled to inquire further in the office and found out that his behavior is very bad at home with his wife. He also beat up his wife. His wife is not well educated and is a simple woman in comparison to her husband. You see that though your boss is a nice person in the office, he is engaged in domestic violence at home. In such a situation, you are left with the following options. Analyse each option with its consequences.

1. Just ignore thinking about it because it is their personal matter.
2. Report the case to the appropriate authority.
3. Your own innovative approach towards the situation.

Answer:

The case here presents two faces of a man in his professional and personal life. For a public servant a dilemma is created here between following the call of inner conscience against domestic violence and keeping the professional relation intact. If I follow the voice of my conscience it will deteriorate my relationship with

my boss which may hamper my career and efficiency in public service and If I keep quiet it will be against the values and duties of a citizen to report the crime.

Stakeholders involved in the case:

- I, working as an assistant to the director
- The director of my department
- A woman, wife of my boss

As an assistant to the officer, the options available to me are:

1. **Ignore thinking about it because it is their personal matter**
 - As the boss is a good employee at work and there are no such complaints regarding his behaviour with fellow workers, I might ignore it considering the incident as his personal matter. That however, shows that I am only confined to professional ethics, whereas personal ethics has no existence for me.
 - In such a situation I may not have to worry about any pressure from my boss, however the internal conflicts with my own soul would throttle me every other moment. The opportunity of saving someone from cruelty was granted to me, however losing it knowingly will be immoral. This will further decide my attitude towards any such issue & force me to make an indifferent person.
2. **Report the case to the appropriate authority**
 - If inspired by overwhelming thoughts within me, I report the case to appropriate authorities. There are chances that my case may be heard or it may be dismissed as everyone else including the higher authorities may be already aware of such callous behaviour of my boss.
 - If it is heard, then that can pave way for justice for the victim, but in case it is ignored, it may create problems for me in the short run, however, even in that scenario I would like to take the case further for the sake of gaining justice for the oppressed.

3. Your own innovative approach towards situation

- Since the boss is good to me, I would try to gather as much information about that strange behaviour of my boss as I can. If the findings turn out to be in little favour to the boss, I would try to arrange a personal meeting with the boss to propose some prospective solutions to the problem such as meeting a doctor or so.
- I will approach my boss's wife and make her aware of her rights especially under the Protection of Women from Domestic Violence Act, 2005. The wife is not educated, she may not be aware of her legal rights and therefore, informing her is important so that she can herself file a case against her husband.
- I will also try to engage my boss to help change his mindset by explaining to him the implications of his actions and also getting him in touch with his relatives and friends to persuade him to see the wrongness of his behavior so that he is dissuaded from doing something similar in future.

1.1.2. CASE STUDY: WORK LIFE BALANCE FOR WORKING WOMAN (2023)

At 9 pm on Saturday evening, Rashika, a Joint Secretary, was still engrossed in her work in her office. Her husband, Vikram, is an executive in an MNC and frequently out of town in connection with his work. Their two children, aged 5 and 3 are looked after by their domestic helper. At 9:30pm her superior, Mr. Suresh calls her and asks her to prepare a detailed note on an important matter to be discussed in a meeting in the Ministry. She realises that she will have to work on Sunday to finish the additional task given by her superior. She reflects on how she had looked forward to this posting and had worked long hours for months to achieve it. She had kept the welfare of people uppermost in discharging her duties. She feels that she has not done enough justice to her family and she has not fulfilled her duties in discharging essential social obligations. Even as recently as last month she had to leave her sick child in the nanny's care as she had to work in the office. Now, she feels that she must draw a line, beyond which her personal life should take precedence over her professional responsibilities. She thinks that there should be reasonable limits to the work ethics such as punctuality, hard work, dedication to duty and selfless service.

- (a) Discuss the ethical issues involved in this case.
- (b) Briefly describe at least four laws that have been enacted by the Government with respect to providing a healthy, safe and equitable working environment for women.
- (c) Imagine you are in a similar situation. What suggestions would you make to mitigate such working conditions?

Answer:

(a) Ethical Issues Involved in the Case

Rashika's dilemma reflects a classical case of **role conflict**—where personal and professional ethical duties collide. Key ethical issues include:

1. Work-Life Balance Conflict

- Rashika is torn between her **professional duty** as a Joint Secretary and her **personal role** as a wife and mother.
- The conflict is intensified by the **unpredictable demands** of public service that intrude into personal time, including weekends and family care.

2. Duty vs. Care Ethics

- Public service emphasizes **deontology**—duty, commitment, and impartiality.
- However, Rashika's situation demands an application of **care ethics**, which prioritizes empathy, relational responsibility, and nurturing roles.

3. Organizational Ethics and Boundaries

- The superior's late-night request questions **institutional empathy**, indicating a possible culture of overwork without concern for employee well-being.

4. Gender-Based Ethical Pressure

- Women officers like Rashika often face **double burden**—expected to be professionally competent while managing familial duties.
- Society still largely views caregiving as a woman's primary role, amplifying **moral guilt** and psychological stress.

5. Emotional Well-Being and Ethical Burnout

- Chronic neglect of personal life can cause **emotional exhaustion**, leading to **ethical fading**, inefficiency, and loss of moral clarity in future decisions.

(b) Laws Enacted for Women's Safe and Equitable Work Environment

To address systemic challenges faced by working women, the Government of India has enacted several legislative safeguards:

1. **Maternity Benefit (Amendment) Act, 2017**
 - Extends paid maternity leave from 12 to **26 weeks** for the first two children.
 - Mandates crèche facilities and flexible working hours in organizations with more than 50 employees.
2. **Sexual Harassment of Women at Workplace Act, 2013**
 - Ensures a **safe and respectful environment** by mandating Internal Complaints Committees (ICCs) in all organizations.
 - Defines sexual harassment, lays out redressal procedures, and holds employers accountable.
3. **Equal Remuneration Act, 1976**
 - Prohibits gender-based wage discrimination and promotes **equal pay for equal work**.
4. **Factories Act, 1948 (amended provisions)**
 - Protects **women workers' safety, health, and welfare**, regulating night shifts, working hours, and sanitation in workplaces.

These laws collectively aim to promote a more **inclusive, secure, and gender-sensitive workplace**.

(c) Suggestions to Mitigate Such Working Conditions

As an officer in Rashika's position, I would take a **balanced, pragmatic, and ethical approach** to address systemic issues without compromising professional standards.

1. **Assertive Communication with Superiors**
 - Engage in a **respectful dialogue** with the reporting officer to set **reasonable boundaries** regarding weekend work or late-night assignments.

- Offer proactive alternatives (e.g., early submission by Monday morning).

2. **Strengthening Time Management and Delegation**

- Prioritize essential work and delegate routine administrative tasks to subordinates to optimize productivity.
- Use productivity tools to compartmentalize work and family time.

3. **Institutional Reforms and Advocacy**

- Recommend **internal guidelines** for weekend assignments and rest periods, especially for officers with young children.
- Propose policies for **flexible working hours, work-from-home, and rotational staffing** in non-emergency cases.

4. **Support Systems and Family Involvement**

- Build a reliable **support system** (spouse, relatives, community services) for childcare.
- Encourage **spousal communication** to share responsibilities and alleviate emotional burdens.

5. **Training and Counselling for Officers**

- Advocate for **gender-sensitization workshops, mental wellness sessions, and ethical leadership training** to make organizational culture more humane.

Rashika's case reflects the growing tension between **institutional demands** and **personal well-being** in public life. While dedication to duty is a core value of civil services, ethical leadership also demands **self-awareness, compassion, and balance**. A civil servant must strive for a work culture that respects both **professional excellence and humane values**, ensuring that personal sacrifices do not erode long-term **moral integrity or institutional sustainability**.

1.2 BULLY BOSS

1.2.1. CASE STUDY: HARASSMENT BY INSECURE CHIEF ARCHITECT (2023)

You have just been appointed as Additional Director General of Central Public Works Department. The Chief Architect of your division, who is to retire in six months, is passionately working on a very important project, the successful completion of which would

earn him a lasting reputation for the rest of his life. A new lady architect, Seema, trained at Manchester School of Architecture, UK joined as Senior Architect in your division. During the briefing about the project, Seema made some suggestions which would not only add value to the project, but would also reduce completion time. This has made the Chief Architect insecure and he is constantly worried that all the credit will go to her. Subsequently, he adopted a passive and aggressive behaviour towards her and has become disrespectful to her. Seema felt it embarrassing as the Chief Architect left no chance of humiliating her. He would very often correct her in front of other colleagues and raise his voice while speaking to her. This continuous harassment has resulted in her losing confidence and self-esteem. She felt perpetually tensed, anxious and stressed. She appeared to be in awe of him since he has had a long tenure in the office and has vast experience in the area of her work. You are aware of her outstanding academic credentials and career record in her previous organisations. However, you fear that this harassment may result in compromising her much needed contribution in this important project and may adversely impact her emotional well-being. You have also come to know from her peers that she is contemplating tendering her resignation.

- What are the ethical issues involved in the above case?
- What are the options available to you in order to complete the project as well as to retain Seema in the organization?
- What would be your response to Seema's predicament? What measures would you institute to prevent such occurrences from happening in your organization?

Answer:

(a) Ethical Issues Involved

- Workplace Harassment** – The Chief Architect's passive-aggressive behaviour, public humiliation, and emotional intimidation of Seema amount to **hostile conduct**, violating her right to dignity and psychological safety at work.
- Abuse of Position and Power** – The senior official uses his **institutional authority and legacy status** to suppress junior talent out of personal insecurity—undermining **meritocracy and fairness**.

- Gender Bias and Inequality** – The repeated harassment of a **female officer by a male superior**, coupled with her hesitance to report it, highlights a lack of **gender-equitable work culture** and fear of institutional inaction.
- Suppression of Talent** – Seema's valuable suggestions and globally trained expertise are being **stifled**, compromising **innovation and project efficiency**.
- Loss of Morale and Institutional Trust** – Her resignation would lead to **brain drain**, loss of morale among younger officers, and **erosion of ethical climate** in the department.
- Reputational and Strategic Risk** – A toxic work environment may affect **project timelines, department credibility, and interpersonal trust**.

(b) PACADI Framework Application

P – Problem

The **Chief Architect**, nearing retirement, is emotionally insecure about a junior woman officer's capabilities. His unprofessional behaviour—humiliation, aggression, and disrespect—has created a toxic environment, affecting **Seema's mental health** and risking her resignation. This may impact the success of an **important national project**.

A – Alternatives

- Ignore the matter**, fearing backlash from a senior officer.
- Informally counsel both parties**, urging reconciliation.
- Reassign Seema** to another division to protect her from harassment.
- Take formal action** under service conduct rules and workplace harassment norms.
- Mediate and retain both** while institutionalising grievance redress and psychological safety.

C – Criteria for Decision-Making

- **Protect Seema's dignity and mental well-being.**
- **Ensure project delivery** without compromising talent.
- Uphold **institutional ethics, equality, and justice.**
- **Discourage abuse of authority** and prevent recurrence.
- Maintain a **non-discriminatory and gender-sensitive environment.**



A – Analysis of Alternatives

Option	Pros	Cons
Ignore	Avoids short-term conflict	Violates moral duty, demoralises victim
Informal counsel	Less confrontational	May fail to correct entrenched behaviour
Reassign Seema	Immediate relief	Appears unfair to victim; loses talent
Formal action	Ensures accountability, sends clear message	May provoke resistance from senior; requires evidence
Mediate + Institutional reforms	Balances project needs with ethical conduct	Requires active leadership and time commitment

D – Decision

I will opt for a **balanced approach**:

- Initiate **confidential mediation and counseling** to address insecurities of the Chief Architect.
- Ensure **Seema’s dignity and central role** in the project are protected.
- Simultaneously, introduce **organizational reforms** to strengthen workplace equity and psychological safety.

I – Implementation

1. Immediate Measures

- **Confidential dialogue** with the Chief Architect, making it clear that unprofessional behaviour will not be tolerated.
- Offer him a **mentoring role**, valuing his legacy while guiding Seema’s contribution collaboratively.
- **One-on-one session with Seema**, reassuring her of institutional support and her importance to the project.

2. Protective Measures

- Assign a **Project Coordination Team**, ensuring Seema reports to a broader committee, not just the Chief Architect.

- Provide Seema access to an **internal complaints mechanism** under POSH Act and counselling support.

3. Structural Reforms

- Conduct **gender sensitisation and leadership ethics workshops**.
- Institutionalise a **grievance redressal system** for non-sexual forms of workplace harassment.
- Encourage **anonymous feedback systems** to capture organizational behaviour patterns.
- Establish **credit-sharing frameworks** for team achievements.

(c) My Broader Response & Preventive Measures

Response to Seema’s Predicament

- Reaffirm her **value to the organization** and actively **restore her confidence**.
- Provide institutional assurance against retaliation.
- Offer **mentorship, flexible working space, and emotional support services**.

Preventive Institutional Measures

1. **Strict Enforcement of Conduct Rules** – Integrate broader workplace behaviour under **All India Services (Conduct) Rules and Sexual Harassment Laws**.

2. **Awareness & Sensitisation Programs** – Mandatory sessions on **professional conduct, empathy, and conflict management**.
3. **Transparent Recognition Mechanisms** – Institutionalise **joint credit** for innovation and team success, avoiding credit-hoarding by seniors.
4. **Workplace Equity Audits** – Regular assessments of workplace culture, gender gaps, and satisfaction levels.
5. **Feedback Channels** – Empower staff to safely voice concerns through **anonymous suggestion portals** or **ombudsman-like mechanisms**.

As a senior officer, I must balance **compassion with discipline, project success with individual dignity, and legacy with innovation**. Upholding **empathy, equity, and institutional justice** will not only resolve this specific case but also reinforce a professional culture that values both experience and fresh perspectives—ensuring that the **public institution remains ethical, efficient, and inclusive**.

1.2.2 CASE STUDY: TOXIC BOSS (2021)

Pawan has been working as an officer in the State Government for the last ten years. As a part of the routine transfer, he was posted to another department. He joined a new office along with five other colleagues. The head of the office was a senior officer conversant with the functioning of the office. As a part of general inquiry, Pawan gathered that his senior officer carries the reputation of being a difficult and insensitive person having his own disturbed family life. Initially, all seem to go well. However, after some time Pawan felt that the senior officer was belittling him and at times unreasonable. Whatever suggestions given or views expressed by Pawan in the meetings were summarily rejected and the senior officer would express displeasure in the presence of others. It became a pattern of the boss's style of functioning to show him in bad light highlighting his shortcomings and humiliating him publicly. It became apparent that though there are no serious work-related problems / shortcomings, the senior officer was always on one pretext or the other and would scold and shout at him. The continuous harassment and public criticism of Pawan resulted in the loss of confidence, self-esteem and equanimity. Pawan realized that his relations with his senior officer are becoming more toxic and due to this, he perpetually tensed, anxious and stressed.

His mind was occupied with negativity and caused him mental torture, anguish and agony. Eventually, it badly affected his personal and family life. He was no longer joyous, happy and contented even at home. Rather without any reason, he would lose his temper with his wife and other family members. The family environment was no longer pleasant and congenial. His wife who was always supportive of him also became a victim of his negativity and hostile behaviour. Due to harassment and humiliation suffering by him in the office, comfort and happiness virtually vanished from his life. Thus, it damaged his physical and mental health.

- (a) What are the options available with Pawan to cope up with the situation?
- (b) What approach Pawan should adopt for bringing, peace, tranquillity and a congenial environment in the office and home?
- (c) As an outsider, what are your suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene?
- (d) In the above scenario, what type of training would you suggest for officers at various levels in the government offices?

Answer:

- (a) **The following options are available to Pawan for handling the circumstance:**
 - Resign from your current position: This is a cowardly and escapism-filled action. It would also put his obligations to himself in danger.
 - Take a leave of absence from work: While this will temporarily relieve Pawan, he will still have difficulties upon his return.
 - Request a transfer to another department: Pawan has minimal control over this administrative choice.
 - Ignore his boss at work: Coordination and quality of work will suffer. He can get disinterested in his work as a whole as a result.
- (b) **The senior official has a turbulent home life, as was previously mentioned, but this cannot be used as a justification for his emotionally ill professional behaviour.**
 - For a while, Pawan can try to be nice with his seniors, but if it doesn't work out, he can look into alternative possibilities.



- Anyone's overall development and a healthy life depend on their level of emotional intelligence. To learn this, Pawan should practise techniques like yoga and meditation. His personal and professional lives will become more integrated as a result.
- For emotional well-being, family engagement and conversation are essential. Pawan needs to discuss his situation with his wife. He will receive moral and emotional support from this. His family will also give him critical support at the same time.

(c) As an outsider, I think the situation calls for any higher authority to step in and intervene. Additionally, a transparent committee must be formed to monitor and investigate the issue.

- The top official must endure harsh penalties if the committee finds him guilty after conducting a thorough investigation in order to set a good example of professionalism.
- Seminars and team-building exercises must be held frequently to maintain the workplace's peace and harmony. Students should be taught emotional intelligence, compassion, empathy, and teamwork.
- If required, Pawan must be sent to a counselling facility. At the same time, senior officials should be directed to a counselling centre if they are experiencing emotional or psychological issues.

(d) For government employees, I would advise the following training:

- Training in assertiveness involves using authority without patronising others and encouraging cooperation and teamwork.
- Exercise and meditation combined with relaxation training can help maintain the body and mind healthy while also lowering negative feelings and thoughts.
- Being conscious of how one's actions influence those around them is a requirement of sensitivity training.
- Role-playing training: To comprehend others' difficulties and limitations by imagining things from their perspective.

1.3 ME TOO

1.3.1 CASE STUDY: SEXUAL HARASSMENT (2013)

You are the Executive Director of an upcoming InfoTech Company which is making a name for itself

in the market. Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However, you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS's to all the team members including his female colleagues. One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains against the continued misconduct of Mr. A, who has been making undesirable advances towards her and has even tried to touch her inappropriately in his cabin. She tenders her resignation and leaves your office.

1. What are the options available to you?
2. Evaluate each of these options and choose the option you would adopt, giving reasons.

Answer:

Case Summary: I am the Executive Director of an upcoming InfoTech Company. Mr. A heads the marketing team and is a star performer. His promotion is being considered but there has been information on his misconduct towards women which resulted in one of the female employees resigning. The case talks about the serious case of sexual harassment in the corporate world.

Stakeholders: Executive Director of InfoTech Company, Mr. A, Mrs. X, Female employees of the company.

Ethical Issues/Ethical Dilemmas: Safety of Women, Empathy and Compassion for Women, Sexual Harassment, Constitutional Morality, Leadership Quality, Ethical Management, Management of Ethics, Professional Ethics and Personal Ethics.

(a) What are the options available to you?

The case has a serious issue of 'sexual harassment' and also it poses a threat to the company's future in the form of pragmatism to save the star performer, performance of the company and adverse publicity of the company. This is a very sensitive matter, and shall be dealt with great responsibility. The various legitimate options available are:

3. Explain to Mrs. X about the credentials of Mr. A and ask her to ignore the issue so that the profitability and brand of the company are not affected.
4. Outright suspension of Mr. A and request Mrs. X to reconsider her decision to quit in order to send a strong signal to the employees.
5. Call a meeting of all the employees and discuss the issue. Then, take the decision according to the disciplinary action process guided by Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and Vishakha guidelines.

(b) Evaluate each of these options and choose the option you would adopt, giving reasons.

Option 1: Explain to Mrs. X about the credentials of Mr. A and ask her to ignore the issue so that the profitability and brand of the company are not affected.

Merits:

- There would not be any adverse publicity in the media.
- The top performer will retain his job and this might benefit the company further in terms of performance.

Demerits:

- It would be highly unethical to expect Mrs. X to forget the issue.
- It is likely that the same behaviour will be repeated with different women colleagues as it has happened in the past.
- Such inaction in this regard can create dissatisfaction as well as distrust among women employees which is not suited to your organization in the long run. This may result in the exodus of women employees from the company.
- If Mrs. X complained to the police, the matter can get serious with the lack of action taken against Mr. A and you could land in trouble for your inaction.

Option 2: Outright suspension of Mr. A and request Mrs. X to reconsider her decision to quit in order to send a strong signal to the employees.

Merits:

- No tolerance attitude to the sexual harassment. It will curb any such incidents in the future.

Demerits:

- As there is no formal enquiry of the employee, there would not be any criminal charges framed against him and he might repeat the same behaviour in some other organisation.
- It is always proper to hear both sides of the arguments before giving the final judgement. Hence for the fairness of the process, it will be advisable to hear Mr. A's side of the argument.
- This might not be the best course of action, because in an organization, decisions are made through proper channels and procedures. Whatever the case has been, it should be handled by following organizational procedure.
- If the star performer is suspended, the team will get demoralised and there might be serious revenue and brand implications for the organization.

Option 3: Call a meeting of all the employees and discuss the issue. Then, take the decision according to the disciplinary action process guided by the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and Vishakha guidelines.

Merits:

- Discussion of the issue with the office colleagues will establish an environment of trust and bonding. It will show that the management is serious about any such incidents against women.
- Legal course will be followed which can result in the policy enquiry of the employee. It can prevent any such incidents in the future.

Demerits:

- It may result in adverse publicity in the media.

My course of action being an accountable leader would be such that it ensures fairness and safety of everyone working in the company, regardless of gender and asserts the constitutional morality in the steps followed:

Step 1: Since Mrs. X has faced an assault, she is in a disturbed state. It is my foremost duty as the head, to calm her, and make her understand that justice would be done. She shall also be assured that her privacy would be protected.

Step 2: I will call an urgent meeting of the employees and discuss the issue with them. I will discuss all the

legal provisions of the sexual harassment act and course of action to be taken.

Step 3: An enquiry committee will be set up and mandated to complete the enquiry within 90 days according to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and Vishakha guidelines.

Step 4: I will allow the law to take its own course in the case. If Mr. A is found guilty, immediate expulsion followed by a police complaint would be the step forward.

Step 5: I will conduct education and sensitisation programmes and develop policies against sexual harassment to keep the environment of the company safe and inclusive for the women to work.

The Executive Director of the Company is faced with the challenge of ensuring a healthy and safe working environment for its employees without jeopardizing company's profits. Above mentioned steps could be taken to handle the situation and no employee should ever be under the impression that their contribution to the growth of the company can hide all their misdeeds.

1.3.2 CASE-STUDY: BOGUS RAPE COMPLAINT (2014)

You are a no-nonsense, honest officer. You have been transferred to a remote district to head a department that is notorious for its inefficiency and callousness. You find that the main cause of the poor state of affairs is the indiscipline of a section of employees. They do not work themselves and also disrupt the working of others. You first warned the troublemakers to mend their ways or else face disciplinary action. When the warning had little effect, you issued a show cause notice to the ringleaders. As a retaliatory measure, these troublemakers instigated a woman employee amongst them to file a complaint of sexual harassment against you with the Women's Commission. The Commission promptly seeks your explanation. The matter is also publicized in the media to embarrass you further. Some of the options to handle this situation could be as follows :

1. Give your explanation to the Commission and go soft on the disciplinary action.
2. Ignore the Commission and proceed firmly with the disciplinary action.
3. Brief your higher-ups, seek directions from them and act accordingly.

Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it.

Answer:

Case Summary: Being an honest officer, I have been transferred to a remote district to head a department where the employees are notorious and inefficient. After taking a disciplinary action against them, they tried to subdue me by filing a fictitious grievance of sexual harassment by a female employee with Women's Commission. The Commission seeks my clarification. The matter is also published in the media.

Stakeholders involved in the case:

- I am the head of a department.
- Section of employees in the department who are undisciplined and inefficient.
- A women employee, being instigated by troublemakers to file a complaint of sexual harassment against me.
- Women's Commission.

An evaluation of options available to me:

Give my explanation to the Commission and go soft on the disciplinary action:

- Giving my explanation to the commission and going soft on disciplinary action prevents personal harm by clarifying facts of the case to the commission. Moreover, responding to a call of the commission exhibits a sense of my transparency and accountability.
- It will maintain a good public image in the media and also shows sensitivity towards women and women issues.

Ignore the Commission and proceed firmly with the disciplinary action:

- The officer cannot ignore the Commission which is a legally constituted authority. It will be an act of indiscipline which may amount to defiance.
- Moreover, doing duty to maintain departmental efficiency by continuing with the departmental enquiry fulfills the moral responsibility of checking wrongdoing.

Brief your higher-ups, seek directions from them and act accordingly:

- There is no harm in informing senior officers and taking their advice.
- It is better to keep the senior officers in the loop so that they may not form any false impressions. They are likely to give me practical and correct advice.
- But the Commission's notice arose due to a complaint against the officer in consequence of his official action. So, finally he has to answer the Commission. However,

Appeal to close friend:

- One other possibility is to appeal to the good friend or some one who is very close to the employee either directly or through other reliable persons to withdraw the false complaint. I should tell her to be truthful and not misuse the law.

Reply to the commission's notice, brief higher-ups about the incident and continue disciplinary action:

Preventing personal harm by clarifying the case to the commission, responding to calls of the commission, ensuring effective communication with seniors and doing duty to maintain departmental efficiency by continuing with the departmental inquiry.

Hence, the last option is the holistic course of action with least possible demerits. With this option that I can fulfil all my obligations, reply to authority of the Commission, take seniors into assurance as well as minimising personal harm.

It could still lead to personal harm as the case of sexual harassment may cause emotional stress to me as well as my family and may also affect my record.

1.3.3 CASE STUDY: SEXUAL HARASSMENT IN PVT COMPANY (2019)

An apparel manufacturing company having a large number of women employees was losing sales due to various factors. The company hired a reputed marketing executive, who increased the volume of sales within a short span of time. However, some unconfirmed reports came up regarding his indulgence in sexual harassment at the workplace. After sometime a women employee launched a formal complaint to the management against the marketing executive about sexually harassing her. Faced with the companies' indifference, in not taking cognizance of her grievances, she lodged an FIR with the police. Realizing the sensitivity and gravity of the situation, the company called the women employee to negotiate. In

that she was offered a hefty sum of money to withdraw the complaint and the FIR and also give in writing that the marketing executive is not involved in the case. Identify the ethical issues involved in this case. What options are available to the women employee?

Answer:

Case Summary: Alleged sexual harassment at workplace by a marketing executive, who is an important resource for the company. After complaints, the women faced companies' indifference and filed FIR with police. Realizing the gravity of the situation, the company called the women employee to negotiate and she was offered a huge sum of money to withdraw the complaint and the FIR.

Stakeholders involved in the case:

- Apparel manufacturing company and its management.
- Women employees from the sales team.
- Newly hired marketing executive.
- Legal authority or the Police.

Ethical issues involved in the case:

- Sexual harassment of women at workplace.
- Abuse of power by marketing executives.
- Missing proactiveness on the part of management to take suo moto cognizance of sexual misbehavior.
- Non-responsive internal complaints mechanism.
- Loss of integrity of the management.

Options that are available to the women employee:

- Rejecting the offer of the management and continuing with filing of the FIR and complaint.
- Accepting the offer and withdrawing the complaint without giving in writing.
- Accepting the offer fully and letting the executive go free in writing.
- Move ahead with legal proceedings and resign from the job and start looking for alternates.
- Refuse the offer of money and take back the complaint but work silently to raise a #MeToo movement within.

Possible outcomes of the decisions:

- The woman requires to keep in mind that such actions at the workplace do not affect an individual victim only. Her decisions and actions will set



a example also for future such cases. If she gets tempted by the monetary offer and takes back her grievance, all such allegations, may be genuine, will be seen with distrust. It will also restrain victims from opening up.

- Also, her own character will be seen in wrong ways if she withdraws the complaint. She will lose reliability. And on the other hand, there is an impending threat that if she doesn't cooperate with the management, she may lose the job. In our society, law support the victim, societal sanctions are normally on the women in such circumstances.
- It will be difficult for her to find the next job with such record.

So, she has to maintain a delicate balance between her own dignity, social responsibility, and her harsh material necessities. Bravado should not be her motivation but a cool headed method that seeks to eradicate this evil in society.

1.4 BANK EMPLOYEE

1.4.1 CASE STUDY: BANK MANAGER USES MONEY FROM DORMANT ACCOUNT FOR FATHER SURGERY (2023)

You are working as an executive in a nationalised bank for several years. One day one of your close colleagues tells you that her father is suffering from heart disease and needs surgery immediately to survive. She also tells you that she has no insurance and the operation will cost about Rs. 10 lakh. You are also aware of the fact that her husband is no more and that she is from a lower middle-class family. You are empathetic about her situation. However, apart from expressing your sympathy, you do not have the resources to fund her. A few weeks later, you ask her about the well-being of her father and she informs you about his successful surgery and that he is recovering. She then confides in you that the bank manager was kind enough to facilitate the release of Rs. 10 lakh from a dormant account of someone to pay for the operation with a promise that it should be confidential and be repaid at the earliest. She has already started paying it back and will continue to do so until it is all returned.

- What are the ethical issues involved?
- Evaluate the behaviour of the bank manager from an ethical point of view.
- How would you react to the situation?

Answer:

(a) Ethical Issues Involved

- Misuse of Official Position** The bank manager used **institutional authority** to access a dormant account without following due procedure, violating **banking norms and fiduciary duties**.
- Breach of Public Trust and Rule of Law** Public institutions operate on principles of **accountability and transparency**. Unauthorized transactions—even for noble ends—create room for misuse and reduce **citizen trust** in public systems.
- Conflict Between Compassion and Legality** The act presents a **classic ethical dilemma**: Should one **bend rules** for a just cause? Ethical governance demands that **means align with principles**, not just outcomes.
- Precedent for Future Misconduct** If unaddressed, this act can set a **dangerous precedent**, leading others to justify personal discretion over institutional process.
- Dilemma for the Informant (Me)** I am now aware of a **serious institutional breach**. Not reporting may make me **complicit**, while reporting may endanger a colleague's career who acted under duress.

(b) Evaluation of the Bank Manager's Behaviour

- Intention:** The manager acted out of **genuine empathy and humanitarian concern**, which aligns with values like **compassion, altruism, and solidarity**.
- Means and Method:** However, the manager's actions violated the **Principle of Legality and Integrity** under the **Civil Services Conduct Rules**. From a **deontological (Kantian) ethics** view, the morality of an action lies in its **adherence to duty**, not the outcome.
- Institutional Impact:** Dormant account misuse could be flagged during audits. If exposed, it could lead to disciplinary action, criminal liability, and **loss of public faith**.

4. Ethical Framework Assessment:

Ethical Lens	Assessment
Utilitarian	Life saved, but risk of long-term institutional harm
Deontological	Unethical means, despite noble ends
Virtue Ethics	Lack of temperance and prudence in conduct



(c) My Response to the Situation

Step 1: Empathetic Engagement

- I would **speak confidentially** with my colleague, acknowledging her vulnerability and the moral pressure she was under.
- Reassure her that institutional support can be explored retroactively.

Step 2: Legal and Institutional Safeguarding

- Suggest **voluntary disclosure** to the appropriate authority (e.g., internal audit or ethics committee) before it is discovered externally.
- Recommend converting the amount into an **official advance/loan**, backed by HR or welfare policies.

Step 3: Reporting Mechanism

- If voluntary disclosure doesn't occur, I would **file an internal report** confidentially under whistleblower protections, citing **public interest** and requesting a **balanced disciplinary approach**.

Step 4: Institutional Reform

- Propose a **Staff Emergency Medical Relief Fund** or **zero-interest loan facility** for such cases in the future.
- Suggest a formal **SOP for compassionate financial assistance** with transparent checks.

Step 5: Preventive Measures

- Conduct periodic **ethics training**, explaining acceptable and unacceptable discretion boundaries.
- Strengthen **internal grievance redressal** systems to allow for emergency exceptions through defined channels.

As a public servant, I must **empathize without compromising institutional integrity**. While the manager's action saved a life, it bypassed ethical and legal frameworks. True governance lies in **creating mechanisms** where compassion can operate within the rule of law. Therefore, I would take steps to **correct the wrong**, protect all stakeholders, and promote **ethical resilience** in the system.

1.5 BUDGET ALLOCATION DILEMMA

1.5.1 CASE STUDY: PUBLIC ORGANIZATIONS DILEMMA- HOUSING VS SEZ ALLOCATION (2020)

Rajesh Kumar is a senior public servant, with a reputation of honesty and forthrightness, currently posted in the Finance Ministry as the Head of the Budget Division. His department is presently busy in organizing the budgetary support to the states, four of which are due to the polls within the financial year. This year's annual budget had allotted Rs 8300 crores for the National Housing Scheme (NHS), a centrally sponsored social housing scheme for the weaker sections of society. Rs 775 crores have been drawn for NHS till June. The Ministry of Commerce had long been pursuing a case for setting up a Special Economic Zone (SEZ) in a southern state to boost exports. After two years of detailed discussion between the center and state, the Union Cabinet approved the project in August. The process was initiated to acquire the necessary land.

Eighteen months ago a leading Public Sector Unit (PSU) had projected the need for setting up a large natural gas processing plant in a northern state for the regional gas grid. The land is already in possession of the PSU. The gas grid is an essential component of the national energy security strategy. After three rounds of global bidding, the project was allotted to an MNC, M/s XYZ Hydrocarbons. The first tranche of payment to the MNC is scheduled to be made in December. Finance Ministry was asked for a timely allocation of an additional Rs 6000 crores for these two developmental projects. It was decided to recommend re-appropriation of this entire amount from NHS allocation. The file was forwarded to the Budget Department for their comments and further processing. On studying the case file, Rajesh Kumar realized that this re-appropriation may cause an inordinate delay in the execution of NHS, a project much publicized in the rallies of senior politicians. Correspondingly, the non-availability of finances would cause a financial loss in the SEZ and national embarrassment due to delayed payment in the international project. Rajesh Kumar discussed the matter with seniors. He was conveyed that this politically sensitive situation needs to be processed immediately. Rajesh Kumar realized that

diversion of funds from the NHS could raise difficult questions for the government in the Parliament.

Discuss the following with reference to this case:

1. Ethical issues involved in re-appropriation of funds from a welfare project to the development projects.
2. Given the need for proper utilization of public funds, discuss the options available to Rajesh Kumar. Is resigning a worthy option?

Answer:

Case Summary:

Rajesh Kumar, Head of Budget Division in the Finance Ministry, Known for his honesty and forthrightness.

The main issues of concern before him are:

- Budget allocated for the NHS scheme is Rs. 8300 cr of which 775 cr is drawn already in June, now left with Rs. 7525 cr.
- In August, the Union Cabinet approved a project to set up SEZ by the Ministry of Commerce to increase exports, and the process for land acquisition began.
- PSU to set up a natural gas processing plant after global bidding allot the project to MNC, M/S XYZ, for which the first tranche of payment to MNC to be made in December.
- The Finance Ministry was asked for a timely allocation of an additional Rs. 6000 Cr for these two development projects. It was decided to recommend re-appropriation of this entire amount from allocation.

Rajesh Kumar discussed the matter with his seniors. He was conveyed that this politically sensitive situation needs to be processed immediately. Rajesh Kumar realized that diversion of funds from the NHS could raise difficult questions for the government in the Parliament.

Stakeholders in the case:

- Beneficiaries of National Housing Scheme (NHS).
- Public Sector Unit for Natural gas processing plant
- MNC M/S XYZ Hydrocarbons
- Southern State where SEZ to be set up.
- Senior bureaucrats and Politicians of different Ministries.
- Society at large.


Ethical Issues Involved in re-appropriation of funds

from a welfare project to the development projects:

- **Business Environment Vs Budget guidelines:** Based on budget guidelines, funds are allocated on different schemes. One may have to compromise with the budgetary provisions in order to maintain the business environment favourable for setting up of SEZ or natural gas processing plants.
- **Public Accountability Vs International Ethics (Commitment):** This is again an ethical dilemma whether we should look for welfare projects or we should look for India's international image or commitment made to foreign companies.
- **Infrastructure Development Project Vs Welfare Project:** Both Infrastructure development project and welfare project are crucial for the development of the country. Infrastructure development projects like, the SEZ and natural gas processing plant are developmental project, which has huge regional growth potential in terms of employment generation, economic growth of the regions, etc. On the other hand, welfare projects are also crucial for their weaker section of the society. Therefore, it is also an ethical dilemma.
- **Rights based Approach Vs administrative discretion:** Though the Ministry of Finance has given administrative discretion to allocate 6000 cr rupees or go for reappropriation but again the ethical dilemma will arise when administrative discretion is used as it will be against the right of the people (having the right to have basic amenity of housing).
- **Policy dilemma to prioritize welfare or Development:** This is also an ethical issue or ethical dilemma as we need to prioritise between welfare scheme or development.

This is a classic dilemma between welfare and Growth. It was believed that Development would lead to a trickle down effect on poor and weaker sections of society, which did not happen. Hence, there was a need to have separate welfare program for the weaker section of society to ensure sustainable and inclusive growth.

In the above case, there were issues associated with re-appropriation of funds meant for the NHS for the development of the Special Economic Zone (SEZ) in the Southern state for export promotion and PSU led National gas processing plant for a regional gas grid to ensure national energy security by an MNC. SEZ



and the gas grid may be important from an economic growth perspective but often the interest of the poor gets ignored. NHS is an essential aspect of equity and meaning distribution of welfare benefits to every section of society. Thus, a balance between equity and economic growth must be the best way forward.

Given the need for proper utilization of public funds, the options available to Rajesh Kumar are:

Resigning from Job: This will ensure an easier way out to the problem encountering Rajesh Kumar. But again, it would be akin to the escapist tendency where Rajesh Kumar could be seen as running away from responsibility. An honest and forthright public servant is expected to handle the situation to the best of their capabilities and take decisions as per their merit. Hence, this option would be least preferable.

Divert the Fund: This will ensure that both SEZ projects and Natural Gas processing plants would have sufficient funds to initiate their process. However, after re-appropriation or diversion of funds demanded, i.e. 600 cr. only 1525 cr would be left for the NHS, which is why it is insufficient for its implementation. It was observed that poor and marginalised are often overlooked in the development process and this action would strengthen this view point. Hence, this option too is not preferable.

Do not Divert the Fund: By not diverting the fund, the NHS would be implemented in the way it was planned and the poor would get their own housing accommodation. It also serves the government face in parliament. However, it will lead to default in payment to M/S XYZ for Natural gas processing plants that would det Country's international reputation. Likewise, the SEZ Project land acquisition process would further get delayed. Hence, this option too is not preferable.

Balancing the Reappropriation of Fund: Here, the budget reappropriation is done in a way that payment of the first tranche to M/S XYZ is made on time along with some funds for SEZ Project to ensure its kick start. However, the majority of funds that was allocated for the NHS scheme should be there with a clause of release of funds in a phased manner with progress of Housing Construction to ensure houses for need one built on time.

In this case, the best course of action would be to balance the economic growth initiative under the

SEZ and National Grid project with people's rights and welfare. It could be done with the help of better resource and budget management during allocation based on outcome based budgeting principles. Hence, the 4th option would be the most appropriate option.

1.6 WHISTLEBLOWING

1.6.1 CASE STUDY: IPS & JOURNALIST VS MINING MAFIA (2022)

The Supreme Court has banned mining in the Aravalli Hills to stop degradation the forest cover and to maintain ecological balance. However, the stone mining to still prevalent in the border district of the affected State with connivance of certain corrupt forest officials and politicians. Young and dynamic SP who was recently posted in the affected district promised to himself to stop this menace. In one of his surprise checks with his team, he found loaded truck with stone trying to escape the mining area. He tried to stop the truck but the truck driver overran the police officer, killing him on the spot and thereafter managed to flee. Police filed FIR but no breakthrough was achieved in the case for almost three months. Ashok who was the Investigative Journalist working with leading TV channel, suo moto started investigating the case. Within one month, Ashok got breakthrough by interacting with local people, stone mining masia and government officials. He prepared his investigative story and presented to the CMD of the TV channel. He exposed in his investigative report the complete nexus of stone mafia working with blessing of corrupt police and civil officials and politicians. The politician who was involved in the mafia was no one else but local MLA who was considered to be very close to the Chief Minister. After going through the investigative report, the CMD advised Ashok to drop the idea of making the story public through electronic media. He informed that the local MLA was not only the relative of the owner of the TV channel but also had unofficially 20 percent share in the channel. The CMD further informed Ashok that his further promotion and hike in pay will be taken care of in addition the soft loan of 10 lakhs which he has taken from the TV channel for his son's chronic disease will be suitably adjusted if he hands over the investigative report to him.

1. What are the options available with Ashok to cope up with the situation?



2. Critically evaluate/examine each of the options identified by Ashok.
3. What are the ethical dilemmas being faced by Ashok?
4. Which of the options, do you think, would be the most appropriate for Ashok to adopt and why?
5. In the above scenario, what type of training would you suggest for police officers posted to such districts where stone mining illegal activities are rampant?

Answer:

P – Problem

Ashok, a journalist, has uncovered evidence of a politician’s involvement in illegal mining. However, the CMD (Chairman and Managing Director) of his media organization asks him to suppress the report. Ashok faces a serious ethical dilemma: whether to protect his job and financial security (especially with a sick son requiring medical treatment), or fulfill his professional duty to report the truth and expose corruption.

Ethical dilemmas faced by Ashok:

- **Personal vs Professional:** Ashok is torn between his professional duty as a journalist to report the truth, and his personal need to maintain his job, promotion, and financial stability for his son’s medical treatment.

- **Integrity vs Loyalty:** Ashok’s commitment to integrity and truth is in conflict with his loyalty to his employer and the channel he works for

A – Alternatives

1. Comply with the CMD’s advice and suppress the investigative report.
2. Refuse the CMD’s advice and publish the report independently through other media or social platforms.
3. Submit the investigation and evidence to law enforcement or anti-corruption agencies.
4. Privately confront the politician and persuade him to stop illegal mining.

C – Criteria for Evaluation

- **Professional Integrity:** Upholding the journalist’s ethical duty to the truth.
- **Public Interest:** Ensuring societal and environmental justice.
- **Personal and Family Well-being:** Financial stability, especially for his son’s medical needs.
- **Legal Accountability:** Facilitating systemic justice through proper channels.
- **Risk of Retaliation:** Avoiding threats to safety, livelihood, and career.
- **Practical Feasibility:** Realistic chance of impact and protection against backlash.

A – Analysis of Alternatives

Alternative	Merits	Demerits
1. Comply with CMD	Maintains job, income, and ensures care for his son.	Violates journalistic ethics; enables corruption; long-term reputational loss.
2. Publish Report Independently	Defends truth; raises public awareness; upholds democratic values.	High personal risk; possible job loss; retaliation from powerful individuals.
3. Submit to Law Enforcement/Anti-Corruption Agencies	Maintains ethical integrity; allows due legal process; less public confrontation.	Action may be delayed or suppressed if system is compromised.
4. Confront Politician	Could lead to negotiated end of illegal activities.	Dangerous; may provoke retaliation; unrealistic without institutional backing.



D – Decision

The most balanced and ethical option is **Alternative 3: Ashok should submit his findings to law enforcement or anti-corruption bodies.**

This option:

- Upholds his professional duty without direct public confrontation.
- Initiates institutional action and allows for legal accountability.
- Minimizes direct personal and financial risk compared to independent publication.
- Maintains the possibility of future reporting, should the system act on the evidence.

While not a guaranteed solution, it is the most ethically sound and strategically prudent approach.

I – Implementation

1. **Secure and anonymize the evidence** to avoid tampering or loss of information.
2. **Submit to reputable institutions** such as the Lokayukta, Central Vigilance Commission, or police with a formal complaint.
3. **Consult legal and journalistic ethics experts** to ensure safeguards are in place.
4. **Confide in trusted colleagues or legal advisors** for support and transparency.
5. **Explore financial support avenues** (e.g., press welfare funds, NGOs) to help with his son's treatment during this uncertain period.
6. **Advocate for institutional training and reforms**, especially for law enforcement in such areas:
 - o **Ethical decision-making and anti-corruption modules.**
 - o **Technical training in detecting illegal mining.**
 - o **Community-policing techniques for intelligence gathering.**
 - o **Whistleblower protection awareness.**
 - o **Emergency response and self-defense for field duty.**

This preserves Ashok's professional integrity, protects the public interest, and ensures action through lawful and systemic channels while recognizing the human vulnerabilities involved.

Suggested training for police officers in such districts:

- **Ethical Training:** Officers should be educated about the importance of integrity and ethical

behavior in law enforcement. They should be trained to resist bribes and to report corruption.

- **Specific Illegal Mining Training:** Officers should receive training on the environmental, societal, and legal aspects of illegal mining. They should understand how to identify and investigate such activities.
- **Community Interaction:** Officers should be trained in community policing techniques, learning to build trust and rapport with local residents who can provide information on illegal activities.
- **Self-Defense and Emergency Response:** Given the violence that can be associated with such illegal activities, officers should receive robust training in self-defense and emergency response.
- **Whistleblower Protection:** Officers should be educated about their rights and protections as whistleblowers, to encourage reporting of corruption within the police force.

1.6.2 CASE-STUDY: SNOWDEN'S WHISTLEBLOWING: RIGHT / WRONG? (2018)

Edward Snowden, a computer expert and former CIA administrator, released confidential Government documents to the press about the existence of Government surveillance programmes. According to many legal experts and the US Government, his action violated the Espionage act of 1971, which identified the leak of State secret as an act of treason. Yet, despite the fact that he broke the law, Snowden argued that he had a moral obligation to act. He gave a justification for his "whistle blowing" by stating that he had a duty "to inform the public as to that which is done in their name and that which is done against them." According to Snowden, the Government's violation of privacy had to be exposed regardless of legality since more substantive issues of social action and public morality were involved here. Many agreed with Snowden. Few argued that he broke the law and compromised national security, for which he should be held accountable.

Do you agree that Snowden's actions were ethically justified even if legally prohibited? Why or why not? Make an argument by weighing the competing values in this case.

Answer:

Case Summary:

Edward Snowden, a computer expert and a CIA administrator, made government documents public, which violated the Espionage Act, 1971. According to him he had a moral obligation to act and give his justification. Many argued with Snowden and many agreed with his act.

Stakeholders involved in the case:

- Edward Snowden, a computer expert and a former CIA administrator.
- Central Intelligence Agency (CIA), United States.
- The United States Government.

The organizational and social ethics play an important role in inducing our actions and justifying the motives for doing so. When there is a conflict between social ethics and organisational ethics, a dilemma is imminent. The perennial sources of conflict is individual freedom and rights on one hand and larger interest of the nation or the society on the other hand. The argument provided by Edward Snowden is valid under his own beliefs but the government's claims are also acceptable under certain circumstances such as national security.

In this case, there are two conflicting values that created the ethical dilemma which are:

Morality Vs. legality

- Morality, principles concerning the distinction between right and wrong or good and bad behaviour. Whereas, legality is the quality or state of being in accordance with the law. Both these values are closely related as they seek to regulate human behavior and actions. But actions which may be legally right may not be morally correct or vice-versa.
- It is an everlasting dilemma which will occur in the future as well. Law is necessary to maintain order and minimum coordination in the society.
- Both seek justice in different ways and help attain stability in the society. Establishing primacy of one over other would not be a wise option. Edward Snowden has violated the Espionage Act, 1971, but his act must be looked at with his intentions to serve the greater public good.

Individual Liberty vs National Security

- Individual liberty and privacy seeks to provide personal space to humans. This value respects the

intricate relations of a person, personal feelings of people etc. National security, on the other hand seeks protection of society from all kinds of threats and it is the responsibility of the state to protect its citizens, boundaries, economy etc. No nation can become great by reducing its own individual citizen.

- The surveillance programme was a gross violation of its own mandate. Snowden's act in this case should not be considered a threat to national security.

The US Government's view in Snowden's case:

- Every organisation has a set of rules, beliefs and conventions that have to be preserved at all extent. This keeps the organisation from failing due to misdeeds. By violating the rules of organisation, Edward Snowden has committed an offence and he is should be punished.
- Organisations have certain secrets or insider information that have to be kept from leaking. Individual working in the organisation is committed towards maintaining such secrecy. Snowden's actions would have created great risk for functioning of the organisation and thus was charged.

My justification:

- When Snowden leaked documents pertaining to the existing government's surveillance program, it may be treated as a paradigm shift in an individual's life due may be to the voice of conscience and a sense of justice and fairness.
- Breaching the privacy of people is also an infringement on their freedom and dignity. It is undemocratic. What Snowden did might have violated the law, but it upheld the cause of freedom and dignity of the people and justice and fairness.
- So, what Snowden did was morally correct and was in favour of democracy, freedom, justice and fairness. Such occasions are rare in history and those who speak against unfair practices of state and violate state's dictates for a truly great cause, they become Socrates or Gandhi. But doing such acts for populism, and personal gains should be punished.

As the New York Times rightly stated on Snowden's actions, "He may have committed a crime, but he has done his country a great service."

In the mentioned case, Snowden struggling with a dilemma. Surveillance was a gross violation in the name of national security, so he was correct in revealing the government. On ethical principles it seems right to act as a whistleblower to bring out the truth in order to make a just and fair system for the people and a just and fair global order.

1.6.3 CASE-STUDY: TO WHISTLE-BLOW AGAINST POLLUTING INDUSTRY OR NOT? (2016)

A fresh engineering graduate gets a job in a prestigious chemical industry. She likes the work. The salary is also good. However, after a few months accidentally discovers that a highly toxic waste is being secretly discharged into a river nearby. This is causing health problems to the villagers downstream who depend on the river for their water needs. She is perturbed and mentions her concern to her colleagues who have been with the company for longer periods. They advise her to keep quiet as anyone who mentions the topic is summarily dismissed. She cannot risk losing her job as she is the sole bread-winner for her family and has to support her ailing parents and siblings. At first, she thinks that if her seniors are keeping quiet, why should she stick out her neck. But her conscience pricks her to do something to save the river and the people who depend upon it. At heart she feels that the advice of silence given by her friends is not correct though she cannot give reasons for it. She thinks you are a wise person and seeks your advice.

1. What arguments can you advance to show her that keeping quiet is not morally right?
2. What course of action would you advise her to adopt and why?

Answer:

Case Summary:

This case is related to an ethical dilemma between job security or working for the greatest good of the people (villagers) or for the society. Either she has to take the side of the villagers who depend on the river for their livelihood and get affected due to pollution or to keep quiet and save her job. Absolute morality is not feasible.

Stakeholders Involved:

- A fresh engineering graduate
- Her colleague
- Villagers

Arguments in favour of not keeping quiet are as follows:

- Keeping quiet is not morally right because the decision of giving a blind eye to the situation is incorrect as water pollution is affecting the lives of many villagers including children. It is also affecting the environment.
- Keeping quiet for the sake of career and salary is unbecoming as due to this selfish act many lives are at risk.
- It is not morally right to keep quiet, because the education that got her this job is not only for a good salary but to serve society.
- The populated river can cause life threatening disease. Therefore, as an engineer she has more scope to find remedies to treat toxic chemicals.

Course of action that I would advise her:

- She should do some groundwork, like talking to villagers, the health problems faced by them, testing the level of toxicity of rivers and must make a report. She can show the report to her immediate senior to remind the company of the environment laws as well as corporate social responsibility.
- Even after the report seniors are indifferent towards this issue, the report can be submitted in a government organization like National Green Tribunal (NGT).
- She has also the option to inform the district administration of the same wrongdoing and seek their help.
- She can take assistance from the local Non Government Organization (NGO) as well as the media to create pressure on the company.
- Other jobs can be persuaded and the Public Interest Litigation (PIL) on the above stated issue can be filed in the court submitting proper data and records.

Her conduct may be ethical and moral but there is a risk of losing her job. So, simultaneously she can start looking for a new job since even if the complaints go unheard she might not continue in the company on moral grounds.

1.7 RTI / TRANSPARENCY / SECRECY / EXTORTION

1.7.1 CASE-STUDY: PIO SHOULD DO RTI STONEWALLING (2017)

You are a Public Information Officer (PIO) in a government department. You are aware that the RTI Act 2005 envisages transparency and accountability in administration. The act has functioned as a check on the supposedly arbitrarily administrative behaviour and actions. However, as a PIO you have observed that there are citizens who filed RTI applications not for themselves but on behalf of such stakeholders who purportedly want to have access to information to further their own interests. At the same time there are these RTI activists who routinely file RTI applications and attempt to extort money from the decision makers. This type of RTI activism has affected the functioning of the administration adversely and also possibly jeopardises the genuineness of the applications which are essentially aimed at getting justice. What measures would you suggest to separate genuine and non genuine applications? Give merits and demerits of your suggestions.

Answer:

Case Summary:

Being a PIO in a government department, I observed that there are citizens who filed RTI not for themselves but on behalf of stakeholders who want to have access to information to further their own interests. There are other RTI activists who file RTI and attempt to extort money from the decision makers. This type of RTI activism has affected the functioning of the administration adversely.

Stakeholders Involved in the case:

- I, as a Public Relation Officer in a government department.
- Citizens of India.
- RTI Activists

The RTI Act has played a major role in bringing transparency and accountability in the system. It has allowed a common citizen to seek answers to questions from the government and scrutinize the decision making. The Act has also helped in exposing serious scams as well. However, it has also been seen that there

is a spurt in the filing of the RTI application for their private interest. But these RTIs have also been used for the blackmailing of the officers.

Measures to separate genuine and non-genuine applications:

- **Formation of a task force:** Form a taskforce to look into the issue before filing the RTI. Moreover, it should ask the RTI applicant to disclose his/her personal or professional interest.
 - **Merits:** Scrutinising the people who are involved in misuse of RTI and other wrongdoings.
 - **Demerits:** This will make the process more tedious for the genuine RTIs and it will also prevent the honest RTI activists from filing applications.
- **Maintain Records of Activists:** Need to maintain the past records of activists. When any activists file a RTI, it will be easy for the authority to identify the purpose of RTI filings.
 - **Merits:** Help to find out the actual reason for RTI filings based on the previous filling pattern.
 - **Demerits:** This is going to add another burden of task with the officials.
- **Changes in fee:** Some changes in charges and fees associated with providing information can be made in the law. There should be no changes in the fee for initial filing of the applications. But if they are found to be false or serving the vested interests of someone in later investigations, then a suitable monetary fine may be imposed.
 - **Merit:** It will act as a restraint on insincere and dishonest applicants and hit others economically for wrong doing.
 - **Demerit:** It will create a divide and discrimination between rich and poor people. Economically well off and non genuine applicants will not hesitate to file applications while the poor will be discouraged to do so.

The above steps will help in segregating genuine applications from the non genuine ones and will help take the effective actions accordingly. However in the given question, there are RTI activists who are attempting to extort money from the decision makers. It indicates the systemic flaws in the government department itself. Besides it points to the fact that



decision makers want to hide the information as it might expose the wrongdoings in the governance. Therefore the governance itself should be reformed and transparency and accountability should never be forsaken. The genuine applicants must be provided with the requisite information. Better option would be to play a proactive role and put most of the information that is not exempted under the act in the public domain for easy accessibility by the public.

1.7.2 CASE-STUDY: RTI: TO HIDE OR NOT TO HIDE (2013)

In the following questions, carefully study the cases presented and then answer the questions that follow: A Public Information Officer has received an application under RTI Act. Having gathered the information, the PIO discovers that the information pertains to some of the decisions taken by him, which were found to be not altogether right. There were other employees also who party to these decisions were. Disclosure of the information is likely to lead to disciplinary action with possibility of punishment against him as well as some of his colleagues. Non-disclosure or part disclosure or camouflaged disclosure of information will result into lesser punishment or no punishment. The PIO is otherwise an honest and conscientious person but this particular decision, on which the RTI application has been filed, turned out to be wrong. He comes to you for advice. The following are some suggested options. Please evaluate the merits and demerits of each of the options:

1. The PIO could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior.

2. The PIO could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO.
3. The PIO could weigh the consequences of disclosing the information truthfully, including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information.
4. The PIO could consult his other colleagues who are party to the decision and take action as per their advice.

Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons.

Answer:

Case Summary: A Public Information Officer has in an application under RTI Act discovers that the information related to some of his own decisions taken by him were not correct. other employees were involved in his decisions. Disclosure of the information will lead to disciplinary action and chances of punishment against PIO and some employees. Although Non-disclosure will result in lesser or no punishment.

Stakeholders: Public Information Officer, other employees

Ethical Issues/Ethical Dilemmas: To maintain the duty of PIO, to uphold his own honesty and conscientiousness, jeopardizing other employees, to maintain Transparency and accountability while imparting information.

(i) The PIO could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior.



Merits	Demerits
<p>There is little merit in option (i) except for the fact that PIO can use his senior's experience to solve this issue.</p>	<ul style="list-style-type: none"> • The Public Information Officer plays a pivotal role in the implementation of the Right to Information Act, 2005. The compliance with various provisions of the Act requires a certain level of preparedness on part of the PIO. He/she should have complete knowledge of and experience in office procedures. • Therefore, a senior can question his assuredness for the role of PIO. • The decision was taken by PIO. So, it's his responsibility to tackle that mistake on his own rather than dragging his senior into it. • There can be a situation where he may not agree with his senior's advice, which will again put him in an ethical dilemma whether to follow his senior's advice. • If he doesn't abide by his senior's advice, then that could restrain his relationship with his senior.

(ii) The PIO could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO.

Merits	Demerits
<p>Option (ii) holds less merit except for the fact that going on leave can give PIO a chance to introspect his mistake.</p>	<ul style="list-style-type: none"> • Going on leave and leaving the matter to be dealt with by his successor can question the role of PIO as responsible officer. This option will show that the PIO is running away from his responsibility. • Also, in option (ii), probability of getting punishment is much higher as it will be enquired by someone else with his/her perspective which may not match with PIO perspective. The successor may not empathize with PIO.

(iii) The PIO could weigh the consequences of disclosing the information truthfully, including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information.

Merits	Demerits
<p>Minor compromise can be made on the contents of the information holds a merit if the PIO is not tweaking with the factual information.</p>	<ul style="list-style-type: none"> • Such compromise can be made on the contents of the information can bring high chances of fact getting distorted which can evoke Section 20 (2) of the Act which says that Commission shall, while deciding a complaint or appeal, recommend for disciplinary action against the Public Information Officer under the service rules applicable to him or her provides wrong information intentionally.

(iv) The PIO could consult his other colleagues who are party to the decision and take action as per their advice.



Merits	Demerits
<ul style="list-style-type: none"> Option (iv) holds merit as there is no harm in taking advice from colleagues. Option (iv) can widen available options in front of PIO. 	As a PIO, he has to decide the matter using his best individual judgement, in this regard his decisions should not be based on other's advice.

(v) Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons.

As, Section 20(1) of the Central Act allows for the imposition of penalties most notably, where a PIO has, **without any reasonable cause knowingly given incorrect, incomplete or misleading information**. But in this case, PIO has done this by mistake and **Unintentional**. So, chances of punishment are almost negligible if it can be proved that the mistake was not deliberate.

1.7.3 CASE-STUDY: LEAKING INFORMATION (2013)

As a senior officer in the Finance Ministry, you have access to some confidential and crucial information about policy decisions that the Government is about to announce. These decisions are likely to have far-reaching impact on the housing and construction industry. If the builders have access to this information beforehand, they can make huge profits. One of

the builders has done a lot of quality work for the Government and is known to be close to your immediate superior, who asks you to disclose this information to the said builder.

1. What are the options available to you?
2. Evaluate each of these options and choose the option which you would adopt, giving reasons.

Answer:

Case Summary: I am a senior officer in the Finance Ministry, and I have access to some of the confidential information about policy decisions of the Government which are likely to have a sweeping impact on the housing and construction industry. In case builders get access to this information beforehand, they can make huge profits. One of the builders is known to be close to my immediate superior, who asks me to disclose this information to the builder.

Stakeholders: Me, My Department, Builders.

Ethical Issues/Ethical Dilemmas: Disclosure of information, impartiality, loyal

(a)

Options	Merits	Demerits
(i) disclosing the information	As the builder has done so much for the department, so quid pro quo for his work.	By disclosing the information, my ethics as a Government servant will be compromised.
(ii) say directly No to my senior.	I will not be further pressurized to disclose the information.	This option can hurt my senior's ego and strain my relationship with him.

(b) By discussing with seniors and emphasizing on rules and regulations, I will tell my obligations to not disclose the information to anybody.

1.8 TRADE UNION

1.8.1 CASE STUDY: TRADE UNION ISSUE (2015)

A private company is known for its efficiency, transparency and employee welfare. The company,

though owned by a private individual, has a cooperative character where employees feel a sense of ownership. The company employs nearly 700 personnel and they have voluntarily decided not to form a union. One day suddenly in the morning, about 40 men belonging to a political party gatecrashed into the factory demanding jobs in the factory. They threatened the management and employees, and also used foul language. The employees feel demoralized. It was clear that those people who gatecrashed wanted to be on the payroll of the company as well as continue as the volunteers/members of the party. The company maintains high standards in integrity and does not extend favours to civil administration that also includes law enforcement agencies. Such incidents occur in the public sector also.

1. Assume you are the CEO of the company. What would you do to diffuse the volatile situation on the date of gate-crashing with the violent mob sitting inside the company premises?
2. What could be the long-term solution to the issue discussed in the case?
3. Every solution/action that you suggest will have a positive and a negative impact on you (as CEO), the employees and the performance of the employees. Analyze the consequences of each of your suggested actions.

Answer:

Case Summary:

I am the CEO of a private company. The company was stormed by a mob of 40 persons belonging to a political party and demanding jobs in the factory. The company maintains high standards in integrity and doesn't extend favours to anyone.

Stakeholders:

CEO of the Private Company, management and employees, 40 men belonging to a political party and political party.

Ethical Issues/Ethical Dilemmas:

Integrity of the post, accountability towards company, safety and employment rights of workers, transparency of selection process.

(a) As the CEO of the company, it would be my responsibility to exhibit leadership in such situations which puts my employees at risk and I need to be courageous in taking a stand for my company and my

people. I would take the following steps to diffuse the aggravated situation:

- **Bringing in the Emotional Intelligence Component:** In such volatile situations, Emotional intelligence (EI) can help cope with pressure and stress by understanding and managing the emotions of myself and that of the employees.
 - I will arrange a meeting with the chief of the mob and try to convince him about the panic situation they are creating in the premises.
 - I will try to communicate effectively to him the recruitment policies of the company. This would be done primarily to buy some time and keep them calm as the safety of my employees is my first priority. Also, with EI I can prioritize that vulnerable among employees are taken care of.
 - **Informing the Police:** Since the situation involves law and order problems, I will inform the police about it. If the issue is resolved peacefully then fine, otherwise police may take suitable action to tackle the menace in the premises.
 - **Talk with the Political Leader:** I will call the political leader, informing my inability to provide jobs to the men. I will also request him to call back his party members, as on his orders, they will agree to leave.
- (b) Following steps can be taken in the long term to uplift the morale of the employees, to ensure and uphold the values of non-partisanship and to also take advantage of technological advancements to eventually leading to effective and uninterrupted implementation of the company's targets and vision:
- I will put a detailed security department within the factory premises providing them all the modern facilities like CCTVs and also extra security personnel for securing the company with any such attacks in the future.
 - I will issue strict guidelines regarding the recruitment policy of the company. This will sensitize the people regarding our organizational values.
 - Approach the head of local district administration and request him to maintain law and order situation in the region.
 - I will also take help from the media, to make the issue public. It will help in preventing any such

attempt in the future since no political party would want to gain negative publicity.

- Motivating employees from time to time, working towards employee welfare by organising events and activities to make sure they feel a sense of attachment to the company and its vision.

(c) **Evaluation of the consequences is as follows:**

Action Plan 1: Detailed Security Department

Merits:

- It will boost the morale of employees, as there will be a sense of security among them.
- It will help in maintaining the performance of the company at highest standards.

Demerits:

- I would need investment in installing CCTV cameras and appointment of more security personnel, which would put extra financial burden on the company.

Action Plan 2: Issuing strict guidelines regarding Recruitment Policy

Merits:

- It will foster the cooperative character of the company and also instill a sense of confidence among the employees.
- Our organizational values will be clearly spelt out for everyone.

Demerits:

- It may not be that much effective for outside people.
- There is a possibility of ego clashes and passing down wrong information.

Action Plan 3: Approach the head of Local District Administration

Merits:

- This will be a positive way and should be welcomed by all the employees. Involvement of district administration will create a sense of security among the employees.

Demerits:

- This act might annoy the leaders of the political party and relations with them might suffer.
- The fallout of this action might put my life in danger as well.

Action Plan 4: Assistance from Media

Merits:

- It will help in preventing any such attempt in the future since no political party would risk their reputation in the society.

Demerits:

- This act might annoy the leaders of the political party and may backfire for the company.

Action Plan 5: Employee Welfare and Brotherhood

Merits:

- This step could ensure brotherhood among employees which could prove to be a strength for the company in difficult times whenever encountered.

Demerits:

- This may or may not be able to involve all the employees in an inclusive manner because of differences and biases and in turn could prove to be a measure, not as effective in implementation as planned.

Taking care of the responsibilities at hand and to ensure farfetched goals being met in vision, Professional Ethics in the form of above discussed steps can help ensure proper and uninterrupted functioning of the company, even when presented with difficult situations.

1.9 DUTY OF CIVIL SERVANT

1.9.1 CASE STUDY: ETHICS IN CIVIL SERVICES (2019)

In recent times, there has been an increasing concern in India to develop effective civil service ethics, code of conduct, transparency measures, ethics and integrity systems and anti-corruption agencies. In view of this, there is a need being felt to focus on three specific areas, which are directly relevant to the problems of internalizing integrity and ethics in the civil services. These are as follows:

1. Anticipating specific threats to ethical standards and integrity in the civil services,
2. Strengthening the ethical competence of civil servant and
3. Developing administrative processes and practices which promote ethical values and integrity in civil

services. Suggest institutional measures to address the above three issues.

Answer:

In most countries today there are increasing expectations from ordinary citizens, business leaders and Civil Society that Governments will establish and deliver higher standards of ethicality and integrity in the Civil Service, agencies of government (Ministries and parastatals), and Government itself. There is now a need to concentrate on three areas of concern in particular, which are directly relevant to the problems of internalising integrity and Ethics in democratic governments and the Civil Service.

- Anticipating specific threats to ethics standards and integrity in the public sector.
- Strengthening the ethical competence of civil servants, and strengthening mechanisms to support “professional ethics”.
- Developing administrative practices and processes which promote ethical values and integrity.

Attention needs to be paid to systemic threats that could weaken adherence to core public sector ethics values, and commitment to good governance, and to preparing the necessary political and management responses.

New methods need to be accepted to institutionalize ethically competent decision making, disinterested advice to Government, and, ultimately, an ‘ethical culture’ which supports professional responsibility, self-discipline, and support for the rule of law.

New and proposed pro-ethics laws require effective implementation through, for example, effective performance management techniques which support the entrenchment of the ethical values set out in Civil Service (and parastatals) Codes of Ethics.

Institutional measures to deal with above three issues are as follows:

- Effective laws which require civil servants to give reasons for their official decisions, (for example: a Freedom of Information law).
- Management approaches which encourage all public officials and civil servants to deal positively with corruption and unethical practice when they encounter it.

- ‘Whistleblower’ protection law to protect appropriate ‘public interest disclosures’ of wrongdoing by officials.
- Ethics audits to identify risks to the integrity of the most important processes (for example financial management, tendering, recruitment and promotion, dismissal and discipline).
- New Human Resource Management strategies (which link, for example, ethical performance with entry and advancement, and ethical ‘under-performance’ with disciplinary processes), merit based promotion and recruitment, anti-discrimination protections.
- Training and development in the content and rationale of Ethics Codes, the application of ethical management principles, the proper use of official power, and the requirements of professional responsibility.
- Effective external and internal complaint and redress procedures.
- It is now generally recognised that meaningful and enforceable Ethics codes, linked to systemic practices and procedures, based on legislation, and backed by management leadership and high level political commitment, and ongoing ‘professional ethics’ training, are essential.
- Official decisions affected by ‘Maladministration’ may be reviewed independently, (for example by an Ombudsman, Administrative Appeals Tribunal or Court), and corrected. Officials responsible for maladministration may also be disciplined by their employer.
- Failure to report known or reasonably suspected cases may be used as the grounds for disciplinary measures to be taken against civil servants.
- The provision of FoI rights to citizens is now considered essential to ensuring accountability by public officials and Governments.
- In some countries, citizens have an unqualified right, under law, to be advised of the reasons for any official decision of which they are directly the subject. This includes the right to be advised, at the time of the decision and in writing, of the evidence and other information taken into account by the decision maker, and of the procedure, if any, for having the decision reviewed.
- All significant official decisions can be made subject to independent review, and effective

administrative procedures (in particular the keeping of proper records), can be required to be maintained, so as to assist effective independent review.

- In the interests of improving accountability and fostering the fight against corruption, some countries have passed laws to establish a right whereby a person may make a protected 'public interest disclosure' of any suspected or actual corruption, misconduct, or Maladministration by a civil servant or public official.

1.9.2 CASE STUDY: HONEST MISTAKES BY CIVIL SERVANTS (2019)

Honesty and uprightness are the hallmarks of civil servants. Civil servants possessing these qualities are considered as a backbone of any strong organizations. In the line of duty, they take various decisions, at time some become bonafide mistakes. As long as such decisions, are not taken intentionally and do not benefit personally, the officer cannot be said to be guilty. Though such decisions may, at times, lead to unforeseen adverse consequences in the long term. In the recent past, a few instances have surfaced wherein civil servants have been implicated for bonafide mistakes. They have often been prosecuted and even imprisoned. These instances have greatly rattled the moral fibre of the civil servants. How does this trend affect the functioning of civil services? What measures can be taken to ensure that honest civil servants are not implicated for bonafide mistakes on their part? Justify your answer.

Answer:

This case study is about the day to day functioning of the civil servant that involves decision making on several issues and it also highlights the risks involved in such decision making process. Values and ethical dilemmas include - accountability, honesty, integrity, and decision making.

In Indian civil services, major administrative decisions are taken by civil servants, who like normal humans are susceptible to making errors. However, there is a thin line between deliberate and bonafide mistakes, which needs identification for making administration easy, transparent and effective. But instances of

wrongful examination of honest officers deeply impact the morale of such officers.

Trend that affect the functioning of civil servants in the following ways:

- It basically discourages decision making. If one is always vulnerable about being held guilty for an outcome which one can anyhow not predict completely, one often prefer to play safe with keeping status quo.
- When situations demand innovation and creative thinking on which laws silent or vague, immediate action is needed, precedents don't exist, officials are left confused about what to do.

Measures that can be taken to ensure honest civil servants are not implicated for bonafide mistakes on their part:

- All allegation of corrupt practices received as complaints against a civil servant should be examined in depth at the preliminary stage itself before initiating any inquiry.
- In cases relating to allegations of corruption, open inquiries must be avoided immediately on the basis of complaints/source information. The Inquiry/ Verification Officers should be able appreciate the sensitivities involved in handling allegations of corruption.
- The assessment of the results of enquiries should be done in a competent and fair manner. Injustice can befall because of faulty evaluation of the facts and the evidence.
- Capacity building of the anti-corruption agencies can be assured through training and by associating with the required experts during enquiries.
- The supervising authority in the investigating agencies should confirm that only those public servants are prosecuted against whom the evidence is compelling.
- A special investigation unit can be linked to the Lokpal (Rash-triya Lokayukta), to investigate charges of corruption against investigative agencies.

Therefore, we can observe that the public services are prone to mistakes which may not be always intentional. The need is to segregate mistakes from conspiracy in order to protect the honest and punish the guilty.



2.1 LAND ACQUISITION

2.1.1 CASE-STUDY: DUBIOUS PLOT ACQUIRED FOR SCHOOL (2015)

You are heading a district administration in a particular department. Your senior officer calls you from the State Headquarters and tells you that a plot in Rampur village is to have a building constructed on it for a school. A visit is scheduled during which he will visit the site along with the chief engineer and the senior architect. He wants you to check out all the papers relating to it and to ensure that the visit is properly arranged. You examine the file which relates to the period before you joined the department. The land was acquired from the local Panchayat at a nominal cost and the papers show that clearance certificates are available from the two of the three authorities who have to certify the site's suitability. There is no certification by the architect available on file. You decide to visit Rampur to ensure that all is in order as stated on file. When you visit Rampur, you find that the plot under reference is part of Thakurgarh Fort and that the walls, ramparts, etc., are running across it. The fort is well away from the main village, therefore a school here will be a serious inconvenience for the children. However, the area near the village has potential to expand into a larger residential area. The development charges on the existing plot, at the fort, will be very high and the question of heritage site has not been addressed. Moreover, the Sarpanch, at the time of acquisition of the land, was a relative of your predecessor. The whole transaction appears to have been done with some vested interest.

1. List the likely vested interests of the concerned parties.
2. Some of the options for action available to you are listed below. Discuss the merits and demerits of each of the options :
 - a. You can await the visit of the superior officer and let him take a decision.
 - b. You can seek his advice in writing or on phone.
 - c. You can consult your predecessor/colleagues, etc., and then decide what to do.

- d. You can find out if any alternate plot can be got in exchange and then send a comprehensive written report.

Can you suggest any other option with proper justification?

Answer:

Case Summary: I am heading a district administration in a particular department. A visit is scheduled for my senior for a site. The land that is under consideration for school building turns out to be acquired for the local Panchayat at a nominal cost, having potential to expand into a larger residential area and is without the clearance certificates being up to the mark. Apparently, the Sarpanch, at the time of acquisition of the land, was a relative of my predecessor. The case here suggests the issue of 'Collusive Corruption'.

Stakeholders: Head of District Administration, Superior Officer, Sarpanch, Predecessor, Certifying Authorities, Children from village who will be attending the School.

Ethical Issues/Ethical Dilemmas: Collusive Corruption, Issues with the Heritage Site.

(a) List the likely vested interest of the concerned parties.

The main problem in this issue is that the plot of land for the school is far away from the village and it would be difficult for the children to attend this school. Another problem is that the plot of land is located within the heritage site and it would not be possible to construct a school without damaging the site. The issue here can be seen of the negligence in administering the cultural heritage and also the bigger concern of "Collusive Corruption". The vested interests of various parties can be summed up as follows:

1. **Concerned Party: Sarpanch**
 - It is possible that the predecessor officer was colluding with Sarpanch so that the government develops the area near the village under some future development scheme so that they can sell the land at much higher price later.
 - Sarpanch could acquire a larger share of the land that falls near the project so that he can have

maximum financial advantage during the time of the development of a residential complex.

2. **Concerned Party: Predecessor**

- The predecessor provided undue advantage to Sarpanch, by misusing his authority. This could have been for the financial gains by earning money illegally through approving the transaction of acquisition of land without any investigation.
- It could also be to maintain good relations with Sarpanch to have favours in case of any future investigations by the authority.

3. **Concerned Party: Certifying Authorities**

- The two certifying authorities, certifying the suitability of plot, may have had some monetary or other gratification for approving such clearance.
- There could also be a case of financial misappropriation or shared benefits, as the plot was acquired at nominal cost.

(b) Some of the options for action available to you are listed below. Discuss the merits and demerits of each of the options:

(i) You can await the visit of the superior officer and let him take a decision.

Merits:

- Based on the current facts and evidence, the senior, being more experienced, may be able to take objective decisions in this regard.
- It would help in following the line of command in the bureaucratic process of decision making on an issue as sensitive as this and I will also be performing my duty efficiently.

Demerits:

- It will delay the solution of the problem.
- It will be like transferring my duty to my seniors and may portray my indecisiveness and poor problem solving abilities leading to dereliction of my duty.

(ii) You can seek his advice in writing or on the phone.

Merits:

- It will help in appraising the seniors of the situation and would be subjected to higher scrutiny.
- It will also help in quicker decision making as it may help in solving the issue before seniors visit the site.

- Seeking advice in writing would legitimise any order and create evidence about my non-involvement in the issue and for any future inquiry.

Demerits:

- Taking advice will again be like shifting responsibility on seniors.
- Getting written instructions may delay the process of resolution.
- Also, formal requirements of advice may result in our department getting investigated as well.

(iii) You can consult your predecessor/colleagues, etc, and then decide what to do.

Merits:

- I can know about the precise reasons behind the decisions of my predecessor.
- I will have a democratic and legal method towards problem resolution.

Demerits:

- It may not help in solving the problem, because of the interests of the predecessor.
- It will delay the decision making process.
- I will have to accept the responsibility for their actions based on their advice. Also, they may provide me with varied opinions so that I may not know of their involvement.

(iv) You can find out if any alternate plot can be got in exchange and then send a comprehensive written report.

Merits:

- The ancient heritage site will be preserved and simultaneously, villagers can get much-needed school in their vicinity which would be convenient for the children.
- Sending detailed reports will help in appraising seniors on every aspect of the issue.
- I will perform my duty efficiently since the standard operating procedure will be followed in resolving the issue.

Demerits:

- Providing alternative options may conceal the vested interest of the concerned persons.
- It may lead to delay in the project as finding alternative land may be difficult.



Can you suggest any other option with proper justifications?

The best course of action would be to involve other stakeholders like the Ministry of Culture, Ministry of HRD and Archaeological Survey of India apart from discussing the matter in detail with the superiors. This would help to reach consensus and bring out a well-informed decision. But simultaneously, the vested interest needs to be brought out by reopening the file and carrying out impartial investigation so that future cases of collusive corruption can be kept in check.

2.1.2 CASE-STUDY: DRAFT BETTER LAND-ACQUISITION POLICY (2016)

Land needed for mining, dams and other large-scale projects is acquired mostly from Adivasis, hill dwellers and rural communities. The displaced persons are paid monetary compensation as per the legal provisions. However, the payment is often tardy. In any case, it cannot sustain the displaced families for long. These people do not possess marketable skills to engage in some other occupation. They end up as low paid migrant labourers. Moreover, their living is destroyed. Thus, the benefits of traditional ways of community development go to industries, industrialists and urban communities whereas the costs are passed on to these poor helpless people. This unjust distribution of costs and benefits is unethical. Suppose you have been entrusted with the task of drafting a better compensation-cum-rehabilitation policy for such displaced persons, how would you approach the problem and what would be the main elements of your suggested policy?

Answer:

Case Summary:

Land needed for mining and large scale projects is acquired from adivasis, hill dwellers and rural communities by paying monetary compensation is less and often tardy. The compensation which they get is very less to sustain a good life and due to lack of marketable skills, they end up as migrant laborers. Their development goes to industries but cost is passed on to the poor people. I am entrusted with the task of drafting a better compensation-cum- rehabilitation policy for such displaced persons.

Stakeholders involved in the case:

- Adivasis, hill dwellers and rural communities.
- Industrialists
- Urban Communities.

The compensation-cum-rehabilitation policy should be based on the following principles:

- Rehabilitation of tribals with proper plan of basic amenities.
- The cultural structure of the tribal community should be preserved while formulating rehabilitation policy.
- Compensation should not be equated with monetary compensation alone, proper vocational and skill development training should be provided.

Thus the steps which can be initiated are:

- Rehabilitation planning before displacement;
- Skill development support and choice in project jobs;
- Option for stocks in companies implementing projects to affected families;
- Providing housing benefits to all affected families;
- Monthly pension to all vulnerables, such as disabled, destitute, orphans, widows, unmarried girls;
- Resettlement areas necessary infrastructural facilities and amenities.
- Initiate livelihood generation programmes such as initiation of financial inclusion drive or formation of Self Help Groups;
- Deliver a basic education for all people and outreach initiatives to create awareness about their rights provided under different laws, programmes and policies.

It can be understood that any development which does not cater to the needs in a holistic manner is bound to yield skewed results. Therefore the policy must have this holistic sight only then implementation can be realized.

2.1.3 CASE-STUDY: OBLIGING TO MINISTER'S WISHES FOR LAND-DEAL (2018)

As a senior officer in the Ministry, you have access to important policy decisions and upcoming big announcements such as road constructions projects before they are notified in the public domain. The Ministry is about to announce a mega road project

for which the drawings are already in place. Sufficient care was taken by the planners to make use of the government land with the minimum land acquisition from private parties. Compensation rate for private parties was also finalized as per government rules. Care was also taken to minimize deforestation. Once the project is announced, it is expected that there will be a huge spurt in real estate prices in and around that area. Meanwhile, the Minister concerned insists that you realign the road in such a way that it comes closer to his 20 acres farmhouse. He also suggests that he would facilitate the purchase of a big plot of land in your wife name at the prevailing rate which is very nominal, in and around the proposed mega road project. He also tries to convince you by saying that there is no harm in it as he is buying the land legally. He even promises to supplement your savings in case you do not have sufficient funds to buy the land.

However, by the act of realignment, a lot of agricultural lands has to be acquired, thereby causing a considerable financial burden on the government, and also the displacement of the farmers. As if this is not enough, it will involve cutting down of a large number of trees denuding the area of its green cover. Faced with this situation, what will you do? Critically examine various conflicts of interest and explain what your responsibilities are as a public servant.

Answer:

Case Summary:

This is a case of political interference and conflict of interest if he uses inside information for private gain. Using inside information is also seen as a conflict of interest even if one is not a direct beneficiary. A Public Servant is needed to serve the greater public interest, save the government resources wherever it is possible and help realise the sustainable development goals.

Stakeholders Involved:

- I, as a senior scientific officer in the Ministry.
- Private parties, with whom the government deals as the government roles.
- The Minister who insists to realign the road in such a way that it comes closer to his 20 acres farmhouse.
- Farmers.

A conflict of interest occurs when there is an involvement of both personal and professional

factors in decision making. Conflicts of interest often deteriorate standards of governance.

In the above case, the conflict of interest which arises are:

- **Professional interest vs. Ministers Interest:** Disregarding his wish or proposal may cost me maybe in the form of an unfavourable transfer. But if I consider or accept his proposal, I may get benefits in the near future with higher posts. But being a public servant I will go by the plan and will take the decision in favour of the society not the Minister.
- **Minister's Interest vs. Financial burden on the Government:** The proposal by the Minister will cause a financial burden on the government as more money and labour will be needed for realigning the road. Instead, this money can be used for other welfare programmes.
- **Personal Economic Interest vs. Interest of Farmers:** If I accept the offer of the Minister, it will definitely strengthen me economically but it will also result in great loss to the farmers as large displacement of farmers will take place. Moreover, my ethical values do not allow me to favour the Minister and thus I will stand with the original project.
- **Our Combined Interest Vs. Environment:** If I agree with his proposal, then our combined interest will be harmful for the environment as it may result in cutting down a large number of trees denuding the area of its green cover.
- **Moral Conflict:** Till now, I have done my services on moral values and with honesty and accepting the offer will rob me of my mental peace. It will also degrade my values which are my pillars of strength. For fulfilling my economic needs, the salary provided to me from the Government is enough.

As a responsible civil servant having faced with this situation, I will

- I will continue to implement the road project as planned rather than buckling under the minister's pressure or getting alluded to by personal gains. It is because, It is expected from a civil servant to serve the larger public interest, save government resources wherever it is possible and help realise

the goal of sustainable development. So, in this situation

- As a responsible public servant, I shall keep aside the vested interests and shall consider the original project.

Agreeing to the minister may improve my fortunes and the minister may also benefit in the future in several ways. However, this greed and connivance is not desirable as it defies the peoples trust and national interest and leads to loss of a lot of arable land and destitution. It will also lead to loss to the government exchequer and it would be detrimental to the environment as it involves cutting down large numbers of trees.

Moreover, being in a more responsible position, My decision will have ramifications on many lives. Hence, acting ethically is the most reasonable choice.

2.2 COMPANY PROJECT OPPOSITION

2.2.1 CASE-STUDY: NEW PROJECT HURTING LIFESTYLE OF LOCALS? (2016)

ABC Ltd. is a large transnational company having diversified business activities with a huge shareholder base. The company is continuously expanding and generating employment. The company, in its expansion and diversification programme, decides to establish a new plant at Vikaspuri, an area which is underdeveloped. The new plant is designed to use energy efficient technology that will help the company to save production cost by 20%. The company's decision goes well with the Government policy of attracting investment to develop such underdeveloped regions. The Government has also announced tax holiday for five years for the companies that invest in underdeveloped areas. However, the new plant may bring chaos for the inhabitants of Vikaspuri region which is otherwise tranquil. The new plant may result in increased cost of living, aliens migrating to the region, disturbing the social and economic order. The company sensing the possible protest tried to educate the people of Vikaspuri region and public in general that how its Corporate Social Responsibility (CSR) policy would help overcome the likely difficulties of the residents of Vikaspuri region. In spite of this the protests begin and some of the residents decided to approach the judiciary as their plea before the Government did not yield any result.

1. Identify the issues involved in the case.
2. What can be suggested to satisfy Company's goal and to address the resident's concern.

Answer:

The business should include a sense of social responsibility. Social responsibility is an obligation that industries have to act in ways that benefit the society. It means that businesses have a compulsion to help out the poor, or to help clean up the environment because a lot they extract from society and the environment to grow economically.

Issues involved in this case:

- Due to limited livelihood options, increased cost of living for the people most of which might belong to lower middle-class strata or below will become a major problem to handle.
- Since the area is already underdeveloped resources like land, water, public services like health, education, a planned sewer management system will be inadequate. An under planned area with sudden migration of people will not be able to cater to the basic needs like health, residence or education for the people which is known to have long term effects.
- Though the company claims to tackle all the difficulties through CSR, construction of basic infrastructure can take a lot of time which may further add to the chaos.

Ways to satisfy company's goals to address resident's concern:

- Environment impact assessment should be conducted in the first place with a non-partisan approach.
- Government and Company must work in tandem to ensure that the problems of the residents are taken care of through the CSR programs. However, CSR programs alone will not be able to do much, so correct initiatives must be taken by the government too.
- Legislative representatives of the area should accompany the company officials when information camps about the project are set up to develop a sense of belief amongst the residents. If the residents are convinced that the intentions are

as genuine as the talks they will not be bothered with the project.

Blockade always arises due to lack of faith and doubt on the intentions of the company, which is always seen as profit making. To negate this company should adhere to its promises which in turn will be benevolent for both the parties. Such cases bring in the question of right of life versus development of community.

For example, lands were acquired by the Andhra government for developing the capital city of Amravati and they were promised that 20% of their land will be returned after being developed. Such initiatives instill confidence in people, and they would eventually not oppose such development.

2.2.2 CASE STUDY: CSR FUNDING IN AMARIA (2020)

Parmal is a small but underdeveloped district. It has a rocky terrain that is not suitable for agriculture, though some subsistence agriculture is being done on small plots of land. The area receives adequate rainfall and has an irrigation canal flowing through it. Amria, its administrative centre, is a medium-sized town. It houses a large district hospital, an Industrial Training Institute and some privately owned skill training centres. It has all the facilities of a district headquarters. A trunk railway line passes approximately 50 kilometers from Amria. Its poor connectivity is a major reason for the absence of any major industry therein. The state government offers a 10 year tax holiday as an incentive to new industry. In 2010 Anil, an industrialist decided to take benefits to set up Amria Plastic Works (APW) in Noora village, about 20 km from Amria. While the factory was being built, Anil hired the required key labour and got them trained at the skill training centres at Amria. This act of his made the key personnel very loyal to APW. APW started production in 2011 with the labour drawn fully from Noora village. The villagers were very happy to get employment near their homes and were motivated by the key personnel to meet the production targets with high quality. APW started making large profits, a sizeable portion of which was used to improve the quality of life in Noora. By 2016, Noora could boast of a greener village and a renovated village temple. Anil liaised with the local MLA to increase the frequency of the bus services to Amria. The government also opened a primary health care centre and primary school at

Noora in buildings constructed by APW. APW used its CSR funds to set up women's self-help groups, subsidize primary education to the village children and procure an ambulance for use by its employees and the needy. In 2019, there was a minor fire in APW. It was quickly extinguished as fire safety protocols were in place in the factory. Investigations revealed that the factory had been using electricity in excess of its authorized capacity. This was soon rectified. The next year, due to nationwide lockdown, the requirement of production fell for four months. Anil decided that all employees would be paid regularly. He employed them to plant trees and improve the village habitat. APW had developed a reputation of high-quality production and a motivated workforce. Critically analyse the story of APW and state the ethical issues involved. Do you consider APW as a role model for the development of backward areas? Give reasons.

Answer:

Case Summary:

- Parmal is an underdeveloped district, not suitable for agriculture despite having irrigation facilities and adequate rainfall due to rocky terrains.
- Amria, the district headquarter where there is an industrial institute and skill training centre but poor connectivity.
- The state government has already provided a 10 year tax holiday to start industry in this region.
- Anil, an industrialist, set up Arima Plastic Work (APW) in Noora village 20 Km away from Amria. He plans to use local labour, get them skilled at Amria training centre.
- APW started production in 2011 and met the production target to bring prosperity in the region.
- Government with APW support opened a primary health care centre and primary school. Moreover, APW used its CSR funding to set up women Self-help Group (SHG), subsidised primary education and procure ambulances for the use by its employees and the needy.
- In 2019, there was a minor fire in APW due to its usage of excess electricity than its authorized capacity.
- During lockdown all employees were regularly paid and APW utilised their labour to plant trees and improve the village habitat.



Stakeholders involved in the case:

- Anil, the entrepreneur who started APW in the village.
- Local population of Amria HQ/Parmal district/Noora village.
- Government that provides tax holidays to set up new industries in the region.
- Society at large.

Critical Analysis:

- APW, indicates a sign of an ethical driven organization that used available resources and labour force for its enterprise.
- Anil, who is owner of APW, shows the image of compassionate capitalism, where it is believed that growth of enterprise is invariably linked with growth of its employee and society where it operates.
- Skill Development of local population and their high morale leading to meeting production targets with high quality. APW brought prosperity, boosted greenery and renovated the village temple.
- Social consciousness of APW enterprise reflected with the using of CSR fund to set up womens SHG, subsidised primary education, and provide ambulances for use by the needy.
- A small glitch in operation i.e., overdrawing electricity then authorised limit lead to minor file in APW in 2019, that was rectified.
- Ethical and environment consciousness during lockdown, paying salaries for its employees and utilized their labour to plant trees and improve the village habitat.

Ethical Issues involved in the case:

- Ethics in private and public relations
- Dedication to public services, empathy, tolerance and compassion towards the weaker sections.
- Work culture, Quality of service delivery.
- Integrity, impartiality and non-partisanship
- Social influence and persuasion
- Inclusive characteristics of organization-health, education, women empowerment, environment consciousness.
- Wage payment during pandemic despite decline in production.

Reasons for considering APW as role model for the development of backward areas:

- The APW enterprise showed a robust model of private sector led growth utilizing the government incentive creating a win-win situation.
- Many backward regions of India had similar conditions like Amria/where there is underdevelopment and only subsistence agriculture.
- APW leads by example, how the private sector can fill the gap left by the state in ensuring welfare of people even in small villages by transforming their life.
- APW ensures best utilisation of local resources with skill development and attempted inclusive development.
- APW would also take care of various problems like migration, education, health, local employment generation in villages.
- APW presented an ethical, social and environmental conscious organization focused on overall growth of the place and not just for their profits.

Reasons for APW not as a role model for the development of backward areas:

- Every backward region had its own unique issues. The APW model for all backward areas would be akin to the “one size fit all” approach.
- Some backward regions would require more government support than just tax holidays for new industry and private sector initiatives.
- Every private enterprise may not have APW like ethos and they might start over exploiting resources, if left unchecked by the government.

Hence, in this regard, the best way to strengthen the model of a mixed economy where the government will provide a business friendly atmosphere for industries to set up their operation in backward regions with regulation under the government protecting rights of people. This will result in proper checks and balance to private enterprise while ensuring welfare of people and inclusive development.



3.1 MUNICIPAL WORK

3.1.1 CASE-STUDY: ENGINEER: BOGUS FLYOVER VS DEADLINE (2013)

You are working as an Executive Engineer in the construction cell of a Municipal Corporation and are presently in-charge of the construction of a flyover. There are two Junior Engineers under you who have the responsibility of day-to-day inspection of the site and are reporting to you, while you are finally reporting to the Chief Engineer who heads the cell. While the construction is heading towards completion, the Junior Engineers have been regularly reporting that all construction is taking place as per design specifications. However, in one of your surprise inspections, you have noticed some serious deviations and lacunae which, in your opinion, are likely to affect the safety of the flyover. Rectification of these lacunae at this stage would require a substantial amount of demolition and rework which will cause a tangible loss to the contractor and will also delay completion. There is a lot of public pressure on the Corporation to get this construction completed because of heavy traffic congestion in the area. When you brought this matter to the notice of the Chief Engineer, he advised you that in his opinion it is not a very serious lapse and may be ignored. He advised for further expediting the project for completion in time. However, you are convinced that this was a serious matter which might affect public safety and should not be left unaddressed.

What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and finally suggest

what course of action you would like to take, giving reasons.

1. Follow the advice of the Chief Engineer and go ahead.
2. Make an exhaustive report of the situation bringing out all facts and analysis along with your own viewpoints stated clearly and seek for written orders from the chief Engineer.
3. Call for explanation from the Junior Engineers and issue orders to the contractor for necessary correction within targeted time.
4. Highlight the issue so that it reaches superiors above the Chief Engineer.
5. Considering the rigid attitude of the Chief Engineer, seek transfer from the project or report sick.

Answer:

Case Summary: An Executive Engineer in the construction cell of a Municipal Corporation and is presently in-charge of the construction of a flyover noticed flaws in the construction of the bridge. There is a lot of public pressure on the Corporation to get the construction completed. The flaws in construction of the bridge were brought to the notice of the Chief Engineer, who advised the executive engineer to ignore the matter. So, this case is essentially regarding the public service with responsibility and public safety.

Stakeholders: Executive Engineer, Junior Engineers, Chief Engineer, Municipal Corporation, Public.

Ethical Issues/Ethical Dilemmas: To uphold Ethical standards and values as a practicing engineer, Work ethic will be compromised, Injustice to Public Service, Jeopardizing many people's life.

(i) Follow the advice of the Chief Engineer and go ahead.

Merit(s)	Demerit(s)
Option (i) holds no merit except the pressure is handled for the time being.	<ul style="list-style-type: none"> • By following the advice of the chief engineer, he will be running from his responsibility and will not be able to uphold ethical standards and values as a practicing engineer. • On a personal level he will always be in guilt.



(ii) Make an exhaustive report of the situation bringing out all facts and analysis along with your own viewpoints stated clearly and seek for written orders from the Chief Engineer.

Merit(s)	Demerit(s)
<ul style="list-style-type: none"> Option(ii) holds the merit as by preparing an exhaustive report of the situation by bringing out all facts and analysis, a clear assessment can be done. On the basis of data and facts, reports can be shared with top authorities. 	Option(ii) holds no demerit except for the professional relation at personal level with the senior may get affected.

(iii) Call for explanation from the Junior Engineers and issue orders to the contractor for necessary correction within targeted time.

Merit(s)	Demerit(s)
Option (iii) holds merit, as it will make Junior engineers and contractors accountable and also, they won't be able to skip from their responsibility.	Calling for an explanation from JE can jeopardize his relationship with them. But that can be ignore as this step will save lakhs of commuter's lives if any mishap happens in future.

(iv) Highlight the issue so that it reaches superiors above the Chief Engineer.

Merit(s)	Demerit(s)
Option (iv) does have a merit as it will make the chief engineer realise his mistake.	Doing so, the executive engineer can strain his relationship with the chief engineer. Allegations of breaking the hierarchy of seniors can come against executive engineers.

(v) Considering the rigid attitude of the Chief Engineer, seek transfer from the project or report sickness.

Merit(s)	Demerit(s)
Option (v) holds little merit except for the fact that an executive engineer can recuse himself from the responsibility given.	Option (v) will make the executive engineer run away from his responsibility.

My course of action: As an executive engineer, I will make an exhaustive report with all data and facts and also dangers that can come if the issue is ignored. The report will be submitted to the chief engineer to take further action along with the caveat that proceeding further in work can raise many issues. Further, Junior engineers will be made accountable and will be asked to submit the report on their lackadaisical behaviour.

3.1.2 CASE STUDY: ENGINEER VS POOR QUALITY BRIDGE BEFORE ELECTION (2021)

An elevated corridor is being constructed to reduce traffic congestion in the capital of a particular state. You have been selected as project manager of this

prestigious project on your professional competence and experience. The deadline is to complete the project in the next two years by 30 June 2021, since the project is to be inaugurated by the Chief Minister before the elections are announced in the second week of July 2021. While carrying out the surprise inspection by the inspecting team, a minor crack was noticed in one of the piers of the elevated corridor possibly due to poor material used. You immediately informed the chief engineer and stopped further work. It was assessed by you that a minimum of three piers of the elevated corridor have to be demolished and reconstructed. But this process will delay the project minimum by four to six months. But the chief engineer overruled the

observation of the inspecting team on the ground that it was a minor crack that will not in any way impact the strength and durability of the bridge. He ordered you to overlook the observation of the inspecting team and continue working with the same speed and tempo. He informed you that the minister does not want any delay as he wants the Chief Minister to inaugurate the elevated corridor before the elections are declared. Also informed you that the contractor is a far relative of the minister and he wants him to finish the project. He also gave you a hint that your further promotion as an additional chief engineer is under consideration by the ministry. However, you strongly felt that the minor crack in the pier in the elevated corridor will adversely affect the health and life of the bridge and therefore it will be very dangerous not to repair the elevated corridor.

1. Under the given conditions, what are the options available to you as a project manager?
2. What are the ethical dilemmas being faced by the project manager and his response to overcome such challenges?
3. What are the professional challenges likely to be faced by the project manager and his response to overcome such challenges?
4. What can be the consequences of overlooking the observation raised by the inspecting team?

Answer:

(a) Options available to me as the project manager are as under:

- **Option 1:** I have the option of continuing with the work because my superior, the chief engineer, has overruled the inspection team's findings.
- **Option 2:** I can conduct additional research into the issue and bring it to the attention of senior political leaders or the CM himself.
- **Option 3:** Because I believe the project's quality is compromised and have expressed my concerns to my superiors, I can request my removal from the project to avoid liability in the event of a contingency.

(b) Ethical dilemma faced by the project manager are as under:

- **Personal interest vs. public interest:** While moving forward with the project will guarantee

a promotion, it may jeopardise the lives of many citizens.

- **Ends vs. means:** While moving forward with the project will meet the end goal of a timely inauguration and my promotion, it will degrade the purity of the means involved.
- **Cost vs. quality of service:** While demolishing the three pillars will increase the project's cost and time overrun, especially if approved by the chief engineer, continuing will compromise the quality of service delivery.
- **Administrative ethics vs. work efficiency:** While the project manager will be praised for his efficiency in completing the project on time, it will jeopardise his administrative ethics.

(c) Professional challenges likely to be faced by the manager are as under:

- **Pressure from superiors:** The Chief Engineer exhorted the project manager to continue working at the same pace.
- **Political pressure:** The contractor is a minister's relative, and the CM wants to open the project before the elections.
- **Career advancement:** Because the project manager's career prospects are linked to the project's completion.
- **Possible liability:** If the project fails and the bridge collapses, the project manager may face a departmental/judicial investigation.
- **Corruption:** Because the material used was of poor quality, the project manager must deal with corruption in his department.

The project manager can overcome these challenges by:

- Presenting a detailed report on his assessment and sending a copy to the CM, concerned minister, chief engineer, chief secretary, and state vigilance officer.
- In the event of an anomaly, conduct an investigation into the quality of the material used and send a show cause notice to the concerned parties.
- Involving a third party to conduct an independent survey on the corridor's fitness/health.

(d) The consequences of overlooking the observations of the inspecting team could be:

- The corridor could collapse, causing severe damage to citizens' lives and property.
- The collapse will result in a higher cost and time overrun in the project, as the entire project will have to be restarted.
- Failure of the project will bring a bad name to both the department and the state's political leadership.
- Ignoring the inspection team's observations also means avoiding the issue of poor material quality in the project.
- It will also have the unintended consequence of encouraging nepotism in the administration of government projects.

3.1.3 CASE STUDY: CORRUPTION IN MUNICIPAL CONSTRUCTION (2020)

You are a Municipal Commissioner of a large city, having the reputation of a very honest and upright officer. A huge multipurpose mall is under construction in your city in which a large number of daily wage earners are employed. One night, during monsoons, a big chunk of the roof collapsed causing instant death of four labourers including two minors. Many more were seriously injured requiring immediate medical attention. The mishap resulted in a big hue and cry, forcing the government to institute an enquiry. Your preliminary enquiry has revealed a series of anomalies. The material used for the construction was of poor quality. Despite the approved building plans permitting only one basement, an additional basement has been constructed. This was overlooked during the periodic inspections by the building inspector of the municipal corporation. In your enquiry, you noticed that the construction of the mall was given the green signal despite encroaching on areas earmarked for a green belt and a slip road in the Zonal Master Plan of the city. The permission to construct the mall was accorded by the previous Municipal Commissioner who is not only your senior and well known to you professionally, but also a good friend. Prima facie, the case appears to be of a widespread nexus between officials of the Municipal Corporation and the builders. Your colleagues are putting pressure on you to go slow in the enquiry. The builder, who is rich and influential, happens to be a close relative of a powerful minister in the state cabinet. The builder is persuading you to hush up the matter, promising you a fortune to do so. He also hinted that if this matter is not resolved at the earliest in his favour

there is somebody in his office who is waiting to file a case against you under the POSH act.

Discuss the ethical issues involved in the case. What are the options available to you in this situation? Explain your selected course of action.

Answer:

Case Summary: As per the case, I am an honest and upright officer, currently municipal commissioner of a large city. Collapse of an under-construction building resulting in the death of 4 labourers including 2 minors, and many injured.

My preliminary enquiry reveals anomalies like poor-quality construction material, violation of building permission, building inspector oversight, and green belt encroachment.

Permission to build by my senior, who is well known to me and a good friend. Threat from the builder, who is politically well connected, to offer bribes or good fortunes or face a false harassment case by a women employee under the POSH Act.

Stakeholders in the Case:

- I, as a municipal commissioner.
- Builder of an under construction building.
- Labour families, whose members lost their lives.
- Injured people.
- Previous Municipal commissioner.
- Building inspector.
- Employee of Municipal commission.
- Government.
- Society at large.

Ethical issues involved in the case:

- Crony capitalism: An economic system characterized by close, mutually advantageous relationships between business leaders and government officials. They both work for their vested interest and support each other.
- Violation of Building norms and Law: It is not ethical for someone (builder) to violate laws and roles. Overlooking during periodic inspection or giving a green signal despite many issues by public officials for personal gain is also an ethical issue.
- Integrity, Impartiality, and Non-partisanship: As I am supposed to take decisions based on integrity, impartiality, and non-partisanship. So, ethical

issues are involved when I am giving a preliminary investigation report.

- Objectivity, Dedication to Public Service, Empathy: The report should be objective rather than
- Tolerance and compassion towards the weaker sections
- Corruption
- Interpersonal Relationship between Senior and junior

Options available to me in this situations:

- Present a biased enquiry report favoring no wrongdoing: This will ensure that I am protected from the wrath of powerful politicians and builders and save my predecessor from accusation. It will bring fortunes to me as promised by the builder. However, it will undermine the ideals of justice and evade my responsibility as an upright officer. This makes me part of this corruption, kill my inner conscience and attaching guilt for the time.
- Withdraw from Investigation: This reflects an escapist mindset with surrendering of duty. This will be against virtue and deontological ethics.
- Unbiased and fair enquiry: It will ensure justice to be delivered. Threats are parts and parcel of public duty, even if a false accusation by an employee under the POSH Act is registered; after enquiry, it will be proven. It will set a good precedent for future officers.

My Course of Action: Based on the above analysis, the 3rd course of action is best suited as it will ensure accountability and transparency in investigation and break the unholy nexus between politician, bureaucrat and businessman. This will also provide justice to the families of labour, who lost their lives and reposed faith in the administration.

3.1.4 CASE-STUDY: ILLEGAL BUILDING COLLAPSE? (2017)

A building permitted for three floors, while being extended illegally to six floors by a builder, collapses. As a consequence, a number of innocent labourers including women and children died. These labourers are migrants of different places. The government immediately announced cash relief to the aggrieved families and arrested the builder. Give reasons for such incidents taking place across the country. Suggest measures to prevent their occurrence.

Answer:

Infrastructure development requires following certain guidelines that ensure minimal risk for workers as well as future occupants. Flouting the rules will result in an occurrence of disaster that can put lives at risk. There are numerous incidents of building collapse reported across the country on a regular basis killing innocent laborers and people living in them. Poor and shoddy construction along with non-compliance with regulations, has done immense damage to the life of people.

The reasons that could be attributed to such incidence on regular basis are discussed in following points:

- The builders make use of low quality materials for constructing buildings so that they can earn large profits. Insufficient usage of basic items like cement or steel during construction will make the building weak and may result in its collapse either during construction or after some time.
- The ease with which rule and regulations are bypassed by the builders remains the main concern. The National Building Code, which provides guidelines for regulating building construction activities, are not adhered to by builders.
- Apathy towards laws makes illegal construction a trend that continues to take the life of innocent citizens.
- Moreover, the standards prescribed for construction are at best poorly defined that people either do not understand or are not aware of.
- At the root of such incidence is unplanned urbanisation that forces one to opt for accommodation that is built illegally in the face of limited choices that people get in ever expanding urban areas.
- Somewhere the government has also failed in providing affordable accommodation to citizens hence they go for illegal properties.
- Above all the builders' moral attributes are to be blamed in totality, as they find it alright to compromise people's life in return for monetary gains.

Measures to prevent such occurrences:

- It is necessary to levy heavy penalties on builders who violate guidelines so that such incidents are prevented from taking place. Penalties can be followed by Jail term or cancellation of license

for discouraging illegal construction. In addition, civic officials who permitted the construction have to be booked.

- Rules and regulations need to be defined in clear terms and enforced effectively. Standards defined in the National Building Code need to be effectively adhered to.
- Those who break laws should be given stringent punishment to deter others from breaking such laws.
- Citizens should be made more aware about laws and rules regarding construction activities, so that they avoid purchasing any such illegally constructed property/building.

- Crèche facilities and proper welfare mechanisms should be put in place for children of women laborers working at construction sites.
- Planned urbanization will go a long way in addressing this concern. Satellite towns need to be built to ease the pressure on main cities.
- The buildings have to be examined on a regular basis, preferably annually so that any problems in its structure are identified and repaired.

Thus, it is necessary that action is taken to avert incidents of building collapse. Such incidents not only threaten lives of people inside them, but they also result in economic losses for the owners, who have invested their life savings.

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4.1 CORRUPTION GENERAL

4.1.1 (2025)

Rajesh is a Group A officer with nine years of service. He is posted as Administrative Officer in an Oil Public Sector undertaking. As an Administrative Officer he is responsible for managing and coordinating various administrative tasks to ensure smooth functioning of office. He also manages office supplies, equipment etc. Rajesh is now sufficient senior and is expecting his next promotion in JAG (Junior Administrative Grade) in the next one or two years. He knows that promotion is based on examination of ACRs/Performance Appraisal of last few years (5 years or so) of an officer by a DPC (Departmental Promotion Committee) and an officer lacking requisite grading of ACRs may not be found fit for promotion. Consequences of losing promotion may entail financial and reputational loss and setback for career progression. Though he also puts his best efforts in official discharge of his duties, yet he is unsure of assessment by his superior officer. He is now putting extra efforts so that he gets thumping report at the end of financial year.

As Administrative Officer, Rajesh is regularly interacting with his immediate boss, who is his reporting officer for writing his ACR. One day he calls Rajesh and wants him to buy computer-related stationery on priority from a particular vendor. Rajesh instructs his office to initiate action for procuring these items. During the day, the dealing Assistant brings an estimate of Rupees Thirty Five Lakhs covering all stationery items from the same vendor. It is noticed that as per delegated financial powers, as provided in the GFR (General Financial Rules) as applicable in that Organisation, expenditure for office items exceeding Rupees Thirty Lakhs requires sanction of the next higher authority (boss in the present case). Rajesh knows that immediate superior would expect all these purchases should be done at his level and may not appreciate such lack of initiative on his part. During discussions with office, he learns that common practice of splitting of expenditure (where large order is divided into a series of smaller ones) is followed to avoid obtaining sanction from higher authority. This

practice is against the rules and may come to the adverse notice of Audit.

Rajesh is perturbed. He is unsure of taking decision in the matter.

- (a) What are the options available with Rajesh in the above situation?
- (b) What are the ethical issues involved in this case?
- (c) Which would be the most appropriate option for Rajesh and why? (Answer in 250 words)

Answer

Introduction

Rajesh is caught in a dilemma between Career Ambition (Personal Interest) and Procedural Integrity (Organisational Interest). This situation tests his “Courage of Conviction” and adherence to financial propriety rules (GFR).

Body

(a) Options Available:

Obey the Boss: Split the orders to bypass rules. This ensures a good ACR but violates financial rules (GFR) and invites audit objections.

Refuse Bluntly: Deny the request. This upholds rules but risks his ACR and career progression.

Procedural Compliance: Process the file for the full amount and submit it for sanction to the Next Higher Authority, citing the rule position.

(b) Ethical Issues:

Rule of Law vs. Subordination: The duty to follow established rules versus the culture of blind obedience.

Means vs. Ends: Using unethical means (splitting tenders) to achieve an end (procurement/promotion).

Financial Propriety: Ensuring public money is spent transparently without bypassing checks and balances.

(c) Most Appropriate Option: Rajesh should choose Option 3 (Procedural Compliance). He should draft a note stating, “As the total requirement is ₹35 Lakhs, GFR mandates sanction from the Competent Authority. Splitting orders is procedurally incorrect. Submitted for approval to forward to the Higher Authority.” This approach protects him from future



vigilance inquiries (which damage careers more than an average ACR) and forces the boss to either follow the rule or put illegal instructions in writing (which they rarely do).

Conclusion

Career progression built on compromised integrity is fragile. Rajesh must prioritise accountability and financial prudence, ensuring that his actions stand the scrutiny of audit and law.

4.1.2 CASE-STUDY: DISILLUSIONED UPSC TOPPER (2014)

Rameshwar successfully cleared the prestigious civil services examination and was excited about the opportunity that he would get through the civil services to serve the country. However, soon after joining the services, he realized that things are not as rosy as he had imagined. He found a number of malpractices prevailing in the department assigned to him. For example, funds under various schemes and grants were being misappropriated. The official facilities were frequently being used for personal needs by the officers and staff. After some time, he noticed that the process of recruiting the staff was also not up to the mark. Prospective candidates were required to write an examination in which a lot of cheating was going on. Some candidates were provided external help in the examination. Rameshwar brought these incidents to the notice of his seniors. However, he was advised to keep his eyes, ears and mouth shut and ignore all these things which were taking place with the connivance of the higher-ups. Rameshwar felt highly disillusioned and uncomfortable. He comes to you seeking your advice. Indicate various options that

you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted?

Answer:

P – Problem Definition

Rameshwar, a newly inducted civil servant, discovers **systemic corruption** and **ethical misconduct** in his department — including **fund misappropriation**, **misuse of official resources**, and **unfair recruitment practices**. Despite reporting the malpractices, he faces **institutional apathy** and subtle pressure to stay silent. This creates an **ethical dilemma** between **integrity and conformity**, and challenges his **moral courage and professional responsibility**.

A – Alternatives

1. **Ignore the malpractices** and conform to the system.
2. **Resign** from the services in protest.
3. **Anonymously report** the issues to external vigilance or media.
4. **Document and escalate** the matters through official internal channels (vigilance, Lokpal).
5. **Strategically engage** with reform-oriented officers and push for systemic improvements.
6. **Seek mentorship** from trusted seniors or institutions like LBSNAA’s ethics cell.

C – Criteria for Evaluation

- **Ethical integrity and public interest**
- **Legal and procedural compliance**
- **Protection of whistleblower identity**
- **Long-term systemic reform**
- **Career safety and effectiveness within the system**

A – Analysis of Alternatives

Option	Pros	Cons
Ignore	Short-term career safety	Complicity, erosion of values
Resign	Moral high ground	Loss to the system; no change ensured
Anonymous reporting	Exposes wrongdoing	Risk of identity leak, retaliation
Internal reporting	Procedurally sound	May face delays, backlash
Strategic reform	Long-term impact	Requires time, patience
Mentorship	Guidance and support	Limited influence initially

D – Decision

The best approach is a **combination of internal escalation and strategic engagement**. Rameshwar should:

- **Collect evidence** of malpractice
- **Report through official vigilance channels** (departmental, CVC, Lokpal)
- **Maintain a personal diary and documentation** to protect himself
- **Build alliances** with upright officers to gain support
- **Leverage institutional mechanisms** (RTI, departmental audits, performance review systems)

This allows him to act **within the system**, uphold **ethical integrity**, and **work for reform** without jeopardizing his career.

I – Implementation

1. **Confidentially approach the internal vigilance cell** or CVC with documented evidence.
2. Use **Section 4 of the Whistle Blowers Protection Act, 2014** for legal backing.
3. Approach **mentors or ethics officers** for guidance.
4. Maintain **personal ethical discipline**, becoming a role model for juniors.
5. Suggest **systemic reforms** like biometric attendance, third-party audits, and CCTV surveillance during recruitment exams.

Rameshwar represents the **new ethical conscience of the civil services**. Instead of abandoning the system or conforming to it, he should act wisely and strategically to **cleanse it from within**. True change requires **courage with prudence**, and public service needs officers who uphold the values of **integrity, transparency, and accountability** even when it's difficult.

4.1.3 CASE-STUDY: OPINION AS HONEST OFFICER (2017)

You are an honest and responsible civil servant. You often observe the following:

1. There is a general perception that adhering to ethical conduct one may face difficulties to oneself and cause problems for the family, whereas unfair practices may help to reach the career goals.
2. When the number of people adopting unfair means is large, a small minority having a penchant towards ethical means makes no difference.

3. Sticking to ethical means is detrimental to the larger developmental goals
4. While one may not involve oneself in large unethical practices, but giving and accepting small gifts makes the system more efficient.
5. Examine the above statements with their merits and demerits.

Answer:

Honesty or absolute integrity is a priceless asset for a civil servant. Honesty or absolute integrity, truthfulness and hard work without indulgences form an inherent part of the life of a civil servant whose sole objective is to efficiently deliver services to the public. These attributes cannot be viewed through prisms of additional qualifiers and costs.

Stakeholders involved: I, as a responsible civil servant and society at large.

Adhering to ethical conduct one may face difficulties whereas unfair practices may help to reach career goals:

- Devotion to ethical conduct may produce estrangement from inability to reach certain short term career goals, but mere attainment of materialistic goals cannot be the essence of life.
- In the long run ethical conduct always helps in achieving life's larger goals, for instance mental peace, strength of character, clear conscience and brings harmony and balance in life.
- Realizing goals by unfair means would affect our conscience and erode strength of character.
- The safety of life and family members can also be guaranteed for a person of upright character by preventing him from being implicated on charges of wrongdoing.
- Not adhering to ethical conduct will promote corruption and mismanagement. Moreover, strictly adherence to ethical conduct may also create problems in professional and private spheres.

It is indeed the general perception but not always the case. Civil servants who are adhering to ethical conduct face difficulties in many dimensions (personal or professional) in their service period but at the same time we have many examples of people who have been honest have indeed been successful and have led a dignified life without guilt or fear.

When the number of people adopting unfair means is large, a small minority having a penchant towards ethical means makes no difference:

- Even though there might be instances of a large number of corrupt people prevailing over few honest individuals, it's these few upright men that sustain the faith of people in humanity and society.
- They act as a check against larger wrongdoings, constraining their power and also exposing and uprooting them.
- They act as role models for larger society to adhere to what is correct. For example, Anna Hazare stands tall as a crusader against corruption.
- When a large number of people are corrupt, a few good men cannot help salvaging the situation as their voices drown in the majority.
- Besides, in such a scenario upright men are deemed as obstacle by others in achieving their selfish aims through unfair means. Such situations bring the upright men in direct confrontation with such corrupt forces, sometimes risking their values, life and career.

If we think that practicing unfair means is right just because the majority of people practice it, then it calls for a greater assessment of candidates. All those who go by majority opinion without any concern for right and wrong are more dangerous than actual perpetrators.

Ethical means - detrimental to the larger developmental ends:

- To preserve the ethical values it is important that both means and ends are right.
- Working to achieve a noble goal with unethical means impinges upon the ethical fabric of individual and society at large, prompting a person for further compromises in the future.
- It will invoke self-confidence and belief in your abilities. Makes you determined to succeed because you have been through hard times.
- Ethical means may at times not in sync with the larger developmental goals.

Doing work in an ethical and honest way will show the results over a period of time. Your measures will certainly inspire a generation of ethical individuals.

Despite seemingly ethical, giving and accepting small gifts makes the system more efficient.

- Sometimes corruption is not carried out overtly but is masked in the form of these small exchanges, rendering bigger scandals probable.
- Therefore, it is essential to nip this menace in the bud. Saying no to acceptance for any form of gifts indicates a strong moral and ethical character preserving the trust of people in person in the long run.
- Exchange of small gifts is sometimes seen as essential to maintain formal relations, as a symbol of gratitude for the services rendered.
- Not accepting gifts may be perceived to be rude, arrogant and at times may isolate the person from the larger circle of this give and take culture.

In line of duty accepting gifts or favors is corruption even though you may not have demanded it. This will pave the way for a more organized way of bribing. Thus, as an honest official, it becomes necessary that I follow an ethical and honest way of doing my duty and serve the society to the fullest.

4.1.4 CASE-STUDY: ETHICS NOT ESSENTIAL (2014)

Suppose one of your close friends, who is also aspiring for civil services, comes to you for discussing some of the issues related to ethical conduct in public service. He raises the following points :

1. In the present times, when unethical environment is quite prevalent, individual attempts to stick to ethical principles may cause a lot of problems in one's career. It may also cause hardship to the family members as well as risk to one's life. Why should we not be pragmatic and follow the path of least resistance, and be happy with doing whatever good we can?
2. When so many people are adopting wrong means and are grossly harming the system, what difference would it make if only a small minority tries to be ethical? They are going to be rather ineffective and are bound to get frustrated.
3. If we become fussy about ethical considerations, will it not hamper the economic progress of our country? After all, in the present age of high competition, we cannot afford to be left behind in the race of development.
4. It is understandable that we should not get involved in grossly unethical practices, but giving and accepting small gratifications and doing small

favours increases everybody's motivation. It also makes the system more efficient. What is wrong in adopting such practices? Critically analyze the above viewpoints. On the basis of this analysis, what will be your advice to your friend?

Answer:

One of my friends, a civil services aspirant, comes to me to discuss issues related to ethical conduct in public services. He raises a few points like,

- If unethical activities give us happiness, should we encourage it?
- Can minor efforts create any differences where major efforts are against it?
- If small favours or accepting small gifts increases motivation then should we pursue it?

Stakeholders involved in the case:

My close friend, a civil services aspirant and me.

Ethical Issues involved in the case:

All around us we can find many unethical people. So what is the utility of being ethical and what can we do for the society where ethical people are being the minority.

Analysing the above mentioned viewpoints:

Be pragmatic and follow the path of least resistance and be happy with doing whatever we can:

- In the present times, when an immoral environment is quite prevalent, individual attempts to stick to ethical values may cause a lot of problems in one's profession. It may also cause adversity to the family members as well as risk to one's life.
- This argument is unscrupulous (showing no moral principles or non-honesty). Due to hypothetical career problems, family hardship and threats to life, one cannot abandon one's duty. If needed, one can seek police protection. What others do is not his concern. As the Bible says, 'Am I my brother's keeper?' One agrees to adopt an ethical code as a civil servant. That is his duty. He should not look beyond it.

If a small minority tries to be ethical, they are going to be rather ineffective and are bound to get frustrated:

- It is asked that when so many people are adopting wrong means and are grossly harming the system, it hardly makes any difference if a small minority tries to be ethical.

- This argument is irrational. Julia Carney in her poem 'Little Things' says, "Little drops of water, / Little grains of sand, / Make the mighty ocean". Sanskrit Hitopadesha says, "With the falling of just drops of water, the pot gradually gets filled up". No effort, however small it looks, goes in vain. It may not have any instant result but have long term implications.

Becoming fussy about ethical considerations, will hamper the economic progress of our country and in the present age of high competition, we cannot afford to be left behind in the race of development.

- This argument is fallacious and rationalizes immoral behaviour.
- Macro issues facing the nation have to be considered by political and other leaders. We should do our assigned tasks diligently.
- Corruption does not promote but retards development. The fact that poor governance slows down development is accepted by the World Bank and other agencies. Hence, great emphasis is being placed on good governance. Corruption free and efficient administration form part of the institutional system which promotes growth.

We should not get involved in grossly unethical practices, but giving and accepting small gratifications and doing small favours increases everybody's motivation. It also makes the system more efficient.

- This viewpoint is also invalid. It is called greasing the wheels justification of corruption, and is cynical.
- Corruption, whether on a small scale or large scale, does not improve efficiency. It increases the difficulty of doing business, business costs and economic inefficiency.
- Corrupt officials may profit, but others are demotivated in the process. You should advise your friend to ignore such fears and negative thoughts and take the examination. Logicians describe such arguments as Sophism. If he is still unconvinced, he should look elsewhere for jobs. He is unfit for meeting the challenges of civil service.

Advice to my friend:

I would advice my friend to ignore such harmful thoughts, and state clearly that there are no shortcuts to

ethical behaviour. One must strive to be ethical despite and not be swayed by others' unethical behaviour. It takes many minute bricks to build one large wall. Thus, to make an ethical society it needs many ethical people. Others are not ethical is not a reason for one to be unethical. It is our responsibility to do the right despite other people's actions. We must not let such extraneous considerations affect us.

4.1.5 CASE-STUDY: GIVE BRIBE OR END CAREER (2014)

Suppose you are the CEO of a company that manufactures specialized electronic equipment used by a government department. You have submitted your bid for the supply of this equipment to the department. Both the quality and cost of your offer are better than those of the competitors. Yet the concerned officer is demanding a hefty bribe for approving the tender. Getting the order is important both for you and for your company. Not getting the order would mean closing a production line. It may also affect your own career. However, as a value-conscious person, you do not want to give bribes. Valid arguments can be advanced both for giving the bribe and getting the order, and for refusing to pay the bribe and risking the loss of the order. What those arguments could be? Could there be any better way to get out of this dilemma? If so, outline the main elements of this third way, pointing out its merits.

Answer:

Case Summary:

Considering me as the CEO of a company that manufactures specialized electronic equipment used by a government department. In bidding my product was better both quality wise and cost wise. Still the concerned officer is demanding a hefty bribe for approving the tender. The order is very important for my career and my company but being a value conscious person, I do not want to give bribes.

Stakeholders involved in the case:

I am the CEO of a Company and the concerned officer who is demanding hefty bribe.

Though plausible arguments can be given for paying bribes and getting the order, their moral validity is dubious. Such arguments can be:

- The company should not lose the order when its product is superior and cheaper than those of competitors.
- If the company fails to get the order, it has to reduce production and retrench some labour.
- It will suffer commercial losses for no fault of its own.
- The CEO's career may also suffer.

Arguments against giving bribe:

- While the above reasons are valid at one level, giving bribes violates law and corporate governance.
- If by some chance, the CEO is caught, he may end up in jail. This risk is worse than any damage to his career.
- Company should take the loss in its stride; running into corrupt officials is an unforeseen contingency outside the company's control.
- Loss mitigation is no legal or moral justification for bribe giving.

As a way out, the company can approach the bosses of the officer seeking bribes. In all probability, the senior officers will intervene in the matter suitably. This will immediately put the bribe seeking official on guard. If he is making a wrong decision by ignoring the better quality and lower price of a product, he will be questioned. He will be unable to justify his decision on merits and will get into trouble. He will go by the merits of the matter, and the situation may get resolved.

4.1.6 CASE-STUDY: FAKE TESTIMONY TO SAVE MANAGER? (2017)

You are the manager of a spare parts company A and you have to negotiate a deal with the manager of a large manufacturing company B. The deal is highly competitive and sealing the deal is critical for your company. The deal is being worked out over dinner. After dinner the manager of manufacturing company B offered to drop you to the hotel in his car. On the way to the hotel he happens to hit a motorcycle injuring the motorcyclist badly. You know the manager was driving fast and thus lost control. The law enforcement officer comes to investigate the issue and you are the sole eyewitness to it. Knowing the strict laws pertaining to road accidents you are aware that your honest account of the incident would lead to the prosecution of the manager and as a consequence the deal is likely to be jeopardised, which is of immense importance to your

company. What are the dilemmas you face? What will be your response to the situation?

Answer:

Case Summary:

The above case study is the ethical dilemma of self-interest/individual benefit, responsibility, intellectual integrity and negative consequences.

Stakeholders involved in the case:

- Manager of company A that is me and the company itself
- Manager of company B
- The motorcyclist

In the given situation following ethical dilemmas arise:

- **Personal Cost Ethical Dilemma:** If I give an honest account of incidents to the investigating authorities, the critical deal will be lost for my company.
- **Moral Dilemma:** If I do not report the incident, fearing the loss of deal, the defaulter will not be brought to book and the motorcyclist will not be assured justice, who is critically injured. My conscience would prick me in the long term for not taking the right action in pursuance of selfish interests.
- **Legal Dilemma:** Not giving the correct account of an accident would also be legally wrong since an accident has taken place critically injuring a person.
- **Honest civilian vs Loyal Employee:** Legal service is one of the duties of a citizen. It is therefore necessary to decide whether to speak the truth and implicate the business partner or lie and save the company's business.

My Response to the Situation:

- The situation involves the life of a person who has been critically injured and my personal interests regarding the deal, being at stake. There is also a legal dimension to it as the Manager of another company was over speeding that led to the accident.
- In this situation, I would cooperate with the investigating agency, giving the correct details of the accident and let law take its own course. This

would affect the deal thereby affecting the interests of company but it would be unethical, illegal and immoral on my part to continue a deal with the person implicated for an accident for negligent driving and shield him from authorities, moreover, it would be wrong for the motorcyclist to be denied justice, who is critically injured despite being innocent.

- The growth of a company can be ensured along with adhering to moral principles of truth, justice and moral uprightness, which need to be protected. Thus, I would try to take the right path regardless of the economic consequences of this step. My action is based on the idea that the right of life takes precedence over any other issue.

4.2 FRUSTRATED NGO

4.2.1 CASE-STUDY: "SHIVAJI-THE BOSS": MOVIE PLOT (2016)

Saraswati was a successful IT professional in USA. Moved by the patriotic sense of doing something for the country she returned to India. Together with some other like-minded friends, she formed an NGO to build a school for a poor rural community. The objective of the school was to provide the best quality modern education at a nominal cost. She soon discovered that she has to seek permission from a number of Governments agencies. The rules and procedures were quite confusing and cumbersome. What frustrated her most was the delays, callous attitude of officials and constant demand of bribes. Her experience and the experience of many others like her has deterred people from taking up social service projects. A measure of Government control over voluntary social work is necessary. But it should not be exercised in a coercive or corrupt manner. What measures can you suggest to ensure that due control is exercised but well meaning, honest NGO efforts are not thwarted?

Answer:

The issue discussed in the case is faced by individuals, intended to work for the welfare of the society and for the country but gets stuck up in red tape and bureaucratic apathy. The novel intentions such as building a school for poorer sections without aiming for profit, facing such a problem shows that selflessness also has a price.



Stakeholder in the case:

- Saraswati, a successful IT professional and few of her like minded friends.
- NGO formed by Saraswati.
- Government agencies.

Cases of connection of NGO in corruption and misutilisation of funds are on increase. However, there are many genuine initiatives also which require government support to initiate positive steps for the betterment of the marginalized people.

A measure of Government control over voluntary social work is necessary because:

- To ensure transparency in financial transactions or deals. According to a CBI investigation, only 10% of the total registered NGOs under the Social Registration Act file annual financial statements.
- Most of the NGOs that are funded by foreign sources are accused of organising agitations and preventing developmental projects in India. It is often said that these NGOs are used by foreign countries to create propaganda to stall the developmental projects.
- Corrupt NGOs that receive foreign funds may serve as nodes and networks for money laundering.
- NGOs have acted as a cover for organised crimes in the past and are often seen as fronts for extremist causes.

There are many NGOs or social organizations, who really work at the ground and make significant

positive impact in the society and there are a few who are involved in various crimes and fraudulent activities. Therefore, government's control over NGO's is necessary but it should not be exercised in a coercive and corrupt manner.

My suggested measures are:

- There is a need to establish a single window clearance mechanism to reduce the registration time.
- A National Accreditation Council including academicians, activists, retired bureaucrats etc., must be set up to ensure compliance by the NGOs.
- A centralized system can be designed for registration of NGOs and then they can be linked with respective ministries to improve coordination and transparency in funding patterns.
- The funding mechanism from the donors should involve accountability and money beyond a certain amount should be disclosed to the government.
- Third party Audit mechanisms should be made mandatory so that genuine efforts can be differentiated properly with malpractices.
- Changes ought to be proposed in the management and marketing of the NGOs.

A new outline has to be framed to look into works of charity that does not involve any alleged financial misappropriation. Therefore, the measures of the government must be intended at rebuilding the trust with philanthropists so that society will not suffer due to tussle between government and social organizations.



5.1 MEDICAL RELATED

5.1.1 CASE STUDY: EMERGENCY BLOOD DONATION FOR PREG WOMAN WITHOUT TESTING (2023)

A landslide occurred in the middle of the night on 20th July, 2023 in a remote mountain hamlet, approximately 60 kilometres from Uttarkashi. The landslide was caused by torrential rains and has resulted in large-scale destruction of property and life. You, as District Magistrate of that area, have rushed to the spot with a team of doctors, NGOs, media and police along with numerous support staff to oversee the rescue operations. A man came running to you with a request for urgent medical help for his pregnant wife who is in labour and is losing blood. You directed your medical team to examine his wife. They return and convey to you that this woman needs blood transfusion immediately. Upon enquiry, you come to know that a few blood collection bags and blood group test kits are available in the ambulance accompanying your team. Few people of your team have already volunteered to donate blood. Being a physician who has graduated from AIIMS, you know that blood for transfusion needs to be procured only through a recognized blood bank. Your team members are divided on this issue; some favour transfusion, while some others oppose it. The doctors in the team are ready to facilitate the delivery provided they are not penalized for transfusion. Now you are in a dilemma. Your professional training emphasizes on prioritising service to humanity and saving lives of individuals.

- What are the ethical issues involved in this case?
- Evaluate the options available to you, being District Magistrate of the area.

Answer:

Case Summary

The situation described presents a complex challenge stemming from the conflict between adhering to technical and procedural standards and prioritizing the urgent need to save lives during a disaster response.

a) Ethical Issues Involved:

- Situational Knowledge vs. Specialized Knowledge
- Personal Values vs. Technical Requirements
- Value-Driven Action vs. Rule-Based Action
- Empathy and Compassion vs. Protocols
- Fairness vs. Accountability
- Service Objectives vs. Duty-Based Ethics

b) Evaluation of the Options Available:

Factors to Consider:

- Disaster occurring at midnight in a remote mountain hamlet
- Urgency of the situation involving a pregnant woman
- Readiness of doctors to proceed with blood transfusion
- Professional commitment to serving humanity and saving lives
- Procedural regulations
- Prerequisites for safe blood transfusion
- Divided opinions within the team



Options	Pros	Cons
Option 1 – Prohibit Blood Transfusion	<ul style="list-style-type: none"> • Supportive Steps: <ul style="list-style-type: none"> ○ Explore alternative solutions by contacting nearby hospitals. ○ Direct doctors to provide the best possible immediate care in the meantime. • Upholds rules and procedures. • Ensures technical standards are maintained even in critical situations. • Prevents risks associated with informal transfusions. • Maintains accountability. 	<ul style="list-style-type: none"> • Poses a life-threatening risk to the pregnant woman and her unborn child due to potential delays. • Limited alternatives available in a remote hamlet at midnight. • Fails to align with moral and professional ethics of prioritizing life-saving actions. • Uncertainty regarding the outcome of the situation.
Option 2 – Permit Blood Transfusion from Volunteers	<ul style="list-style-type: none"> • Supportive Steps: <ul style="list-style-type: none"> ○ Reassess risks and outcomes with doctors before proceeding with the transfusion. ○ Take full responsibility for the decision as the leader. ○ Inform team members of the situation’s complexities and priorities, and document the decision-making process in a written report. • Aligns with professional training to prioritize saving lives and serving humanity over strict adherence to rules. • No life risk involved, as doctors are prepared to support the procedure, despite divided team opinions. • Poses no harm and prevents the life-threatening consequences of delayed action. 	<ul style="list-style-type: none"> • Breaches regulations. • Risks setting a precedent that could be misused for personal interests in the future.

As the District Magistrate, I will take accountability for the decision and choose **Option 2**, given the constraints and challenges of the situation, as well as the overriding objective to save lives in critical circumstances. Prioritizing rules in this scenario could lead to irreversible harm, particularly the loss of a woman and her child, who belong to vulnerable groups.

In the long term, I would advocate for the establishment of mobile blood banks and emergency medical response teams to better serve people in remote mountain areas. In summary, transformational and courageous leadership requires taking bold actions in exceptional

circumstances, particularly when addressing disasters and saving lives in isolated regions. However, ensuring transparency in decision-making and operations is crucial to prevent the potential misuse of such measures for personal gain in the future.

5.1.2 CASE-STUDY: IRS OFFICER’S COMPASSION FOR A PUBLIC-SPIRITED DOCTOR (2018)

Dr X is a leading medical practitioner in a city. He has set up a charitable trust through which he plans to establish a super-speciality hospital in the city to cater to the medical needs of all sections of the society.

Incidentally, that part of the State had been neglected over the years. The proposed hospital would be a boon for the region. You are heading the tax investigation agency of that region. During an inspection of the doctor's clinic, your officers have found out some major irregularities. A few of them are substantial which had resulted in considerable withholding of tax that should be paid by him now. The doctor is cooperative. He undertakes to pay the tax immediately. However, there are certain other deficiencies in his tax compliance which are purely technical in nature. If these technical defaults are pursued by the agency, considerable time and energy of the doctor will be diverted to issues which are not so serious, urgent or even helpful to the tax collection process. Further, in all probability, it will hamper the prospects of the hospital coming up. There are two options before you:

1. Taking a broader view, ensure substantial tax compliance and ignore defaults that are merely technical in nature.
2. Pursue the matter strictly and proceed on all fronts, whether substantial or merely technical.

As the head of the tax agency, which course of action will you opt and why?

Answer:

Case Summary:

Dr. X, a medical practitioner, through his charitable trust, is planning to establish a super specialty hospital in a backward region of the state. I am heading the tax investigation agency of that region and found some major irregularities in his clinic, a few of them substantial. There are certain other deficiencies in his tax compliance, and if these defaults are pursued, considerable time and energy of the doctor will be diverted to issues and will probably hamper the prospects of the hospital coming up.

Stakeholders involved in the case:

- Dr. X, a leading medical practitioner.
- I am the head of a tax investigation agency.
- Other officers of the department.

Options available before me:

1. **Taking a broader view, ensure substantial tax compliance and ignore defaults that are merely technical in nature:**

- As a civil servant, the law does not forgive a law-breaking citizen because he has done or intends to do good work. Law should take its own path for non-compliance, and the government and society should cooperate with a citizen who intends to do good work separately. Law considers these two acts as mutually exclusive.
- However, there are discrepancies available to a judge in court and a civil servant in administration to be lenient for good intentions and good works so as to give a fair chance to goodness and overall welfare of the people.
- Having said this, I will certainly exercise this option because it leads to substantial tax compliance while the points of default by the doctor are mainly of technical nature and do not help much in tax compliance.

2. **Pursue the matter strictly and proceed on all fronts, whether substantial or merely technical:**

- I would take a broad view and be compassionate on technical defaults which are non-consequential either for tax compliance or for revenue to the exchequer after knowing about the good intention of the doctor to establish a super speciality hospital in the city for all the sections, especially the poor and needy people.
- This option would optimize tax collection on one hand and augment public welfare if a super specialty hospital is established in the city on the other.
- Nevertheless, a broad view should be taken with care and caution with regard to nondiscrimination and equality before law on one hand and promoting Good Samaritan acts on the other. In fact generally these two goals are seen separately and the second, i.e., good acts, do not absolve a citizen from a crime or non-compliance of law.

The principles of jurisprudence, provide for leniency where the culprit has good intentions and good track record of social and community work including philanthropy as seen in the US court's judgement about iconic Rajat Gupta's failures on insider trading. This principle can be applied to good governance with discretion and caution in the larger interest of the nation and public.

5.1.3 CASE STUDY: HELP ACCIDENT VICTIM ON INTERVIEW DAY? (2017)

You are aspiring to become an IAS officer and you have cleared various stages and now you have been selected for the personal interview. On the day of the interview, on the way to the venue you saw an accident where a mother and child who happen to be your relatives were badly injured. They needed immediate help. What would you have done in such a situation? Justify your action.

Answer-

Case Summary:

The above mentioned case is a classic example of an ethical dilemma that is quite common in the life of an individual, especially the ones with high moral integrity. So, choice is about the life's aim and saving a life.

In the above case:

- Stakeholders involved: Me and the mother and child.
- Ethical dilemmas: Personal cost ethical dilemma Vs. civic duty
- Values at play: Compassion, civic and moral duty.

My course of action will be:

- My action will be based on the gravity of the accident which requires my immediate and active involvement.
- If the situation requires me to actively participate, involve and take the family to the hospital, then I will take the family to the hospital with immediate effect.
- If I need to take action, I will try to involve my close friend or family so that a time space can be made available to me for an interview.

My actions are based on aspects:

- Ethical and moral responsibility: Every human has a duty towards another human and these responsibilities are governed by principles of humanity. In situations such as this where it is a matter of life and death, then humanistic duties outweigh any other duty including self-goals. In this regard saving a life is a more important action than any other one.

- Family and official duties: The individual being part of my family puts extra onus on me for ensuring their safety. My timely action can save two lives and a family. In addition to that, being an aspirant for civil services, one must be ready to go beyond for doing something that is right.
- Test of my courage and emotional management: This will not be an easy task it will definitely require strong courage to see somebody injured on the road at the accident site show I need to gather myself emotionally to ensure that my actions would not yield any negative consequences. Courage supported by my emotional intelligence will help me rescue the family.

Future action:

- I will rush to the interview procedure as fast as I finish my part of the job and explain the situation that required my intervention.

Thus, it would be absolutely shocking if any person chooses any other action such as driving past the victims because there is no other job more important than saving a precious life. These values form the foundation of civil service and aspirants are expected to uphold them sincerely.

5.1.4 CASE STUDY: TO USE SHORTCUTS TO EXPEDITE DRUG TRIALS FOR PROFIT OR NOT (2024)

Dr. Srinivasan is a senior scientist working for a reputed biotechnology company known for its cutting-edge research in pharmaceuticals. Dr. Srinivasan is heading a research team working on a new drug aimed at treating a rapidly spreading variant of a new viral infectious disease. The disease has been rapidly spreading across the world and the cases reported in the country are increasing. There is huge pressure on Dr. Srinivasan's team to expedite the trials for the drug as there is significant market for it, and the company wants to get the first-mover advantage in the market. During a team meeting, some senior team members suggest some shortcut for expediting the clinical trials for the drug and for getting the requisite approvals. These include manipulating data to exclude some negative outcomes and selectively reporting positive results, foregoing the process of informed consent and using compounds already patented by a rival company, rather than developing one's own component. Dr.



Srinivasan is not comfortable taking such shortcuts, at the same time he realises meeting the targets is impossible without using these means.

1. What would you do in such a situation?
2. Examine your options and consequences in the light of the ethical questions involved.
3. How can data ethics and drug ethics save humanity at large in such a scenario?

Answer-

Case Summary

Dr. Srinivasan, a senior scientist at a leading biotechnology firm, faces an ethical dilemma in the rush to develop a drug for a rapidly spreading viral disease. The scenario presents conflicts between utilitarianism (maximising benefits for the greatest number) and deontological ethics (strict adherence to ethical rules), highlighting the importance of balancing beneficence, non-maleficence, and autonomy in medical research.

Key Stakeholders Involved and Their Interests

Key Stakeholders	Interests
Dr. Srinivasan and Research Team	Upholding professional integrity and adhering to deontological ethics is vital for career sustainability and maintaining trust in the scientific community.
Biotechnology Company	Balancing fiduciary responsibility to shareholders with ethical obligations to comply with regulatory standards and ensure sustainable, responsible growth.
Patients and Public	Concerned with the utilitarian principle, ensuring the greatest good through drug efficacy, safety, and ethical clinical trial procedures.
Regulatory Authorities	Enforcing adherence to normative ethical standards and regulations, ensuring that clinical trials meet safety, ethical, and compliance requirements.
Scientific and Medical Community	Reliant on the principle of veracity and data integrity for making informed decisions and guiding evidence-based medicine and future research.
Healthcare Providers	Require accurate clinical data for ethical, informed decision-making aligned with the beneficence principle to ensure patient safety and treatment efficacy.
Ethical Watchdogs and NGOs	Monitor adherence to deontological and consequentialist ethics, ensuring no violations occur, protecting human rights and ensuring distributive justice.

What would you do in such a situation?

- **Upholding Ethical Standards:** As a scientist, I should prioritise ethical integrity over commercial pressure. Manipulating data, bypassing informed consent, and infringing on patents are unethical and could severely affect public health and legal accountability.
- **Patient Safety and Public Trust:** The goal of pharmaceutical research is patient safety and well-being. Shortcuts risk harmful or ineffective drugs, endangering lives and eroding trust in science and healthcare.
- **Legal and Professional Consequences:** Engaging in unethical practices like using patented compounds or manipulating clinical trial data can result in legal issues, professional discredit, and reputational damage for both me and the company. Compliance with legal and regulatory standards is essential.
- **Open Communication and Seeking Alternatives:** I would communicate my concerns to senior management about the risks of unethical practices and propose ethical alternatives, like seeking other funding or collaborating with external agencies for transparent trials.

- **Moral Responsibility as a Leader:** As team leader, I must promote an ethical work culture by resisting shortcuts, protecting research integrity, and setting a precedent for my team and future scientists.

Options and Subsequent Consequences in the Light of the Ethical Questions Involved

Option 1: Follow the Suggested Shortcuts

Consequences:

- **Ethical Violation:** This option fundamentally violates ethical principles such as honesty, transparency, and respect for patient rights. Manipulating data would lead to distorted research results, potentially risking patients.
- **Legal Repercussions:** Using patented compounds without permission violates intellectual property laws, exposing both myself and the company to lawsuits.
- **Loss of Trust:** If unethical practices are revealed, public trust in scientific research and healthcare could be eroded, leading to long-term damage to my reputation and the company's credibility.
- **Short-term Gain:** Although the company might gain a first-mover advantage in the market, any future revelations of unethical behaviour could lead to major financial and reputational loss.

Option 2: Uphold Ethical Research Standards

Consequences:

- **Ethical Integrity:** Upholding ethical standards would align with my responsibility to provide reliable and safe scientific outcomes, ensuring that patient safety is prioritised over profits.
- **Potential Delays:** This option could lead to delays in drug approval, which might frustrate the company's market aspirations.
- **Maintaining Legal and Professional Standards:** I respect laws regarding informed consent and intellectual property to safeguard myself and the company from legal disputes and ensure compliance with industry regulations.
- **Building Long-term Trust:** In the long run, the company will benefit from public trust, as adhering to ethical standards enhances the organisation's credibility and reputation in the pharmaceutical industry.
- **Moral Fulfilment:** I would maintain my personal and professional integrity, knowing I made

decisions based on ethical principles, which is crucial for personal and professional satisfaction.

Option 3: Seek Ethical Compromise or Extensions

Consequences:

- **Ethical Accountability:** By presenting the risks of unethical shortcuts and proposing alternative solutions, I uphold ethical integrity while demonstrating leadership.
- **Maintaining Transparency:** This option fosters an open dialogue, encouraging others in the company to value ethics alongside commercial goals.
- **Risk of Pushback:** Senior management may still pressure you to compromise, which may create friction or delay decision-making. However, it also allows you to explore paths that could align with ethical and business goals.

Data Ethics: How It Saves Humanity in Pharmaceutical Research

- **Transparency in Data Reporting:** Principle of Veracity demands honest and transparent data reporting, which ensures the medical community can trust research findings, promoting better patient outcomes and ethical decision-making.
- **Protection of Participant Privacy:** Respect for Persons requires that participants' data is protected to uphold their dignity and privacy, aligning with legal and ethical standards such as GDPR. For example: Adhering to GDPR safeguards the dignity of trial participants, aligning with the ethical principle of Respect for Persons.
- **Ensuring Data Integrity:** Teleological Ethics emphasises the importance of maintaining data integrity to achieve long-term benefits for society, ensuring research outcomes are reliable and ethical. For example: Ensuring data integrity through validation methods aligns with teleological ethics, focusing on the greater societal benefit of accurate research.

Drug Ethics: How It Saves Humanity in Pharmaceutical Research

- **Informed Consent:** Autonomy Principle emphasises the importance of informed consent, ensuring that participants voluntarily agree to trial conditions with full understanding of the risks and benefits.

- **Prioritising Patient Safety:** Patient safety is always prioritised, ensuring that drug trials minimise harm and maximise potential benefits.
- **Equitable Access to Medicines:** Distributive Justice requires that medicines are fairly distributed across all social groups, ensuring equal access to life-saving treatments regardless of socioeconomic status. For example: Ethical pricing models ensure fair access to drugs like insulin, aligning with Distributive Justice.
- **Addressing Conflicts of Interest:** Managing conflicts of interest ensures that public health remains the priority, preventing profit motives from influencing research outcomes.

In navigating these ethical challenges, Dr. Srinivasan's commitment to integrity underscores the timeless wisdom of "Satyameva Jayate" (Truth alone triumphs). Upholding ethical standards not only ensures safe and effective treatments but also strengthens trust in scientific endeavours, which is crucial for public health advancement and societal well-being.

5.1.5 CASE-STUDY: TO DO DRUG RESEARCH ON NON-PROFITABLE DISEASE OR NOT? (2015)

One of the scientists working in the R & D laboratory of a major pharmaceutical company discovers that one of the company's best selling veterinary drugs, B has the potential to cure a currently incurable liver disease that is prevalent in tribal areas. However, developing a variant of the drug suitable for human beings entailed a lot of research and development having a huge expenditure to the extent of 50 crores rupees. It was unlikely that the company would recover the costs as the disease was rampant only in poverty-stricken area having very little market otherwise.

If you were the CEO, then—

1. Identify the various actions that you could take;
2. Evaluate the pros and cons of each of your actions.

Answer:

Case Summary

I am the CEO of a major pharmaceutical company. One of the scientists in my company discovers a potential drug to cure a currently incurable liver disease. Developing the variant of drug required R&D worth extending Rs. 50 crores. The Company cannot recover the cost as there's little market since disease is only prevalent in tribal areas.

Stakeholders:

- Pharmaceutical Company
- CEO of the company
- Scientist working in the R&D laboratory
- People living in the tribal areas

Ethical Issues/Ethical Dilemmas:

Professional Ethics v/s Personal Ethics

(a) Identify the various actions that you could take:

My first action will be to adhere to my duties and professional ethics, that is to serve my company and to ensure its maximum profit. Though, this should not be inconsistent to my personal ethics which derives from my societal obligations and my conscience. This will confirm that I fulfil my professional responsibilities as a CEO, while also confirming fulfilment of my individual ethics - empathy and compassion for the vulnerable. I could do this in the following ways:

- Doing a cost-benefit analysis on the profitability of the medicine, as the medicine can be subsidized by the government under their public health services. Also I would look for any of the foundations who could be ready to fund the project.
- Covering the viability gap under my company's Corporate Social Responsibility (CSR) so that my company keeps the patents for that drug while allowing affordable access to most needy people. I will also use this opportunity to build the brand value of the company by adequate advertisement of the initiative by asking the Advertising and Corporate Communications team to assess the possible benefits and do the required brand value enhancement.
- I will try to collaborate with foreign company that shares a similar vision on this matter.
- Appealing common people through media and NGOs for collaboration and funds through sale of products.

5.2 DISASTER RELATED

5.2.1 (2025)

Vijay was Deputy Commissioner of remote district of Hilly Northern State of the country for the last two years. In the month of August heavy rains lashed the complete state followed by cloud burst in the upper reaches of the said district. The damage was very heavy



in the complete state especially in the affected district. The complete road network and telecommunication were disrupted and the buildings were damaged extensively. People's houses have been destroyed and they were forced to stay in open. More than 200 people have been killed and about 5000 were badly injured. The Civil Administration under Vijay got activated and started conducting rescue and relief operations. Temporary shelter camps and hospitals were established to provide shelter and medical facilities to the homeless and injured people. Helicopter services were pressed in, for evacuating sick and old people from remote areas. Vijay got a message from his hometown in Kerala that his mother was seriously sick. After two days Vijay received the unfortunate message that his mother has expired. Vijay has no close relative except one elder sister who was US citizen and staying there for last several years. In the meantime, the situation in the affected district deteriorated further due to resumption of heavy rains after a gap of five days. At the same time, continuous messages were coming on his mobile from his hometown to reach at the earliest for performing last rites of his mother.

- What are the options available with Vijay?
- What are the ethical dilemma being faced by Vijay?
- Critically evaluate and examine each of these options identified by Vijay.
- Which of the options, do you think, would be most appropriate for Vijay to adopt and why? (Answer in 250 words)

Answer

Introduction

This case presents an intense ethical conflict between private duty (as a son) and public duty (as a Deputy Commissioner). It tests the officer's emotional intelligence, fortitude, and adherence to the foundational value of "Service before Self" during a crisis where his leadership is critical.

Body

(a) Options Available:

Leave Immediately: Hand over the charge to a subordinate and rush to Kerala for the last rites.

Stay and Ignore Personal Loss: Completely ignore the personal tragedy and continue working without acknowledging the loss.

Balanced Approach (Delegate Rites & Stay): Arrange for the rites to be performed by extended family or via

video conferencing, and remain at the headquarters to lead the rescue operations.

(b) Ethical Dilemmas:

Personal vs. Professional Duty: The obligation to perform the final rites of a mother versus the duty to save the lives of thousands of citizens.

Compassion for Self vs. Compassion for Public: Balancing personal grief with the empathy needed for the disaster victims.

(c) Critical Evaluation:

Option 1 creates a leadership vacuum during a deteriorating crisis, amounting to dereliction of duty.

Option 2 is emotionally unsustainable and may lead to burnout or regret.

Option 3 prioritizes the greater public good (utilitarianism) while finding a pragmatic solution for personal duties.

(d) Most Appropriate Option: Vijay should adopt the Balanced Approach (Option 3). As the District head, his presence is indispensable when the situation is "deteriorating." He should request his sister or community elders to perform the physical rites while he attends virtually. He must channel his grief into motivation, setting an example of Nishkam Karma (selfless action) for his team.

Conclusion

In public service, the lives of the many outweigh the needs of the one. By choosing to stay, Vijay upholds the highest traditions of the civil service, transforming his personal loss into a source of strength for the affected community.

5.2.2 CASE STUDY: COMPASSION FOR MIGRANT WORKERS IN CORONA (2020)

Migrant workers have always remained at the socio-economic margins of our society, silently serving as the instrumental labour force of urban economics. The pandemic has brought them into national focus. On announcement of a countrywide lockdown, a very large number of migrant workers decided to move back from their places of employment to their native villages. The non-availability of transport created its own problems. Added to this was the fear of starvation and inconvenience to their

families. This caused the migrant workers to demand wages and transport facilities for returning to their villages. Their mental agony was accentuated by multiple factors such as a sudden loss of livelihood, possibility of lack of food and inability to assist in harvesting their rabi crop due to not being able to reach home in time. Reports of inadequate response of some districts in providing the essential boarding and lodging arrangements along the way multiplied their fears. You have learnt many lessons from this situation when you were tasked to oversee the functioning of the District Disaster Relief Force in your district.

In your opinion what ethical issues arose in the current migrant crisis? What do you understand by an ethical caregiving state? What assistance can the civil society render to mitigate the sufferings of migrants in similar situations?

Answer

Case Summary:

- Migrant workers are serving as the instrumental labour force of urban economics.
- Due to countrywide lockdown, a large number of migrant labour decided to move to native village. Moreover, non availability of transport, hunger and inconvenience to families makes them mentally stressed and forces them to demand wages and transport facilities.
- Their mental agony was accentuated by multiple factors. Also, lackadaisical response of some district authority multiplied their fear.
- And I was tasked to oversee the functioning of the district disaster relief force in your district.

Stakeholders in the Case:

- Migrant workers
- District Disaster Relief Force
- I, as an official, was tasked to oversee the functioning of the District Disaster Relief Force in my district.
- The government
- Society at large

In my opinion, ethical issues arose in the current migrant crisis are:

- **Lack of Empathy and Compassion:** Sudden nationwide lockdown had impacted the migrant workers and the urban poors the maximum. Lack

of empathy and compassion, especially towards the weaker sections from the administrative end has made the situation more measurable.

- **Ethical duty of the State towards the citizen:** The state in many ways failed to provide adequate services towards the need of migrant labour. For example, non availability of transport facilities for the migrant or no immediate government assurance.
- **Food and Job Security:** Though the government has given food
- **Right to health and dignified life:** Every human being is entitled to a dignified life and proper health care and it is the duty of the state to provide health care facilities and dignified life. India being a welfare state, could not manage to provide this services to migrant labour as seen in the months long nationwide lockdown.

Ethical Caregiving State:

- An ethical care-giving state is based on the idea of the ethics of care, i.e., care to all without any discrimination (on the ground of sex, caste, religion, community, etc), care in time, care that is adequate, and care that comes without asking (which means, i being a suffering citizen should not ask for it repeatedly).
- It holds moral actions which center on interpersonal relationships and consider care or benevolence as a virtue.
- In present pandemic times, we may face a genuine caregiving crisis with more needy individuals and fewer available caregivers, and with growing costs of long-term care and fewer workers to support social programs.
- In this situation, the role of an ethical care-giving state is important. India is a welfare State, whose ideas are embodied upon rights and entitlements provided to all its citizens. The Constitution of India promises social justice, equality and fraternity. Hence, in this difficult times, India with Union and States government took various initiatives for welfare of migrant workers like:
 - Use of NDRF for providing food and shelter to the migrants.
 - The government issued sweeping orders directing that the landlords should not demand rent during the period of the lockdown. and

that employers should pay wages without deduction.

- The government announced the National Migrant Information System, an online database to help streamline the movement of the migrant workers.
- State government set up thousands of camps to house lakhs of migrants and stop exodus. The Central government permitted the Indian Railways to launch “Shramik Train” for the migrant workers and others stranded.

Role of Civil Society:

A civil society comprises Non Government Organization (NGOs), Community Based Organizations and people in General. Role of civil society to mitigate the sufferings of migrants in similar situations were important. They can support in:

- Boarding and lodging.
- Food and transport facilities, masks, Sanitizer and PPE Kit to needy people.
- Raising voice for the voiceless people including differently abled, LGBT, migrant worker, sex workers, poor, etc. rescue and relief to people who need support.

Migrant workers are silent contributors to the urban economy. They are neither identified nor appreciated. Despite widespread public empathy for migrant worker, their social marginalisation in the cities is a direct result of their inability to pervade public consciousness as equal citizens, but merely as the “commodity of labour”, the migrant labour crisis due to covid pandemic raises the need to have more inclusive urban policies that recognise and include migrants.

5.2.3 CASE STUDY: ANGRY VILLAGERS & DISASTER RELIEF (2019)

You are heading the rescue operations in an area affected by severe natural calamity, thousands of people are rendered homeless and deprived of food, drinking water and other basic amenities. Rescue work has been disrupted by heavy rainfall and damaged to supply routes. The local people are seeding with anger against the delayed limited rescue operations. When your team reaches the affected area, the people there heckle and even assault some of the team members. One of your team members is even severely injured. Faced with this crisis some team member pleads with

you to call off the operations freeing threats to their life. In such trying circumstances, what will be your response? Examine the qualities of a public servant which will be required to manage the situations.

Answer:

Case Summary:

This case demonstrates the leadership crisis. The situation is in demand for leadership skills that can find solutions where there is lack of cooperation from the public, the supplies are interrupted, and the team is discouraged. I am facing competing urgencies to undertake rescue operations, manage fury of victims and keep the team’s morale up. The problem is that all these goals are interrelated and posed as challenges at the same time. Without a motivated team, the rescue work cannot be effective. Without an effective and visible rescue process, the anger of stranded people won’t be controllable. Still, it is the action of the team that can thaw some ice with the victims.

Stakeholders in the Case:

- I, as the head of a rescue operation team.
- Local people who are affected by natural calamity.
- Other team members.
- Society at large.

Response in order:

- My immediate response will be to motivate the team to put rescue operations as the first priority. It is because when people see that the administration is in action for their help, their anger will come under control. Team members need to keep public service before self. This is where values like empathy, dedication to public service and emotional intelligence will be out to test.
- Securing the lives of children, women and elderly will be my priority because they are the ones who are most vulnerable. When people see their children being saved by the administration, it is possible that they will cooperate.
- Shifting dislocated people to a temporary arrangement. Community resilience is put to test at times of crisis. People at a common place can be supplied basic amenities effectively.
- Restoration of basic supplies like food, water and medicine by roping in Special Forces if needed.

- Contacting superior authorities to update them about the situation, seeking guidance and asking for help.
- Taking the help of civil society in rehabilitation.
- Taking help from able bodied youth in the operations.
- Once an emergency situation gets normalized, restoration of normal life by relocating people to their original places and undertaking reconstructions.

Following are the qualities needed to manage the situation:

- Dedication to public services to gathering up all resources and will to solve the problem.
- Presence of mind and intelligence to find innovative solutions.
- Leadership qualities for leading by example, inspiring and instilling confidence and showing motivational capacity to energize the team.
- Compassion towards victims of the calamity.
- Emotional Intelligence to not let anger, frustration and fear to deviate me from work at hand and to understand the frustration of victims and empathize with them.

Thus, we need to be sensitive in such situation and not blame people for their reactions. Compassion and support is the key to rescue people in problems.

5.2.4 CASE-STUDY: DISASTER MANAGEMENT (2015)

There is a disaster-prone State having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons, a cloudburst caused devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourists and other locals trapped across different routes and locations. The people trapped in your area of responsibility included

senior citizens, patients in hospitals, women and children, hikers, tourists, ruling party's regional president along with his family, additional jail. As secretary State and prisoners in jail.

As a civil services officer of the State, what would be the order in which you would rescue these people and why? Give justifications.

Answer:

Case Summary:

I am the civil service officer of the disaster-prone state. The cloudburst caused devastating floods and landslides leading to high casualties along with major damage to infrastructure. The people trapped in my area of responsibility include people from varying vulnerability groups.

Stakeholders:

- Civil Services Officer
- Senior citizens
- Patients in hospitals
- Women and children
- Hikers
- Tourists
- Ruling parties
- Regional presidents along with their family
- Additional Chief Secretary of the neighboring state
- Prisoners in jail

Ethical Issues/Ethical Dilemmas:

- Leverage to the political-backed people
- Dilemma of rescuing people in different vulnerability groups
- Maintaining an environment of calm
- Avoiding Panic

Situations like these of natural calamities pose a problem to the administration and rescue of the people affected by it. And since there are people with varying vulnerabilities, this task would come with different challenges to its implementation. I will maintain my calm and be responsible and aware about the difficulties of different groups involved here and would prove to be a good leader when the times are difficult to keep myself and my team motivated and also to avoid the situation of panic. I will follow the following sequence for the rescue operation.

- **Patients in Hospitals**
 - They are highly vulnerable during disasters, because of their inability to take care of themselves. So, they should be rescued first, even before women and children.




- Since their number is less and the position is known, it will be easy for the relief team to evacuate them with fewer effort.
 - **Senior Citizens**
 - They are valuable members of society, and cannot be left without help for too long because they are physically as well as emotionally feeble.
 - They are also vulnerable because of their age and have a tendency to be left behind by the people. Thus, priority shall be given to them.
 - **Women and Children**
 - Children are our future generation, and hence they must be rescued first of all.
 - Women and Children are highly vulnerable during disasters, not just physically but emotionally as well.
 - **Prisoners in jail**
 - Since they are in jail, their mobility is highly restricted because of the structure of the institution. This makes them vulnerable in disaster situations and there's a chance that they may get stuck and lose their lives.
 - Even though they are prisoners, they are still human beings. So, they must be rescued, considering their vulnerability.
 - But provisions must be made for them to not take advantage of the situation and escape in the less capacity of the administration.
 - **Tourists**
 - Because they lack any means to tackle the disaster themselves and are also unaware of the topography of the area, they have to be rescued next. Since they know very little about the local conditions and may lack acquaintances in the region, efforts should be made to mobilize them for their evacuation.
 - But, since they are healthy, they can wait till other more vulnerable people are rescued.
 - **Ruling party's Regional President with his family**
 - Since he has political linkages and resources of his party at his disposal, he can mobilise workers and use additional resources for the aid of administration at the time of a disaster and help in disaster management.
 - He can also make temporary arrangements for the safety of his family in that capacity till other vulnerable people are rescued.
 - But since he has a family with him, which includes women and children, I will rescue them after the elderly have been rescued while the President himself can wait until others above him on the vulnerability priority list are rescued.
 - **Chief Secretary of other state**
 - He has been well trained to handle situations like these, hence this priority level for him.
 - Also, he can help in rescue operations since he has experience in this regard and also is dutifully bound for his services.
 - **Hikers**
 - Being physically fit and well trained and equipped to tackle these situations and also the challenging terrain, they can be risked to rescue at the last.
 - They can also help in the rescue operation and can wait till others are rescued and are safe.
- So, I will conduct the rescue operation according to the above mentioned priority list. However, in some cases, simultaneous rescue missions can be launched for different categories as they are not mutually exclusive.

5.2.5 CASE STUDY: RUNNING CORONA HOSPITAL (2021)

The coronavirus disease (COVID-19) pandemic has quickly spread to various countries.

As of May 8th, 2020, in India 56342 positive cases of corona had been reported. India with a population of more than 1.35 billion had difficulty in controlling the transmission of coronavirus among its population. Multiple strategies became necessary to handle this outbreak. The Ministry of Health and Family Welfare of India raised awareness about this outbreak and to take all necessary actions to control the spread of COVID -19. The Indian Government implemented a 55-day lockdown throughout the country to reduce the transmission of the virus. Schools and colleges had shifted to alternative modes of teaching-learning-evaluation and certification. Online mode became popular during these days. India was not prepared for a sudden onslaught of such a crisis due to limited infrastructure in terms of human resources, money and other facilities needed for taking care of this situation. This disease did not spare anybody irrespective of caste, creed, religion on one hand and 'have and have not' on the other. Deficiencies in hospital beds, oxygen



cylinders, ambulances, hospital staff and crematorium were the most crucial aspects. You are a hospital administrator in a public hospital at the time when coronavirus had attacked a large number of people and patients were pouring into the hospital day in and day out.

- (a) What are your criteria and justification for putting your clinical and non-clinical staff to attend to the patients knowing fully well that it is a highly infectious disease and resources and infrastructure are limited?
- (b) If yours is a private hospital, whether your jurisdiction and decision would remain the same as that of a public hospital?

Answer:

(a) If I were the hospital's administrator, I would assign my clinical and non-clinical staff to the patient based on the considerations and arguments listed below:

- First and first, and most significantly, I would set up rigid rules mandating that no one work on hospital property without a mask and facial protection. Clinical and non-clinical staff members' safety must come first, especially those who have direct contact with patients who are covid positive.
- Both clinical and non-clinical staff members at the hospital would be required to wear personal protection equipment (PPE).
- The importance of routinely sanitising the hospital grounds must be emphasised.
- Under the programme, any staff employees who contract the virus, whether clinical or non-clinical, as well as their families, will be given free medical care. As a hospital administrator, it is my moral duty to protect their wellbeing.
- I would strongly urge the state government to provide social security benefits to the facility's staff if it were a public hospital. I would also put out a proposal at the same time to offer rewards to the front-line staff at my facility.

- Patients' relatives who degrade or otherwise violate the dignity of hospital staff members—both clinical and non-clinical—will be subject to harsh disciplinary action.
 - Due to their increased susceptibility to the virus, employees with other conditions including diabetes or high blood pressure must be granted compensated time off.
 - With the aforementioned requirements and guidelines in place, I will make sure that each employee is effectively carrying out their duties and abiding by medical ethics and regulations.
- (b) I would continue to be committed to public health as the leader of a private institution. The following are additional steps I would take:
- By hiring more workers, alternating shifts, and offering sporadic rest and breaks, I would strive to lighten the workload of my team as much as was practical under the circumstances. Patients may only be cared for by staff who are mentally, emotionally, and physically sound.
 - According to the patient's financial capacity, medical charges would be calculated, utilising both formal and informal verification techniques such as tax returns and assets. A reduction in health care costs would help my team feel more motivated while simultaneously addressing the needs of low-income people.
 - I would take steps to safeguard my staff members from infection, such as immunizations and the provision of top-notch safety equipment.
- My ethics require me to perform public service under trying conditions as an administrator in a public or private hospital during a pandemic. I have the opportunity to resolve my moral problem as a private administrator by giving my staff extra attention and addressing the demand for healthcare equity.



6.1 POOR BENEFICIARY DOESN'T HAVE PAPERS

6.1.1 (2025)

Mahatma Gandhi National Rural Employment Guarantee Program, MGNREGA was earlier known as National Rural Employment Scheme, NREGA. It is an Indian Social Welfare Program that aimed at fulfilling the 'Right to Work' provisions made in the Constitution. MGNREGA was launched in 2006 under Rural Employment Sector by the Ministry of Rural Development.

Main objective of the program is to give legal guarantee of wage employment to the adult members of rural households who are willing to do unskilled manual labour work subject to a maximum of 100 days per year for every household. Every rural household has the right to register under the scheme, job card is issued to the registered, Job Card holder can seek employment; State Government shall pay 25% of minimum wage for the first 30 days as compensatory daily unemployment allowance to the families and of wage for remaining period of the year. MGNREGA work was undertaken by various Gram Panchayats.

You have been appointed as an Administrator Incharge of the District. You have been given the responsibility of monitoring MGNREGA work undertaken by various Gram Panchayats. You are also given the authority to give technical sanctions to all MGNREGA works.

In one of the Panchayats in your jurisdiction, you notice that your predecessor has mismanaged the Program in terms of:

- (i) Money not disbursed to actual job-seekers.
- (ii) Muster Rolls of the Labourers not properly maintained.
- (iii) Mismatch between the work done and payments made.
- (iv) Payments made to fictitious persons.
- (v) Job Cards were given without looking into the need of person.
- (vi) Mismanagement of funds and to the extent of siphoning of funds.
- (vii) Approved works that never existed.

- (a) What is your reaction to the above situation and how do you restore the proper functioning of MGNREGA Program in this regard?
- (b) What actions would you initiate to solve the various issues listed above?
- (c) How would you deal with the above situation? (Answer in 250 words)

Answer

Introduction

This case highlights Systemic Corruption and administrative apathy, denying the poor their "Right to Work." As the Administrator, the objective is Restorative Justice—cleaning the system while ensuring honest workers get their dues.

Body

(a) Reaction and Restoration: My reaction is one of Zero Tolerance. Siphoning funds meant for the rural poor is a grave ethical violation. To restore functioning, I will implement the JAM Trinity (Jan Dhan-Aadhaar-Mobile) approach to ensure transparency.

(b) Actions to Initiate:

Special Audit: Order a forensic audit of the last 3 years' accounts and physical verification of assets.

Social Audit: Convene a special Gram Sabha. Reading out Muster Rolls in public is the most effective tool to identify ghost beneficiaries and fictitious works.

Digital Cleanup: Seed Aadhaar with Job Cards to remove duplicates and ensure Direct Benefit Transfer (DBT) mandates are followed.

Punitive Action: Register FIRs against guilty officials (Gram Rozgar Sevak, Panchayat Secretary) and initiate recovery proceedings.

(c) Dealing with the Situation: I will establish a Grievance Redressal Mechanism (toll-free number/Ombudsman) for labourers. I will also mandate Geo-tagging of all assets (using apps like Bhuvan) before releasing payments to prevent "paperwork."

Conclusion

Corruption in welfare schemes violates the social contract. By institutionalising transparency and community oversight (Social Audits), the administration can ensure that the “Right to Work” becomes a reality, not just a paper promise.

6.1.2 CASE-STUDY: INELIGIBLE BENEFICIARY FOR HEALTH-SCHEME (2018)

Rakesh is a responsible district level officer, who enjoys the trust of his higher officials. Knowing his honesty, the government entrusted him with the responsibility of identifying the beneficiaries under a health care scheme meant for senior citizens. The criteria to be a beneficiary are the following:

1. 60 years of age or above.
2. Belonging to a reserved community.
3. Family income of less than 1 Lakh rupees per annum.
4. Post-treatment prognosis is likely to be high to make a positive difference to the quality of life of the beneficiary.

One day, an old couple visited Rakesh’s office with their application. They have been the residents of a village in his district since their birth. The old man is diagnosed with a rare condition that causes obstruction in the large intestine. As a consequence, he has severe abdominal pain frequently that prevents him from doing any physical labour. The couple has no children to support them. The expert surgeon whom they contacted is willing to do the surgery without charging any fee. However, the couple will have to bear the cost of incidental charges, such as medicines, hospitalization, etc., to the tune of rupees one lakh. The couple fulfils all the criteria except criterion ‘b’. However, any financial aid would certainly make a significant difference in their quality of life. How should Rakesh respond to the situation?

Answer:

Case Summary:

- Rakesh is an honest, trustable and responsible district level officer. He was given the responsibility of identifying the beneficiaries under a health scheme.
- Oneday, an old couple visited Rakesh’s office seeking help as they don’t have any children to support them.
- They fulfil all the criteria (as mentioned) which help them to get included in the beneficiary list but except one criteria (they do not belong to a reserved family). Any financial help makes a significant difference in their quality life.

Stakeholders in the case:

- Rakesh as a responsible district level officer.
- An old couple, who visited Rakesh’s office with their application for help.
- Society at large.

Being a responsible public servant, he is strictly guided by the law and criteria and it is necessary because the set of given criteria instill the element of transparency and probity and help in governance to be just and fair. In this given situation, the immediate response of Rakesh should be:

- Find Government Facilities: As the expert surgeon whom they contacted is willing to do the surgery without charging any fee. The problem is with the cost of hospitalization, medicines etc. So in this situation Rakesh should check for the available facilities (bed, medicines, etc) for the concerned disease at the district government hospitals.
- NGOs: Rakesh should hold meetings with Non-government Organizations (NGOs) working in the health sector for old age people and public spirited citizens.
- Find Exception or use discretion: Rakesh may find provisions of exception and discretion in the health scheme to consider extremely needy patients. This is unclear from the conditions given above, but a trusted and responsible officer in charge can seek exemptions and support from higher ups for the patient within the scheme by forwarding a case on compassionate and humanitarian grounds.
- Seek help from executive funds: if relaxation within the health scheme is not permissible, Rakesh should explore other possibilities like Chief Minister’s Relief Fund or even Prime Minister’s relief fund after getting an endorsement from the MLA and MP of the region. Every year a certain number of people are given assistance for treatment of severe diseases from these funds.
- Look for other alternatives: Rakesh should also forward an application to his superiors in the district with the details of the case requesting them, if possible, from DM welfare fund for



financial support for this specific case or go for crowdfunding.

- These immediate steps are to ensure support to the couple in consideration. As a midterm solution, Rakesh should try to organise awareness among citizens of the district regarding Integrated Programme for Older Persons (IPOP). Secondly, he should hold meetings with NGOs, public institutions and public-spirited citizens to organise outreach programmes. He should make proposals and efforts for providing space and creating awareness about PM Jan Aushadhi Kendra at District, Block and Village level.

This case cannot be taken in isolation as there would be many more poor people in need. Taking this case as base, Rakesh may propose his seniors to consider insertion of subcategories for economically weaker sections. Sub categorization can be considered as inclusive of landless poor, old people without children and people without any permanent source of income.

6.1.3 CASE-STUDY: POOR WOMAN WITHOUT DOCUMENTARY PROOF? (2016)

Suppose you are an officer in-charge of implementing a social service scheme to provide support to old and destitute women. An old and illiterate woman comes to you to avail the benefits of the scheme. However, she has no documents to show that she fulfils the eligibility criteria. But after meeting her and listening to her you feel that she certainly needs support. Your enquiries also show that she is really destitute and living in a pitiable condition. You are in a dilemma as to what to do. Putting her under the scheme without documents would clearly be violation of rules. But denying her the support would be cruel and inhuman.

1. Can you think of a rational way to resolve this dilemma?
2. Give your reasons for it.

Answer:

The given case is an example of an ethical dilemma that a person faces between professional ethics and empathy towards others. You want to perform your duty honestly but sometimes cases arise that may force you to overcome rules and guidelines. In such times these moral dilemmas arise.

Stakeholders involved in the Case:

- I am the officer-in-charge of implementing a social service scheme.
- An old and illiterate woman.

My course of action:

- The first and the foremost step would be to analyse if any guidelines exist to deal with such a condition or one that allows exception.
- If there are no such guidelines, it means that I cannot agree to continue the procedure without the due documents and evidence and my duty on a professional note ends here.
- Considering that the person is a genuine needy person, I would be compelled to take certain actions which may not be under my official jurisdiction.
- I would look for alternative foundations or NGOs that provide similar social service schemes to poor and destitute women. This will be outside my duty, but exceptions can be made in special cases such as this.
- I would personally guarantee the genuine nature of the person in question so that she receives her benefits without fail.
- All this will not be in my official capacity but as a concerned citizen looking for an opportunity to improve the lives of those who have less resources to survive.

Reasons for my action:

- Humanity: Government schemes suffer with red tapism and unnecessary rules and regulations. But it does not mean that honest and needy individuals without necessary documents cannot live with dignity. The need to handle such extreme cases based on humanity.
- Professional Duty: My duty does not conclude within office, profession requires me to be ready to work even beyond condition being legitimate and justifiable actions.
- Empathy: Every human has sympathy towards the emotions of other human, especially towards the helpless. Empathy will allow us to overcome barriers and perform our duties that lie beyond our immediate control.

Thus, balance professional duty and human duty is the way. Our human inclinations must take over whenever professional tendencies fail to address the issue.

6.2 CHILD EXPLOITATION

6.2.1 CASE STUDY: COMPASSION- CHILD LABOUR IN COTTON FARM (2020)

Rampura, a remote district inhabited by a tribal population, is marked by extreme backwardness and abject poverty. Agriculture is the mainstay of the local population, though it is subsistence due to the very small landholdings. There is insignificant industrial or mining activity. Even the targeted welfare programs have inadequately benefited the tribal population. In this restrictive scenario, the youth has begun to migrate to other states to supplement the family income. Plight of minor girls is that their parents are persuaded by labour contractors to send them to work in the Bt Cotton farms of a nearby state. The soft fingers of the minor girls are well suited for plucking the cotton. The inadequate living and working conditions in these farms have caused serious health issues for the minor girls. NGOs in the districts of domicile and the cotton farms appear to be compromised and have not effectively espoused the twin issues of child labour and development of the area. You are appointed as the District Collector of Rampura. Identify the ethical issues involved. Which specific steps will you initiate to ameliorate the conditions of minor girls of your district and to improve the overall economic scenario in the district.

Answer:

Case Summary: Rampura is a remote district, backward with tribal population, having poverty and locals are associated with subsistence agriculture. Insignificant industries, inadequate targeted welfare programs leading to migration of youth including minor girls to work with poor working conditions that affect the health of minor girls. NGOs failed to deal with twin problems such as child labour and area development. I am the district collector of Rampura.

Stakeholder in the case:

- I, appointed as a district collector in Rampura.
- Local population of Rampura.
- Labour contractor.
- Local Non Government Organizations (NGOs).

Ethical Issues involved in the case:

- **Corruption:** Corruption is an ethical issue. It is the result of erosion of values of the public servants. The practice of corruption is well visualised in this case as the district has insignificant industrial or mining activity and even the targeted welfare programs have inadequately benefited the tribal population. This is because the benefit has not reached the end people.
- **Neglect of Regional Development:** It is a serious ethical issue because, due to the backwardness of the district and lack of will of the public servant or the concerned authority, the development of the region (Rampura district) gets neglected. If the concerned authority works as per their administrative and official capacity, they could develop the region through proper utilisation of funds and proper implementation of schemes.
- **Child Labour:** Here in this case, child labour is an ethical issue because child labour is prohibited under the Child Labour (Prohibition and Regulation) Act of 1986.
- **Exploitation of Labour:** Labour are being exploited by employers or managers in various ways like, long working hours and forced overtime work with less wage. This practice is prevalent in most of the industries, especially in garment industries. This is also an ethical issue in this case as inadequate living and working conditions in these farms have caused serious health issues for the minor girls.

Steps that will taken to ameliorate the conditions of minor girls:

- **Strictly Implement Child Labour Act:** The Child Labour (Prohibition and Regulation) Act of 1986 designates a child as a person who has not completed their 14th year of age. It aims to regulate the hours and the working conditions of child workers and to prohibit child workers from being employed in hazardous industries. Proper enforcement of and implementation of this Act is crucial to ameliorate the conditions of minor girls.
- **Alternative Livelihood Opportunity:** Need to provide alternative livelihood opportunity by implementing targeted government programs and government schemes like MGNREGA, Mudra Loan, etc., to support them economically.

- Rehabilitation of Minor Girl Child: Rehabilitation of minor girl child under the Ujjawala Yojana is crucial.
- Education of Minor Girl Child: To ameliorate the minor girl child, education is crucial.
- Others: Need to provide vocational and skill development training for minor girl children. They are also provided with nutrition and health care under the Poshan Abhiyan.

Steps that will taken to improve the overall economic scenario in the district:

- Promotion of Development Programs: Being a district collector in Rampura, i will promote and implement all the state or centrally sponsored development programmes or schemes like Deen Dayal Upadhaya Grameen Kaushalya Yojana, MGNREGA etc. This will help in improving the economic scenario in the district to a great extent.
- Focus on Skill Development: I will focus more on skill development of the locals under the Pradhan Mantri Kaushal Vikas Yojana (PMKVY) and also provide all the necessary administrative support to make them skilled. If the locals are skilled, they can get decent jobs with decent wages, that will definitely help them to have a good and quality life.
- Implementation of Tribal Welfare Schemes: I will implement various state or centrally sponsored tribal welfare schemes (if they are not implemented) and also provide resources under the administrative capacity to make them forward.
- Establishment and Promotion of Agro-based Small Scale Industries: Establishment and promotion of agro-based small scale industries will play as a catalytic role in the improvement of the overall economic scenario and will also generate employment.
- Promotion of Tribal Products: Promotion of tribal products under TRIFED (Tribal Cooperative Marketing Development Federation of India). This will significantly increase the income of the locals and also improve the economic scenario of the district.
- Regulation of NGO: Needs to regulate NGOs and their funding based on their work. It is a very crucial step that needs to be taken for the advantage of the deprived and poor locals.

- Support from Legislatures: I will try to gather support from local MLAs, MPs of the region to take developmental initiatives from MLA lad and MP lad fund.

Thus, in this way, the problems of the Rampura district will be resolved and this will also ensure and promote faster, sustainable and inclusive growth.

6.2.2 CASE-STUDY: CHILD LABOURERS IN SIVAKASI (2013)


Sivakasi in Tamil Nadu is known for its manufacturing clusters on firecrackers and matches. The local economy of the area is largely dependent on firecrackers industry. It has led to tangible economic development and improved standard of living in the area.

So far as child labour norms for hazardous industries like firecrackers industry are concerned, International Labour Organization (ILO) has set the minimum age as 18 years. In India, however, this age is 14 years. The units in industrial clusters of firecrackers can be classified into registered and non-registered entities. One typical unit is household-based work. Though the law is clear on the use of child labour employment norms in registered/non-registered units, it does not include household-based works. Household-based work means children working under the supervision of their parents/relatives. To evade child labour norms, several units project themselves as household-based works but employ children from outside. Needless to say that employing children saves the costs for these units leading to higher profits to the owners. On your visit to one of the units at Sivakasi, the owner takes you around the unit which has about 10-15 children below 14 years of age. The owner tells you that in his household-based unit, the children are all his relatives. You notice that several children smirk, when the owner tells you this. On deeper enquiry, you figure out that neither the owner nor the children are able to satisfactorily establish their relationship with each other.

1. Bring out and discuss the ethical issues involved in the above case.
2. What would be your reaction after your above visit?

Answer:

Case Summary: Sivakasi in Tamil Nadu is known for its manufacturing clusters on firecrackers and



matches. One typical unit is household-based work. Household-based work means children working under the supervision of their parents/relatives. To evade child labour norms, several units project themselves as household-based works but employ children from outside. On a visit to one of the units you see that unit has about 10-15 children below 14 years of age. On deeper enquiry, you find out that neither the owner nor the children are able to satisfactorily establish their relationship with each other.

Stakeholders: children, households, owners.

Ethical Issues/Ethical Dilemmas: child labour, poverty, multi-stakeholders.

(a) The Child Labour (Prohibition and Regulation) Act, 1986 prohibits the employment of children below the age of 14 years in 18 occupations and 65 processes that are hazardous to the children's lives and health. Firecracker industry comes under hazardous occupation.

- According to the case given, children working in SivaKasi fire factory which comes under hazardous occupation which is violation of the child labour (prohibition and regulation) Act, 1986.
- The children those who are working in fire factory are amounted to brutal torture from denying proper sleep to proper food, with no education imparted to them. Large children are stuffed in small filthy rooms with no ventilation, no windows.
- Children also have an essential vulnerability, in that they are often the first to suffer when things go wrong. They are physically small and weak compared to adults, and can be easily coerced into actions they might not wish to do. Their relative weakness can also mean that they are first to suffer from disasters such as fire breakouts.
- Utilitarianists would support the idea of child labour as long as they are the sole providers for the family and without their income, the family would not survive and as long as the labour is voluntarily provided. The ends justify the means.
 - Forced child labour is unethical because it is against the autonomy of the children.
 - The consent of the working child is mostly manipulated by the parents or relatives.
 - To give consent, a child needs to understand the situation, the consequences, and voluntarily

agree to work. Children of young age, who have a less than fully competent capacity, can assent to an action by getting involved in the decision-making process.

Children fall easy victims to unfair job conditions, and they do not have the power to stand-up against mistreatments. The maleficence of this act has long-term physical, psychological, behavioural, and societal consequences. Even if they are lacking the competency individuals with autonomy that should be protected and safeguarded.

(b) Steps to be taken:

If it is suspected that workers in a factory may be underage, the first priority will be to check their ID as part of a routine document check process without raising the alarm. If document checks confirm the child is underage or if ID checks are inconclusive, following actions to be taken:

- Remove the child from all work immediately. Preventing the continuation of work gives a clear message to factory managers. It also reduces the risk that managers may try to continue to use child workers under the guise of bogus 'training centres' or 'apprenticeship schemes'.
- Ensure the child is in a safe place, Obtain contact details (ideally mobile phone number) of child and parents/guardian, and wherever possible, home address.
- Clarify the true identity and age of the child. Review age documents of the child and verify that they are genuine.
- Talk to the child to ensure they understand what is happening and why. Listen to them to understand their needs. Explain the possible remediation options and other measures to be put in place.
- It is vital to identify and establish a remediation team. This should be made up of representatives from the factory, the agent, the purchaser, local NGOs, trade unions (if active in the factory where child labour has been found) and local experts with the experience and capacity to work with children and their families to identify appropriate solutions.
- Strict actions against the owners will be ensured.



7.1 SCHOOL RELATED

7.1.1 CASE STUDY: BULLYING THROUGH SOCIAL MEDIA (2023)

You hold a responsible position in a ministry in the government. One day in the morning you received a call from the school of your 11-year-old son that you are required to come and meet the Principal. You proceed to the school and find your son in the Principal's office. The Principal informs you that your son had been found wandering aimlessly in the grounds during the time classes were in progress. The class teacher further informs you that your son has lately become a loner and did not respond to questions in the class, he had also been unable to perform well in the football trials held recently. You bring your son back from school and in the evening, you along with your wife try to find out the reasons for

your son's changed behaviour. After repeated cajoling, your son shares that some children had been making fun of him in the class as well as in the WhatsApp group of the students by calling him stunted, duh and a frog. He tells you the names of a few children who are the main culprits but pleads with you to let the matter rest.

After a few days, during a sporting event, where you and your wife have gone to watch your son play, one of your colleague's son shows you a video in which students have caricatured your son. Further, he also points out to the perpetrators who were sitting in the stands. You purposefully walk past them with your son and go home. Next day, you find on social media, a video denigrating you, your son and even your wife, stating that you engaged in physical bullying of children on the sports field. The video became viral on social media. Your friends and colleagues began calling you to find out the details. One of your juniors advised you to make a counter video giving the background and explaining that nothing had happened on the field. You, in turn posted a video which you have captured during the sporting event, identifying the likely perpetrators who were responsible for your son's predicament. You have also

narrated what has actually happened in the field and made attempts to bring out the adverse effects of the misuse of social media.

- Based on the above case study, discuss the ethical issues involved in the use of social media.
- Discuss the pros and cons of using social media by you to put across the facts to counter the fake propaganda against your family.

Answer:

- **Brief summary of the case:** You, a government officer, learn that your son has been bullied both at school and on WhatsApp groups by classmates. Despite your son's plea to let it go, a viral video falsely accusing your family of physical bullying appears on social media. You respond by posting a video clarifying the truth and highlighting the misuse of social media.
- **Stakeholders and issues involved:**
 - **Stakeholders:**
 - ◆ Your son and your family (victims of bullying and defamation)
 - ◆ The students involved in bullying (perpetrators)
 - ◆ School authorities
 - ◆ Social media users and the public
 - ◆ Your colleagues and friends
 - **Issues:**
 - ◆ Cyberbullying and emotional harm to a minor (**ethical violation of dignity and non-maleficence**)
 - ◆ Defamation and spreading false information on social media (**honesty and integrity**)
 - ◆ Privacy concerns for the child and family (**right to privacy**)
 - ◆ Responsible use of social media by public officials (**professional ethics**)
 - ◆ Impact of viral content on reputation and relationships (**justice and fairness**)

This case presents several important **ethical concerns regarding the use of social media, personal dignity, and responsible communication.**

(a) Ethical issues involved in social media use:

- **Cyberbullying:** The bullying of your son through hurtful names and videos violates the child's **right to dignity, emotional well-being, and safety**. Cyberbullying causes lasting psychological harm and is ethically unacceptable.
- **Defamation and misinformation:** The viral video falsely accusing your family damages your **reputation and integrity**, violating principles of **honesty and fairness**. Spreading unverified content is irresponsible and unethical.
- **Privacy violations:** Public sharing of sensitive and personal incidents breaches **privacy rights** of individuals, especially minors, causing harm beyond the immediate circle.
- **Misuse of social media:** Social media's reach can amplify misinformation quickly, which calls for **ethical responsibility and digital literacy** among users.
- **Public official's responsibility:** As a government officer, maintaining **professionalism and ethical conduct** in addressing personal issues publicly is important to uphold public trust.

(b) Pros and cons of using social media to counter fake propaganda:

- **Pros:**
 - **Truthful clarification:** Posting evidence-based videos helps set the record straight and protect your family's reputation.
 - **Raising awareness:** Highlighting misuse of social media educates others about the consequences of spreading falsehoods.
 - **Empowerment:** Demonstrates proactive and responsible handling of cyberbullying, potentially encouraging others to speak up.
 - **Transparency:** Shows openness and honesty, reinforcing personal and professional integrity.
- **Cons:**
 - **Risk of escalation:** Publicly naming perpetrators could lead to further conflicts or backlash, including potential legal complications.
 - **Privacy concerns:** Posting videos involving minors and identifying children might infringe on their privacy rights.

- **Emotional stress:** Handling sensitive family issues in the public eye may add to emotional burden.
- **Professional image:** Public officials must be cautious that personal matters shared online do not affect their professional image or lead to perceptions of bias.

Conclusion:

In conclusion, the ethical use of social media requires a balance between **truthfulness, respect for privacy, and responsibility**. Addressing cyberbullying and misinformation through **transparent yet sensitive communication** protects dignity and promotes social awareness. As a public servant, maintaining **ethical professionalism and empathy** while using social media is vital to safeguard personal integrity and public trust.

7.1.2 CASE-STUDY: PROMOTING GIRL EDUCATION WHILE ENSURING THEIR SAFETY (2015)

You were recently posted as district development officer of a district. Shortly thereafter you found that there is considerable tension in the rural areas of your district on the issue of sending girls to schools.

The elders of the village feel that many problems have come up because girls are being educated and they are stepping out of the safe environment of the household. They are of the view that the girls should be quickly married off with minimum education. The girls are also competing for jobs after education, which have traditionally remained in boys' exclusive domain, adding to unemployment amongst male population. The younger generation feels that in the present era, girls should have equal opportunities for education and employment, and other means of livelihood. The entire locality is divided between the elders and the younger lot and further sub-divided between sexes in both generations. You come to know that in Panchayat or in other local bodies or even in busy crossroads, the issue is being acrimoniously debated.

One day you are informed that an unpleasant incident has taken place. Some girls were molested, when they were en route to schools. The incident led to clashes between several groups and a law and order problem arose. The elders after heated discussion have taken a joint decision not to allow

girls to go to school and to socially boycott all such families, which do not follow their dictate.

- (a) What steps would you take to ensure girls' safety without disrupting their education?
- (b) How would you manage and mould the patriarchal attitude of the village elders to ensure harmony in the inter-generational relations?

Answer:

Case Summary: I am posted as district development officer of a district where the rural areas don't welcome girl's education. The elders are divided from the younger generation on girl's education being responsible for a lot of problems including unemployment amongst male population. A recent incident of molestation of girls made elders decide not to allow girls to go to school and socially boycott all such families who do so. The issue here suggests the ill-effects of patriarchal attitude and gender-bias for girls in education and employment.

Stakeholders: District Development Officer, Elders of the Village, Male Population facing unemployment, Families in support of sending their girls to School, panchayats/Local Bodies.

Ethical Issues/Ethical Dilemmas: Safety of Girls, Education to Girls, Gender Bias in Education and Employment, Patriarchal attitude of Villagers.

(a) The issue involves ensuring the safety for girls while ensuring equal educational and employment opportunities for them in comparison to the boys. It also involves ironing out the difference of opinion between the different generations.

Steps for safety and education of girls include:

- Persuasion Techniques and Social influence: For bringing social change through attitude transformation, different techniques of social influence and persuasion could be used. Elders should be persuaded to allow education for girls, while promising them of their safety.
- Altering Socialization Pattern: Gender typecasts need to be shattered by changing the socialization process of children. It is important to eliminate the gender discrimination encountered by girls. Child rearing practices can be modified in accordance with the Social Values.
- Infrastructural Development: Safety of girls in rural areas is often compromised because of lack of adequate infrastructure, like street lights, toilet

facilities etc. Bridging these gaps by providing necessities along with CCTVs and an arrangement of transport facility with lady police personnel, will help in providing a sense of security to girls.

- Security Provisions and Self-Defense: Engage the police so that patrolling can be increased on routes to schools. Girls can also be taught self defense techniques for their own safety at the time of threat.
 - Tackling Crime Incidents: In case of any crime against girls, strict and quick action should be taken against the culprits.
- (b) Patriarchal attitude of the village elders has been deep rooted and would require a variety of measures to be changed but nevertheless, with the right approach and with the support of the younger generation, which is already instrumental in bringing about change, it can be possible to bring about a change in the mindset of people. Some of the ways include:
- Attitude Change: Persuading the leaders of both generations through rationale, logic, emotions and expressions regarding the importance of girl education. Stereotypes and prejudice can be broken through education and dissemination of information regarding the benefits of girl education even among adults.
 - Holding sessions by calling women, who have achieved a lot in their career aspect due to their education, so that they can act as role models for the younger generation and help in bringing attitudinal change and elders.
 - It also requires me to be emotionally intelligent, in order to understand and manage the emotions of the village elders. This is crucial for the success of other steps. The issue has a lot of emotional components which need to be managed properly.
 - Sarpanch of the village can play a substantial role in this, since this position has authority to influence behaviour of people.
 - Help from NGOs and Similar Organizations: Taking help of NGOs working in the field of education to create awareness among elders regarding girl education.
 - Talk with the Influencers: Asking local influential people, leaders to interact with the villagers and bring about the positives for the encouragement of girl education.

- Educating about Laws relating to Girl Education: Making people familiar with laws, policies of the government like 'Beti Bachao Beti Padhao' bringing positive changes in the lives of the girls and development in the village.
- Raising Awareness by bursting Myths: Defying the myths of job loss by citing examples where developmental activities for girls have generated employment in the villages and society for both men and women.

While social change can be difficult to bring about, with the right efforts and with the right beneficiaries, it can happen if the targeted steps are taken and the roadblocks are eliminated. Following the above measures can help in attitudinal changes of the society which can gradually open the door of development for the deprived sections of the society and also ensure that there is intergenerational harmony.

7.1.3 CASE-STUDY: DALIT COOK IN MID-DAY MEAL (2015)

You are the Sarpanch of a Panchayat. There is a primary school run by the government in your area. Midday meals are provided to the children attending the school. The Headmaster has now appointed a new cook in the school to prepare the meals. However, when it is found that the cook is from Dalit community, almost half of the children belonging to higher castes are not allowed to take meals by their parents. Consequently the attendance in the school falls sharply. This could result in the possibility of discontinuation of midday meal scheme, thereafter of teaching staff and subsequent closing down the school.

1. Discuss some feasible strategies to overcome the conflict and to create right ambience.
2. What should be the responsibilities of different social segments and agencies to create positive social ambience for accepting such changes?

Answer:

Case Summary: I am the Sarpanch of a Panchayat. A primary school run by the government had provision of Midday meals being provided to children attending the school, almost half of which belong to higher caste. School had a cook appointed from the Dalit community because of which parents refused children to take meals resulting in attendance falling short and school may be closed down due to eventual dysfunction.

Stakeholders: Sarpanch of the Panchayat, Government, Cook, Dalit Community, Children attending the school, Headmaster and the Teaching Staff.

Ethical Issues/Ethical Dilemmas: Integrity of the institution, accountability towards students and society, Mental models, Social constructs, Caste Divide, Untouchability.

The situation mentioned in the case portrays the practice of untouchability, an age-old traditional practice, mainly in rural India. There is an urgent need to curb this practice before it ends up tearing the social fabric of India.

(a) Discuss some feasible strategies to overcome the conflict and to create the right ambience.

Social relations and structures, in turn, are the basis of socially constructed "common sense," which represents the evidence, ideologies, and aspirations that individuals take for granted and use to make decisions. Interventions can target them to promote developmental and ethical objectives eventually leading to development of a country.

- Involving the Government Bodies and Authorities: As the Sarpanch of the village, it is my duty to bring the matter and consequences of such an evil practice into the notice of the gram Sabha members, so that appropriate measures can be taken. Government must be also be pressured to take measures to make local police and judiciary corruption free and unbiased, so that enforcement of laws such as the Prevention of Atrocities Act, can be ensured.
- Ensuring Right to Education and necessary Learnings: Schools and educational institutes as well as family should be encouraged to inculcate moral values among children to strengthen their Social Values from an early age. The future generation must be aware about the ill-effects of discrimination. Parents should be persuaded to adhere to the fundamental duty of sending their children to school.
- Changing Attitude of People: Mental models and social beliefs and practices often become deeply rooted in individuals. The caste discrimination can be eliminated through changing attitudes of people. I would use social influence and persuasion techniques for achieving this. For example, social



proof, reciprocity, dissemination of information, breaking stereotypes, etc., can be used.

- **Community Gathering and Cultural Festivals:** The barriers dividing society into various segments can be overcome only when there is more interaction among people. Festivals provide an opportunity for everyone to come closer.
- **Leading by Example:** If the sarpanch is willing to walk the extra mile to set an example, others will also be ready to accept change. Being Sarpanch of the village, my first step will be to ensure that I become an example for others to follow. I will encourage and send children from my family to the school and consume food cooked by the new cook.
- **Legal Course:** This has to be the last resort. It may create problems between villagers but considering the need for proving the seriousness of equality, it needs to be carried out.

(b) What should be the responsibilities of different social segments and agencies to create positive social ambiance for accepting such changes?

Strong belief system that is not in conformity with constitutionally enshrined ideals is the reason for such issues prevalent in the society, even today. In order to create positive social ambiance for such changes, various social agencies like families, education institutes and local self government institutes should take some proactive steps and have certain responsibilities such as:

- **Interaction with Influential Person:** Parents' attitude needs to be moulded to the changing times. For this a well respected learned person, such as District Collector can be requested to meet people and try to persuade them of their action which is even violative of some laws and constitution.
- **Role of the Village Head:** As sarpanch of panchayat, I should abide by the Indian Laws and Constitution I will act in the authority of my power to take action to curb caste discrimination in society, which will make our society much more mature and rational.
- **Education system and responsibility of Teachers:** Our education system must focus more on propagating social elements such as equality in society and values of fraternity and brotherhood. If these values are inculcated in students they can become better citizens.


- **Responsibility of Reformers:** It would be to teach children the value of reforms and religion.
- **Responsibility of Administration:** It would be to treat every person equally without regard to caste, to enshrine equality.
- **Responsibility of NGOs:** It would be to undertake awareness campaigns and to make people aware of the disadvantages of such acts on society and children's minds.
- **Media(Local Newspaper):** It could help by highlighting the case on media with negative effects of caste discrimination, so as to make parents realise that whatever they are doing is incorrect.

In order to promote harmony and respect, social functions and cultural programmes should be organised by various social agencies where participation of every community, including Dalits, should be promoted and an atmosphere of respect and confidence can be created in the society.

7.2 EDUCATION RELATED

7.2.1 CASE STUDY: VICE PRINCIPAL VS COLLEGE EXAM CHEATERS (2021)

You are Vice Principal of a degree college in one of the middle-class towns. The principal has recently retired and management is looking for his replacement. There are also feelers that the management may promote you as Principal. In the meantime, during the annual examination, the flying squad which came from the university caught two students red-handed involving in unfair means. A senior lecturer of the college was personally helping these students in this act. This senior lecturer also happens to be close to the management. One of the students was the son of a local politician who was responsible for getting college affiliated to the present reputed university. The second student was the son of a local businessman who has donated maximum funds for running the college. You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with the flying squad at any cost. They further said that such an incident will not only tarnish the image of the college but also the politician and the businessman are very important personalities for the functioning of the college. You were also given hint that your further promotion to Principal depends



on your capability in resolving this issue with the flying squad. In the meantime, you were intimidated by your administrative officer that certain members of the student union are protesting outside the college gate against the senior lecturer and the students involved in this incident are demanding strict action against defaulters.

1. Discuss the ethical issue involved in the case.
2. Critically examine the options available with you as Vice Principal. What option will you adopt and why?

Answer:

Stakeholders:

- Self as vice principal
- College management
- Senior lecturer
- Students Protesting
- Flying squad

Ethical issues involved:

- Professional duty vs personal gains
- Order of management and image of college vs justice to other honest students
- Fund and affiliation for college vs voice of protesting students

Options:

- 1st Option: Follow management's orders and reach an agreement by concealing the truth from the flying squad.
- 2nd Option: Demonstrate to management your inability to deal with the flying squad.
- 3rd Option: Refuse to support an illegal act and tell the truth to the flying squad.

I, as a vice principal, will choose the 3rd option which has following merit and demerits:

Merits:

- By maintaining my professional integrity, I set a good example for both students, senior lecturers, and management.
- Except for the senior lecturer, all other college staff are honest, according to the flying squad.
- The student learns the importance of honesty in both school and life.
- Do justice to a large number of students, including those protesting outside the college.

Demerits:

- It is possible that I will not be promoted to principal.
- The college's image and reputation may be harmed, funding may be halted, and affiliation may be terminated.
- Local politicians and businessmen may also harm me in all aspects of my life.

Justification for 3rd option:

- As a vice principal, I chose the third option to maintain my professional integrity, which may jeopardise my current personal gains but will undoubtedly give me a sense of confidence and job satisfaction in the future.
- By doing so, I convey to management that the college's image will not be tarnished, but that a proper precedent will be set in college, and that supporting such senior lecturers will further degrade the college in the future.
- I also express that supporting such dishonest students will tarnish the image of the college in the future and will be unpopular with society and the nation at large.
- I would like to request that the flying squad not take such harsh action that destroys a student's future, but rather that a light punishment be given so that their career prospects are not harmed, and they learn a lesson.



8.1 WATER/POLLUTION - CLOSE FACTORY THEN UNEMPLOYMENT

8.1.1 (2025)

In line with the Directive Principles of State Policy enshrined in the Indian Constitution, the government has a constitutional obligation to ensure basic needs - "Roti, Kapda aur Makan (Food, Clothes and Shelter)" for the under-privileged. Pursuing this mandate, the district administration proposed clearing a portion of forest land to develop housing for the homeless and economically weaker sections of the society.

The proposed land, however, is an ecologically sensitive zone densely populated with age-old trees, medicinal plants and vital biodiversity. Besides, these forests help to regulate micro-climate and rainfalls, provide habitat for wildlife, support soil fertility and prevent land/soil erosion and sustain livelihoods of tribal and nomadic communities.

In spite of the ecological and social costs, the administration argues in favour of the said proposal by highlighting that this very initiative addresses fundamental human rights as a critical welfare priority. Besides, it fulfils the government's duty to uplift and empower the poor through inclusive housing development. Further, these forest areas have become unsafe due to wild-animal threats and recurring human-wild life conflicts. Lastly, clearing forest-zones may help to curb anti-social elements allegedly using these areas as hideouts, thereby enhancing law and order.

- Can deforestation be ethically justified in the pursuit of social welfare objectives like, housing for the homeless?
- What are the socio-economic, administrative and ethical challenges in balancing environmental conservation with human development ?
- What substantial alternatives or policy interventions can be proposed to ensure that both environmental integrity and human dignity are protected? (Answer in 250 words)

Answer

Introduction

This case highlights the conflict between Developmental Goals (Right to Shelter) and Environmental Ethics (Sustainability). It involves the ethical challenge of balancing immediate human needs with long-term ecological security and inter-generational equity.

Body

(a) Ethical Justification: Deforestation cannot be ethically justified here. While "Roti, Kapda, Makan" are fundamental needs, destroying an "ecologically sensitive zone" violates the collective "Right to Life" (clean environment) of the entire region. Solving homelessness by creating environmental vulnerability (climate disasters) is a flawed utilitarian calculation.

(b) Challenges:

Socio-Economic: Balancing the urgent need to uplift the poor against the economic costs of environmental degradation (soil erosion, water scarcity).

Administrative: The lethargy in finding suitable alternative land versus the ease of clearing forests.

Ethical: Anthropocentrism (human-centric development) versus Eco-centrism (respecting nature's intrinsic value).

(c) Alternatives and Policy Interventions:

Satellite Mapping: Use technology to identify non-forest wastelands or degraded lands for housing.

Vertical Development: Adopt high-rise, low-cost housing models to minimize land footprint.

Brownfield Projects: Redevelop old government colonies or reclaim encroached public land.

Social Forestry: Integrate the housing project with afforestation schemes, ensuring that for every unit built, green cover is added elsewhere.

Conclusion

True development must be sustainable. The administration must pursue "Green Housing" alternatives rather than destroying natural heritage. Upholding human dignity does not require violating environmental integrity; both can coexist through innovative planning.

8.1.2 CASE STUDY: PUBLIC ORG DILEMMA- SHUTTING DOWN BOREWELLS (2024)

With the summer heat being exceptionally severe this year, the district has been facing severe water shortage. The District Collector has been mobilizing his subordinate officials to conserve the remaining water reserves for preventing the district from plunging into acute drinking water crisis. Along with an awareness campaign for conserving water, strict measures have been taken for stopping the over-exploitation of ground-water. Vigilance teams have been deployed to tour the villages and find the farmers who are drawing water from deep borewells or from the river reservoir for irrigation. The farmers are agitated by such action. A delegation of farmers meets the District Collector with their issues and complains that while they are not being allowed to irrigate their crops, big industries located near the river are drawing huge amounts of water through deep borewells for their industrial processes. The farmers allege that their administration is anti-farmer and corrupt, being bribed by the industry. The district needs to placate the farmers as they are threatening to go on a prolonged protest. At the same time, the District Collector has to deal with the water crisis. The industry cannot be closed as this would result in a large number of workers being unemployed.

(a) Discuss all options available to the District Collector as a District Magistrate.

- (b) What suitable actions can be taken in view of mutually compatible interests of the stakeholders?
 (c) What are the potential administrative and ethical dilemmas for the District Collector?

Answer:

Ethical Dilemmas:

- Sustainability vs Livelihood** – Protecting scarce natural resources while ensuring economic sustenance of people.
- Rule of Law vs Equity** – Enforcing the ban equally versus allowing exemptions in larger interest.
- Public Welfare vs Individual Rights** – Balancing community needs with private enterprise functioning.
- Administrative Neutrality vs Compassion** – Being unbiased while being sensitive to different stakeholders.

Stakeholders:

- Farmers:** Losing crops due to water scarcity; feel discriminated against.
- Factory workers:** Fear of job loss.
- Factory owner:** Faces potential shutdown.
- Youth and local families:** Depend on factory employment.
- Environment:** Long-term sustainability under threat.
- District Administration (Collector):** Has to uphold law, balance interests, and maintain order.

Options & Ethical Evaluation:

Option	Pros	Cons	Ethical Basis
1. Immediate shutdown of factory borewells	- Upholds the law uniformly - Addresses farmers' concerns directly	- Immediate job loss for many - May cause unrest among youth	Rule of Law, Justice, Equity
2. Allow factory to continue, citing economic value	- Avoids unemployment - Supports local economy	- Unfair to farmers - Encourages non-compliance with public policy	Utilitarianism (short-term gains), but fails sustainability



3. Initiate dialogue & temporary restrictions while exploring alternatives	- Participatory and inclusive - Balances competing interests - Avoids escalation of conflict	- Requires time and administrative coordination	Gandhian ethics (dialogue), Virtue ethics (pragmatism, fairness)
4. Water-use audit, regulate rather than ban	- Encourages responsible water use - Keeps factory functional within limits	- Monitoring can be difficult - May not satisfy protesting farmers	Sustainable development, Proportionality

Recommended Course of Action:

A **balanced approach** (Option 3 + 4) combining **dialogue, scientific assessment, and regulation**:

1. **Call for immediate joint meeting** of factory management, farmer representatives, water department, and employment officer.
2. **Conduct an independent water audit** to assess factory's usage and its impact.
3. **Temporarily cap borewell usage** by the factory under strict supervision.
4. **Explore alternatives:** Recycled water use, rainwater harvesting by the factory.
5. **Offer support to farmers** through water conservation schemes, community wells, and MGNREGA-based water works.
6. **Inform state government** and seek short-term employment schemes in case the factory downsizes.
7. **Constitute local water management committee** for participatory governance.

Ethical Justification:

This course of action promotes **sustainability**, ensures **fairness**, follows **due process**, and uses **dialogue** over coercion. It also aligns with values of **integrity, compassion, accountability, and justice** – essential for ethical governance.

Conclusion:

As a public servant, my duty is to protect **natural resources**, ensure **law enforcement**, and also **safeguard livelihoods**. Ethical administration lies not in choosing sides, but in harmonizing conflicting interests through **transparent, inclusive, and sustainable solutions**.

- Local small industries are causing a lot of pollution. You are an officer of Pollution Control Board. When you became a little strict, pressure is being built on you that if we have to close factories, there will be unemployment. Their laborers are staging dharnas. But local NGOs are supporting you. What will you do? (2022)
- You closed a pollution-spreading factory, many people lost employment and some other factories that use this factory's chemicals for their production also got affected. What solution will you provide? (2018)

8.1.3 CASE STUDY: PUBLIC ORG DILEMMA-SHUTTING DOWN POLLUTANT MSME (2022)

You are appointed as an officer heading the section in the Environment Pollution Control Board to ensure compliance and its follow-up. In that region, there were a large number of small and medium industries which had been granted clearance. You learnt that these industries provide employment to many migrant workers. Most of the industrial units have got environmental clearance certificates in their possession. The environmental clearance seeks to curb industries and projects that supposedly hamper the environment and living species in the region, But in practice. Most of these units remain to be polluting units in several ways like air, water and soil pollution. As such, local people encountered persistent health problems. It was confirmed that the majority of the industries were violating environmental compliance. You issued notice to all the industrial units to apply for a fresh environmental clearance certificate from the competent authority. However, your action met with

hostile response from a section of the industrial units, other vested interest persons and a section of the local politicians. The workers also became hostile to you as they felt that your action would lead to the closure of these industrial units, and the resultant unemployment will lead to insecurity and uncertainty in their livelihood. Many owners of the industries approached you with the plea that you should not initiate harsh action as it would compel them to sell their units, and cause huge financial loss, shortage of their products in the market. These would obviously add to the sufferings of the labourers and the consumers alike. The labour union also sent you a representation requesting against the closure of the units. You simultaneously started receiving threats from unknown corners. You however received supports from some of your colleagues, who advised you to act freely to ensure environmental compliance. Local NGOs also came to your support and they demanded the closure of the polluting units immediately.

- (a) What are the options available to you under the given situation?
- (b) Critically examine the options listed by you.
- (c) What type of mechanism would you suggest to ensure environmental compliance?
- (d) What are the ethical dilemmas you faced in exercising your option?

Answer:

P – Problem Definition

The officer heading the Environment Pollution Control Board section faces resistance and threats while enforcing environmental compliance among small and medium industries. These units are polluting the local environment, causing health issues in the nearby community. However, shutting them down without alternatives could lead to significant unemployment among migrant workers and economic losses. There is political interference, institutional delay, and a risk to personal safety—all creating a complex ethical and administrative dilemma.

A – Alternatives

1. **Strict Enforcement of Compliance**
 - Insist on immediate application for fresh environmental clearances.
 - Penalize non-compliant industries.
2. **Dialogue and Negotiation with Stakeholders**

- Initiate communication with industry owners, labour unions, local politicians, and community leaders.
3. **Seek Support from Higher Authorities**
 - Escalate the issue and threats to senior officials for protection and institutional backing.
 4. **Engage NGOs and Community**
 - Leverage civil society and public support for environmental accountability.
 5. **Gradual Implementation with Incentives**
 - Offer time-bound transition plans and incentives for eco-friendly upgrades.

C – Criteria for Evaluation

- **Environmental Protection:** Effectiveness in reducing pollution.
- **Stakeholder Equity:** Fair consideration of livelihoods and public health.
- **Feasibility:** Administrative and political practicality.
- **Safety of the Officer:** Personal security and institutional support.
- **Public Trust:** Building legitimacy and transparency in governance.
- **Sustainability:** Long-term adherence to environmental norms.

A – Analysis of Alternatives

1. **Strict Enforcement of Compliance**
 - Pros: Immediate action upholds environmental law and deters future violations.
 - Cons: Sudden closures may cause economic distress, provoke backlash, and escalate personal threats.
2. **Dialogue and Negotiation**
 - Pros: May help build consensus and ensure phased compliance with lesser resistance.
 - Cons: Risk of delays, superficial commitments, or bad-faith actors stalling progress.
3. **Seek Support from Higher Authorities**
 - Pros: Provides legal and physical protection, reinforces authority.
 - Cons: Institutional response may be delayed, allowing continued environmental harm in the interim.
4. **Engage NGOs and Community**
 - Pros: Grassroots pressure can increase legitimacy and public compliance.

- Cons: May be viewed as adversarial by industry/political actors; requires time to mobilize.

5. Gradual Implementation with Incentives

- Pros: Encourages voluntary compliance, protects jobs, builds goodwill.
- Cons: May be exploited as a loophole for continued non-compliance without adequate monitoring.

D – Decision

A **hybrid strategy** combining **dialogue, support from higher authorities, and community engagement** should be adopted. Enforcement should be firm but phased, with clear deadlines. Strict monitoring, paired with incentives for cleaner production, can ensure balanced outcomes.

I – Implementation Plan

- **Immediate Action:**
 - File reports on threats and seek institutional protection.
 - Identify and publicly list high-polluting units.
- **Stakeholder Meetings:**
 - Organize multi-stakeholder discussions with clear compliance timelines.
- **Institutional Collaboration:**
 - Coordinate with clearance authorities for fast-track evaluation and monitoring mechanisms.
- **Monitoring and Penalties:**
 - Establish a third-party inspection protocol with penalties for delay.
- **Awareness and Transparency:**
 - Run public campaigns on the health impacts of pollution and the benefits of compliance.
- **Incentive Roll-out:**
 - Promote subsidies or technical support for green technologies.

8.1.4 CASE-STUDY: ETHICS NOT ESSENTIAL (2014)

Suppose one of your close friends, who is also aspiring for civil services, comes to you for discussing some of the issues related to ethical conduct in public service. He raises the following points :

1. In the present times, when unethical environment is quite prevalent, individual attempts to stick to ethical principles may cause a lot of problems in one's career. It may also cause hardship to the

family members as well as risk to one's life. Why should we not be pragmatic and follow the path of least resistance, and be happy with doing whatever good we can?

2. When so many people are adopting wrong means and are grossly harming the system, what difference would it make if only a small minority tries to be ethical? They are going to be rather ineffective and are bound to get frustrated.
3. If we become fussy about ethical considerations, will it not hamper the economic progress of our country? After all, in the present age of high competition, we cannot afford to be left behind in the race of development.
4. It is understandable that we should not get involved in grossly unethical practices, but giving and accepting small gratifications and doing small favours increases everybody's motivation. It also makes the system more efficient. What is wrong in adopting such practices? Critically analyze the above viewpoints. On the basis of this analysis, what will be your advice to your friend?

Answer:

One of my friends, a civil services aspirant, comes to me to discuss issues related to ethical conduct in public services. He raises a few points like,

- If unethical activities give us happiness, should we encourage it?
- Can minor efforts create any differences where major efforts are against it?
- If small favours or accepting small gifts increases motivation then should we pursue it?

Stakeholders involved in the case:

My close friend, a civil services aspirant and me.

Ethical Issues involved in the case:

All around us we can find many unethical people. So what is the utility of being ethical and what can we do for the society where ethical people are being the minority.

Analysing the above mentioned viewpoints:

Be pragmatic and follow the path of least resistance and be happy with doing whatever we can:

- In the present times, when an immoral environment is quite prevalent, individual attempts to stick to ethical values may cause a lot of problems in one's

profession. It may also cause adversity to the family members as well as risk to one's life.

- This argument is unscrupulous (showing no moral principles or non-honesty). Due to hypothetical career problems, family hardship and threats to life, one cannot abandon one's duty. If needed, one can seek police protection. What others do is not his concern. As the Bible says, 'Am I my brother's keeper?' One agrees to adopt an ethical code as a civil servant. That is his duty. He should not look beyond it.

If a small minority tries to be ethical, they are going to be rather ineffective and are bound to get frustrated:

- It is asked that when so many people are adopting wrong means and are grossly harming the system, it hardly makes any difference if a small minority tries to be ethical.
- This argument is irrational. Julia Carney in her poem 'Little Things' says, "Little drops of water, / Little grains of sand, / Make the mighty ocean". Sanskrit Hitopadesha says, "With the falling of just drops of water, the pot gradually gets filled up". No effort, however small it looks, goes in vain. It may not have any instant result but have long term implications.

Becoming fussy about ethical considerations, will hamper the economic progress of our country and in the present age of high competition, we cannot afford to be left behind in the race of development.

- This argument is fallacious and rationalizes immoral behaviour.
- Macro issues facing the nation have to be considered by political and other leaders. We should do our assigned tasks diligently.
- Corruption does not promote but retards development. The fact that poor governance slows down development is accepted by the World Bank and other agencies. Hence, great emphasis is being placed on good governance. Corruption free and efficient administration form part of the institutional system which promotes growth.

We should not get involved in grossly unethical practices, but giving and accepting small gratifications and doing small favours increases everybody's motivation. It also makes the system more efficient.

- This viewpoint is also invalid. It is called greasing the wheels justification of corruption, and is cynical.
- Corruption, whether on a small scale or large scale, does not improve efficiency. It increases the difficulty of doing business, business costs and economic inefficiency.
- Corrupt officials may profit, but others are demotivated in the process. You should advise your friend to ignore such fears and negative thoughts and take the examination. Logicians describe such arguments as Sophism. If he is still unconvinced, he should look elsewhere for jobs. He is unfit for meeting the challenges of civil service.

Advice to my friend:

I would advise my friend to ignore such harmful thoughts, and state clearly that there are no shortcuts to ethical behaviour. One must strive to be ethical despite and not be swayed by others' unethical behaviour. It takes many minute bricks to build one large wall. Thus, to make an ethical society it needs many ethical people. Others are not ethical is not a reason for one to be unethical. It is our responsibility to do the right despite other people's actions. We must not let such extraneous considerations affect us.

8.1.5 CASE-STUDY: POLLUTING FACTORY CLOSURE LEADING TO UNEMPLOYMENT (2018)

A big corporate house is engaged in manufacturing industrial chemicals on a large scale. It proposes to set upon the additional unit. Many states rejected its proposal due to the detrimental effect on the environment. But one state government acceded to the request and permitted the unit close to a city, brushing aside all opposition. The unit was set up 10 years ago and was in full swing till recently. The pollution caused by the industrial effluents was affecting the land, water and crops in the area. It was also causing serious health problems to human beings and animals. This gave rise to a series of agitation thousands of people took part, creating a law and order problem necessitating stern police action. Following the public outcry, the State government ordered the closure of the factory. The closure of the factory resulted in the unemployment of not only those workers who were engaged in the factory but also those who were working in the ancillary

units. It also very badly affected those industry which depended on the chemicals manufactured by it. As a senior officer entrusted with the responsibility of handling this issues, how are you going to address it?

Answer:

Case Summary:

A big corporate house, engaged in manufacturing industrial chemicals proposed to set additional units but rejected the proposal by many states. One state government has allowed the plant to be set up despite opposition.

Pollution caused by this plant was affecting land, water and crops and it gave rise to agitation of thousands of people, creating a law and order problem.

The state government ordered the closure of the factory, which resulted in the unemployment of many associates.

And I as a senior officer entrusted with the responsibility of handling these issues.

Stakeholders involved in the case:

- A big corporate house.
- State Governments.
- Local people and employees of the organization.
- Society at large.

Addressing the issue:

- As a senior civil servant my concern will not be just maintaining law and order or putting a stop on economic activities which lead to pollution and other harmful consequences, but trying to find better arrangements to keep the businesses going with least adverse effect on natural resources as well as people.
- Civil servants are seen as administrators and agents of socio-economic change and law and order enforcers. In this spirit, I will not recourse to linear and straight solutions in favour of either the businesses or people; a good solution to this problem does not warrant a one-sided solution.
- Businesses create wealth and generate employment, but these also lead to pollution and destitution if these units do not follow the principle of Corporate Social Responsibility and corporate ethics.

Therefore, as a responsible officer, I would like to suggest the following steps:

- I will actively engage with the directors and CEO of the chemical unit to find out the best solution could be reconciled with interest of the people and sustainable development rather than giving an order to close down.
- I will use empathy while dealing with protestors against the chemical project, but will not decide about the fate of the chemical units instantly. Instead I will take some time to buy peace and talk with people's representatives to convince them about the importance of the chemical industry for employment and raising standard of living highlighting its backward and forward linkages.
- I will convene a platform to frequently bring the business, people and government officials together to analyse and evaluate and act against the evolving challenges due to the chemical and other industries in the vicinity. Many times people's protests in such cases are aggravated and flared up by local politicians.

This problem can be dealt with other way:

- An immediate scientific assessment of damage done to the surrounding environment should be done. The company, guided by the local community, should take immediate steps to decontaminate the site and surrounding environment.
- The company along with the government should be asked to provide monetary compensation for those affected, including those who were unemployed during closure of the factory, in order to address their health problems and economic losses.
- The company should be allowed to show the above expenditure in its Corporate Social Responsibility (CSR) contribution, to provide reasonable relief to the company as well.
- An investigation should be done to find out whether environmental rules were flouted while giving permission to set up a factory ten years back or were there lacunae in the state's Environmental Impact Assessment norms which were used by the company. At the same time the inspection should be done to find out that other companies are not flouting norms and polluting the environment.

Looking at the case issue, I will seek experts opinion to find a workable solution which allows the chemical industry to run. Such solutions may take time and may be difficult to negotiate with different stakeholders.



Even then I would not fall victim to ‘knee jerk’ reactions or ‘quick fixes’; there are times when trampling on the difficult paths yields a complete solution to a problem, and so I will do the same. I will try put all my efforts and might to reach a solution which makes development possible with the least real externality while maximises income, output and employment.

8.2 MINING MAFIA

8.2.1 CASE STUDY: IAS VS MINING MAFIA (2021)

Sunil is a young civil servant and has a reputation for his competence, integrity, dedication and relentlessness in pursuit of difficult and onerous jobs. Considering his profile, he was picked up by his bosses to handle a very challenging and sensitive assignment. He was posted in a tribal-dominated

district notorious for illegal sand mining. Excavating sand from river belts and transporting it through trucks and selling them in the black market was rampant. This illegal sand mining mafia was operating with the support of local functionaries and tribal musclemen who in turn were bribing selected poor tribals and had kept the tribals under fear and intimidation.

Sunil being a sharp and energetic officer immediately grasped the ground realities and the modus operandi followed by the mafia through their devious and dubious mechanism. On making inquiries, he gathered that some of their own office employees are in hand and glove with them and have developed close unholy nexus. Sunil initiated stringent action against them and started conducting raids on their illegal operations of the movement of trucks filled with sand. The mafia got rattled as not many officers in the past had taken such strong steps against the mafia. Some of the office employees who were allegedly close to the mafia informed them that the officer is determined to clean up the mafia’s illegal sand mining operations in that district and may cause them irreparable damage. The mafia turned hostile and launched a counter-offensive. The tribal musclemen and mafia started threatening him with dire consequences. His family (wife and old mother) were stalked and were under virtual surveillance and thus causing mental torture, agony and stress to all of them. The matter assumed serious proportions when a musclemen came to

his office and threatened him to stop raids etc., otherwise, his fate will not be different than some of his predecessors (ten years back one officer was killed by the mafia).

1. Identify the different options available to Sunil in attending this situation
2. Critically evaluate each of the options listed by you.
3. Which of the above, do you think, would be most appropriate for Sunil to adopt and why?

Answer:

P – Problem Definition

Sunil, a civil servant posted in a tribal district, is taking strict action against illegal sand mining operated by a powerful mafia. His honest efforts have disrupted entrenched corruption and illicit networks. In retaliation, Sunil and his family are facing threats and harassment. His subordinates and local officials are uncooperative, and there is a risk that even the police may be compromised. He must now decide whether to continue his crackdown, step back to ensure safety, or seek a transfer—all while upholding his duty and managing serious ethical and personal risks.

A – Alternatives

1. **Continue Crackdown with Police Protection and Report to Superiors** Persist with anti-mafia operations while seeking formal protection and institutional support.
2. **Withdraw from Action and Ignore Current Irregularities** Cease anti-mining efforts to ensure personal and family safety.
3. **Request a Transfer to Another District** Remove himself from the dangerous situation and allow local dynamics to continue unchecked.

C – Criteria for Evaluation

- **Rule of Law and Public Duty:** Whether the decision upholds legality and administrative accountability.
- **Personal and Family Safety:** Risk assessment to life, mental health, and personal well-being.
- **Impact on Community:** Effects on tribal welfare, environment, and justice.
- **Institutional Integrity:** Reinforcement or weakening of governance ethics.
- **Professional Reputation and Morale:** Long-term effect on Sunil’s credibility and career.



A – Analysis of Alternatives

1. Continue Crackdown with Police Protection and Report to Superiors

- Pros:
 - Upholds the rule of law and strengthens public trust in governance.
 - Weakens mafia control, protects natural resources, and empowers tribals.
 - Builds Sunil’s professional integrity and courage.
- Cons:
 - Family safety is at risk; trauma and stress are high.
 - Institutional support may be partial or delayed.
 - Resistance from corrupt officials and staff may intensify.

2. Withdraw from Action and Ignore Irregularities

- Pros:
 - Immediate safety and peace for Sunil and his family.
 - Maintains a low-profile and avoids conflict during his tenure.
- Cons:
 - Undermines justice and emboldens criminal elements.
 - Damages Sunil’s moral authority and administrative credibility.
 - Harm to environment, tribals, and the state’s revenue.

3. Request Transfer

- Pros:
 - Ends direct threats and allows Sunil to work peacefully elsewhere.
 - Reduces psychological burden on his family.
- Cons:
 - Erodes institutional accountability.
 - Encourages mafias by showing honest officers can be pushed out.
 - Leaves the district vulnerable to further degradation.

D – Decision

Choice 1 – Continue the crackdown with institutional support and protective measures – is the most ethical and professionally responsible decision. While difficult, it serves the long-term interests of the community, governance, and Sunil’s public duty.

I – Implementation Plan

1. **Report and Escalate:** Immediately report threats and resistance to higher authorities, seeking formal police protection and departmental support.
2. **Secure Family:** Relocate or safeguard Sunil’s family temporarily while continuing professional duties.
3. **Strengthen Legal Process:** Involve judiciary, media, and vigilant NGOs to build external pressure and transparency.
4. **Build Internal Allies:** Identify and work with honest colleagues and local officers to create an internal coalition.
5. **Regular Monitoring and Documentation:** Document threats, irregularities, and enforcement actions to build accountability.
6. **Public Engagement:** Involve local community and tribal leaders through awareness campaigns on environmental and legal impacts of sand mining.

Conclusion

While it involves personal risk, Sunil’s commitment to law, ethics, and public welfare demands that he continue his actions against illegal mining. By doing so, he not only upholds his professional integrity but also contributes meaningfully to justice, governance reform, and ecological sustainability.

8.3 AI & GHG

8.3.1 PROFITABILITY VS SUSTAINABILITY (2024)

There is a technological company named ABC Incorporated which is the second largest worldwide, situated in the Third World. You are the Chief Executive Officer and the majority shareholder of this company. The fast technological improvements have raised worries among environmental activists, regulatory authorities, and the general public over the sustainability of this scenario. You confront substantial issues about the business’s environmental footprint. In 2023, your organization had a significant increase of 48% in greenhouse gas emissions compared to the levels recorded in 2019. The significant rise in energy consumption is mainly due to the surging energy requirements of your data centers, fuelled by the exponential expansion of Artificial Intelligence (AI). AI-powered services need much more computational

resources and electrical energy compared to conventional online activities, notwithstanding their notable gains. The technology's proliferation has led to a growing concern over the environmental repercussions, resulting in an increase in warnings. AI models, especially those used in extensive machine learning and data processing, exhibit much greater energy consumption than conventional computer tasks, with an exponential increase. Although there is already a commitment and goal to achieve net zero emissions by 2030, the challenge of lowering emissions seems overwhelming as the integration of AI continues to increase. To achieve this goal, substantial investments in renewable energy use would be necessary. The difficulty is exacerbated by the competitive environment of the technology sector, where rapid innovation is essential for preserving market standing and shareholders' worth. To achieve a balance between innovation, profitability and sustainability, a strategic move is necessary that is in line with both, business objectives and ethical obligations.

1. What is your immediate response to the challenges posed in the above case?
2. Discuss the ethical issues involved in the above case.
3. Your company has been identified to be penalized by technological giants. What logical and ethical arguments will you put forth to convince about its necessity?
4. Being a conscience being, what measures would you adopt to maintain balance between AI innovation and environmental footprint?

Answer:

Case Summary

As the CEO and majority shareholder of ABC Incorporated, a trailblazer in AI innovation headquartered in a developing nation, I recognize the urgency of addressing the 48% surge in greenhouse gas emissions since 2019. This strategy outlines a path to align profitability, environmental responsibility, and corporate social responsibility (CSR) through utilitarian ethics, fostering sustainable AI advancements.

Key Stakeholders and Their Interests

Stakeholder Group	Interests
CEO	Balancing AI innovation with environmental responsibility to ensure sustainability and profitability.
Shareholders/Investors	Maximizing profits while adhering to CSR and ESG principles for long-term value.
Environmental Activists/NGOs	Advocating for emission reductions, accountability, and deontological ethics in environmental stewardship.
Regulatory Authorities	Enforcing compliance with environmental laws using the precautionary principle, with audits and incentives.
Customers/Consumers	Demanding eco-friendly products and sustainable consumption aligned with utilitarian ethics.
Employees/Management	Seeking fair wages, safe workplaces, and ethical corporate behavior rooted in deontological ethics.
Local Communities	Expecting job creation, environmental protection, and distributive justice from company operations.
Policymakers	Prioritizing sustainable development, balancing innovation with environmental protection and intergenerational equity.



(a) Immediate Actions to Address Challenges

1. **Conduct Comprehensive Energy Audits:** Perform detailed energy audits to reduce consumption and carbon footprints, aligning with utilitarian ethics for long-term environmental benefits.
2. **Engage Stakeholders:** Collaborate with environmental groups and regulators using stakeholder theory to ensure transparency and inclusive ethical decision-making.
3. **Commit Publicly to Environmental Goals:** Pledge to achieve net-zero emissions, reflecting virtue ethics and fostering accountability through transparent reporting.
4. **Form a Sustainability Task Force:** Establish a cross-departmental task force using systems thinking to integrate sustainability into operations holistically.
5. **Invest in Renewable Energy:** Accelerate investments in renewable energy sources, embodying ecocentric ethics and commitment to environmental care.
6. **Lead in Environmental Standards:** Exceed regulatory requirements, setting an industry example aligned with deontological ethics.

(b) Ethical Issues to Address

1. **Profit vs. Sustainability:** Balancing profit motives with sustainable practices, ensuring CSR aligns with stakeholder interests and long-term goals.
2. **Innovation vs. Environmental Impact:** Advancing AI while minimizing ecological harm, guided by ecocentric ethics and the precautionary principle.
3. **Transparency vs. Competitive Advantage:** Maintaining openness about environmental impacts while protecting proprietary innovations, rooted in virtue ethics.
4. **Short-term Profits vs. Long-term Duty:** Prioritizing societal benefits over immediate gains, navigating tensions between utilitarianism and deontological ethics.
5. **Energy Use vs. Efficiency:** Reducing AI-related energy consumption to ensure fair resource distribution, addressing distributive justice.
 - o Example: Innovate to lower energy demands of AI systems for equitable resource use.
6. **Stakeholder Demands vs. Ethical Leadership:** Harmonizing profit-driven stakeholder

expectations with the company's duty to lead sustainably, embracing moral pluralism.

(c) Response to Potential Penalization by Tech Giants

1. **Defend Current Practices:** Justify operations using ethical relativism, comparing them to industry norms while highlighting ongoing sustainability efforts.
2. **Advocate for Constructive Penalties:** Support penalties that drive industry-wide improvements, aligning with utilitarian ethics for broader environmental benefits.
3. **Cite Legal Compliance:** Emphasize adherence to environmental regulations and exceeding standards, reflecting deontological ethics.
 - o Example: Showcase compliance with ISO environmental standards and efforts to surpass them.
4. **Push for Industry Standards:** Advocate for universal sustainability benchmarks, promoting Rawlsian justice for fair competition.
 - o Example: Lead initiatives to establish industry-wide environmental performance standards.
5. **Commit to Transparency:** Foster open communication with stakeholders through public forums, building trust and moral accountability.
6. **Highlight Green Investments:** Showcase investments in green technology to demonstrate CSR and long-term sustainability commitment.

(d) Balancing AI Innovation and Environmental Footprint

1. **Develop Green AI Technologies:** Innovate energy-efficient AI systems, treating sustainability as a moral duty per Kantian ethics.
2. **Align with Sustainable Development Goals (SDGs):** Ensure AI projects support SDG 7 (Affordable and Clean Energy) and SDG 9 (Industry, Innovation, and Infrastructure).
 - o Example: Prioritize AI development that reduces operational carbon footprints.
3. **Expand Energy-efficient AI Research:** Invest in R&D to minimize AI's environmental impact, supporting sustainable innovation.
4. **Implement Carbon Offset Programs:** Launch initiatives to offset emissions, aligning with the precautionary principle.
5. **Collaborate on Sustainable Standards:** Partner with NGOs, governments, and tech

firms to establish collective responsibility and intergenerational justice.

6. **Promote Sustainability Education:** Launch internal and external campaigns to foster eco-conscious practices, reflecting virtue ethics.
 - o Example: Educate employees and communities on sustainable practices to build a culture of environmental responsibility.
7. **Conduct Regular Environmental Reviews:** Perform frequent impact assessments to ensure alignment with sustainability goals and the precautionary principle.

Conclusion

ABC Incorporated is dedicated to pioneering AI innovation while upholding environmental stewardship, inspired by the Rig Veda's wisdom: "Mata Bhumih Putro Aham Prithivyah" (The Earth is our mother, and we are her children). Through ethical leadership and sustainable practices, the company strives to create a legacy of responsible progress that benefits stakeholders and the planet alike.

8.3.2 CASE STUDY: ANGRY FARMERS AND WATER CRISIS (2024)

With the summer heat being exceptionally severe this year, the district has been facing severe water shortage. The District Collector has been mobilizing his subordinate officials to conserve the remaining water reserves to prevent the district from plunging into an acute drinking water crisis. Along with an awareness campaign for conserving water, strict measures have been taken for stopping the over-exploitation of ground-water. Vigilance teams have been deployed to tour the villages and find the farmers who are drawing water from deep borewells or from the river reservoir for irrigation. The farmers are agitated by such action. A delegation of farmers meets the District Collector with their issues and complains that while they are not being allowed to irrigate their crops, big industries located near the river are drawing huge amounts of water through deep borewells for their industrial processes. The farmers allege that their administration is anti-farmer and corrupt, being bribed by the industry. The district needs to placate the farmers as they are threatening to go on a prolonged protest. At the same time, the District Collector has to deal with the water crisis. The industry cannot be closed as

this would result in a large number of workers being unemployed.

1. Discuss all options available to the District Collector as a District Magistrate.
2. What suitable actions can be taken in view of mutually compatible interests of the stakeholders?
3. What are the potential administrative and ethical dilemmas for the District Collector?

Answer

Case Summary :

This case study places the District Collector in a classic environment-versus-livelihood conflict, compounded by a crisis of public trust. The core challenge is to ensure the fundamental right to life (drinking water) while navigating the legitimate economic needs of farmers and industries, and addressing allegations of administrative corruption.

1. Options Available to the District Collector

As the District Collector and District Magistrate, several options are available, ranging from authoritative to collaborative.

- **Option 1: Status Quo with Force (The Authoritarian Approach):** Continue the strict enforcement of the irrigation ban on farmers and use police force to quell the threatened protests. Justify this action by publicly prioritizing drinking water above all else.
 - o **Merits:** This approach might quickly secure the remaining water reserves for drinking purposes, which is the primary administrative goal.
 - o **Demerits:** This is highly confrontational. It would alienate the farming community, lend credibility to their allegations of the administration being "anti-farmer," and could lead to a serious law-and-order situation. It fails to address the core grievance of perceived injustice.
- **Option 2: Appease the Farmers (The Populist Approach):** Immediately halt the vigilance against farmers and impose drastic restrictions on the industries, potentially forcing them to temporarily shut down their water-intensive processes.
 - o **Merits:** This would instantly pacify the farmers and might be seen as a pro-people move, rebuilding some trust.



- **Demerits:** This could cause significant economic disruption, leading to mass unemployment and potential litigation from the industries. It is a reactive, short-term solution that doesn't address the overall water crisis sustainably.
- **Option 3: Mediate and Ration (The Diplomatic Approach):** Call for an urgent tripartite meeting with representatives from the farming community, the industries, and technical experts. Acknowledge the farmers' grievances and, as an interim measure, work out a transparent and equitable water rationing plan for all stakeholders.
 - **Merits:** This approach is democratic and inclusive. It can de-escalate the conflict and makes all parties part of the solution.
 - **Demerits:** Negotiations can be time-consuming while the crisis deepens. Reaching a consensus that satisfies everyone is extremely difficult.
- **Option 4: Investigate and Act (The Evidence-Based Approach):** Publicly announce an immediate and independent audit of the water usage of all major industries to verify their consumption levels against their licensed limits. Assure the farmers that strict action will be taken if any discrepancies are found.
 - **Merits:** This directly addresses the farmers' allegation of corruption and discrimination. It bases future actions on facts rather than perceptions, enhancing administrative credibility.
 - **Demerits:** The audit takes time. If the industries are found to be compliant, it may not solve the farmers' problem, and if they are found non-compliant, it could escalate the conflict.

2. Suitable Actions for Mutually Compatible Interests

The most suitable course of action is a blend of the diplomatic and evidence-based approaches (Options 3 and 4), focused on immediate de-escalation, equitable management, and long-term solutions.

Immediate Actions (Confidence-Building Measures):

- **Engage and Empathize:** Immediately meet with the farmer delegation. Listen to their grievances patiently and acknowledge the validity of their

feelings of injustice. This act of empathy is crucial for de-escalation.

- **Ensure Transparency:** Announce an immediate water audit for the industries by an independent committee, which could include technical experts, a neutral NGO, and even a representative from the farmers' association to ensure credibility.
- **Implement Equitable Temporary Rationing:** Based on available data, immediately impose a temporary water rationing plan that applies to both industries and agriculture. The formula should prioritize drinking water, followed by saving standing crops and critical industrial processes. This demonstrates fairness.
- **Provide Immediate Relief:** Deploy water tankers to villages facing acute shortages to meet their immediate drinking water needs.

Short-Term Actions (Crisis Mitigation):

- **Introduce Water-Saving Mandates:** Direct industries to implement immediate water conservation measures and start recycling their wastewater, possibly with a short deadline. Their cooperation can be linked to their future operational permits.
- **Crop Loss Compensation:** Propose to the state government a relief package or compensation for farmers whose crops have been affected by the water shortage. This addresses their economic vulnerability.
- **Promote Water-Efficient Irrigation:** Use the awareness campaign to actively demonstrate and provide information on water-saving irrigation techniques like drip or sprinkler systems.

Long-Term Actions (Building Resilience):

- **Formulate a District Water Policy:** Establish a long-term, legally-binding water usage policy that clearly prioritizes water allocation, especially during summer months, with drinking water being the non-negotiable priority.
- **Invest in Water Conservation:** Aggressively pursue projects for rainwater harvesting, the creation of check dams, and the rejuvenation of ponds and other water bodies, potentially using funds from schemes like MGNREGA.

3. Potential Administrative and Ethical Dilemmas

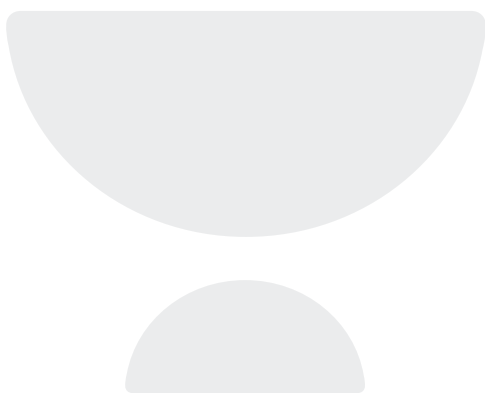


The District Collector faces several intersecting dilemmas:

- **Right to Life vs. Right to Livelihood:** The duty to provide drinking water (Right to Life) is paramount. However, denying water for irrigation and industrial use directly impacts the Right to Livelihood for thousands of farmers and workers.
- **Equity vs. Law and Order:** The DC must decide whether to treat all stakeholders equitably, even if it angers a volatile group, or to prioritize maintaining peace and order by making concessions that may seem unfair to others.
- **Public Perception vs. Administrative Reality:** The farmers perceive the administration as corrupt.

The DC must manage this negative perception, which creates a dilemma between doing what is objectively right and doing what will be seen as right by the public.

- **Short-Term Stability vs. Long-Term Sustainability:** Appeasing one group might solve the immediate protest but could undermine the long-term goal of a sustainable water policy. Enforcing a sound policy might create instability now for future benefit.
- **Personal Integrity vs. Pragmatism:** The dilemma lies in upholding professional integrity against the pressure to yield to the most powerful or disruptive group simply to keep the peace.





9.1 IPS CASE STUDIES

9.1.1 CASE STUDY: UNEMPLOYED YOUTH JOINING TERRORISM (2024)

Raman is a senior IPS officer and has recently been posted as D.G. of a state. Among the various issues and problems/challenges which needed his immediate attention, the issue relating to recruitment of unemployed youth by an unknown terrorist group, was a matter of grave concern. It was noted that unemployment was relatively high in the state. The problem of unemployment amongst graduates and those with higher education was much more grave. Thus they were vulnerable and soft targets. In the review meeting taken by him with senior officers of DIG Range and above, it came to light that a new terrorist group has emerged at the global level. It has launched a massive drive to recruit young unemployed people. Special focus was to pick young people from a particular community. The said organisation seemed to have the clear objective of utilising/using them for carrying out militant activities. It was also gathered that the said (new) group is desperately trying to spread its tentacles in his state. A definite/reliable intelligence tip was received by the State CID and Cyber Cell that a large number of such unemployed youth have already been contacted by the terrorist outfit/group through social media and local communal organisations and other contacts. The need of the hour was to act

swiftly and to check these elements/designs before they assume serious proportions.

Discrete inquiries made by the police, through the Cyber Cell, revealed that good numbers of unemployed youth are very active on Facebook, Instagram and Twitter. On an average, many of them were spending 6-8 hours each day, using electronic devices/internet, etc. It also came to light that such unemployed youth were showing sympathy and endorsing the messages received from certain persons, allegedly the contact persons of that global terrorist group. Their social media accounts revealed their strong affinity to such groups inasmuch as many of them started forwarding anti-national tweets on their WhatsApp and Facebook, etc. It seemed that they succumbed to their ploy and started propagating secessionist ideology. Their posts were hyper-critical of the government's initiatives, policies and subscribing to extreme beliefs and promoting extremism.

1. What are the options available to Raman to tackle the above situation?
2. What measures would you suggest for strengthening the existing set-up to ensure that such groups do not succeed in penetrating and vitiating the atmosphere in the state?
3. In the above scenario, what action plan would you advise for enhancing the intelligence gathering mechanism of the police force?

Answer:

1. Options Available to Raman (D.G. of Police):

Option	Merits	Demerits	Ethical Angle
A. Immediate crackdown on radicalised youth	May prevent escalation; acts as deterrence	Can alienate communities; risk of wrongful arrests	Rule of Law vs Natural Justice
B. Surveillance + preventive detention under anti-terror laws	Pre-emptive action; legal basis	Risk of rights abuse, communal tension	Security vs Civil Liberties



C. De-radicalisation and counselling programs	Long-term behavioural reform	Time-consuming; resource-intensive	Compassion, Human Dignity
D. Community engagement via religious/civil leaders	Builds local trust and counters extremism from within	Requires sustained effort and trust	Inclusiveness, Social Ethics
E. Address unemployment and social exclusion	Attacks root cause; prevents future radicalisation	Long-term solution; inter-departmental coordination needed	Utilitarianism, Justice

Best Approach: A calibrated mix of C, D, and E, with selective legal enforcement (A/B) for hardened or confirmed operatives.

2. Measures to Prevent Terrorist Group Penetration:

- **Community Policing:** Build trust and intelligence through local engagement.
- **Youth Engagement:** Launch schemes involving skill-building, entrepreneurship, and mentorship.
- **Religious Literacy:** Promote moderate religious interpretations through community collaboration.
- **Counter-Narratives:** Use social media and influencers to counter extremist propaganda.
- **Civic Education Campaigns:** Promote constitutional values and civic nationalism in schools and colleges.
- **NGO Partnership:** Use civil society support in awareness, rehabilitation, and counselling efforts.

3. Action Plan to Strengthen Intelligence Mechanism:

A. Cyber Surveillance Enhancement:

- Real-time tracking of extremist content and recruitment patterns using AI tools.
- Collaboration with social media platforms and national cybersecurity agencies.

B. Human Intelligence (HUMINT):

- Recruit and train local informants, ex-offenders, and social workers.
- Maintain youth behaviour watchlists with psychological profiling inputs.

C. Institutional Reforms:

- Establish a **State Intelligence Fusion Centre** integrating ATS, CID, and Cyber Cell.
- Train police officers in **cultural sensitivity, digital forensics, and community engagement.**

Ethical Analysis:

Ethical Value	Application
Integrity	Fair and unbiased implementation of the law
Empathy	Understanding psychological vulnerability of youth
Justice	Ensure due process and proportional response
Accountability	Transparent and constitutionally sound policing
Prudence	Avoid knee-jerk reactions; balance security with liberty
Social Harmony	Prevent communal disharmony while countering radical threats

As the D.G. of Police, Raman must exhibit **ethical leadership** that combines **firmness in security with fairness in action**. The goal is not just to punish, but to

prevent, reform, and rebuild trust. A compassionate yet vigilant approach ensures both **national integrity**

and **youth reintegration**, reinforcing the values enshrined in the Constitution.

9.1.2 CASE STUDY: SP VS NAXALISM (2024)

With multi pronged strategy of the Central and State Governments specially in the last few years, the naxalite problem has been resolved to a large extent in the affected states of the country. However, there are a few pockets in certain states where naxalite problem still persists, mainly due to involvement of foreign countries. Rohit is posted as SP (Special Operations) for the last one year, in one of the districts which is still affected by the naxalite problem. The district administration has taken a lot of developmental works in the recent past in the naxalite affected areas to win the hearts and minds of the people. Over a period of time, Rohit has established an excellent intelligence network to get the real time information regarding the movement of naxalite cadre. To instill confidence in the public and have moral ascendancy over the naxalites, a number of cordons and search operations are being conducted by the police. Rohit, who himself was leading one of the contingents got a message through his intelligence source that about ten hard core naxalites were hiding in a particular village with sophisticated weapons. Without wasting any time, Rohit reached the target village with his team and laid out a foolproof cordon and started carrying out a systematic search. During the search, his team managed to overpower all the naxalites along with their automatic weapons. However, in the meantime, more than five hundred tribal women surrounded the village and started marching towards the target house. They were shouting and demanding the immediate release of insurgents since they are their protectors and saviours. The situation Public Organizations 28on the ground was becoming very critical as the tribal women were extremely agitated and aggressive. Rohit tried to contact his superior officer, IG (Special Operations) of the state on the radio set and on mobile phone, but failed to do so due to poor connectivity. Rohit was in great dilemma since out of the naxalites apprehended, two were not only hard core top insurgents with prize money of ten lakhs on their heads, but were also involved in a recent ambush on the security forces. However, if he did not release the

naxalites, the situation could get out of control since the tribal women were aggressively charging towards them. In that case, to control the situation Rohit might have to resort to firing which may lead to valuable loss of lives of

civilians and would further complicate the situation.

1. What are the options available with Rohit to cope with the situation?
2. What are the ethical dilemmas being faced by Rohit?
3. Which of the options, do you think, would be more appropriate for Rohit to adopt and why?
4. In the present situation, what are the extra precautionary measures to be taken by the police in dealing with women protesters?

Answer:

P – Problem Definition

Rohit, an SP (Special Operations) in a naxalite-affected district, has successfully apprehended 10 heavily armed naxalites, two of whom are top leaders with rewards on their heads and involvement in serious crimes. However, over 500 agitated tribal women have surrounded the operation site demanding the release of the insurgents, viewing them as their protectors. Communication with higher command has failed, and Rohit is under immense pressure to act in real-time. He must balance between enforcing law, maintaining peace, and avoiding escalation that could lead to loss of civilian lives, particularly of women protesters.

A – Alternatives

1. **Release the Naxalites to Avoid Escalation**
 - o Temporarily yield to public pressure to prevent violence and civilian casualties.
2. **Use Minimum Force to Disperse the Crowd**
 - o Attempt to control the situation through crowd management tactics, possibly using tear gas or minimal physical force.
3. **Hold Position and Initiate Dialogue**
 - o Avoid releasing naxalites, form a human barricade, and deploy officers skilled in negotiation to de-escalate.
4. **Use Tribal Mediators or Influential Locals**
 - o Involve trusted tribal leaders, civil society members, or local officials to mediate and convince the women to withdraw peacefully.



C – Criteria for Evaluation

- **Protection of Human Life:** Avoid civilian and police casualties.
- **Rule of Law:** Uphold legal mandates by not releasing apprehended insurgents.
- **Community Trust:** Maintain or enhance public trust in security forces.
- **Operational Integrity:** Ensure police morale and mission success.
- **Ethical Conduct:** Use proportional force, maintain gender sensitivity, and ensure rights of all parties.
- **Feasibility:** Practicality of execution in a remote, emotionally charged situation.

A – Analysis of Alternatives

1. Release the Naxalites
 - Pros: Avoids immediate confrontation; reduces chances of civilian casualties.
 - Cons: Violates the rule of law; demoralizes police; emboldens insurgents; undermines years of efforts; creates dangerous precedent.
2. Use Minimum Force
 - Pros: Maintains law enforcement integrity.
 - Cons: High risk of violence against women protesters; potential human rights violation; may spiral into media and political crisis.
3. Hold Position and Initiate Dialogue
 - Pros: Upholds legal and ethical principles; avoids bloodshed; maintains police credibility and community trust.
 - Cons: Needs time; situation could escalate if not handled skillfully; requires trained officers and patience.
4. Use Tribal Mediators or Influential Locals
 - Pros: Context-sensitive and community-led resolution; enhances legitimacy and social capital; avoids force.
 - Cons: May take time; success depends on mediator influence and speed of response.

D – Decision

Option 3 + Option 4 (Hybrid Approach) is the most ethical, lawful, and sustainable choice. Rohit should hold ground without releasing the naxalites and simultaneously initiate dialogue through tribal mediators and local influencers to de-escalate tensions and appeal to the emotions of the women protesters.

I – Implementation Plan

1. **Immediate Human Shield and Safety Protocols**
 - Form a protective ring around the detained naxalites and ensure non-lethal posture.
 - Assign female police officers to manage front-line contact with women protesters.
2. **Initiate Local Mediation**
 - Identify and contact respected tribal elders or local NGO workers who can intervene.
 - Use any available means—radio, messengers, or even megaphones—to involve them quickly.
3. **Crowd Communication**
 - Use calm and respectful messaging to the crowd, explaining that due legal process must be followed and promising humane treatment of detainees.
4. **Gender-Sensitive Policing Measures**
 - Deploy only trained personnel for crowd control, especially female officers.
 - Avoid physical confrontation; use shields and passive defense mechanisms if absolutely necessary.
 - Ensure no provocative gestures or aggressive posturing by the police.
5. **Post-Incident Measures**
 - Document the incident fully to protect operational accountability.
 - Rebuild trust through public outreach explaining the rationale and restraint shown.
 - Recommend the installation of mobile network boosters or satellite communication for remote operations.

This PACADI-based approach allows Rohit to act within the constitutional and ethical boundaries of his role while effectively addressing the volatile public sentiment. It protects the rights of the tribal women, upholds the law, and avoids both bloodshed and administrative backlash, thereby reinforcing long-term peace and trust in government authority.

9.1.3 CASE STUDY: IPS OFFICER VS DRUG MAFIA (2019)

In one of the districts of a frontier state, narcotics menace has been rampant. This has resulted in money laundering, mushrooming of poppy farming, arms smuggling and near stalling of education. The system is on the verge of collapse. The situation has been

further worsened by unconfirmed reports that local politicians, as well as some senior police officers, are providing surreptitious patronage to the drug mafia. At that point of time a woman police officer, known for her skills in handling such situations is appointed as superintendent of police to bring the situation to normalcy.

If you are the same police officer, identify the various dimensions of the crisis. Based on your understanding, suggest measures to deal with the crisis

Answer:

Case Summary: One of the districts is on the verge of collapse due to various illegal activities and stalled education. Some of the senior police officers are providing surreptitious patronage to the drug mafias in the district. A skilled woman police officer is appointed as superintendent of police to bring the situation to normalcy.

Stakeholders involved in the case:

- Drug mafia
- Senior police officers and local politicians.
- A newly appointed women police officer.
- Society at large.

Various dimensions of the crisis:

- They are drug mafia, money launderers, arms dealers, politicians and police officers. Each one has clear personal interest to protect that helps this system sustain. Youth are the victims who are deprived of education and are engaged in self-destructive practices like drugs and crime.
- There is a loop in which the system has been caught. It has been a self- sustaining system since products of a failed education system supply necessary manpower to run this ecosystem.
- Those who are responsible to deal with such crises are themselves involved. Possibly, this money from drug menace is being ploughed back into elections that sustains the political career of many people.
- There can also be a crisis of social institutions like family that propels youth towards consumption of drugs and giving up education and some constructive work.

Measures to deal with the crisis:

- First of all, there should be stocktaking of the condition in detail to get a grassroots details of the problem. Any knee jerk response or crackdown by the administration may backfire at both personal and professional level without solving the issue. I must realize that the problem is deeply entrenched and has multiple strong stakeholders. Any adventurism or bravado is bound to create more pain than pleasure.
- Coercive and constructive steps need to be initiated in alongside because one cannot wait for all things to be normal before some positive direction is given to youth. It is when positivity comes that negativity goes away.
- I will rope in authorities responsible for border security to ensure that the supply chain of drugs, arms and counterfeit currency is interrupted. This will at least put a brake on the momentum of the situation which is worsening.
- There will be a total ban on illegal poppy farming within the territory and area under jurisdiction.
- There will be raids on infamous locations in police records to seize illegal arms and currency. Habitual offenders will be taken into judicial custody and interrogated to get inputs about people involved.
- Side by side, an internal department enquiry will be initiated to nab culprit police officers and strict actions will be taken on them.
- Side by side, a massive campaign against drugs will be started. Large sign boards will be placed in public spaces to educate people about the fallout of these practices. There will be a door to door outreach campaign to raise awareness and bringing children to schools.
- Rehabilitation centers will be opened to help those who have been made aware and want to de-engage with drugs.

Challenges and administrative limitations:

- All powerful stakeholders can come together against me and my actions. I may face physical barrier and threats. There is a possibility of getting transferred for a punishment posting. I need to be prepared for all this. What should drive me in my quest is public service.

- There may also be lack of institutional support from border security agencies, political class, my colleagues in the police department etc.
- Raising awareness itself is a long term task which may be frustrating in wake of limited of public enthusiasm.

9.1.4 CASE-STUDY: ENFORCING LIQUOR PROHIBITION IN BACKWARD AREA (2018)

It is a State where prohibition is in force. You are recently appointed as the Superintendent of Police of a district notorious for illicit distillation of liquor. The illicit liquor leads to many death, reported and unreported, and causes a major problem for the district authorities. The approach till now had been to view it as a law and order problem and tackle it accordingly. Raids, arrest, police cases, and criminal trials – all these had only limited impact. The problem remains as serious as ever. Your inspections show that the parts of the district where the distillation flourishes are economically, industrially and educationally backward. Agriculture is badly affected by poor irrigation facilities. Frequent clashes among communities gave boost to illicit distillation. No major initiatives had taken place in the past either from the government's side or from social organizations to improve the lot of the people. Which new approach will you adopt to bring the problem under control?

Answer:

Case Summary: A State where prohibition is in force and i was appointed as the SP of a district notorious for illicit distillation of liquor, causes many deaths. All the administrative measures had limited impact. My inspection revealed that the concerned area of the district is economically and educationally backward and no initiatives were taken by the government or social organizations in the past to improve the life of the people.

Stakeholders involved in the case:

- I, appointed as the Superintendent of Police of the concerned district.
- People of the district who were involved in illicit distillation of liquor.
- Government and social organizations.
- Society at large.

The approach that i will adopt to bring the problem under control are:

- I will take up this case not only as a law and order problem because this method is not producing desired results as in the case it is mentioned that raids, arrest, police cases, and criminal trials – all these had only limited impact.
- Along with conventional policing, I will fall back on 'community policing' as done in Kerala as well to seek a complete and effective solution to the problem. Based upon this particular case, conventional policing comprising raids, arrest, police cases and criminal cases are ineffective in decreasing illegal distilling and consumption of liquor. Apart from the fact that the Superintendent of Police has the mandate for policing to look after the state of law and order and to take measures to check illegal and criminal activities. So I will carry out my role according to the mandate.
- If I look at today's policing, it is facing many challenges which have roots in socio-economic deprivation and development deficit such as agricultural and industrial backwardness, poor infrastructure, lack of employment opportunities, health and education facilities etc.
- To understand the socioeconomic context of crime and illegal activities a police officer needs to be aware and sensitive. So I will
 - Open a communication and interaction channel for the community and locals to understand their plight and also to make them aware about the legal and ethical sources of livelihood.
 - Even while resorting to conventional policing I will try to stay 'humane and sensitive' and not generally take 'third degree' measures till it becomes indispensable.
 - I will try to urge other stakeholders with authority in the loop such as district magistrate, MLAs and MPs to carry on development initiatives in the right earnest and efficiently so as to eradicate deprivation and lack of development that drives people to seek livelihood from illegal distillation which has other serious repercussions.
- Community policing will not be possible without taking all the stakeholders together. In the same spirit, the elders can be asked support through

awareness campaign. This kind of participatory policing has often proved very effective.

- And lastly I will collaborate with the school and colleges to educate and make people cognizant about ill effects of illegal distillation and possibilities of better livelihood opportunities and dignified life. This will touch a very large number of families and youths.

The prime motive is total prohibition on illicit distillation but given the situation on ground, it is prudent to first pursue with socio-economic, psychological, and ethical considerations. Going by this, it will curb the demand of liquor by locals and would help in proper enforcement by taking legal recourse at last.

9.1.5 CASE STUDY: ILLEGAL MIGRANTS & CORRUPT BORDER OFFICIALS (2022)

Ramesh is State Civil Services Officer who got the opportunity of getting posted to the capital of a border State after rendering 20 years of service. Ramesh's mother has recently been detected cancer and has been admitted in the leading cancer hospital of the city. His two adolescent children have also got admission in one of the best public schools of the town. After settling down in his appointment as Director in the Home Department of the State, Ramesh got confidential report through intelligence sources that illegal migrants are infiltrating in the State from the neighbouring country.

He decided to personally carry out surprise check of the border posts along with his Home Department team. To his surprise, he caught red-handed two families of 12 members infiltrated with the connivance of the security personnel at the border posts. On further inquiry and investigation, it was found that after the migrants from neighbouring country infiltrate, their documentation like Aadhaar Card, Ration Card and Voter Card are also forged and they are made to settle down in a particular area of the State. Ramesh prepared the detailed and comprehensive report and submitted to the Additional Secretary of the State. However, he has summoned by the Additional Home Secretary after a week and was instructed to withdraw the report. The Additional Home Secretary informed Ramesh that the report submitted by him has not been appreciated by the higher authorities. He further cautioned him that if he fails to withdraw the confidential report, he will not

only be posted out from the prestigious appointment from the State capital but his further promotion which is due in near future will also get in jeopardy.

1. What are the options available to Ramesh as the Director of the Home Department of the bordering State?
2. What option should Ramesh adopt and why?
3. Critically evaluate each of the options.
4. What are the ethical dilemmas being faced by Ramesh?
5. What policy measures would you suggest to combat the menace of infiltration of illegal migrants from the neighbouring country?

Answer:

(a) Options available to Ramesh:

1. Withdraw the report as instructed by the Additional Home Secretary.
2. Refuse to withdraw the report and face the potential consequences.
3. Approach higher authorities or other stakeholders about the issue.
4. Leak the report to the press or an investigative journalism outlet.

(b) Option Ramesh should adopt: Ramesh should refuse to withdraw the report. It is essential to maintain the integrity of his office and fulfill his responsibilities to the public. If he experiences retaliation for doing so, he should appeal to higher authorities or even take legal action if necessary.

(c) Evaluation of options:

- Withdraw the report: This would maintain Ramesh's professional standing and ensure his promotion. However, it would compromise his integrity, allow illegal activities to continue, and potentially harm the state's security and societal stability.
- Refuse to withdraw the report: This would uphold Ramesh's integrity and commitment to his duties. However, it may jeopardize his job, and promotion, and could potentially strain his relationship with superiors.
- Approach higher authorities or stakeholders: This might lead to a thorough investigation and possible correction of the problem, maintaining Ramesh's integrity. However, it may still risk

Ramesh's professional standing and relationships if those authorities also resist addressing the issue.

- Leak the report to the media: This could force the issue into public discussion and lead to actions to address the problem. However, it would risk Ramesh's job and potentially put him in legal jeopardy. It could also be seen as a breach of professional protocol.

(d) Ethical dilemmas faced by Ramesh:

- Personal vs Professional: Ramesh is torn between his professional duty to uphold justice and law and the personal needs of his ailing mother and children's education.
- Loyalty vs Integrity: His loyalty to his superiors and the department is at odds with his personal integrity and his duty to the public.

(e) Policy measures to combat the menace of infiltration of illegal migrants:

- Strengthen border security: Invest in better surveillance technology, more personnel, and improved training to prevent infiltration.
- Increase penalties for corrupt practices: Harsher punishments for officials who facilitate illegal immigration might deter such behavior.
- Develop a robust identification system: Improve the process of identification to prevent forgery of documents.
- Increase international cooperation: Work closely with the neighboring countries to better manage the cross-border movement of people.
- Address root causes: Support economic development and stability in the neighboring countries to reduce the push factors leading people to migrate illegally.
- Strengthen legal immigration pathways: Providing legal channels for those seeking to immigrate can help control the flow of people and reduce the demand for illegal pathways.



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10.1 FAVORITISM

10.1.1 (2025)

Subash is Secretary, PWD in the State Government. He is a senior officer, known for his competence, integrity and dedication to work. He enjoys the trust and confidence of Minister Incharge of PWD and Programme Implementation. As a part of his job profile, he is responsible for policy formulation, execution of projects relating to infrastructure initiatives in the State. Besides, he oversees the technical and administrative aspects, relating to planning, designing and construction etc.

Subash's Minister is an important Minister in the state and significant growth in urban infrastructure development and road network has been registered during his tenure. He is very keen for launching of ambitious road construction project in the near future. Subash is in regular touch with the Minister and is working various modalities of road construction project. Regular meetings, interactions and presentations are made by him to the Minister before a formal public announcement of the project is made by the Minister. Subash's only son Vikas is in real estate business. His son from his own sources is aware that a mega road project is on the anvil and announcement in this regard is expected anytime. He is very keen to know from his father the exact location of the upcoming project. He knows that there would be quantum jump in the prices of land in the vicinity. Buying land at this stage at cheaper prices would pay him rich dividends. He is pleading with him (his father) day in and day out to share him location of the proposed project. He assured him that he would handle the matter discretely as it would not attract any adverse notice as he in the normal course, keeps on buying land as a part of his business. He feels pressurised because of constant pleadings by his son.

Another significant aspect of the matter pertained to the extra/undue interest in the above project by the Minister PWD. His nephew was also having big infrastructure project company. In fact, the Minister has also introduced his nephew to him and indicated

to him to take care of his nephew's business interest in the forthcoming project. The Minister encouraged him to act fast in the matter as early announcement and execution of mega road project would enhance his status in the party and public life.

In the above backdrop, Subash is in a fix as to the future course of action.

- Discuss the ethical issues involved in the case.
- Critically examine the options available to Subash in the above situation,
- Which of the above would be most appropriate and why? (Answer in 250 words)

Answer

Introduction

Subash faces a test of Integrity, Probity, and Political Neutrality. The case presents a clear Conflict of Interest involving his son (Insider Trading) and his Minister (Crony Capitalism/Nepotism).

Body

(a) Ethical Issues:

Insider Trading: Using official, non-public information for personal pecuniary gain is a crime and a breach of trust.

Conflict of Interest: The Minister promoting his nephew's business creates an uneven playing field.

Professional Integrity: The pressure to compromise confidentiality for family or political favor.

(b) Evaluation of Options:

Compliance: Sharing info with his son or favoring the nephew would violate the Official Secrets Act and the Code of Ethics, leading to corruption.

Refusal: Denying both requests protects his integrity but risks straining personal and professional relationships.

(c) Most Appropriate Option: Subash must choose strict refusal with diplomatic handling.

With his Son: He must firmly explain that using inside information is illegal (Insider Trading) and morally wrong. He should strictly separate professional knowledge from domestic life.



With the Minister: He should advise the Minister that the tender process must be transparent and merit-based. He can explain that any undue favor to relatives would likely be exposed by the media or audit, causing long-term damage to the Minister's public image.

Conclusion

Public office is a public trust. Subash must uphold objectivity and impartiality, serving the Constitution rather than private interests. Protecting the integrity of the decision-making process is his primary ethical obligation.

10.1.2 CASE-STUDY: FAVORITISM IN JOB RECRUITMENT (2013)

You are heading a leading technical institute of the country. The institute is planning to convene an

Answer:

1.

Options	Merits	Demerits
(i) Favour Personnel secretary relative	Long pending and urgent proposals of the institute for grant of funds for modernization, which are awaiting the functionary's approval will be cleared.	This option is morally wrong as it will compromise the merit of Institutions and promote nepotism.
(ii) Say no to PS directly	The merit of the institution will be upheld.	This option can hurt the ego of PS and he may misuse his power against the institution's interest.
(iii) Shall bring this issue in front of Institute's directors and members	The decision to select PS kin will be taken collectively.	As a head of Institute, this option will show that I am incompetent to take decision independently.

2. In this case, the option I will choose is the method of persuasion and sticking to the path of non-favouritism and putting forward a merit-based objective selection process.

Persuading PS that the selection decision is not my discretion, I have to take other member's advice. And also following the Institute's policy that selection is based on test, the preferred candidate has to follow the selection protocols of the company which can't be compromised.

interview panel shortly under your chairmanship for selection of the post of professors. A few days before the interview, you get a call from the Personal Secretary (PS) of a senior government functionary seeking your intervention in favour of the selection of a close relative of the functionary for this post. The PS also informs you that he is aware of the long pending and urgent proposals of your institute for grant of funds for modernization, which are awaiting the functionary's approval. He assures you that he would get these proposals cleared.

1. What are the options available to you?
2. Evaluate each of these options and choose the option which you would adopt, giving reasons.

10.1.3 CASE STUDY: FAVOURITISM IN VENDOR BIDS (2024)

Sneha is a Senior Manager working for a big reputed hospital chain in a mid-sized city. She has been made in-charge of the new super speciality center that the hospital is building with state-of-the art equipment and world class medical facilities. The building has been reconstructed and she is starting the process of procurement for various equipment and machines. As the head of the committee responsible for procurement, she has invited bids from all the interested reputed



vendors dealing in medical equipment. She notices that her brother, who is a well-known supplier in this domain, has also sent his expression of interest. Since the hospital is privately owned, it is not mandatory for her to select only the lower bidder. Also, she is aware that her brother's company has been facing some financial difficulties and a big supply order will help him recover. At the same time, allocating the contract to her brother might bring charges of favouritism against her and tarnish her image.

The hospital management trusts her fully and would support any decision of hers.

1. What should be Sneha's course of action?
2. How would she justify what she chooses to do?
3. In this case, how is medical ethics compromised with vested personal interest?

Answer:

Case Summary: Sneha is a Senior Manager working for a big reputed hospital chain in a mid-sized city. She has been made in-charge of the new super speciality center that the hospital is building with state-of-the-art equipment and world class medical facilities. The building has been reconstructed and she is starting the process of procurement for various equipment and machines. As the head of the committee responsible for procurement, she has invited bids from all the interested reputed vendors dealing in medical equipment. She notices that her brother, who is a well-known supplier in this domain, has also sent his expression of interest. Since the hospital is privately owned, it is not mandatory for her to select only the lower bidder. Also, she is aware that her brother's company has been facing some financial difficulties and a big supply order will help him recover. At the same time, allocating the contract to her brother might bring charges of favouritism against her and tarnish her image. The hospital management trusts her fully and would support any decision of hers.

Stakeholders involved in the case:

- Sneha (Senior Manager and head of procurement committee)
- Her brother (medical equipment supplier)
- Hospital management and organization
- Other bidding vendors
- Patients and society at large
- Medical staff who will use the equipment

Ethical dilemmas faced by Sneha:

- Professional integrity vs Family loyalty: Balancing her professional responsibility with personal obligation to help her brother
- Transparency vs Discretion: Whether to disclose the conflict of interest to hospital management
- Merit-based selection vs Emotional considerations: Ensuring the best equipment for patients while considering family circumstances
- Reputation and credibility vs Personal relationships: Risk of being perceived as biased despite making an objectively sound decision

1. What should be Sneha's course of action?

Sneha should adopt the following course of action:

- **Immediate disclosure of conflict of interest:** She should immediately inform the hospital management about her brother's participation in the bidding process. Transparency is crucial to maintain organizational trust and professional integrity.
- **Recuse herself from the decision-making process:** Given the clear conflict of interest, Sneha should step back from the final selection process and request that another senior official or a different committee member take the lead in evaluating her brother's bid.
- **Ensure fair and transparent evaluation:** She should establish clear, objective criteria for equipment selection based on quality, after-sales service, technical specifications, cost-effectiveness, and vendor reputation. All bids should be evaluated against these predetermined parameters.
- **Document the entire process:** Maintain detailed records of the evaluation process, decision-making rationale, and all communications to ensure accountability and transparency.
- **Seek institutional guidance:** Request the hospital management to establish a protocol for handling such conflicts of interest in future procurements.

2. How would she justify what she chooses to do?

Sneha can justify her actions based on the following principles:

- **Upholding professional ethics:** By disclosing the conflict and recusing herself, she demonstrates commitment to professional integrity and

organizational values, which ultimately serves the hospital's long-term interests.

- **Patient welfare as priority:** Healthcare institutions have a fundamental obligation to provide the best possible care. Equipment selection must be based solely on what serves patients' interests, not personal considerations.
- **Maintaining institutional credibility:** Transparent processes protect the hospital's reputation and ensure public trust, which is essential for a healthcare institution's success and sustainability.
- **Legal and regulatory compliance:** Even in private organizations, maintaining ethical standards helps avoid potential legal complications and regulatory scrutiny.
- **Setting organizational precedent:** Her actions will establish a standard for future similar situations, promoting a culture of integrity within the organization.

3. In this case, how is medical ethics compromised with vested personal interest?

Medical ethics is compromised in several critical ways:

- **Violation of beneficence principle:** Medical ethics requires all decisions to be made in patients' best interests. Personal considerations in equipment selection could potentially compromise patient care quality.
- **Breach of justice and fairness:** Fair distribution of healthcare resources requires unbiased procurement decisions. Personal relationships could lead to suboptimal resource allocation.
- **Compromise of professional integrity:** Healthcare professionals are expected to maintain the highest ethical standards. Mixing personal interests with professional decisions erodes this foundation.
- **Conflict with institutional trust:** Patients and society trust healthcare institutions to make decisions based solely on medical and quality considerations, not personal relationships.
- **Potential impact on treatment outcomes:** If equipment selection is influenced by personal factors rather than objective criteria, it could affect the quality of medical care provided to patients.
- **Erosion of public confidence:** Any perception of favoritism in healthcare procurement can damage public trust in the institution and the healthcare system as a whole.

- **Violation of fiduciary duty:** As a senior manager, Sneha has a fiduciary responsibility to the hospital and its patients, which requires putting their interests above personal considerations.

The fundamental principle of medical ethics demands that patient welfare and institutional integrity must always take precedence over personal relationships and financial considerations.

10.2 BUS TRANSPORT

10.2.1 CASE STUDY: PUBLIC ORG DILEMMA- DEAD DRIVER & COMPENSATION (2022)

Rakesh was working as a Joint Commissioner in Transport department of a city. As a part of his job profile, among others, he was entrusted with the task of overseeing the control and functioning of City Transport Department. A case strike by drivers' union of City Transport Department over the issue of compensation to a driver who died on duty while driving the bus came up before him for decision in the matter. He gathered that the driver (deceased) was plying Bus No. 528 which passed through busy and congested roads of the city. It so happened that near an intersection on the way, there was an accident involving the a middle-aged man. It was found that there was altercation between the driver and the car driver. Heated arguments between them led to fight and the driver gave him a a blow. Lot of passerbys had gathered and tried to intervene but without success. Eventually, both of them were badly injured and profusely bleeding and were taken to the nearby hospital. The driver succumbed to the injuries and could not be saved. The middle-aged driver's condition was also critical but after a day, he recovered and was discharged. Police had immediately come to the spot and FIR was registered. Police investigation revealed that the quarrel in was started by the bus driver and he had resorted to physical violence. There exchange of blows between them.

The City Transport Department management is considering of not giving any extra compensation to the driver's (deceased) family. The family is very aggrieved, depressed and agitated against the discriminatory and non-sympathetic approach of the City Transport Department management. The bus driver (deceased) was 52 years of age, was survived by his wife and two school-college going daughters. He was the sole earner

of the family. The City Transport Department workers' union took up this case and when found no favourable response from the management, decided to go on strike. The union's demand was two fold. First was full extra compensation as given to other drivers who died on duty and secondly employment to one family member. The strike has continued for 10 days and the deadlock remains.

1. What are the options available to Rakesh to meet the above situation?
2. Critically examine each of the options identified by Rakesh?
3. What are the ethical dilemmas being faced by Rakesh?
4. What course of action would Rakesh adopt to diffuse the above situation?

Answer:

In the given scenario, the stakeholders involved are as follows:

- **Deceased Driver's Family:** The wife and two school-college going daughters of the deceased bus driver are directly impacted stakeholders. They are seeking fair compensation and support after the loss of their sole earner.
- **City Transport Department Management:** The management of the City Transport Department is responsible for making decisions regarding compensation and benefits for employees and their families. They are responsible for addressing the demands of the workers' union and resolving the strike.
- **Drivers' Union:** The workers' union representing the drivers is a significant stakeholder. They are advocating for fair compensation and employment opportunities for the deceased driver's family and are responsible for the ongoing strike.
- **City Transport Department Employees:** Other employees of the City Transport Department are indirectly affected stakeholders. The strike may impact their work environment and cause disruptions to public transportation services.
- **City Residents and Commuters:** The general public and commuters who rely on the City Transport Department's services are stakeholders. The ongoing strike may disrupt public transportation, affecting their daily lives.

- **Local Authorities and Government:** Local authorities and government officials may be stakeholders as the situation involves labour issues and public services. They may be involved in overseeing the resolution of the strike.
- **Police Department:** The police department is involved as they have registered an FIR related to the altercation and accident involving the deceased bus driver.
- **Hospital Staff:** The hospital staff who attended to the injured parties are stakeholders, as they were involved in providing medical assistance after the altercation and accident.

(a) Options available to Rakesh to meet the above situation:

Recommend Full Extra Compensation: Rakesh can recommend to the City Transport Department management to grant the deceased driver's family full extra compensation, similar to what is given to other drivers who died on duty.

Advocate for Employment for a Family Member: Rakesh can also advocate for providing employment to one family member of the deceased driver as a compassionate gesture to support the family during their difficult time.

Mediate between Management and Union: Rakesh can act as a mediator between the City Transport Department management and the workers' union to find a middle ground and resolve the deadlock through negotiations.

Seek Legal Advice: Rakesh can seek legal advice to understand the legal obligations and implications regarding compensation and employment benefits for the deceased driver's family.

(b) Critical examination of each option:

Recommend Full Extra Compensation:

Pros: Granting full extra compensation to the deceased driver's family would demonstrate empathy and compassion, mitigating their financial hardships and grievances.

Cons: The City Transport Department management may perceive this as setting a precedent, leading to similar demands from other drivers' families in the future, potentially burdening the organisation financially.

Advocate for Employment for a Family Member:



Pros: Providing employment to one family member could offer long-term support and stability to the family.

Cons: It may be challenging to find suitable job opportunities within the department, and this option may not address the immediate financial needs of the family.

Mediate between Management and Union:

Pros: Mediation may lead to a mutually acceptable solution, avoiding prolonged strike and its impact on public transportation.

Cons: The management and union may have entrenched positions, making it difficult to find common ground and reach a consensus.

(c) Ethical dilemmas being faced by Rakesh:

Balancing Fairness and Precedent: Rakesh faces the dilemma of ensuring fairness to the deceased driver's family while considering the potential precedent this decision may set for future cases. **Managing Conflicting Interests:** Rakesh must navigate the interests of the driver's family, the workers' union, and the City Transport Department management, which may not align with one another. **Resolving the Strike:** Rakesh faces the ethical dilemma of resolving the strike promptly to restore public transportation while addressing the legitimate concerns of the drivers' union.

(d) Course of action Rakesh would adopt to diffuse the above situation:

Rakesh would adopt a multi-pronged approach to address the situation:

Immediate Relief: Rakesh would recommend providing full extra compensation to the deceased driver's family as a gesture of support and compassion during their difficult time.

Long-term Support: He would advocate for providing employment opportunities to one family member, taking into account their qualifications and preferences.

Mediation and Negotiation: Rakesh would actively mediate between the workers' union and the City Transport Department management to find a middle ground and resolve the deadlock through negotiations.

Legal Advice: Seeking legal advice would ensure that the recommended compensation and benefits align with the relevant laws and regulations.

Communication and Empathy: Rakesh would communicate transparently with the driver's family and

union members, showing empathy and understanding their concerns while explaining the constraints and challenges faced by the department.

By adopting this approach, Rakesh aims to strike a balance between addressing the driver's family's immediate needs, resolving the strike, and maintaining the City Transport Department's operational efficiency and financial sustainability.

10.2.2 CASE-STUDY: GIVE COMPENSATION TO DEAD DRUNKARD WORKER'S FAMILY (2017)

You are the head of the Human Resources department of an organisation. One day one of the workers died on duty. His family was demanding compensation. However, the company denied compensation because it was revealed in investigation that he was drunk at the time of the accident. The workers of the company went to strike demanding compensation for the family of the deceased. The Chairman of the management board has asked for your recommendation. What recommendation would you provide the management? Discuss the merits and demerits of each of the recommendations.

Answer:

Case Summary: The above-mentioned situation is an example of an ethical dilemma between professional duty and human values. The situation demands the need of a balance between the ability to uphold professionalism but not compromise on values.

As a Chairman, I would provide the following recommendation to the management:

Recommend the company to offer compensation:

- I would recommend the company to offer compensation. But this would set a bad precedent among the management as well as the workers. To offer compensation would mean to let down the safety regulations of the company. The management may also not appreciate the payment as they were not liable for compensation due to negligence shown by the worker.
- **Merits:** The biggest merit of this recommendation would be upholding the values that define human

beings. This will also help in sustenance of the family members of the deceased victim.

- Demerit: The demerit would be collapse of discipline in workers. The workforces will consider that it is fine to consume alcohol during working hours as the management has acted leniently.

Offer Job to nearest relative:

- This step is actually the most suitable one because it will send a message that management will not tolerate acts such as consuming of alcohol, but it will also indicate the softer side of the management towards family members of staff.
- Merits: Chances of questions asked on a company's discipline will be removed altogether with this step. This will also honor the company's legacy towards employees and their families.
- Demerits: Family members may employ blackmail techniques to get more benefits from the company management.

Recommendation on legal ground:

- As the worker was drunk during duty, the company cannot be held responsible for his death.
- Merits: This may sound right as the worker was bound to follow rules at the place of work.
- Demerits: However, the strike by the remaining workers could affect the image and productivity of the company. No matter the outcome, the trust between workers and the management would be lost.

The second option (offer a job to the nearest relative) is suitable as it would be better to bring the situation under control. The workers could be placated if the kin of the deceased would be offered a job. And also, the company may prefer to not lose image and man days due to the strike.

My recommendation would be to provide options in the current context and the rest of the decision has to be taken by the management. Eventually, care has to be taken to balance both the humane values and discipline that the company aims to honour.

10.2.3 CASE STUDY: EXPOSING CORRUPTION IN TRANSPORT CORPORATION (2023)

Vinod is an honest and sincere IAS officer. Recently, he has taken over as Managing Director of the State Road Transport Corporation, his sixth transfer in the past three years. His peers acknowledge his vast

knowledge, affability and uprightness. The Chairman of the State Road Transport Corporation is a powerful politician and is very close to the Chief Minister. Vinod comes to know about many alleged irregularities of the Corporation and the high-handedness of the Chairman in financial matters. A Board Member of the Corporation belonging to the Opposition Party meets Vinod and hands over a few documents along with a video recording in which the Chairman appears to be demanding bribe for placing a huge order for the supply of QMR tyres. Vinod recollects the Chairman expediting clearing of pending bills of QMR tyres. Vinod confronts the Board Member as to why he is shying away from exposing the Chairman with the so-called solid proof he has with him. The member informs him that the Chairman refuses to yield to his threats. He adds that Vinod may earn recognition and public support if he himself exposes the Chairman. Further, he tells Vinod that once his party comes to power, Vinod's professional growth would be assured. Vinod is aware that he may be penalized if he exposes the Chairman and may further be transferred to a distant place. He knows that the Opposition Party stands a better chance of coming to power in the forthcoming elections. However, he also realizes that the Board Member is trying to use him for his own political gains.

(a) As a conscientious civil servant, evaluate the options available to Vinod.

(b) In the light of the above case, comment upon the ethical issues that may arise due to the politicization of bureaucracy.

Answer:

(a) Options Available to Vinod as a Conscientious Civil Servant

1. **Expose the Chairman with Evidence**
Vinod could use the documents and video to formally report the Chairman's alleged bribery to appropriate authorities (e.g., Anti-Corruption Bureau, vigilance department).
 - **Pros:** Upholds integrity, aligns with his duty to combat corruption, and may earn public trust.
 - **Cons:** Risks immediate retaliation, including transfer to a remote posting or professional marginalization. Could destabilize the corporation's operations. The Board Member's political motives may taint Vinod's credibility.



2. **Conduct an Internal Inquiry Discreetly**
Vinod could initiate an internal investigation into the irregularities, ensuring transparency while gathering more evidence before escalating the matter.
 - **Pros:** Maintains due process, minimizes immediate confrontation, and strengthens the case with verified facts. Protects Vinod from premature accusations.
 - **Cons:** Delays action, risking further irregularities. The Chairman's influence may obstruct the inquiry. Political pressure could intensify.
3. **Report to Higher Authorities Anonymously**
Vinod could submit the evidence to higher authorities (e.g., Chief Secretary, CBI) anonymously to avoid direct exposure.
 - **Pros:** Reduces personal risk of retaliation while addressing corruption. Maintains Vinod's operational stability.
 - **Cons:** Limits accountability, as anonymous reports may be ignored or mishandled. Undermines Vinod's proactive role as a civil servant.
4. **Maintain Status Quo and Decline to Act**
Vinod could choose not to act, citing insufficient evidence or fear of political repercussions, and focus on improving other aspects of the corporation.
 - **Pros:** Avoids immediate conflict, preserving his position and ability to implement reforms.
 - **Cons:** Compromises integrity, enables ongoing corruption, and risks long-term reputational damage if irregularities surface later.

Chosen Option: Vinod should opt for **Option 2: Conduct an Internal Inquiry Discreetly**. This balances ethical duty with pragmatism, ensuring due process while minimizing immediate political fallout. He should document all steps, involve neutral officials, and escalate findings to vigilance authorities if substantiated, safeguarding public interest without being manipulated by the Board Member's political agenda.

(b) Ethical Issues Due to Politicization of Bureaucracy

1. **Compromised Neutrality:** Politicization pressures bureaucrats like Vinod to align with political agendas (e.g., the Board Member's promise of

career growth), undermining impartiality, a core civil service value.

2. **Erosion of Integrity:** Bureaucrats face dilemmas between exposing corruption (e.g., Chairman's bribery) and self-preservation, as political loyalty often overrides ethical conduct, fostering a culture of compliance over accountability.
3. **Manipulation for Political Gains:** Politicians exploit bureaucrats as tools for partisan objectives, as seen with the Board Member using Vinod to target the Chairman, risking bureaucratic credibility and public trust.
4. **Career Instability:** Frequent transfers (Vinod's sixth in three years) due to political interference discourage long-term reforms, forcing officers to prioritize survival over public welfare, leading to ethical fading.
5. **Public Service Undermined:** Politicization diverts focus from governance to power struggles, delaying critical decisions (e.g., corporation funding) and eroding public confidence in institutions.

The politicization of bureaucracy creates a toxic environment where ethical civil servants face constant dilemmas, balancing personal career risks with public duty. Strengthening institutional safeguards (e.g., fixed tenures, independent oversight) is crucial to protect bureaucratic integrity and ensure effective governance.

10.2.4 CASE STUDY: POLITICIZATION OF BUREAUCRACY (2019)

In a modern democratic polity, there is a concept of the political executive and permanent executive elected people's representatives forms the political executive and bureaucracy form the permanent executive. Ministers frame policy decisions and bureaucrats execute these. In the initial decades after independence, the relationship between the permanent executives and the political executives were characterized by mutual understanding, respect, and cooperation, without encroaching upon each other's domain. However, in subsequent decades, the situation has changed. There are instances of the political executive insisting upon the permanent executives to follow its agenda. Respect for an appreciation of upright bureaucrats has declined. There is an increasing tendency among the political executive to get involved in routine administrative matters such as transfers, posting etc. Under this scenario, there is a definitive trend

towards 'politicization of bureaucracy'. The rising materialism and acquisitiveness in social life has also adversely impacted upon the ethical values of both the permanent executive and the political executive. What are the consequences of this 'politicization of bureaucracy'? Discuss.

Answer:

In a democracy, power lies with the people. Such power is exercised through its elected representatives with the mandate to govern people for a specific duration. The public services by virtue of its knowledge, understanding and experience of public affairs support the elected representatives in policies framing and implementation.

Some advantages of having an independent, permanent and impartial civil service are as follows:

- The spoils system has the tendency to turn into a system of nepotism, patronage and corruption.
- Public policy is becoming complex day by day demanding detailed knowledge and expertise in public arena. A permanent public service is benefitted with continuity and develops expertise as well as institutional learning for effective policy formulation.
- An impartial civil service is more likely to assess the long-term social payoffs of any policy whereas the political executive may have a tendency to look for short term political gain.
- A permanent public service helps to ensure consistency in the administration and also acts as a unifying force in a vast and culturally diverse nation like India.
- Civil service like is likely to evolve with an ethical basis for its functioning.

Areas of Friction:

The key areas of potential conflict in the relationship between the political executive and the permanent civil service can be identified as follows:

- The concept of neutrality.
- Appointments/Recruitment to the civil services.
- Transfers and postings of civil servants.

Consequences of politicization of bureaucracy:

- **Detrimental to moral fibre of bureaucrats:** Even honest civil servants with political leanings have

compulsion to take biased decisions in favour of one political group.

- **Personal Vs. Professional Dilemma:** A bureaucrat indulged in material benefits has to compromise with his conscience merely for outside reality, thereby disturbing his mental peace and work ethics. The person loses self respect and trust of his family and children who inculcate such inadequate values from him.
- **Impact on governance:** Partiality in functioning of public servants has a direct bearing on their decisions in daily administration.
- **Chaotic situations:** Problematic circumstances like communal riots demand officers with political neutrality. Partial decisions can lead to loss of lives and property. Therefore, a public servant should be accountable for his decisions in such situations.
- **Policy paralysis:** red-tapism and culture of secrecy in their decision making due to the fear of political revenge against non-cooperative officers in the form of frequent transfers, delay in promotions, etc.

A civil servant must ensure utmost political neutrality. As a public servant, one has the responsibility towards the public and must adhere to constitutional principles keeping his conscience intact. His primary job is to perform selfless and desire less duty (Nishkama Karma). He must be rational, exemplary, and committed to the public cause.

10.3 SELL REJECTED FOREIGN GOODS TO INDIANS!

10.3.1 CASE STUDY: REJECTED CONSIGNMENT (2022)

You have done MBA from a reputed institution three years back but could not get campus placement due to COVID-19 generated recession. However, after a lot of persuasion and series of competitive tests including written and interview, you managed to get a job in a leading shoe company. You have ageur parents who are dependent and staying with you. You also recently got married after getting this decent job. You were allotted the Inspection Section which is responsible for clearing the final product. In first one year, you learnt your job well and was appreciated for your performance by the management. The company is doing good business for last five years in domestic market and this year it is

decided even to export to Europe and Gulf countries. However, one large consignment to Europe was rejected by their Inspecting Team due to certain poor quality and was sent back. The top management ordered that ibid consignment to be cleared for the domestic market. As a part of Inspecting Team, you observed the glaring poor quality and brought to the knowledge of the Team Commander. However, the top management advised all the members of the team to overlook these defects as the management cannot bear such a huge loss. Rest of the team members except you promptly signed and cleared the consignment for domestic market, overlooking glaring defects. You again brought to the knowledge of the Team Commander that such consignment, if cleared even for domestic market, will tarnish the image and reputation of the company and will be counter-productive in the long run. However, you were further advised by the top management that if you do not clear the consignment, the company will not hesitate to terminate your services citing certain innocuous reasons.

1. Under the given conditions, what are the options available to you as a member of the Inspecting Team?
2. Critically evaluate each of the options listed by you.
3. What option would you adopt and why?
4. What are the ethical dilemmas being faced by you?
5. What can be the consequences of overlooking the observations raised by the Inspecting Team?

Answer:

Stakeholders involved in the given case:

- **MBA Graduate (Employee):** The MBA graduate, who secured the job in the Inspection Section, is a crucial stakeholder. Their interests include job security, professional integrity, and ethical responsibility towards their role in the company.
- **Top Management:** The top management of the leading shoe company holds significant power and authority. Their interests lie in maximizing profits, minimizing losses, and maintaining the company's reputation.
- **Inspecting Team Members:** The other members of the Inspecting Team are stakeholders with interests in job security and conformity to the management's directives. Their decisions may be influenced by

the company's culture, job dependency, and fear of potential consequences.

- **Customers:** The company's customers are essential stakeholders with interests in receiving high-quality products. Their satisfaction and trust in the company's products impact its reputation and long-term success.
- **Company Shareholders:** Shareholders invest in the company with the expectation of returns on their investment. They are concerned about the company's financial performance and long-term profitability.
- **Dependent Family Members (Elderly Parents and Spouse):** The employee's dependent family members are stakeholders with interests in their well-being, financial stability, and job security.
- **Domestic and International Markets:** The markets where the company sells its products are stakeholders with interests in the quality and reputation of the brand. The company's image can significantly impact its market share and growth opportunities.
- **Competitors:** Competing shoe companies are stakeholders with interests in the market dynamics, potential market share gains, and the reputation of their own brands compared to the leading shoe company.
- **Regulatory Authorities:** Government agencies and regulatory bodies may have an interest in ensuring compliance with quality standards and consumer protection laws.

(a) Options available to you as a member of the Inspecting Team:

- **Comply with the Top Management:** Clear the consignment for the domestic market as instructed by the top management, despite the glaring defects, to avoid potential termination of your services.
- **Stand Firm on Ethical Grounds:** Refuse to clear the consignment, despite the consequences threatened by the top management, and maintain your integrity and professional ethics.

(b) Critical evaluation of each option:

Comply with the Top Management: Pros: Following the top management's directive may protect your job and financial stability in the short term. **Cons:** Clearing a substandard product can harm the company's

reputation and jeopardize long-term business prospects. It may also lead to ethical dilemmas and personal guilt.

Stand Firm on Ethical Grounds: Pros: Upholding ethical standards can build trust, integrity, and credibility, not only for you but also for the company. It may lead to long-term benefits and a positive impact on the company's reputation. **Cons:** Standing against the top management's decision may result in termination of your job and repercussions and strained relationships within the organisation.

(c) Option to adopt and why: Given the situation, the most appropriate option would be to stand firm on ethical grounds and refuse to clear the consignment despite the consequences threatened by the top management. This decision is based on the following reasons:

Ethical Responsibility: As an employee, you have a moral duty to ensure that the products released by the company meet quality standards and do not compromise customer satisfaction or safety.

Long-term Repercussions: Clearing a substandard consignment for the domestic market could have severe long-term consequences for the company's image and reputation, resulting in potential loss of customers and business opportunities.

Personal Integrity: Upholding ethical values and professional integrity is crucial for your self-respect and credibility in the industry. It will showcase your commitment to doing the right thing, even in challenging situations.

(d) Ethical dilemmas being faced by you: Job Security vs. Ethical Integrity: The dilemma between safeguarding your job and adhering to ethical principles is a significant challenge. It puts your financial stability at odds with maintaining personal integrity.

Professional Obligations vs. Organisational Pressure: The conflict arises between your duty to ensure quality inspection and the pressure exerted by the top management to overlook the defects for the sake of financial gains.

(e) Consequences of overlooking the observations raised by the Inspecting Team: Reputation Damage: Clearing substandard products may lead to negative reviews and feedback from customers, causing significant damage to the company's reputation.

Legal Implications: Releasing defective products could expose the company to legal liabilities and potential lawsuits from customers or regulatory authorities.

Lost Opportunities: Compromised product quality may result in lost opportunities to expand into international markets like Europe and Gulf countries, impacting the company's growth prospects.

Trust Erosion: Customers may lose trust in the company's products, leading to decreased sales and diminished customer loyalty.

In conclusion, as a member of the Inspecting Team, standing firm on ethical grounds and refusing to clear the substandard consignment is essential to protect the company's reputation, maintain personal integrity, and ensure long-term sustainability and growth. While the decision may come with immediate challenges, the potential benefits of upholding ethical principles outweigh the short-term consequences.

10.3.2 CASE STUDY: FOOD PROCESSING COMPANY'S BRAND IMAGE (2021)

A reputed food product company based in India developed a food product for the international market and started exporting the same after getting necessary approvals. The company announced this achievement and also indicated that soon the product will be made available for domestic consumers with almost the same quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in the Indian market. The company could increase its market share over a period of time and earned substantial profit both domestically and internationally. However, the random sample test conducted by the inspecting team found the product being sold domestically in variance with the approval obtained from the competent authority. On further investigation, it was also discovered that the food company was not only selling products that were not meeting the health standard of the country but also selling the rejected export products in the domestic market. This episode adversely affected the reputation and profitability of the food company.

1. What action do you visualize should be taken by the competent authority against the food company for violating the laid down domestic food standard and selling rejected export products in the domestic market?



2. What course of action is available with the food company to resolve the crisis and bring back its lost reputation?
3. Examine the ethical dilemma involved in the case.

Answer:

Key stakeholders in this scenario:

- Company: Breach of contract that put public health at risk.
- Competent Authority.
- The general populace, who suffers from subpar food quality.

(a) I have the following choices as the relevant authority:

To take decisive action against the business, levying severe fines and penalising transgressions in line with the law, as the business:

- First, it violated the requirements for getting clearances that were outlined in its prospectus.
 - As a result, it is unlawful to deceive the government by hiding the truth or tasks that will eventually be contracted.
- Second, it broke its promise to the general public in the home market by making an announcement.
 - The general population has been the victim of this crime.
- Top authorities should face criminal charges based on a graduated response based on the public health repercussions, such as carcinogenic or genetic impacts, effects on children, etc.
- Until it is examined and reapproved, revoke the permission to sell both locally and abroad.
 - This will help safeguard the nation's standing as a source and encourage adherence to legal requirements.

(b) The company can take the following actions to fix the situation and recover its reputation:

- Changes in quality control governance that involve a direct line of communication between senior management and the production floor can improve quality standards.
- Genuine apology for wrongdoing should be expressed in a public apology, and benchmarking using national data should reflect internal communication that prioritises quality and health over short-term revenue.

- It is necessary to conduct internal audits and investigations to identify those accountable for the choices that caused the calamity.
- Look at the company's values and how top management, middle management, and employees are all instilled with them. There might be a need for fresh leadership.

By implementing these actions, the company can restore its damaged reputation by winning back the confidence of the general public in both domestic and foreign markets as well as that of the appropriate authorities.

(c) The moral conundrums the business is faced with are:

- Increasing profits at the expense of commitment to the job or work
- Personal gain versus a commitment to the larger community
- Free trade rights versus unethical corporate practises
- Contrasting unlawful profit-making with mental suffering

10.4 SHOULD MIR JAFAR BE HIRED OR NOT?

10.4.1 CASE STUDY: MIR JAFAR RECRUITMENT (2022)

Prabhat was working as Vice President (Marketing) at Sterling Electric Ltd., a reputed multinational company. But presently the company was passing through the difficult times as the sales were continuously showing downward trend in the last two quarters. His division, which hitherto had been a major revenue contributor to the company's financial health, was now desperately trying to procure some big government order for them. But their best efforts did not yield any positive success or breakthrough.

His was a professional company and his local bosses were under pressure from their London-based HO to show some positive results. In the last performance review meeting taken by the Executive Director (India Head), he was reprimanded for his poor performance. He assured them that his division is working on a special contract from the Ministry of Defence for a secret installation near Gwalior and tender is being submitted shortly.



He was under extreme pressure and he was deeply perturbed. What aggravated the situation further was a warning from the top that if the deal is not clinched in favour of the company, his division might have to be closed and he may have to quit his lucrative job.

There was another dimension which was causing him deep mental torture and agony. This pertained to his personal precarious financial health. He was a single earner in the family with two school-college going children and his old ailing mother. The heavy expenditure on education and medical was causing a big strain to his monthly pay packet. Regular EMI for housing loan taken from bank unavoidable and any default would render him liable for severe legal action. In the above backdrop, he was hoping for some miracle to happen. There was sudden turn of events. His Secretary informed that a gentleman Subhas Verma wanted to see him as he was interested in the position of Manager which was to be filled by him in the company. He further brought to his notice that his CV has been received through the office of the Minister of Defence. During interview of the candidate-Subhash Verma, he found him technically sound, resourceful and experienced marketeer. He seemed to be well conversant with tendering procedures and having knack of follow-up and liaising in this regard Prabhat felt that he was better choice than the rest of the candidates who were recently interviewed by him in the last few days.

Subhash Verma also indicated that he was in possession of the copies of the bid documents that the Unique Electronics Ltd. would be submitting the next day to the Defence Ministry for their tender. He offered to hand over those documents subject to his employment in the company on suitable

terms and conditions. He made it clear that in the process, the Sterling Electric Ltd. could outbid their rival company and get the bid and hefty Defence Ministry order. He indicated that it will be win-win situation for both-him and the company.

Prabhat was absolutely stunned. It was a mixed feeling of shock and thrill. He was uncomfortable and

perspiring. If accepted, all his problems would vanish instantly and he may be rewarded for securing the much awaited tender and thereby boosting company's sales and financial health. He was in a fix as to the future course of action. He was wonder-struck at the guts of Subhash Verma in having surreptitiously removing his own company papers and offering to the rival company for a job. Being an experienced person, he was examining the pros and cons of the proposal/situation and he asked him to come the next day.

1. Discuss the ethical issues involved in the case.
2. Critically examine the options available to Prabhat in the above situation.
3. Which of the above would be the most appropriate for Prabhat and why?

Answer:

(a) Ethical issues involved in the case:

- **Conflict of Interest:** Subhash Verma's offer represents a clear conflict of interest. He is using insider information from his current employer (Unique Electronics Ltd.) to gain a personal advantage (employment with Sterling Electric Ltd.). This is a breach of loyalty and trust.
- **Unfair Competition:** Prabhat is being offered an opportunity to gain an unfair competitive advantage. If he accepts Verma's offer, Sterling Electric Ltd. would be engaging in unethical business practices by using stolen bid documents to outbid their competitor.
- **Pressures Leading to Unethical Decision:** The immense pressure Prabhat is under, both professionally and personally, could lead him to make unethical decisions that may be detrimental to his professional integrity and the company's reputation.
- **Breach of Confidentiality:** Verma has violated his duty to protect his current employer's proprietary information. This suggests he might do the same in the future, posing a potential risk to Sterling Electric Ltd.



(b) Options available to Prabhat:

Option	Merits	Demerits
Accept Verma's offer	Prabhat could save his job and the division, potentially receiving a reward from his company.	This choice involves unethical practices that could severely damage Prabhat's professional reputation and the company's public image if discovered. It also undermines fair business competition.
Reject Verma's offer but hire him based on his qualifications	Prabhat would be employing a qualified and experienced candidate.	It might set a precedent that unethical behavior is acceptable, especially if Verma repeats such actions in the future.
Report Verma's offer to his superiors or to Unique Electronics Ltd.	This would demonstrate Prabhat's integrity and adherence to ethical business practices.	Depending on his superiors' values, this could either enhance or hinder Prabhat's career. If the unethical offer isn't seen as a serious issue, Prabhat might be viewed as not doing everything he can to save the division.
Decline Verma's offer and don't hire him	Prabhat maintains ethical standards by refusing to engage with someone acting unethically.	Prabhat is still left without a solution for the failing sales of his division, and he might lose a potentially good candidate.

(c) Most Appropriate Option for Prabhat:

- The most ethical and appropriate option for Prabhat is to reject Verma's offer and report the situation to his superiors or directly to Unique Electronics Ltd.
- This course of action would uphold the principles of fair competition and ethical business practices.
- Although this choice might not provide an immediate solution to Prabhat's professional and personal problems, it could potentially safeguard his professional reputation and the reputation of Sterling Electric Ltd.
- Prabhat could continue looking for other ethical ways to improve his division's sales and secure his position.

In the long run, maintaining integrity in business operations is essential for sustainable success and growth. His decision could also encourage a culture of ethical conduct within his company, promoting trust and respect among employees, customers, and competitors.

10.5 FALSE WITNESS TO SAVE CLIENT?

10.5.1 CASE-STUDY: FAKE TESTIMONY TO SAVE MANAGER? (2017)

You are the manager of a spare parts company A and you have to negotiate a deal with the manager of a large manufacturing company B. The deal is highly competitive and sealing the deal is critical for your company. The deal is being worked out over a dinner. After dinner the manager of manufacturing company

B offered to drop you to the hotel in his car. On the way to hotel he happens to hit motorcycle injuring the motorcyclist badly.

You know the manager was driving fast and thus lost control. The law enforcement officer comes to investigate the issue and you are the sole eyewitness to it. Knowing the strict laws pertaining to road accidents you are aware that your honest account of the incident would lead to the prosecution of the manager and as a consequence the deal is likely to be jeopardised, which is of immense importance to your company. What are the dilemmas you face? What will be your response to the situation?

Answer:

Case Summary: The above case study is the ethical dilemma of self-interest/individual benefit, responsibility, intellectual integrity and negative consequences.

Stakeholders involved in the case:

- Manager of company A that is me and the company itself
- Manager of company B
- The motorcyclist

In the given situation following ethical dilemmas arise:

- Personal Cost Ethical Dilemma: If I give an honest account of incidents to the investigating authorities, the critical deal will be lost for my company.
- Moral Dilemma: If I do not report the incident, fearing the loss of deal, the defaulter will not be brought to book and the motorcyclist will not be assured justice, who is critically injured. My conscience would prick me in the long term for not taking the right action in pursuance of selfish interests.
- Legal Dilemma: Not giving the correct account of an accident would also be legally wrong since an accident has taken place critically injuring a person.
- Honest civilian vs Loyal Employee: Legal service is one of the duties of a citizen. It is therefore necessary to decide whether to speak the truth and implicate the business partner or lie and save the company's business.

My Response to the Situation:

- The situation involves the life of a person who has been critically injured and my personal interests regarding the deal, being at stake. There is also a legal dimension to it as the Manager of another company was over speeding that led to the accident.
- In this situation, I would cooperate with the investigating agency, giving the correct details of the accident and let law take its own course. This would affect the deal thereby affecting the interests of company but it would be unethical, illegal and immoral on my part to continue a deal with the person implicated for an accident for negligent driving and shield him from authorities, moreover, it would be wrong for the motorcyclist to be denied justice, who is critically injured despite being innocent.
- The growth of a company can be ensured along with adhering to moral principles of truth, justice and moral uprightness, which need to be protected. Thus, I would try to take the right path regardless of the economic consequences of this step. My action is based on the idea that the right of life takes precedence over any other issue.

10.6 GIVE BRIBE TO GET TENDER PASSED OR NOT?

10.6.1 CASE-STUDY: GIVE BRIBE OR END CAREER (2014)

Suppose you are the CEO of a company that manufactures specialized electronic equipment used by a government department. You have submitted your bid for the supply of this equipment to the department. Both the quality and cost of your offer are better than those of the competitors. Yet the concerned officer is demanding a hefty bribe for approving the tender. Getting the order is important both for you and for your company. Not getting the order would mean closing a production line. It may also affect your own career. However, as a value-conscious person, you do not want to give bribe.

Valid arguments can be advanced both for giving the bribe and getting the order, and for refusing to pay the bribe and risking the loss of the order. What those arguments could be? Could there be any better way to

get out of this dilemma? If so outline the main elements of this third way, pointing out its merits.

Answer:

Case Summary: Considering me as the CEO of a company that manufactures specialized electronic equipment used by a government department. In bidding my product was better both quality wise and cost wise. Still the concerned officer is demanding a hefty bribe for approving the tender. The order is very important for my career and my company but being a value conscious person, I do not want to give bribes.

Stakeholders involved in the case: I am the CEO of a Company and the concerned officer who is demanding hafety bribe.

Though plausible arguments can be given for paying bribes and getting the order, their moral validity is dubious. Such arguments can be:

- The company should not lose the order when its product is superior and cheaper than those of competitors.
- If the company fails to get the order, it has to reduce production and retrench some labour.
- It will suffer commercial losses for no fault of its own.
- The CEO's career may also suffer.

Arguments against giving bribe:

- While the above reasons are valid at one level, giving bribes violates law and corporate governance.
- If by some chance, the CEO is caught, he may end up in jail. This risk is worse than any damage to his career.
- Company should take the loss in its stride; running into corrupt officials is an unforeseen contingency outside the company's control.
- Loss mitigation is no legal or moral justification for bribe giving. As a way out, the company can approach the bosses of the officer seeking bribes.

In all probability, the senior officers will intervene in the matter suitably. This will immediately put the bribe seeking official on guard. If he is making a wrong decision by ignoring the better quality and lower price of a product, he will be questioned. He will be unable to justify his decision on merits and will get into trouble. He will go by the merits of the matter, and the situation may get resolved.

10.7 FACTORY SIEGE BY POLITICAL PARTY'S GOONS

10.7.1 CASE-STUDY: TRADE UNION ISSUE (2015)

A private company is known for its efficiency, transparency and employee welfare. The company though owned by a private individual has a cooperative character where employees feel a sense of ownership. The company employs nearly 700 personnel and they have voluntarily decided not to form a union.

One day suddenly in the morning, about 40 men belonging to a political party gatecrashed into the factory demanding jobs in the factory. They threatened the management and employees, and also used foul language. The employees feel demoralized. It was clear that those people who gatecrashed wanted to be on the payroll of the company as well as continue as the volunteers/members of the party. The company maintains high standards in integrity and does not extend favours to civil administration that also includes law enforcement agency. Such incidents occur in public sector also.

1. Assume you are the CEO of the company. What would you do to diffuse the volatile situation on the date of gate-crashing with the violent mob sitting inside the company premises?
2. What could be the long-term solution to the issue discussed in the case?
3. Every solution/action that you suggest will have a positive and a negative impact on you (as CEO), the employees and the performance of the employees. Analyze the consequences of each of your suggested actions

Answer:

Case Summary: I am the CEO of a private company. The company was stormed by a mob of 40 persons belonging to a political party and demanding jobs in the factory. The company maintains high standards in integrity and doesn't extend favours to anyone.

Stakeholders: CEO of the Private Company, management and employees, 40 men belonging to a political party and political party.

Ethical Issues/Ethical Dilemmas: Integrity of the post, accountability towards company, safety and employment rights of workers, transparency of selection process.



(a) As the CEO of the company, it would be my responsibility to exhibit leadership in such situations which puts my employees at risk and I need to be courageous in taking a stand for my company and my people. I would take the following steps to diffuse the aggravated situation:

- **Bringing in the Emotional Intelligence Component:** In such volatile situations, Emotional intelligence (EI) can help cope with pressure and stress by understanding and managing the emotions of myself and that of the employees.
 - I will arrange a meeting with the chief of the mob and try to convince him about the panic situation they are creating in the premises.
 - I will try to communicate effectively to him the recruitment policies of the company. This would be done primarily to buy some time and keep them calm as the safety of my employees is my first priority. Also, with EI I can prioritize that vulnerable among employees are taken care of.
- **Informing the Police:** Since the situation involves law and order problems, I will inform the police about it. If the issue is resolved peacefully then fine, otherwise police may take suitable action to tackle the menace in the premises.
- **Talk with the Political Leader:** I will call the political leader, informing my inability to provide jobs to the men. I will also request him to call back his party members, as on his orders, they will agree to leave.

(b) What can be the long term solution to the issue discussed in the case?

Following steps can be taken in the long term to uplift the morale of the employees, to ensure and uphold the values of non-partisanship and to also take advantage of technological advancements to eventually leading to effective and uninterrupted implementation of the company's targets and vision:

- I will put a detailed security department within the factory premises providing them all the modern facilities like CCTVs and also extra security personnel for securing the company with any such attacks in the future.
- I will issue strict guidelines regarding the recruitment policy of the company. This will

sensitize the people regarding our organizational values.

- Approach the head of local district administration and request him to maintain law and order situation in the region.
- I will also take help from the media, to make the issue public. It will help in preventing any such attempt in the future since no political party would want to gain negative publicity.
- Motivating employees from time to time, working towards employee welfare by organising events and activities to make sure they feel a sense of attachment to the company and its vision.

(c) Every solution/action that you suggest will have a negative and a positive impact on you as (CEO), the employees and the performance of the employees. Analyse the consequences of each of your suggested actions.

Evaluation of the consequences is as follows:

Action Plan 1: Detailed Security Department. Merits:

- It will boost the morale of employees, as there will be a sense of security among them.
- It will help in maintaining the performance of the company at highest standards.

Demerits: I would need investment in installing CCTV cameras and appointment of more security personnel, which would put extra financial burden on the company.

Action Plan 2: Issuing strict guidelines regarding Recruitment Policy. Merits:

- It will foster the cooperative character of the company and also instill a sense of confidence among the employees.
- Our organizational values will be clearly spelt out for everyone.

Demerits:

- It may not be that much effective for outside people.
- There is a possibility of ego clashes and passing down wrong information.

Action Plan 3: Approach the head of Local District Administration. Merits: This will be a positive way and should be welcomed by all the employees. Involvement of district administration will create a



sense of security among the employees.

Demerits: This act might annoy the leaders of the political party and relations with them might suffer. The fallout of this action might put my life in danger as well.

Action Plan 4: Assistance from Media. Merits: It will help in preventing any such attempt in the future since no political party would risk their reputation in the society.

Demerits: This act might annoy the leaders of the political party and may backfire for the company.

Action Plan 5: Employee Welfare and Brotherhood.

Merits: This step could ensure brotherhood among employees which could prove to be a strength for the company in difficult times whenever encountered.

Demerits: This may or may not be able to involve all the employees in an inclusive manner because of differences and biases and in turn could prove to be a measure, not as effective in implementation as planned.

Taking care of the responsibilities at hand and to ensure farfetched goals being met in vision, Professional Ethics in the form of above discussed steps can help ensure proper and uninterrupted functioning of the company, even when presented with difficult situations.





11.1 ETHICS IN IR

11.1.1 (2025)

Ashok is Divisional Commissioner of one of the border districts of the North East State. A few years back, Military has taken over the neighbouring country after overthrowing the elected civil government. Civil war situation is prevailing in the country especially in last two years. However, internal situation further deteriorated due to rebel groups taking over control of certain populated areas near own border. Due to intense fight between military and rebel groups, civilian casualties has increased manifold in recent past. In the meantime, in one night Ashok got information from the local police guarding the border check post that there are about 200-250 people mainly women and children trying to cross over to our side of the border. There are also about 10 soldiers with their weapons in military uniform part of this group who wants to cross over. Women and Children are also crying and begging for help. A few of them are injured and bleeding profusely need immediate medical care. Ashok tried to contact Home Secretary of the State but failed to do so due to poor connectivity mainly due to inclement weather.

- What are the options available with Ashok to cope with the situation?
- What are the ethical and legal dilemmas being faced by Ashok ?
- Which of the options, do you think would be more appropriate for Ashok to adopt and why?
- In the present situation, what are the extra precautionary measures to be taken by the Border Guarding Police in dealing with soldiers in uniform? (Answer in 250 words)

Answer

Introduction

Ashok faces a complex International Relations and Humanitarian crisis. The core ethical conflict is between National Security (Sovereignty/Border protection) and Humanitarianism (protecting human life/Non-refoulement).

Body

(a) Options Available:

Strict Refusal: Push everyone back to protect the border (Violates human rights).

Open Entry: Allow everyone in (Compromises national security).

Strategic Management: Disarm soldiers, detain them, provide medical aid to civilians, and hold them in a buffer zone while establishing communication.

(b) Dilemmas:

Sovereignty vs. Human Rights: Protecting borders versus saving lives.

Civilian vs. Combatant: Distinguishing between innocent victims and armed soldiers who pose a security threat.

(c) Most Appropriate Option:

Ashok should adopt Option 3 (Strategic Management). He cannot allow armed foreign soldiers to enter freely. He must: Disarm the soldiers immediately at the zero line. If they surrender, treat them as detainees; if not, deny entry.

Provide First Aid to injured women and children on humanitarian grounds in a temporary shelter at the check post.

Use his discretion to manage the situation locally while continuously trying to re-establish contact with the Home Ministry for further orders.

(d) Precautionary Measures:

Disarm & Secure: Ensure foreign soldiers are disarmed before stepping on Indian soil.

Segregation: Isolate soldiers from civilians to prevent coercion or human shield tactics.

Verification: Verify identities to distinguish rebels from the state military.

Protocol: Maintain radio silence with the media to prevent diplomatic escalation.

Conclusion

Ashok must act as a compassionate yet firm leader. By upholding humanitarian values for civilians while strictly enforcing security protocols for combatants,

he balances the ethical imperatives of dharma (duty to protect) and nyaya (justice/law).

11.1.2 CASE STUDY: IR-DEFENDS EXPORT TO FRIENDLY COUNTRIES (2020)

The Chairman of Bharat Missiles Ltd (BML) was watching a program on TV wherein the Prime Minister was addressing the nation on the necessity of developing a self-reliant India. He subconsciously nodded in agreement and smiled to himself as he mentally reviewed BML's journey in the past two decades. BML had admirably progressed from producing first-generation anti-tank guided missiles (ATGMs) to designing and producing state of the art ATGM weapon systems that would be the envy of any army. He sighed in reconciliation with his assumptions that the government would probably not alter the status quo of a ban on the export of military weaponry. To his surprise, the very next day he got a telephone call from the Director-General, Ministry of Defence, asking him to discuss the modalities of 45 International Relations (IR) increasing BML production of ATGMs as there is a probability of exporting the same to a friendly country. The Director-General wanted the Chairman to discuss the details with his staff in Delhi next week.

Two days later, at a press conference, the Defence Minister stated that he aims to double the current weapons export levels within five years. This would give an impetus to financing the development and manufacturing of indigenous weapons in the country. He also stated that all indigenous arms manufacturing nations have a very good record of the international arms trade.

As the Chairman of BML, what are your views on the following points:

1. As an arms exporter of a responsible nation like India, what are the ethical issues involved in arms trade?
2. List five ethical factors that would influence the decision to sell arms to foreign governments.

Answer:

Case Summary: It is given in the case, the Chairman of BML who believed the country would not export its state of art Anti Tank Guided Missile (ATGM) weapons. Later he gets to know about the intention of the government to export ATGM to friendly countries

and double the weapon export within the next 5 years. It impetus and boost to indigenous defence manufacturing and will lead to export of arms.

Stakeholders Involved in the Case:

- Chairman of BML and its employees
- The Government of India
- Foreign government
- Society at large

Ethical issues involved in the case:

- As an arm exporter of a responsible nation like India, he must ensure that the arms exported should not be used for any unethical conduct or should not cause any destruction. This can be ensured by signing a formal agreement on the use of arms with the friendly nations (who are the importers).
- India has always been an ardent supporter of multilateral nuclear disarmament and non-proliferation efforts. So, exporting arms may increase arm proliferation in different parts of the world, which further may become a threat to internal peace and security..
- Export of arms might create some kind of threat of international peace and security if the arms reach the wrong hands or terrorist groups.
- He must also ensure that export of arms should not promote or trigger arm race.
- It also needs to be taken care that the country (who imported arms from India) should not use it against its own people as it is the principle of International ethics especially human rights.
- Economic interests of India need to be taken into consideration as arms export helps to earn foreign exchange as well as its impetus and boost to indigenous defence manufacturing.

The ethical factors that would influence the decision to sell arms to foreign governments:

- India's National Interest: Anything which is India's national interest, we would go for that and anything which is not India's national interest, we would not go for that.
- India's policy towards foreign government and their legitimate needs:

- It should be at par with international regulation. No international arm trade could be conducted without following the international regulation.
- Combating regional and international terrorism and organised crime.
- Foreign governments guarantee protection against misuse.

India needs to boost its arm export to reduce its dependence from foreign countries and become self-reliant in defence needs. At the same time, as a responsible country, India would never engage in unethical; arms trade with foreign government having dubious human right record, violation of international norms and poor track record in arm proliferation



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