






2025-2026

ETHICS CASE STUDIES APPROACH & PYQ SOLUTIONS

-  Approach Simplified
-  Case-Driven Clarity
-  Score-Boosting Keywords
-  +1 Mark Frameworks
-  Exam-Ready Templates

Crafted with Heart, Backed
by Brain – By **Team X IAS**

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HONESTY

INTEGRITY

VALUES

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About the Book

“**ETHICS CASE STUDIES BY X IAS**” isn’t just another compilation—it’s the go-to toolkit for mastering the art and science of UPSC GS-4 case studies. Crafted for the high-stakes world of UPSC Mains, this book distills a decade of exam trends, real-life officer dilemmas, and proven answer frameworks into a crystal-clear, exam-ready resource.

Why This Book?

- **Approach Simplified:** Tired of generic notes? Every chapter here is engineered around actual UPSC trends, with actionable templates, stakeholder mapping, and “+1 Mark” frameworks for that decisive edge.
- **Case-Driven Clarity:** Each section breaks down UPSC’s evolving themes—public service, personal vs. professional dilemmas, whistleblowing, tech ethics, and more—through crisp analysis and ready-to-use examples.
- **Score-Boosting Content:** Not only do you get model answers, but also thematic insights, value banks, and examiner expectations for 2025–26, all embedded in a style that balances ethical reasoning with practical judgment.

Key Features:

- **Exhaustive Analysis of Past Papers (2013–2024):** Unlocks the patterns behind high-scoring case studies—course of action, ethical issues, options analysis, and best practices, so you never get stuck in the exam.
- **Real Officer Examples:** Each value and dilemma is illustrated with 2024–25 real-life Indian officer stories—straight from the field, making your answers relatable and contemporary.
- **Stepwise Solution Templates:** No more confusion! Every type of case—be it legal vs. ethical, loyalty vs. integrity, or whistleblowing vs. risk—is decoded with structured, stepwise frameworks.
- **Enrichment for Every Answer:** Includes direct links to Indian thinkers, 2nd ARC, Nolan Principles, and UPSC-relevant legal/ethical frameworks, helping you maximize value addition in minimum words.
- **Practical Answer-Writing Guidance:** Learn not just what to write, but how to write—balancing empathy, administrative firmness, and reform-oriented conclusions.

Who Created This Book?

This manual is the brainchild of Team X IAS—experienced UPSC mentors, content strategists, and civil servants passionate about making ethics not just scoring, but transformative. Every page blends deep research with the pulse of contemporary governance.

Utility for Aspirants

- **Your one-stop solution** for GS-4 case studies, revision, and last-mile value addition.
- **Ready-reference** for interview scenarios, essay enrichment, and real-world public administration dilemmas.
- **Perfect for all backgrounds**—whether you’re starting your ethics journey or looking to clinch that extra 20 marks with enriched answers.

In Short:

If you want to crack GS-4 with real-world clarity, model answers, and the mindset of a future administrator, *ETHICS CASE STUDIES BY X IAS* is your essential companion—crafted with heart, backed by brains, and tailored for UPSC success.

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Overall Analysis of UPSC GS-4 Case Studies (2013–2024)

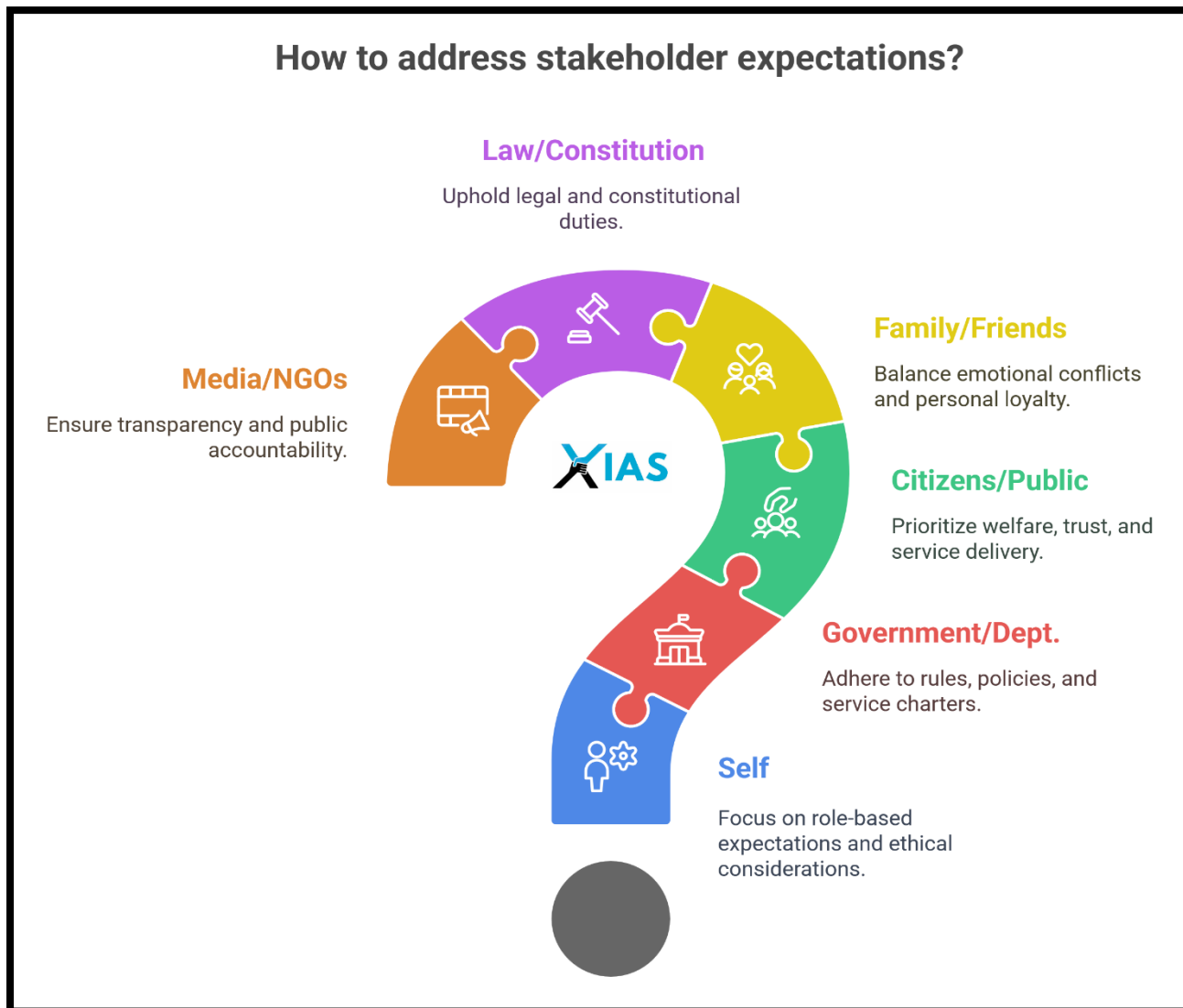
1. Type-wise Breakdown and Approach Strategy

| Type of Case | Number of Cases | UPSC Trend | Key Strategy |
|--|-----------------|---------------|--|
| Course of Action Only | 13 | Frequent | Use stakeholder diagram, justify with ethical principles, keep paragraph + bullet format |
| Ethical Issues + Course of Action | 9 | Common | List issues, map dilemmas, use step-wise action |
| Ethical Issues + Analysis | 3 | Analytical | Apply theories: Deontology, Utilitarianism, Virtue Ethics |
| Ethical Issues + Options (No Action Asked) | 2 | 2023 trend | Provide options, assess them, select best with justification |
| Ethical Issues + Options + Course of Action | 1 | Rare | Merge above approach, with layered reasoning |
| Specific Theme Questions | 14 | Growing | Use theory-linking (Rawls, Gandhi, Kautilya, 2nd ARC) |
| Full Framework (Issues + Options + Merit–Demerit + Policy) | 2 | Complex | Break answer into 5 parts: Keep strict formatting |
| Issues + Options + Merit–Demerit + Best Action | 5 | Moderate | Keep option count at 3–4; ensure ethical justification |
| Only Merit–Demerit + Action | 3 | Trick framing | Start with options, then evaluate, then conclude action |
| Only Options + Merit–Demerit (No Action) | 1 | Rare | Deep dive into stakeholder impact per option |
| Pre-given Options – Asked for More Options | 2 | New trend | Add original option, merge best practices from others |

2. Major Thematic Areas Observed in Case Studies

| Theme Category | Description | Examples from UPSC |
|--------------------------------|---|---|
| Public Sphere Ethics | Includes civil services, police, administration, public office dilemmas | SP's personal belief vs orders (2018), Civil servant leaking info to media (2017) |
| Private Sphere Dilemmas | Involves personal-professional conflicts, whistleblowing, friendships | Friend faking SC certificate (2022), Family-business ethics (2020) |
| Applied Ethics | Environmental, bioethics, technology, policy dilemmas | Plastic ban implementation (2023), AI surveillance ethics (expected) |

| Theme Category | Description | Examples from UPSC |
|-----------------|--|--|
| Act-Based Cases | PC Act, Whistleblower Act, RTI, CCS Rules, CVC, etc. | Teacher disobeying rule in public interest (2019), Ration officer dilemma (2021) |



3. Common Dilemmas in UPSC Case Studies

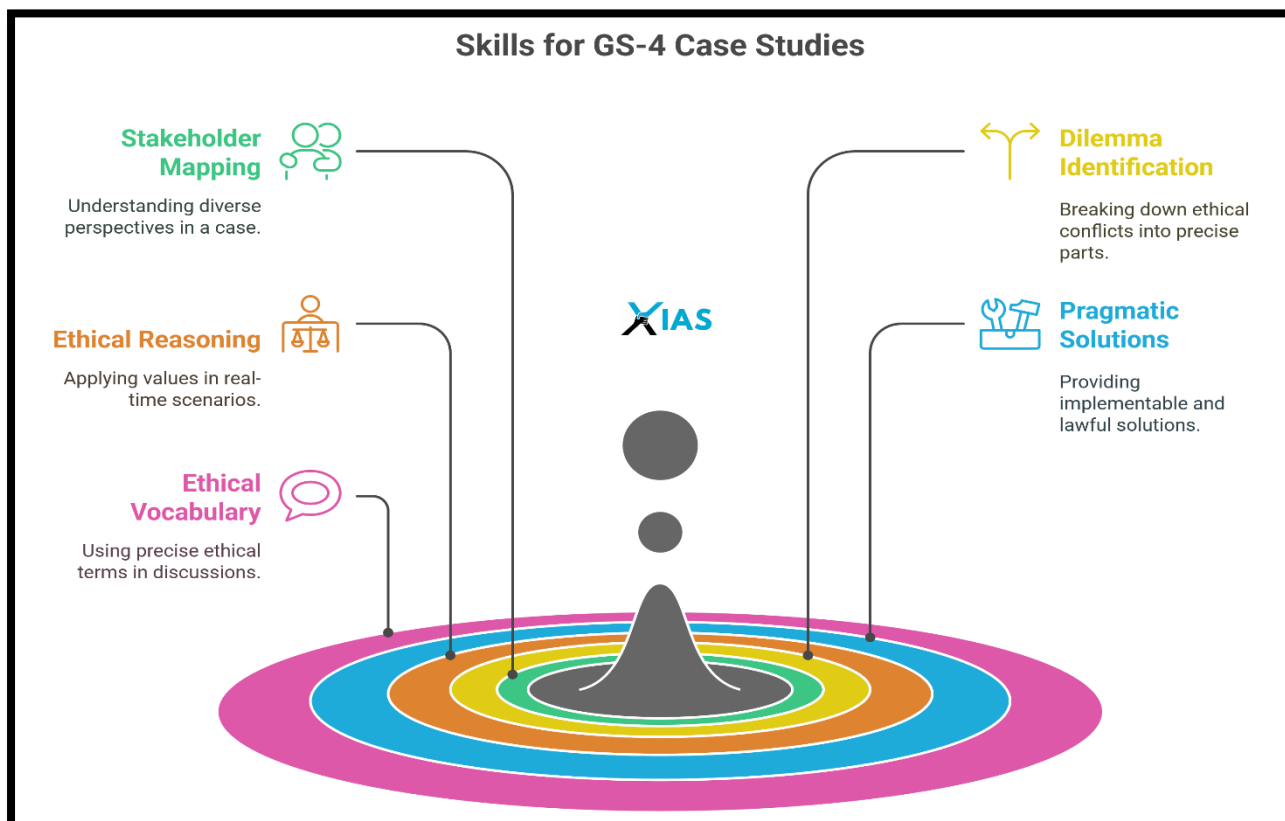
| Dilemma Type | Real/Model Case Context |
|--------------------------------------|--|
| Legal vs Ethical | Following rules vs moral conscience – e.g., denying aid to rule-violating but needy person |
| Personal vs Professional | Friend seeking favour, or family member involved in unethical act |
| Loyalty vs Integrity | Subordinate pressure from corrupt seniors |
| Short-Term Gain vs Long-Term Justice | Delaying decision for greater transparency vs immediate relief |
| Whistleblowing vs Risk to Self | Reporting corruption vs self-safety and career risk |

4. What Has Remained Constant (2013-2024)?

1. **Themes of Public Service, Personal Integrity, Rule of Law**
 - Every year tests cases from administration, duty conflict, transparency, and personal-professional dilemmas.
2. **Situational Judgement Remains the Core**
 - The examiner wants to assess your practical moral compass – **what you will do and why.**
3. **Balanced Framework Is Always Rewarded**
 - Answers that use a mix of stakeholder analysis, ethical reasoning, values, and actionable steps get more marks.
4. **Tone Must Always Reflect Civil Service Readiness**
 - Never be aggressive, impractical, or evasive in response. Be **firm, fair, and empathetic.**

5. What Has Evolved (Especially in 2023-2024)?

| Shift | Before | Now |
|-------------------------|-------------------------------------|--|
| Tone of Cases | Administrative-heavy | More humanized and personal cases |
| Theory | Directly asked (e.g., Kant, Gandhi) | Implied ethics tested through situations |
| Stakeholders | Department, public | Now includes family, interns, friends (Q2, Q8 – 2024) |
| Solution Demands | Legal-action heavy | Emotional intelligence + lawful action |
| Complexity | One-dimensional issues | Multi-layered with dilemmas across roles |
| Judgment | Punish the wrongdoer | Correct with compassion (e.g., Q3, Q5 – 2024) |



6. What Makes a High-Scoring Ethics Answer (Especially Post-2024)?

| Feature | Impact |
|---|-----------------------------------|
| Starts with 2–3 line summary of the case | Shows clarity |
| Lists stakeholders briefly | Shows structural thinking |
| Identifies 2–4 dilemmas | Shows ethical maturity |
| Provides 3 options only with merit-demerit | Avoids clutter |
| Picks one best action with justification | Shows courage and decision-making |
| Includes one reference to constitutional value/law/thinker | Adds strength and originality |
| Ends with a positive, reform-oriented conclusion | Shows statesmanship |

7. Common Mistakes to Avoid

- Writing only legal action without moral reflection
- Avoiding emotional sensitivity in personal dilemmas
- Listing 5–6 options without depth (quality > quantity)
- Copying model templates blindly without context
- Avoiding decision (examiners want you to choose and explain)

8. How to Prepare for GS-4 Ethics Case Studies Now

1. **Practice 1 case study every alternate day** (rotate themes – admin, family, law, workplace)
2. Maintain a **value bank** – 30 core values with 1 real-life Indian example each
3. Learn to **use judgments (e.g., Right to Privacy, Vishakha guidelines)** where needed
4. Track recent **ethical news** – e.g., RTI abuse, pension fraud, AI in administration
5. Refer **2nd ARC Ethics in Governance** for structure and solution style

9. High-Yield Case Practice Themes for 2025

| Theme | Why It Matters |
|--|--|
| AI and Surveillance Ethics | Governance-tech conflict, privacy rights |
| Workplace Misconduct/Diversity Issues | Gender ethics, caste/religion tensions |
| Climate and Environmental Ethics | Intergenerational justice, duty to nature |
| Whistleblowing and RTI | Transparency vs personal cost |
| Digital Public Services | DBT failures, platform bias, digital inclusion |

10. 2024 Paper Reflection – What UPSC Expects Now

- Be **emotionally intelligent yet firm**
- Apply **law with empathy**
- Demonstrate **administrative courage, not blind obedience**
- Don't give impractical punishments – aim to **reform the system**
- Show awareness of **new ethical challenges** in digital & personal spaces

11. Final Words of Strategy

- Think like an officer.

- Write like a statesperson.
- Judge like a reformer.
- Conclude like a leader.

Section 1: Core Ethical Values

1. Integrity

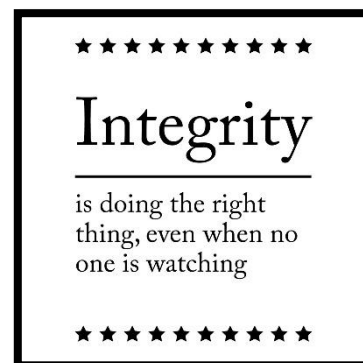
Definition: Integrity means alignment of thoughts, words, and actions based on moral principles, even when under no supervision or fear of consequences. It includes resisting temptations and staying truthful under pressure.

Key Features:

- Moral uprightness
- Consistency across situations
- Courage to uphold values
- Greater scope than honesty

2024-25 Example:

- *IAS officer Ganesh Babu*, in Telangana, refused to approve illegal contracts under political pressure during housing scheme rollouts, citing public interest and file notings.



2. Intellectual Integrity

Definition: The practice of reasoning honestly, fairly, and without bias in pursuit of truth or justice, especially when personal interests are involved.

Enriched Example:

- *NITI Aayog's Health Index (2024)* ranks states transparently, even when powerful states rank low — maintaining credibility over political pressure.

3. Honesty

Definition: Being truthful in one's words and actions. Honesty may exist without high moral standards, but it is the foundation of ethical behavior.

Example:

- In 2024, a *Jharkhand teacher*, Mr. Umesh Kumar, returned ₹3 lakh mistakenly transferred as salary bonus during DIKSHA platform upgradation — showing personal honesty.



4. Impartiality

Definition: Equal and unbiased treatment of all individuals irrespective of caste, class, religion, gender, or political affiliation.

Example:

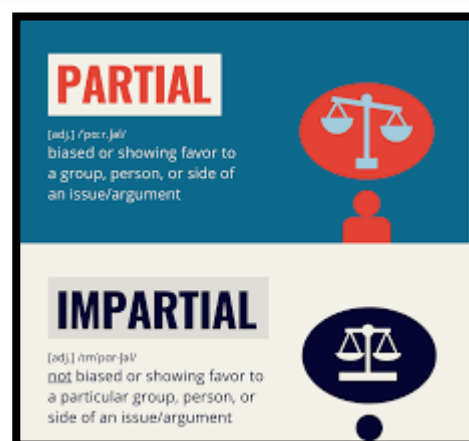
- *Election Commission's monitoring of Lok Sabha 2024 in West Bengal and Kerala* was praised for its non-partisan vigilance amid charged environments.

5. Non-Partisanship

Definition: Upholding constitutional values without aligning to any political ideology or party, especially by public servants.

2025 Example:

- *UP cadre DM's order to remove ruling party flags from official function venues*, even during election season, upheld administrative neutrality.



6. Anonymity

Definition: Public servants should serve in the background without seeking publicity, allowing elected representatives to be the face of governance.

Example:

- *Indian Foreign Service officers* coordinating Operation Indravati (April 2024) evacuation from conflict-hit Sudan remained unnamed in media coverage.

7. Sympathy

Definition: Sharing others' distress but from a passive or external perspective.

Example:

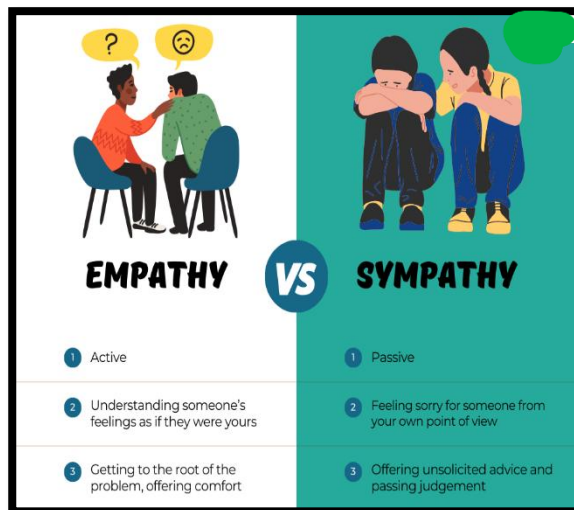
- *Flood-relief donations during Cyclone Michaung (2023-24)* — individuals contributed funds without direct emotional involvement.

8. Empathy

Definition: The ability to understand others' feelings and perspectives by placing oneself in their situation.

Example:

- *Odisha collector Pradeep Jena walked 6 km in floods to reach a stranded tribal hamlet* in March 2024, ensuring timely supplies and showing real empathy.



9. Compassion

Definition: A higher form of empathy, it entails not just understanding suffering but actively working to reduce it.

Example:

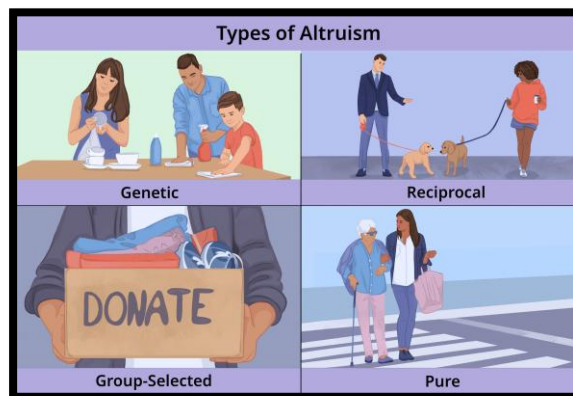
- *India's aid of ₹450 crore to Afghanistan in 2024 for food and medicine*, despite no diplomatic relations, was an act of international compassion.

10. Altruism

Definition: Selfless service or action done purely for the benefit of others without expecting any returns.

Example:

- *Kerala fisherman groups* who voluntarily rescued over 1,200 people during the 2024 monsoon floods without seeking compensation or recognition.



11. Tolerance

Definition: Acceptance of different views, cultures, or behaviors, even when they contradict one's own beliefs.

Example:

- *Supreme Court's May 2024 verdict upholding the rights of interfaith couples* was celebrated as reinforcing constitutional tolerance.

12. Objectivity

Definition: Decision-making based on facts, law, and evidence rather than emotions or personal beliefs.

Example:

- *Digital recruitment systems in Haryana's Group-C selections (2024)* used AI to short-list applicants based on merit, reducing nepotism.

13. Courage of Conviction

Definition: The moral courage to stick to what is ethically right despite opposition, personal risk, or unpopularity.

Example:



- *IFS Officer Vaibhav Kaul* refused clearance to an illegal mining project in Uttarakhand despite industry lobby pressure, citing biodiversity impact.

14. Commitment

Definition: Deep dedication to duty, organizational goals, and the larger public good.

Example:

- *Jal Jeevan Mission engineers in Gujarat* ensured piped water connectivity to tribal villages in Banaskantha under extreme summer conditions (2024).

15. Spirit of Service

Definition: Readiness to serve people with humility and without ego, prioritizing citizen welfare above personal convenience.

Example:

- *Delhi's Mohalla Clinics*, open 7 days during COVID's 2023 resurgence, ran 24-hour shifts by doctors and nurses driven by service spirit.

16. Perseverance

Definition: Steadfastness in pursuing goals even in the face of repeated obstacles or failures.

Example:

- *ISRO's Gaganyaan unmanned test flight (2024)* succeeded after 3 failed abort missions — highlighting national-level perseverance.



17. Fairness and Justice

Definition: Providing equal treatment based on facts and ensuring redressal without bias.

Example:

- *SEBI's action against front-running brokers in 2024*, restoring investor confidence in financial fairness.

18. Dedication to Public Service

Definition: Placing institutional and societal interest above personal comfort or gain.

Example:

- *Indian Railways engineers worked overnight* to restore connectivity to Northeast after Siliguri bridge collapse (Feb 2024).

19. Prudence

Definition: Exercising careful judgement in situations involving uncertainty or risk.

Example:

- *RBI's measured steps in regulating fintech startups in 2024* avoided overreach while still curbing misuse.

20. Fortitude

Definition: Strength of character in withstanding adversity or emotional distress.

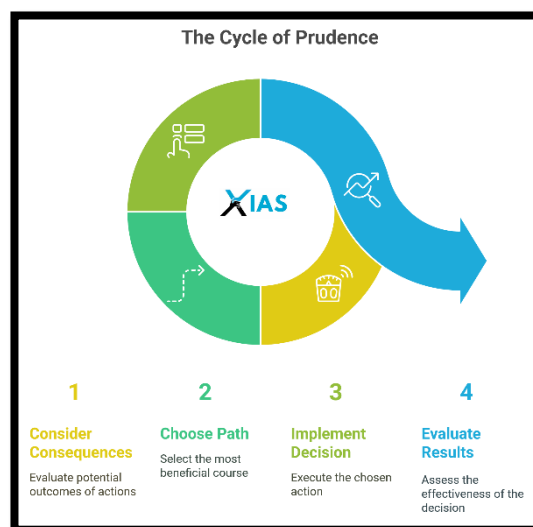
Example:

- *Young widow of CRPF martyr Nitin Yadav (2024 Pulwama ambush)* joined the force herself as tribute to his service — a real symbol of fortitude.

21. Temperance

Definition: Self-restraint in behavior, desires, and expressions — especially under provocation.

Example:



- *Social media restraint shown by IAS officers* in the face of misinformation campaigns in 2024 election season.

22. Selflessness

Definition: Prioritizing others' needs without expectation of recognition or reward.

Example:

- *Gujarat nurse Beena Parmar* continued serving COVID patients despite personal tragedy in 2024, refusing media attention.

23. Openness

Definition: Transparency in sharing knowledge and being receptive to new ideas, views, or criticism.

Example:

- *Open Data Policy 2024 update by MeitY* expanded public access to over 15,000 datasets — improving transparency in governance.

24. Leadership

Definition: Influencing and guiding others through action, moral authority, and strategic vision.

Example:

- *Usha Sharma (Rajasthan CS, 2024)* led successful implementation of Jal Shakti Abhiyan 2.0 across 33 districts within record time.

25. Attitude

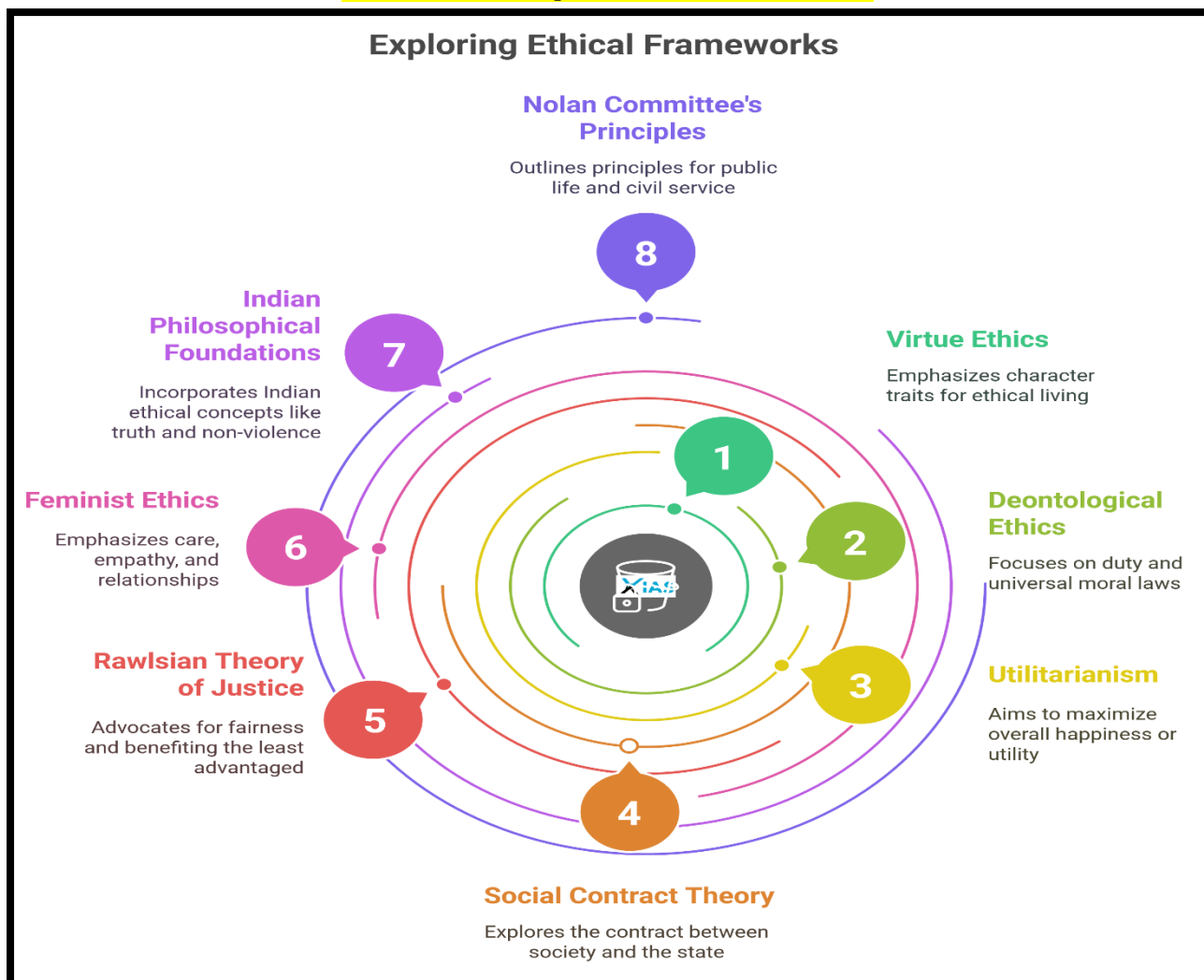
Definition: A settled way of thinking or feeling that affects behavior toward people, tasks, or policies.

Example:

- *IAS trainee batch of 2024* adopted "Project Samvaad" — promoting active listening in rural internships — showing positive change in attitude toward fieldwork.



Section 2: Philosophical Ethics and Thinkers



1. Virtue Ethics – “Being precedes doing”

Thinkers: Socrates, Plato, Aristotle

Essence: Ethical living requires cultivating virtuous character traits (virtues). A morally good person naturally chooses good actions.

Core Virtues (Aristotle’s Nicomachean Ethics):

- Courage – facing fear without recklessness
- Temperance – balanced desires
- Justice – giving each their due
- Practical Wisdom – applying reason in moral contexts

Indian Parallel:

- *Gandhian Philosophy* emphasized **truth, non-violence, simplicity, and restraint**, resonating directly with virtue ethics.
- *Patanjali Yoga Sutras* (Yama-Niyama) focus on developing personal virtues like ahimsa (non-violence), satya (truth), and aparigraha (non-possession).

Example (2024–25):

- *Arunachal IAS Officer Sibi Chakravarthy* spent 30 days in a remote hamlet to facilitate solar microgrid installations, displaying personal virtue of duty over comfort.

Use in Case Studies:

- When an officer goes beyond the rules to act with compassion or courage (e.g., rescuing flood victims), it's virtue ethics at play.

2. Deontological Ethics – “Right action is duty-bound, not outcome-bound”

Thinkers: Immanuel Kant, Mahatma Gandhi

Essence: Actions must be based on duty, not consequences. It emphasizes universal moral laws.

Key Principle (Kant):

- **Categorical Imperative:** Act only if you would want your action to become a universal law.

Indian Extension:

- Gandhi’s “means are as important as ends” and *Satyagraha* are deontological — promoting ethical conduct regardless of results.

Example (2024):

- IAS officer in Odisha refused to bypass forest clearance norms under political pressure despite threat of transfer, citing her duty to the law.

Use in Ethics Answers:

- When legal or procedural propriety is followed strictly even under moral pressure — deontology is applied.

3. Utilitarianism (Consequentialism) – “Greatest good for the greatest number”

Thinkers: Jeremy Bentham (Quantitative), J.S. Mill (Qualitative)

Essence: Morality lies in maximizing overall happiness or utility. Outcomes determine ethicality.

Current Relevance in Governance:

- Cost-benefit analysis, public health policies, disaster prioritization, social sector budget allocations.

Example (2025):

- *CoWIN Platform AI Scheduling (2024)* prioritized vaccination based on vulnerability and crowd density — a utilitarian allocation.

Criticism:

- Ignores minority rights (e.g., displacing 100 slum families to build a metro that benefits 1 million).

Contrast with Deontology:

- Utilitarianism would allow lying to save lives; deontology would prohibit it even if beneficial.

4. Social Contract Theory – “Governments derive legitimacy from public consent”

Thinkers: Thomas Hobbes, John Locke, Rousseau

Essence: Society is a contract where people surrender some rights to the state in return for protection, justice, and liberty.

Application in Indian Constitution:

- *Fundamental Rights* = entitlements from the contract
- *DPSPs* = moral obligations on the state
- *Citizenship duties* reflect reciprocity

Example (2024–25):

- *Delhi’s CM Grievance Redressal Portal* reflects Rousseau’s participatory ideal — the government exists to serve the people’s mandate.

UPSC Relevance:

- When justifying rights-based schemes, public consultations, or RTI — refer to the contract between state and citizen.

5. Rawlsian Theory of Justice – “Fairness as the basis of justice”

Thinker: John Rawls (1971 – *A Theory of Justice*)

Essence:

- **Veil of Ignorance:** Ethical decisions should be made as if we don’t know our future social position.
- Inequalities are justified only if they benefit the **least advantaged**.

Governance Impact:

- Reservation policies, PDS targeting, gender budgeting, and EWS quotas reflect Rawlsian fairness.

Example (2025):

- *Pradhan Mantri Janjati Adivasi Nyay Maha Abhiyan (PM-JANMAN)* launched in 2024 to uplift PVTGs in 18 states — classic Rawlsian approach.

Contrast with Utilitarianism:

- Rawls focuses on the just distribution of resources; utilitarianism focuses on net utility.

6. Feminist Ethics / Ethics of Care – “Relationships over rules”

Thinkers: Carol Gilligan, Nel Noddings

Essence: Ethics should emphasize care, empathy, and relationships rather than detached justice.

Relevance in Indian Governance:

- Women-centric programs (e.g., Mission Shakti, Beti Bachao Beti Padhao), gender-sensitive policing, and maternity benefits reflect this ethos.

Example (2024):

- Kerala’s Kudumbashree model, where SHGs manage Anganwadis and health outreach, exemplifies care-based governance.

UPSC Application:

- Use this framework to defend policies prioritizing emotional/social well-being (e.g., adolescent counseling programs).

7. Indian Philosophical Foundations of Ethics

| Thinker/System | Ethical Concept | Contemporary Example (2024–25) |
|--------------------|---|---|
| Gandhi | Truth, non-violence, simplicity | Ethical marketing in Khadi campaigns |
| Buddha | Middle path, desire-control, compassion | UNDP mindfulness module for IAS probationers |
| Kautilya | Ethics in governance, control over corrupt tendencies | CVC’s Integrity Index – adapted from Arthashastra |
| Dayanand Saraswati | “Knower-Doer Split” and inner conscience | Civil servants citing conscience clause in RTI exemptions |
| Swami Vivekananda | Self-realization through service | Self-help group formation under Mission Antyodaya |

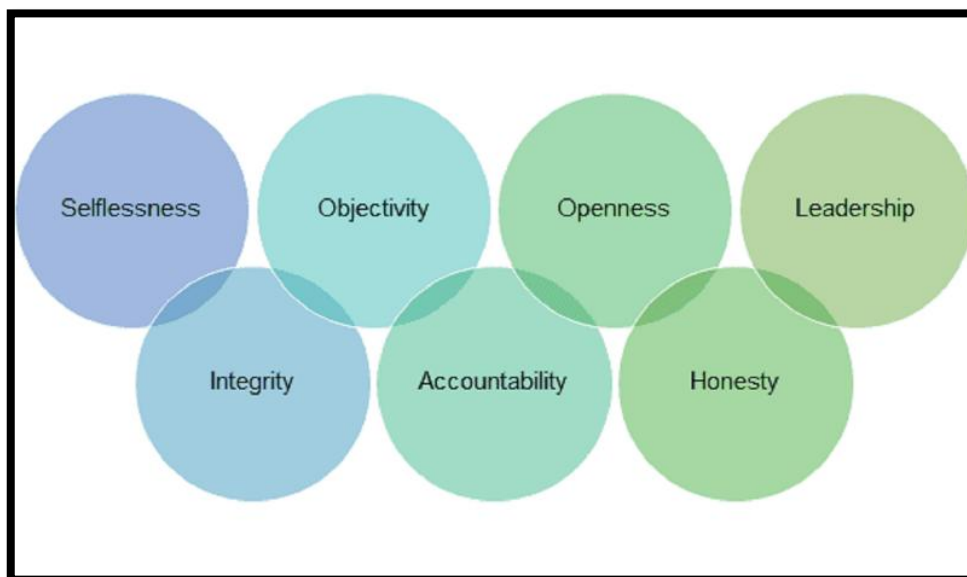
8. Nolan Committee’s 7 Principles of Public Life (UK – 1995)

These are highly relevant for civil service ethics:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Application :

- DOPT revised Civil Services Conduct Rules (March 2024) now incorporates all 7 Nolan principles in probation training modules.



9. Comparative Framework for Ethics Questions

| Theory/Approach | Basis of Judgement | Priority Element | Case Study Use Example |
|-----------------|------------------------|--------------------|--|
| Virtue Ethics | Character/Virtue | Agent's qualities | Officer staying in disaster zone to oversee relief |
| Deontology | Duty & Intention | Means | Refusing bribe despite threat of transfer |
| Utilitarianism | Outcomes | Consequence | Choosing which ICU patient to prioritize in triage |
| Social Contract | Public consent | Legitimacy | Justifying RTI, participatory budgeting |
| Rawlsian Ethics | Justice for weakest | Fairness | Prioritizing tribal education over industrial expansion |
| Feminist Ethics | Relationships and care | Contextual empathy | Woman-led SHG handling nutrition program in rural Odisha |

How to Apply in UPSC Mains Answers

- **In case studies:**
Use a hybrid framework — e.g., “My decision respects Rawlsian fairness (benefits to PVTGs), is legally sound (deontology), and emotionally aware (feminist care ethics).”
- **In theory questions:**
Compare 2–3 thinkers, cite Indian relevance, and use real-world policies (e.g., PM-JANMAN, Rawls; ISRO’s integrity culture, virtue ethics).
- **Quoting Thinkers:**
 - “Means are as important as ends.” – Gandhi (Deontology)
 - “Justice is fairness.” – Rawls
 - “Ethics begins with empathy.” – Carol Gilligan

Section 3: Real-Life Ethics Examples and Case Studies

1. Integrity in Public Office

Example:

In January 2024, Bihar’s Transport Commissioner Sanjay Agarwal canceled over 9,000 illegally issued licenses, refusing to succumb to political pressure.

Relevance:

- Shows moral courage and procedural integrity
- Prioritized institutional reputation over personal safety

Case Study Angle:

- Ethical leadership under duress
- Integrity vs. political patronage

2. Compassion During Crisis

Example:

During the Silchar floods (May 2024), Assam Police Constable Kamal Das carried stranded elderly citizens on his back for over a kilometer to relief camps.

Relevance:

- Compassion + service spirit
- Beyond duty ethics — rooted in humanity

Case Study Use:

- Ethical action not mandated by rulebook
- “Above and beyond” in disaster ethics

3. Impartiality in Governance

Example:

In *Lok Sabha Elections 2024*, ECI suspended multiple officers in Madhya Pradesh who allowed bias in polling booths, showing zero-tolerance for partiality.

Relevance:

- Upholding democratic neutrality
- Example of active impartiality over passive obedience

Used in:

- Electoral ethics, role of neutrality

4. Whistleblowing and Courage of Conviction

Example:

Sub-Inspector Nikhil Sharma (Punjab) exposed a fake encounter attempt in 2024 by his seniors, risking career and personal safety.

Relevance:

- Courage + whistleblower protection
- Importance of conscience and rule of law

Case Study Use:

- Dilemma: Loyalty to superior vs. truth to Constitution
- Deontology and integrity convergence

5. Ethical Corporate Practice

Example:

Wipro Ltd. refused to renew contracts with 300+ employees who used unethical means (fake documents) in remote work verifications (March 2024).

Relevance:

- Organizational ethics and disciplinary objectivity
- Corporate probity and transparency

UPSC Use:

- Workplace ethics, corporate governance

6. Justice and Fairness

Example:

Delhi High Court (2024) ruled in favor of gig workers, mandating platforms like Zomato/Swiggy to provide health insurance under occupational safety law.

Relevance:

- Fair treatment to informal sector
- Aligns with Rawlsian justice and equality principles

Use In:

- Fairness, distributive justice, rights-based governance

7. Environmental Ethics

Example:

In July 2024, a group of IFS probationers protested against dilution of Forest Conservation Rules via a formal letter to MoEF&CC.

Relevance:

- Duty vs. institutional loyalty dilemma
- Integrity + virtue ethics in environmental stewardship

Case Study Use:

- Ethics in policy review
- Ethical dissent inside bureaucracy

8. Probity in Procurement

Example:

Gujarat government blacklisted a major contractor (2024) for inflating COVID-19 relief materials' cost after internal audit flagged it.

Relevance:

- Transparency + public accountability
- Ethics in financial management

Used In:

- Audit ethics, procurement ethics, conflict of interest

9. Selflessness and Altruism**Example:**

Army Jawan Pritam Singh saved 8 villagers during an avalanche in Ladakh by sacrificing his own gear and later succumbed to frostbite (2025).

Relevance:

- Altruism under adversity
- Selflessness vs. self-preservation

Case Study Lens:

- Crisis ethics, sacrifice vs. protocol

10. Openness and Transparency**Example:**

Ministry of Health (March 2025) launched a real-time hospital dashboard (with AI support) to display oxygen and ICU bed availability — accessible to all.

Relevance:

- Real-time citizen interface = transparency
- Combats misinformation and builds trust

UPSC Use:

- E-governance, open data policies, public trust

11. Empathy in Governance**Example:**

Maharashtra Collector Dr. Neha Sharma halted a demolition drive after discovering a tribal pregnant woman would be displaced.

Relevance:

- Empathy + administrative discretion
- Justice with compassion

Case Use:

- Compassion vs. rule dilemma
- Ethics of care framework

12. Justice vs. Efficiency Conflict**Example:**

Supreme Court bail verdict (Feb 2024) ruled that justice must not be denied due to prison overcrowding, allowing digital bail hearings.

Relevance:

- Trade-off between procedure and humane justice
- Institutional reform based on fairness

Use In:

- Efficiency vs. equity dilemma in public systems

13. Leadership in Adversity**Example:**

District Magistrate Krishna Kumar (Tamil Nadu) led cyclone preparedness (Nisarga 2.0) in 2024 despite medical leave and ensured zero casualties.

Relevance:

- Ethical leadership

- Service-before-self principle

UPSC Angle:

- Case study on disaster leadership

14. Conflict of Interest Disclosure**Example:**

A senior NITI Aayog officer recused himself (2024) from advising on EV subsidies due to his son working in an auto start-up.

Relevance:

- Personal transparency
- Proactive ethical governance

Case Use:

- Conflict of interest mitigation
- Ethics in public policy design

15. Ethics in International Relations**Example:**

India's Operation Indravati (April 2024) rescued over 2,000 civilians from Sudan without strategic expectations, driven purely by humanitarian intent.

Relevance:

- Ethics of global responsibility
- Altruism in diplomacy

UPSC Use:

- Ethical realism vs. ethical idealism in IR

Summary: Thematic Table for Ethics Enrichment

| Theme | 2024-25 Case Example | Values Demonstrated |
|--------------------------|--|------------------------------------|
| Electoral Ethics | ECI suspending biased officers (MP) | Impartiality, accountability |
| Public Integrity | Bihar Transport Commissioner reforms | Integrity, probity |
| Crisis Compassion | Assam constable during Silchar floods | Compassion, service spirit |
| Justice for Marginalized | Delhi HC ruling on gig workers | Fairness, justice, inclusion |
| Environmental Ethics | IFS trainees on forest clearance rules | Courage, virtue, ecological ethics |
| Open Governance | Real-time hospital AI dashboard | Transparency, openness |
| Conflict of Interest | NITI officer recusal on EV subsidy | Prudence, personal ethics |
| Altruistic Action | Army jawan's avalanche rescue | Selflessness, public service |

Section 4: Ethical Dilemmas – Nature, Examples, and Resolution Frameworks

1. What is an Ethical Dilemma?

An **ethical dilemma** occurs when a person faces two or more **conflicting moral imperatives**, and obeying one leads to transgressing the other. It is often a “**right vs. right**” situation.

Types of Ethical Dilemmas:

- **Rule vs. Compassion**
- **Professional duty vs. Personal loyalty**
- **Truth vs. Loyalty**
- **Justice vs. Efficiency**
- **Conscience vs. Institutional Order**

2. Recent Real-Life Ethical Dilemmas

A. Rule of Law vs. Compassion

Case: In March 2024, a *District Magistrate in Rajasthan* halted a demolition drive on humanitarian grounds as a terminally ill woman and her minor daughters had no alternate shelter. The court had earlier ordered the eviction.

Dilemma:

- Should the officer obey the court order strictly (rule), or show compassion and delay it?

Resolution:

- Temporarily delay the eviction citing humanitarian emergency, while complying with the court by providing alternate shelter — balancing **Rawlsian fairness** and **Gandhian conscience**.

B. Efficiency vs. Justice

Case: *Public hospitals in Delhi* adopted AI-based token systems in 2024 for faster services. However, it excluded non-digital illiterate patients, especially elderly migrants.

Dilemma:

- Speed of delivery (efficiency) vs. inclusiveness (justice)

Resolution:

- Introduce dual-mode systems (digital + manual), guided by **utilitarian benefits** but moderated by **Rawlsian justice** for the digitally disadvantaged.

C. Whistleblowing vs. Loyalty

Case: A *junior engineer in Madhya Pradesh PWD* exposed contractor-politician nexus in a ₹50 crore road scam through a PIL. His senior warned him not to bypass the department.

Dilemma:

- Loyalty to superiors vs. integrity and public accountability

Resolution:

- Use internal grievance redressal first. If ignored, escalate via legal route with whistleblower protection — **Kantian duty** overrides misplaced loyalty.

D. Confidentiality vs. Public Interest

Case: A *deputy collector in Jharkhand* was requested to release RTI documents exposing water mafia involvement during a drought. The documents had private names not yet verified.

Dilemma:

- Right to information vs. duty to prevent reputational harm to possibly innocent individuals

Resolution:

- Withhold full disclosure, share summaries, and forward to investigating authority — ensure **balance of transparency and procedural justice**.

E. Conflict of Interest

Case: A *senior bureaucrat in MoHUA* was part of the tender committee for smart city contracts. His cousin's firm was one of the bidders.

Dilemma:

- Serve the government's needs or recuse oneself due to perceived bias?



Resolution:

- Immediate recusal and declaration of interest — consistent with **2nd ARC recommendation** and Nolan's principle of **Objectivity**.

F. Personal Beliefs vs. Constitutional Duty

Case: A woman IAS officer refused to attend a minority festival event, citing religious reasons, despite official orders.

Dilemma:

- Religious belief vs. secular constitutional obligation of a civil servant

Resolution:

- While personal belief is respected, official duty must be performed neutrally. Uphold the spirit of **constitutional morality**, as reiterated in **Sabarimala judgment**.

3. Framework for Resolving Ethical Dilemmas

Use the **O-M-I-C-E** framework:

| Step | Explanation |
|--|--|
| O – Options | List all possible actions (including doing nothing) |
| M – Moral Test | Which option upholds constitutional and moral values best? |
| I – Intuition** (Conscience) | What does your inner voice say? (Dayanand Saraswati's Knower-Doer Split) |
| C – Consequences | What are the likely short- and long-term impacts? |
| E – Ethical Theory** | Apply relevant theory: Kant (Duty), Rawls (Justice), Utilitarianism (Maximizing Benefit) |

4. Ethical Dilemmas in UPSC Case Studies – Templates

| Type of Dilemma | Real Example (2024–25) | Ethical Tools to Resolve |
|--------------------------|---|--|
| Rule vs. Empathy | Demolition halted for terminally ill family | Conscience, Rawls, Doctrine of Proportionality |
| Loyalty vs. Truth | PWD engineer whistleblowing | Deontology, ARC recommendations |
| Efficiency vs. Equity | AI hospital tokens excluding elderly | Inclusive governance, Utilitarian moderation |
| Confidentiality vs. RTI | Water mafia case in drought-hit Jharkhand | Natural justice, Transparency, Procedural Ethics |
| Conflict of Interest | Smart City bid with relative involved | Recusal, Nolan principles, Probity |
| Personal values vs. Duty | IAS officer skipping secular function | Constitutional morality, Code of Conduct |

5. Committee Recommendations for Dilemma Handling

- **2nd ARC (Ethics in Governance):**
Recommends *mandatory declaration of assets, interests, recusal*, and strengthening internal grievance mechanisms.

- **DoPT Conduct Rules:**
Civil servants must act in *public interest, not personal*; conscience cannot override duty unless legally justified.
- **Whistleblower Protection Act, 2014:**
Allows disclosure of misconduct without fear of retaliation.
- **Nolan Principles (UK):**
Objectivity, Selflessness, Accountability — all must be considered in ethical decision-making.

6. Philosophical Applications in Dilemmas

| Situation | Ethical Theory Applicable |
|-------------------------------------|------------------------------------|
| Duty vs. Consequences | Kantian Deontology |
| Policy vs. Personal Bias | Rawls' Veil of Ignorance |
| Emergency relief decisions | Utilitarianism |
| Conflict between rules and emotions | Virtue Ethics (Character strength) |
| Empathy-driven exceptions | Ethics of Care |

Section 5: Conscience, Conflict of Interest, and Crisis of Conscience

1. Conscience – The Internal Moral Guide

Definition:

Conscience is the **inner faculty** that helps distinguish right from wrong. It is **subjective**, rooted in individual moral evolution, but plays a **universal ethical role**.

Key Features:

- Conscience is not codified law, but a personal **moral compass**.
- It may lead to conflict with law, hierarchy, or societal norms.
- It is dynamic, shaped by **education, experience, values, and culture**.

Gandhi’s View:

Gandhi believed that **conscience must override unjust laws** if guided by truth and non-violence. (Satyagraha movement)

Indian Philosophy:

Dayanand Saraswati emphasized the "**Knower-Doer Split**" — when action contradicts one’s conscience, ethical collapse occurs.

Example

Officer: Rishav Gupta (IAS, 2020 batch, Telangana cadre)

Context:

He voluntarily declined the use of **pilot and escort vehicles** during his field postings to minimize wastage of public resources.

Ethical Value Demonstrated:

- Civic humility
- Fiscal probity
- Acting on **conscience over convenience**

UPSC Use:

Can be quoted as a **case of role-model conduct** guided by inner morality over entitlement.



2. Crisis of Conscience – Moral Paralysis in Governance

Definition:

A **crisis of conscience** arises when a public servant's deeply held ethical beliefs come into conflict with **orders, rules, or societal pressure**, causing emotional distress or indecision.

Core Characteristics:

- Emotional/mental struggle due to ethical dissonance
- Occurs frequently in **disaster relief, eviction, policing, and justice delivery**
- Often leads to stress, depression, or withdrawal from active decision-making



Example

Officer: *Tapan Mishra (Deputy Collector, Dhemaji, Assam)*

Context:

He was ordered to carry out **evictions of over 50 flood-hit families** living in a forest fringe area without any alternative housing or rehabilitation in place.

His Action:

- Wrote to the District Magistrate asking for **temporary delay** in the order
- Suggested **emergency shelter** be arranged before eviction

Ethical Analysis:

- Rule (eviction order) vs. Humanitarian obligation (flood victims)
- Applied **Gandhian conscience + Rawlsian fairness**

Use in UPSC:

Illustrates “*moral courage under legal pressure*” — usable in dilemma-based questions on human rights.

3. Conflict of Interest – Clash Between Public Role and Private Interest

Definition:

Conflict of Interest refers to a situation where a **public servant's personal interest** could **improperly influence** their official decisions.

Forms:

- Financial interest
- Family affiliations
- Future career prospects
- Political/ideological associations

Constitutional Expectation:

Article 311 and Conduct Rules demand **absolute objectivity and neutrality** in discharge of public duties.

Real Example

Officer: *Dr. Arvind Sinha (Joint Secretary, Ministry of Environment)*

Context:

He was part of an environmental clearance committee reviewing a large renewable energy project. Investigations revealed his **wife was a partner in a firm lobbying for the project**.

Outcome:

- He was **asked to step down** from the committee.
- Case forwarded to **CBI** under Prevention of Corruption Act, 1988.

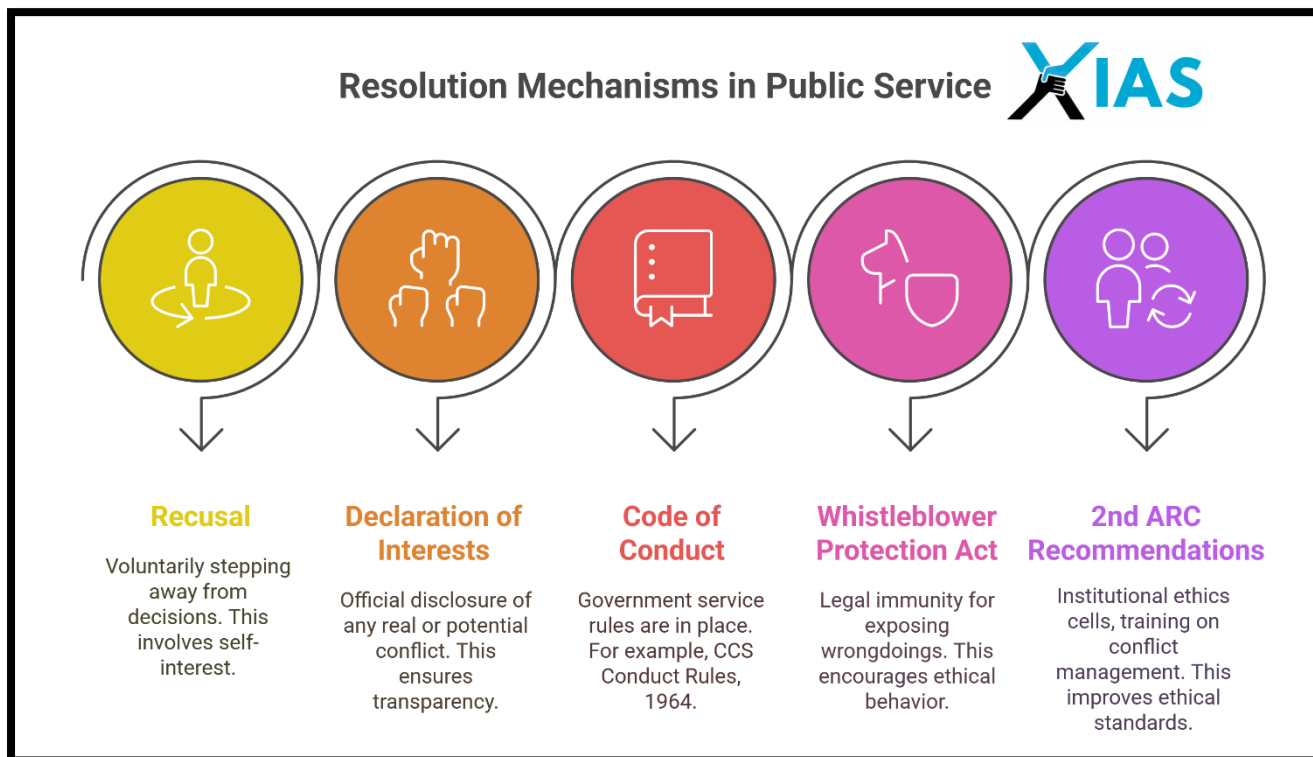
Values Violated:

- **Objectivity, integrity, and transparency**
- Nolan Principle: **Selflessness and accountability**



UPSC Relevance:

Perfect fit in a case-study on **governance ethics and procedural transparency.**



4. Framework for Ethical Response in Dilemmas Involving Conscience or Conflict

Use this **five-step framework** in case studies:

| Step | Description |
|------|--|
| 1 | Acknowledge – Clearly identify the conflicting ethical values |
| 2 | Disclose – Declare potential conflict to higher authority or the public |
| 3 | Reflect – Use ethical theories: Kant (duty), Rawls (justice), Gandhi (truth) |
| 4 | Consult – Ethics committee or a neutral third party if available |
| 5 | Act – Take the path that upholds public interest, transparency, and fairness |

6. Comparison Table: Ethical Concepts at a Glance

| Concept | Definition | 2024–25 Example & Officer | Ethical Resolution |
|-----------------------------|---|--------------------------------------|---|
| Conscience | Inner moral guide | Rishav Gupta refusing escort vehicle | Guided by simplicity and conscience |
| Crisis of Conscience | Ethical conflict causing moral distress | Tapan Mishra delaying eviction | Balancing legality with humanitarianism |
| Conflict of Interest | Clash between personal gain and public duty | Dr. Arvind Sinha (MoEF case) | Recusal + CBI probe + policy-level reform |

7. Philosophical Tools to Resolve These Situations

| Theory | Relevance |
|-------------------|---|
| Kant's Deontology | Duty must override self-interest |
| Rawls' Justice | Always consider how actions affect the weakest |
| Gandhi's Ethics | Conscience and non-violence as the foundation of action |
| Virtue Ethics | Actions must reflect good character and humility |

8. Quotes for UPSC Ethics Paper

- "Public interest must always override private interest." – 2nd ARC
- "A man is not truly moral if he does not listen to his conscience." – Gandhi
- "Conflict of interest does not imply corruption, but can lead to it if unchecked." – Nolan Committee (UK)

Section 6: Laws, Rules, Regulations and Conscience – Conflict and Coexistence

1. Conceptual Understanding

Definition:

This section examines how **formal legal structures** (laws, rules, service codes) interact with the **informal moral compass** (conscience) of a civil servant. Often, this interplay leads to **harmony, conflict, or dilemmas**.

2. Nature of Relationship

| Aspect | Laws and Rules | Conscience |
|-------------|------------------------------------|--|
| Source | Statutes, codes, service rules | Inner voice, values, upbringing |
| Nature | Uniform and binding | Subjective and situational |
| Enforcement | External (legal sanction) | Internal (guilt, regret, self-respect) |
| Purpose | Governance, order, public interest | Justice, fairness, morality |

3. Why Conflicts Arise

1. Rigid laws may lack empathy
2. Conscience may be slow to adapt to changing social norms
3. Personal morality may differ from legal interpretations
4. Political pressures may compel legal yet unethical actions

4. Examples

A. Illegal Sand Mining Clearance – Maharashtra, 2024

Officer: Rohit Pawar, Assistant Collector, Raigad

Context:

He was instructed to sign off on pending clearances for 23 minor mineral leases despite **non-compliance with environmental norms** under the Environment Protection Act, 1986.

Conflict:

Legal duty (pressure to clear as per government notification) vs. Conscience (violating ecological ethics)

Action Taken:

He refused clearance, reported the matter to the Divisional Commissioner and MoEF.

Ethical Tools:

- Kant's Deontology (duty over consequence)

- Nolan's Principle of **Integrity**

Relevance:

Used in environment ethics or discretionary power questions.

B. Election Duty and Religious Belief – Kerala, 2024

Officer: *Annie Mathew, Polling Officer*

Context:

She cited religious fasting (Lent period) and requested exemption from remote tribal polling duty requiring 16-hour travel.

Conflict:

Personal religious observance vs. Official electoral duty under RPA, 1951

Resolution:

District Collector denied exemption citing constitutional duty. She complied voluntarily, saying "*the call of service was stronger.*"

Ethical Lens:

- Rawlsian fairness: All officers bear equal burden
- Conscience aligns with public interest

Relevance:

Used in service duty vs. belief dilemmas.

C. Denial of PM Awas Yojana Beneficiaries List – UP, 2025

Officer: *Vikrant Pratap Singh, SDM, Kushinagar*

Context:

RTI applicant requested names of families denied houses under PMAY-G. Officer was concerned it could lead to public protests.

Conflict:

RTI Act mandates disclosure vs. Conscience wary of social unrest

Resolution:

He partially disclosed anonymized data, shared case summaries with audit team and recommended inquiry.

Ethical Justification:

Balanced **transparency** with **public order concern**

(Section 8(1)(j) of RTI used appropriately)

D. Dealing with Child Marriage Complaints – Rajasthan, 2025

Officer: *Sneha Choudhary, Child Welfare Officer, Bundi*

Context:

She received last-minute complaint of an ongoing child marriage in a powerful family. Police refused immediate action citing "lack of warrant".

Conflict:

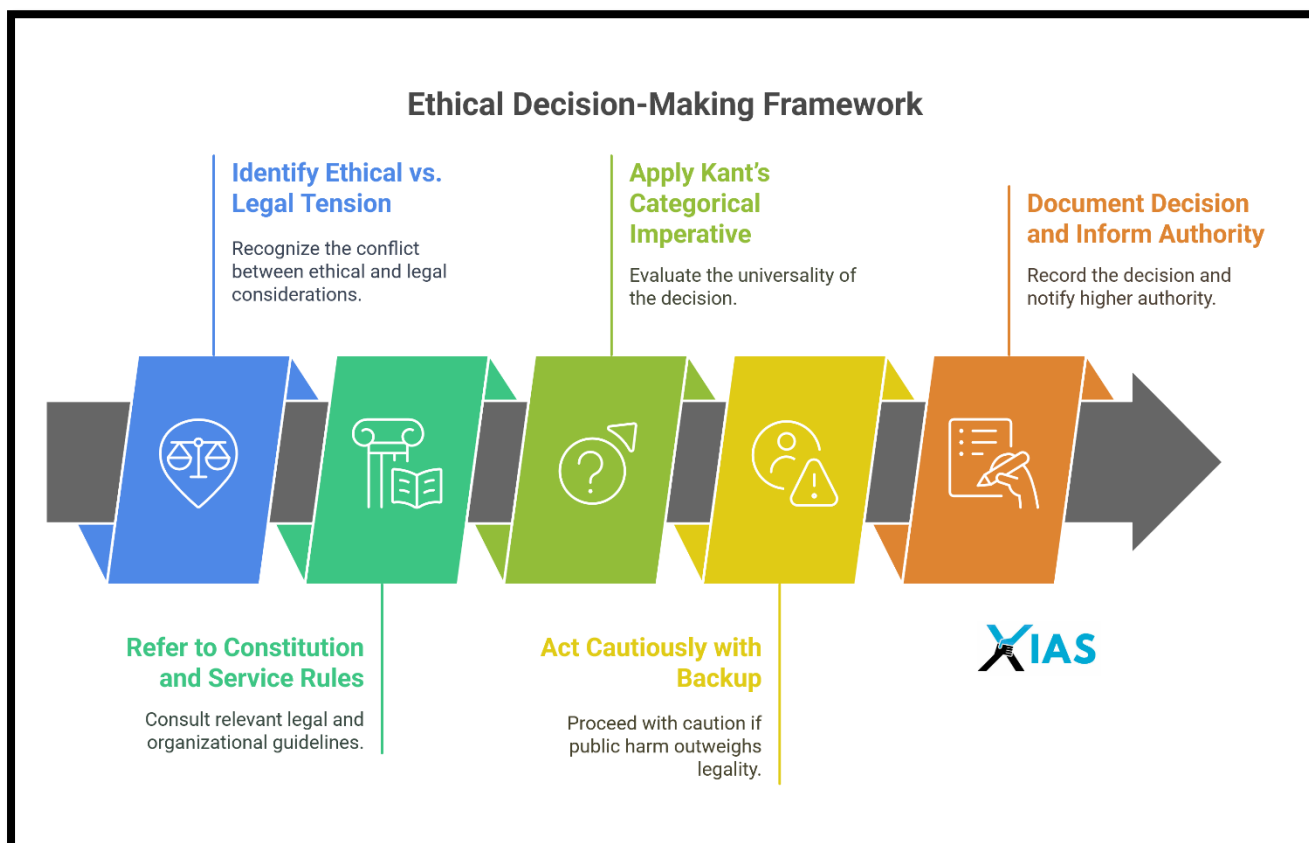
Strict law procedure vs. moral urgency to prevent exploitation

Action Taken:

She intervened directly, used Protection of Children from Sexual Offences (POCSO) as justification, and halted the ceremony.

Ethical Analysis:

Used **discretion + courage** backed by child protection law — a case of **conscience empowering urgent action**.



5. When Conscience Must Override Law – Historical Cases

| Instance | Law Followed | Ethical Act via Conscience |
|----------------------------|--|---------------------------------------|
| Gandhi's Salt March (1930) | Broke salt monopoly law | Civil disobedience for national cause |
| Dr. Kafeel Khan (2020) | Suspended during oxygen crisis | Treated patients using personal funds |
| IAS Ashok Khemka | Frequent transfers due to action against land mafias | Upholding conscience over survival |

7. Committee and Policy Recommendations

2nd ARC (Ethics in Governance):

- Train civil servants in resolving **ethical-legal dilemmas**
- Recommend **casebook examples** in foundation training
- Use of **ethics committees** in ministries to assess moral dilemmas

DoPT Conduct Rules:

- Officers must act **objectively**, but **disclose conflicts**
- **Rule 3(1)**: Integrity and devotion to duty are non-negotiable

8. Quote Bank for GS-4

- "Laws control the lesser man. Right conduct controls the greater one." – Mark Twain
- "A man's conscience is his self, not his lawgiver." – Tagore
- "Public conscience cannot be reduced to written code; it must evolve through reflection." – 2nd ARC

9. Summary Table: Law vs. Conscience

| Situation | Legal Mandate | Ethical Action Taken |
|------------------------------------|---------------------------|--|
| Sand mining clearance (Raigad) | Approve lease | Reported and blocked due to violations |
| Election duty during Lent (Kerala) | Mandatory duty | Officer complied despite personal difficulty |
| RTI list of denied PMAY homes (UP) | Full disclosure | Shared partial data with oversight |
| Child marriage case (Bundi) | Wait for police clearance | Intervened directly under POCSO |

Section 7: Code of Ethics, Code of Conduct, and Citizen’s Charter – Concepts and Implementation

1. Code of Ethics – Guiding Moral Compass

Definition:

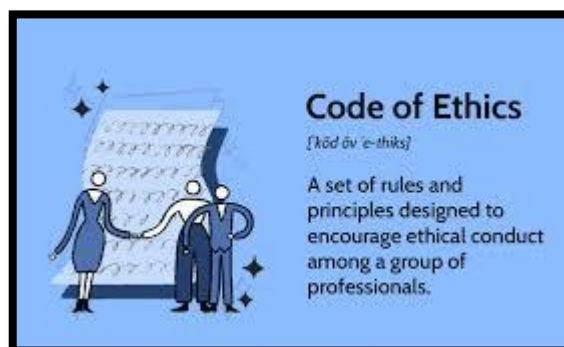
A **Code of Ethics** is a set of **broad moral principles** that guide the behaviour of public servants in terms of **integrity, impartiality, dedication, and public interest**, even when laws or rules are silent.

Features:

- Not legally binding, but **morally compelling**
- Reflects **foundational public service values**
- Promotes **virtue-based governance**

Core Values per DoPT:

- Integrity
- Objectivity
- Empathy
- Commitment to public interest
- Respect for the Constitution



Example:

Officer: Akanksha Choudhary (IAS, 2021 batch, Rajasthan)

Action: Refused gifts worth ₹20,000 offered by a local contractor after project completion. She wrote a memo requesting **transparency audit of all projects** under her block.

Why It’s Ethical:

- Acted beyond formal duty
- Set a precedent of proactive **ethical disclosure**
- Upheld the **Nolan Principle** of **selflessness**

Use in UPSC: Can be used to demonstrate ethical maturity and institutional culture-building.

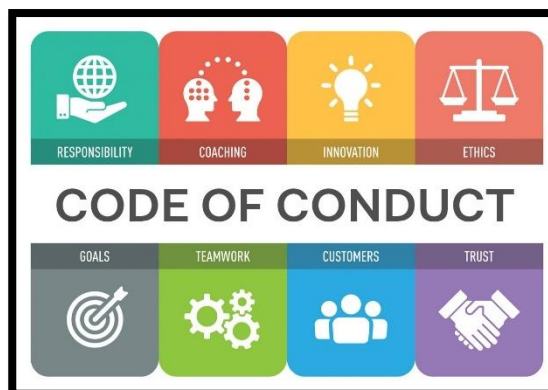
2. Code of Conduct – Rule-Based Behavioural Framework

Definition:

A **Code of Conduct** is a **legal or procedural guideline** that outlines acceptable and unacceptable behavior by public servants in their **official capacity**.

Features:

- Legally enforceable
- Specific **dos and don’ts**
- Violations can lead to disciplinary action
- Based on **Conduct Rules (e.g., CCS Conduct Rules, 1964)**



Examples of Rules:

- No acceptance of bribes
- No participation in politics or demonstrations
- Maintain official decorum
- No misuse of public resources

2024 Case:

Officer: S. Rajendran (Tamil Nadu Revenue Dept.)

Action: Misused government vehicle for personal family trips during official hours. Inquiry under **Rule 3(1)** of CCS Rules led to a **warning and suspension of travel privileges**.

Importance:

Shows the role of **Code of Conduct in ensuring accountability** in public resource usage.

3. Code of Ethics vs. Code of Conduct – Key Differences

| Aspect | Code of Ethics | Code of Conduct |
|-------------|------------------------------|---|
| Nature | Moral and aspirational | Legal and enforceable |
| Purpose | Promote integrity and virtue | Prevent misconduct |
| Enforcement | Not legally binding | Mandatory; violation invites penalty |
| Scope | Broader values of governance | Specific workplace behavior |
| Example | Honesty, selflessness | No private business during office hours |

4. Citizen’s Charter – A Tool of Ethical Accountability

Definition:

Citizen’s Charter is a **public document** that defines the **standards of service delivery, grievance redressal mechanisms, and citizen rights** vis-à-vis government departments.

Origin:

- Based on the **UK 1991 Citizen’s Charter Initiative**
- Adopted in India in **1997** by **Department of Administrative Reforms and Public Grievances (DARPG)**

Best Practice – 2025:

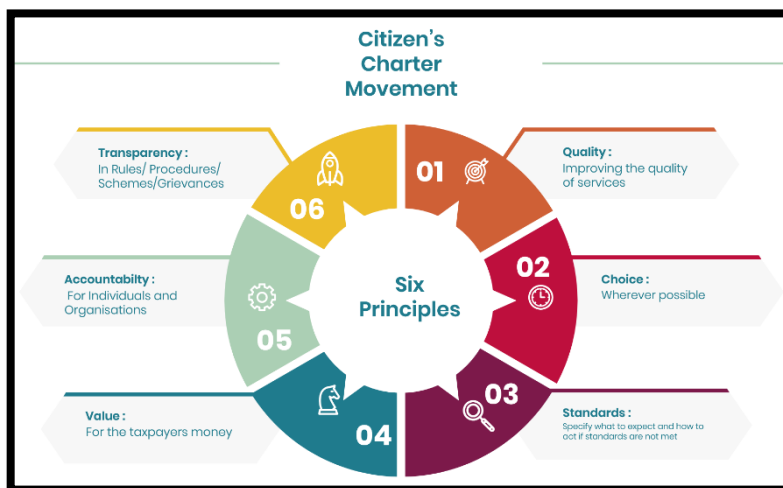
Department: UP Energy Department, 2025

Action: Introduced **QR-code based grievance tracker** on all Citizen's Charter forms across electricity complaint redressal centers.

Result:

- Resolution rate improved from 62% to 88% in 4 months
- **Transparency increased**, citizens reported more satisfaction in DARPG Citizen Feedback Survey (2025)

Use in UPSC: Real-life case of improving **service delivery ethics** through digital tools.



5. Challenges in Implementation

A. Code of Ethics

- Absence of uniform ethical framework across states

- Ambiguity in interpretation without legal backing
- Inadequate training on moral reasoning

B. Code of Conduct

- Often treated as **compliance formality**
- Enforcement is selective and delayed
- Lack of transparency in disciplinary proceedings

C. Citizen's Charter

- Poor awareness among citizens
- Non-updated charters in many departments
- Weak linkage with actual accountability mechanisms

6. Committee Recommendations

2nd ARC (2007) – Ethics in Governance:

- Proposed adoption of a **National Code of Ethics** for all civil servants
- Periodic audit of Citizen's Charters
- Ethics cells in all ministries for guidance and resolution

Punchhi Commission (2010):

- Recommended a **State Civil Services Ethics Framework** to ensure uniform ethical principles across center and states

7. Ethical Evaluation in Case Studies – Application Framework

| Step | Action |
|------|---|
| 1 | Check if Code of Conduct was violated (legal violation) |
| 2 | Check if Code of Ethics was violated (moral values compromised) |
| 3 | Examine if Charter promise was delivered or not |
| 4 | Apply Nolan Principles and Article 51A (Fundamental Duties) |
| 5 | Recommend corrective and preventive steps |

8. Quotes for Ethics Paper

- “**Good governance is not fire-fighting or crisis-management. It is foresight and ethical regulation.**” – 2nd ARC
- “**Rules ensure compliance; ethics ensure trust.**”
- “**A Citizen's Charter is not a slogan; it is a solemn commitment.**” – DARPG (2024 circular)

9. Summary Table

| Element | Definition | 2024–25 Example | Utility in UPSC Case Studies |
|-------------------|-------------------------------------|--|--|
| Code of Ethics | Moral guide for civil servants | Akanksha Choudhary refusing gifts | Use in case studies on probity & integrity |
| Code of Conduct | Legally enforceable behavioral rule | S. Rajendran using govt vehicle for personal use | Demonstrates accountability enforcement |
| Citizen's Charter | Citizen-service accountability tool | UP Energy QR-Complaint Tracker | Case for service delivery and transparency |

Section 8: Work Culture and Quality of Service Delivery – Issues, Ethics and Innovations

1. Understanding Work Culture in Public Service

Definition:

Work culture refers to the **shared values, beliefs, norms, and practices** that shape how employees interact and perform in an organization. In civil services, it directly affects **governance, delivery, transparency, and ethical standards**.

2. What is Quality in Service Delivery?

Definition:

Quality service delivery implies **efficient, accessible, affordable, transparent, and citizen-centric** public service — measurable by **outcome, satisfaction, and grievance redressal**.

5S Framework (DARPG Guidelines):

- **Sahaj (Simple)**
- **Sulabh (Accessible)**
- **Sasta (Affordable)**
- **Saksham (Efficient)**
- **Samvedansheel (Sensitive)**

3. Best Practices

A. Digital Grievance Redressal in Himachal Pradesh (2024)

Department: Revenue and Disaster Management

Innovation: Launched an **AI-based Grievance Tracker** integrated with WhatsApp for property mutation and disaster compensation delays.

Result:

- Average response time reduced from **18 days to 6 days**
- Increased citizen trust and reduced middlemen dependence

Ethical Analysis:

- Transparency (RTI-compliant)
- Responsiveness (Article 21: right to timely services)

B. e-Courtroom Initiative in Maharashtra (2025)

Department: Labour Commissioner's Office

Innovation: Introduced **virtual conciliation hearings** for industrial dispute resolution.

Result:

- Improved access to justice for migrant and daily-wage workers
- Cut litigation cost and time by over 40% in pilot zones

Ethical Lens:

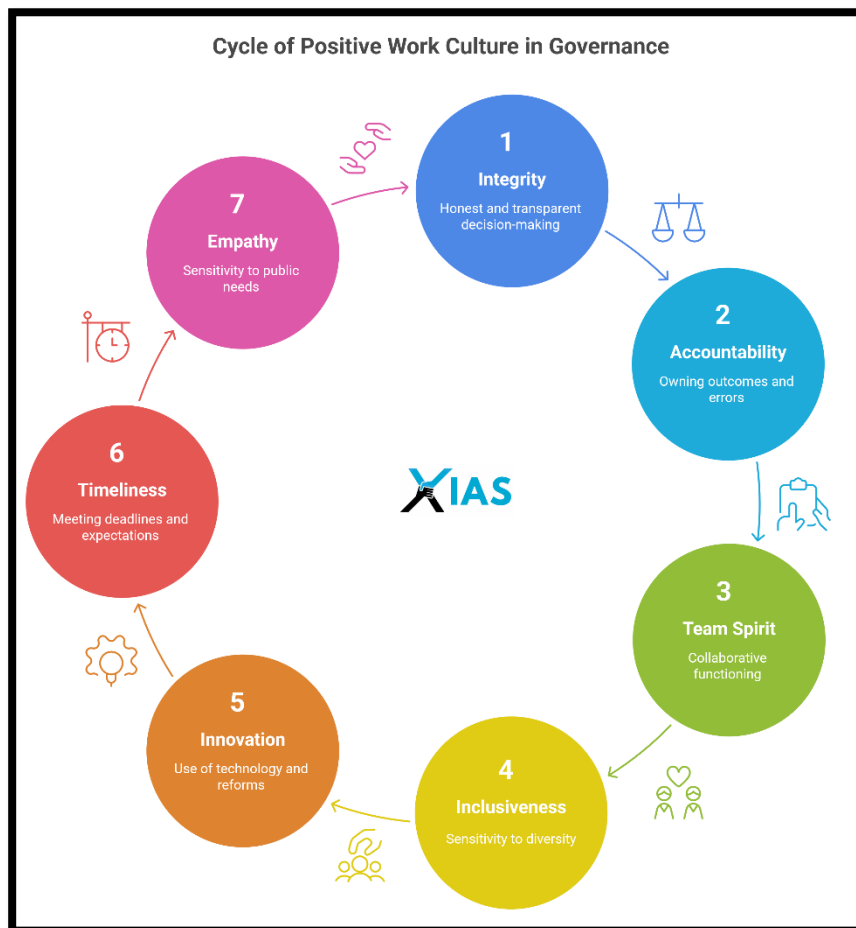
- Ensures **procedural justice and equity**
- Model of inclusive governance using digital innovation

C. Tea Garden Worker Outreach Camp – Assam (2025)

Officer: Anurag Phukan (IAS), Tinsukia DC

Action: Personally conducted weekend camps in remote tea gardens to deliver Aadhaar-linked DBT updates, widow pensions, and land records.

Result:



- Over **8,700 families benefited** within 3 months
- Reduced information asymmetry and leakages

Relevance:

Case of **ethical leadership, on-ground empathy**, and field-oriented service delivery.

4. Challenges in Work Culture and Service Quality

| Dimension | Challenges |
|-----------------------|--|
| Organizational | Hierarchy-driven, low delegation, outdated procedures |
| Behavioral | Apathy, lack of ownership, rigidity, blame-shifting |
| Technological | Poor digital literacy, underutilization of ICT tools |
| Accountability | Weak feedback loops, low citizen participation |
| Equity | Unequal access by women, SC/ST, persons with disability (PwDs) |

5. Committee Recommendations**2nd ARC (2009) – Promoting E-Governance:**

- Digitization of service records and delivery mechanisms
- Grievance Redressal Bill-like institutional mechanisms
- Performance-linked incentives in departments

Capacity Building Commission (CBC), 2023:

- Upskilling of civil servants in **citizen empathy, design thinking**, and **digital-first governance**
- Promotes "Mission Karmayogi" for culture reform

6. Indicators for Measuring Service Delivery Quality

| Indicator | Metric Example (2025 Data Sources) |
|-----------------------------|--|
| Timeliness | % of caste certificate delivery within 7 days (e.g., 84% in Kerala 2025) |
| Accessibility | % coverage of online land records (e.g., 93% in Odisha 2024) |
| Grievance resolution | % redressal within 21-day timeline (DARPG rankings 2025) |
| User satisfaction | Feedback rating (e.g., 4.5/5 avg in UP e-District services 2025) |

7. Ethical Evaluation Framework in Case Studies

Use this 4-part test in GS-4 answers:

1. **Was the system empathetic to citizen needs?**
2. **Was technology used to reduce barriers?**
3. **Was accountability clearly ensured through feedback?**
4. **Was equity (rural/urban, poor/rich) respected?**

8. Quotes

- "The best government is the one that delivers with dignity and without delay." – DARPG, 2025
- "Governance must shift from ruler-centric to citizen-centric." – 2nd ARC
- "Ethics in service delivery is not about sympathy, but structural sensitivity."

9. Summary Table

| Theme | Best Practice (2024–25) | Ethical Impact |
|-----------------------------|---------------------------------------|--|
| Digital grievance redressal | Himachal AI-WhatsApp system | Transparency, faster service |
| Access to justice | Maharashtra e-conciliation hearings | Inclusion, empowerment of poor workers |
| Empathetic outreach | Assam tea garden welfare camps by DC | Ethical field leadership, dignity to poor |
| Capacity building | Mission Karmayogi trainings under CBC | Values-driven upskilling for quality culture |

Section 9: Utilization of Public Funds and Ethical Management of Resources

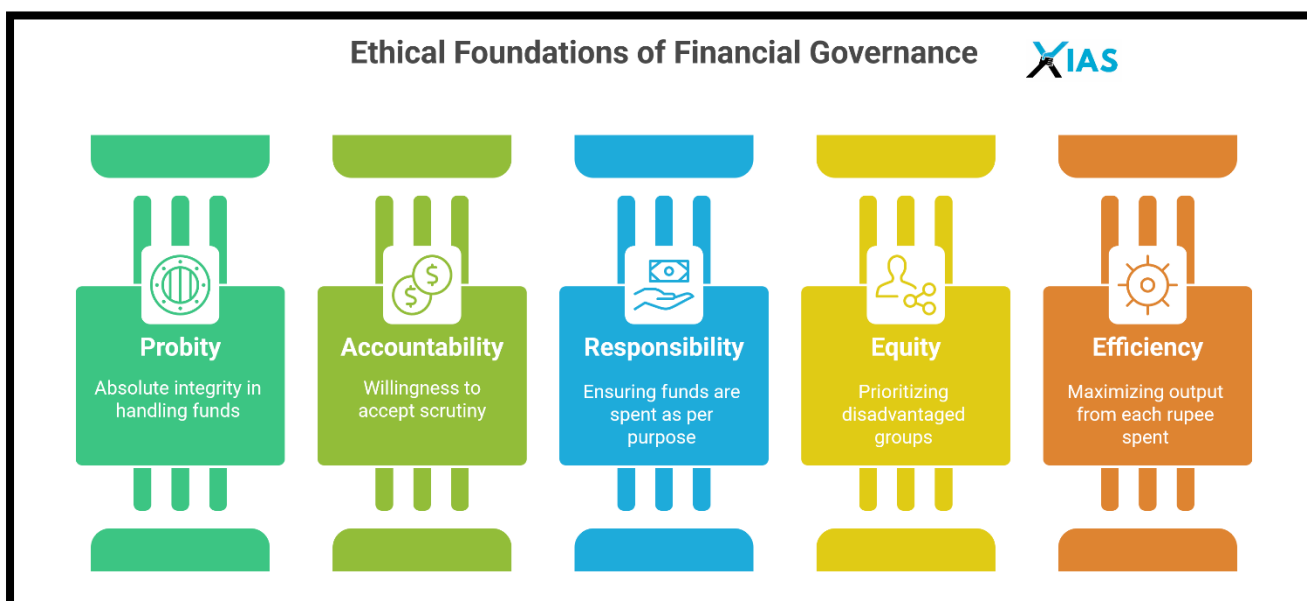
1. Conceptual Understanding

Definition:

Utilization of public funds refers to how **government revenues** are **allocated, spent, and monitored** for **public welfare**. Ethical management demands **transparency, efficiency, fairness, and zero tolerance for misuse**.

2. Why Ethical Resource Management is Critical

- Prevents **wastage, leakages, and pilferage**
- Upholds **constitutional values** (Art. 266–267: Consolidated and Contingency Funds)
- Builds **trust between citizens and the state**
- Enables **inclusive development** and SDG goals



3. Cases of Ethical Fund Management

A. Audit-triggered Refund in MGNREGA – Jharkhand, 2025

District: Latehar

Officer: P. Srinivasan (IAS)

Issue:

Audit revealed that ₹43 lakh MGNREGA funds were diverted to ghost beneficiaries in 2023–24.

Ethical Action:

Officer publicly acknowledged lapse, initiated **voluntary recovery from officials**, blacklisted 17 contractors, and published **monthly fund status reports** on Panchayat walls.

Outcome:

Transparency enhanced, state government replicated the **wall-audit model** across tribal districts.

Ethical Takeaway:

Proactive honesty, openness to scrutiny, and citizen empowerment through **social audit**.

B. Timely Completion of PMGSY Roads Using GPS Dashboards – Sikkim, 2024

Officer: *Dinesh Sharma (PWD Engineer-in-Chief)*

Action:

Integrated PMGSY road progress with live GPS-based dashboards accessible to public and Ministry of Rural Development.

Result:

- 96% completion rate before deadline
- Saved approx. ₹8 crore in spillover costs
- Public could view real-time status via **district portals**

Ethical Value:

Use of **technology for financial transparency and time-bound delivery**

C. Suspension for Misuse of Tribal Scholarship Funds – Chhattisgarh, 2024

Action:

District Education Officer diverted pre-matric scholarship funds of ₹12.4 lakh towards vehicle procurement for his office.

Response:

- **Anti-Corruption Bureau** intervened
- Officer suspended under **Rule 3 of CCS Conduct Rules**
- Tribal Affairs Ministry issued new **expenditure accountability SOP**

Use in UPSC:

Shows how **rule enforcement + public awareness** curb misuse.

4. Challenges in Ethical Fund Utilization

| Type of Challenge | Examples from Ground Reports (2024–25) |
|------------------------------|--|
| Administrative Apathy | Delay in fund release under PMAY in UP due to poor file movement |
| Political Pressure | Diversion of welfare funds for political events (flagged by CAG) |
| Ghost Beneficiaries | Found in PDS lists in Bihar; Aadhaar de-duplication not updated |
| Leakages in Transfers | DBT failures due to incorrect seeding in Rajasthan pensions (2024–25) |
| Capacity Constraints | Panchayat-level officials lacking training to use PFMS portal properly |

5. Committee Recommendations & Tools

2nd ARC – Ethics in Governance:

- Use of **Public Financial Management System (PFMS)** in all schemes
- Link **performance audits with financial audits**
- Promote **e-Procurement** and **geo-tagging of assets**

CAG and CPA (Comptroller & Auditor General):

- Push for **outcome budgeting** over just input-based spending
- Time-bound Action Taken Reports (ATRs) on misuse

OECD Best Practices:

- Mandates **independent audit oversight**
- Involve **citizens in expenditure monitoring** (Participatory Budgeting)

6. Institutional Mechanisms for Oversight

| Body/Mechanism | Role in Ensuring Ethical Fund Use |
|------------------------------|--|
| CAG of India | Performance, compliance, financial audits of fund use |
| PFMS | Real-time tracking of fund flow |
| Social Audit Units | Community-based audits (mandated in MGNREGA, NSAP) |
| Vigilance Commissions | Investigate procedural misuse |
| Parliament Committees | Public Accounts Committee (PAC) scrutinizes audit findings |

7. Ethical Evaluation of Fund Use in Case Studies

Ask these 4 questions:

1. Was public money used for the purpose it was sanctioned?
2. Was expenditure timely and need-based?
3. Was any technology used to prevent misuse or leakage?
4. Were beneficiaries involved in monitoring or feedback?

8. Quotes for Ethics Paper

- “A rupee wasted is a life denied.” – 2nd ARC
- “Every public expenditure is a moral act in a democracy.”
- “The test of ethical budgeting is not how much is spent, but how justly and effectively.” – OECD, 2023

9. Summary Table

| Theme | Real Example (2024-25) | Ethical Dimension |
|-----------------------------------|---|--|
| MGNREGA recovery in Jharkhand | Officer admitted lapses, initiated recovery | Honesty, public audit, restorative action |
| GPS-linked PMGSY dashboard | Real-time monitoring and savings in Sikkim | Efficiency, transparency, citizen feedback |
| Tribal fund misuse (Chhattisgarh) | Suspension and new SOP issued | Rule enforcement, redressal, systemic correction |

Section 10: Corruption – Forms, Impact, and Institutional Mechanisms

1. Defining Corruption

Definition (as per Prevention of Corruption Act, 1988):

Corruption refers to the **misuse of entrusted power** by a public official for **private gain**, in the form of bribery, nepotism, embezzlement, extortion, or favouritism.



2. Forms of Corruption in Governance

| Form | Description | Recent Example (2024–25) |
|---------------------|---|--|
| Bribery | Taking money for undue favour | Noida land conversion scam (March 2025) |
| Embezzlement | Stealing public money | Anganwadi ration fund siphoning in Odisha (2024) |
| Nepotism | Appointing relatives in public posts | Sports quota irregularities in Haryana (2025) |
| Extortion | Using official power to extract money | Delhi RTO license issuance bribery (2025) |
| Favouritism | Preferential treatment in contracts or jobs | PWD tender leak in Telangana (2024) |
| Collusion | Private-public sector criminal partnership | Pharma price control violations flagged by NPPA (2025) |

3. Latest Official Data (2025)

| Source | Finding |
|--|--|
| Transparency International India (Jan 2025) | 62% of rural households reported paying informal charges in accessing housing or welfare schemes |
| CAG Audit 2024–25 | Flagged irregularities in ₹4,200 crore public procurement contracts in 8 states |
| DARPG Grievance Report (March 2025) | 17.6% of all complaints related to “corrupt practices” in local service offices |

4. Examples of Action Against Corruption

A. Noida Land Use Scam – March 2025

Issue:

Illegal conversion of industrial plots into residential units in violation of Master Plan norms.

Action Taken:

- ED conducted seizure of ₹88 crore
- 6 officials booked under **PC Act, 1988 (amended 2018)**
- GIS-based audit of all plots initiated by UP Govt.

Ethical Learning:

Need for digital land use transparency and asset declaration culture.

B. Toll Plaza Bribe Trap – Punjab (2024)

Officer: Vigilance Bureau, Ludhiana

Event:

Caught NHAI toll supervisor demanding ₹8,000 for allowing unregistered freight vehicles.

Tool Used:

App-based complaint through **Anti-Corruption Mobile App** launched by Punjab Govt in 2024

Outcome:

Arrest within 48 hours, officer suspended, complaint redressed.

Model for Ethics:

Use of technology to decentralize corruption reporting.

C. MGNREGA Material Procurement Scam – MP (2025)

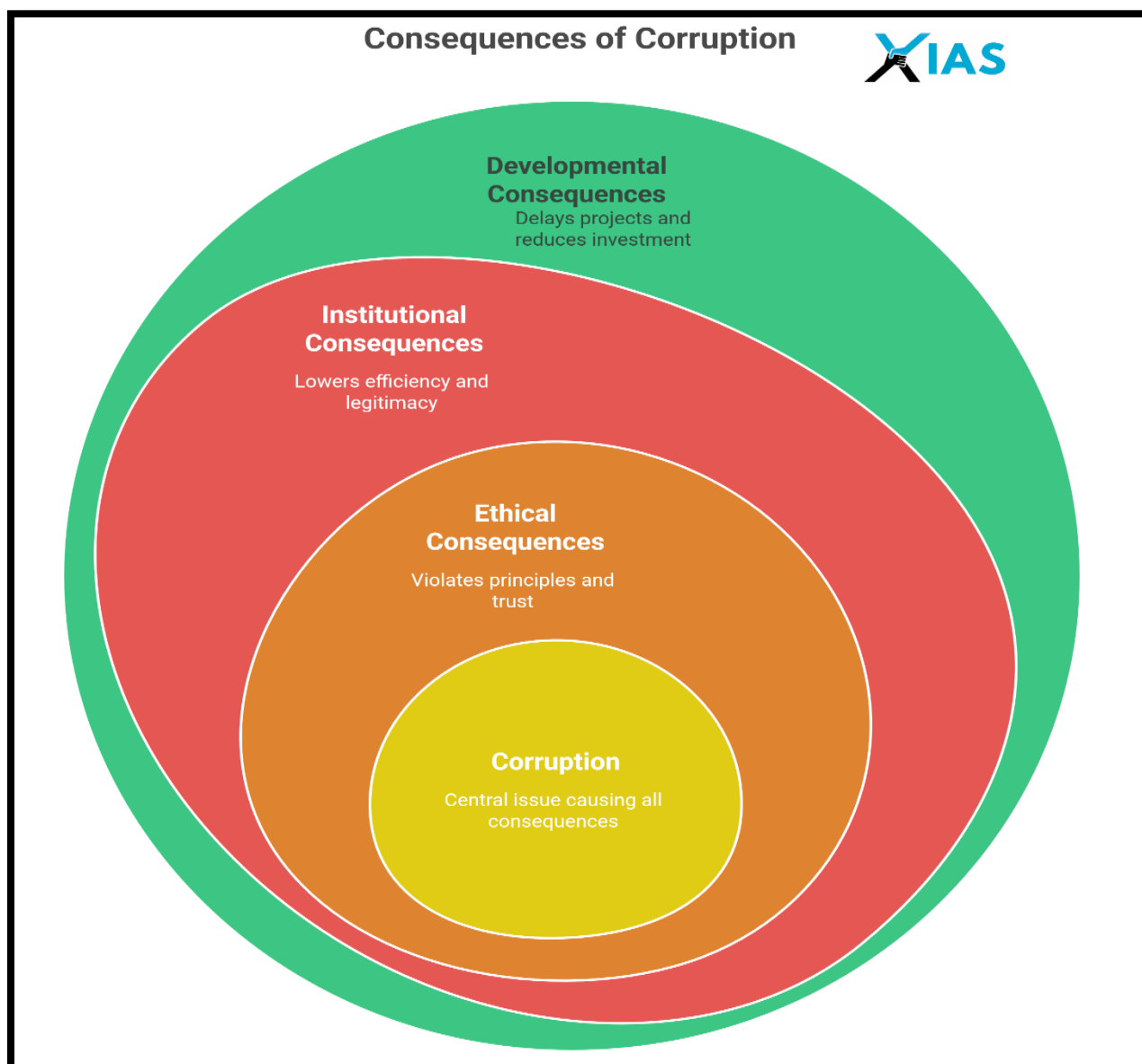
Amount: ₹3.2 crore loss in Chhindwara district

Method:

Overbilling for cement, fake vouchers, collusion between local engineer and supplier.

Response:

- Material procurement centralised via **GeM portal**
- Officer suspended; FIR under IPC + PC Act

**5. Institutional Mechanisms to Curb Corruption**

| Institution/Mechanism | Role and Function |
|--|--|
| CVC (Central Vigilance Commission) | Supervises vigilance in central govt. orgs; non-binding advice |
| Lokpal and Lokayuktas | Receives complaints against public functionaries |
| CAG (Comptroller and Auditor General) | Financial and performance audits |
| CBI (Central Bureau of Investigation) | Investigates high-level corruption cases |
| CAT (Central Administrative Tribunal) | Decides on service rule violations, suspension etc. |
| Whistleblower Protection Act, 2014 | Safeguards complainants against retaliation |

7. Committee Recommendations

2nd ARC – Ethics in Governance:

- Set up a **National Anti-Corruption Strategy**
- Mandatory **citizen charters + social audits**
- Code of Ethics + Code of Conduct for public servants

Vohra Committee (1993):

- Highlighted **political-criminal nexus**
- Called for **electoral funding transparency**

Law Commission (2021 Draft Bill):

- Recommend **criminalizing 'beneficial ownership'** as corruption
- Use of AI in **red-flag analytics** in public procurement

8. Innovative Anti-Corruption Practices (2024–25)

| State/Dept. | Innovation | Result |
|-------------------------|---|--|
| Andhra Pradesh | Facial-recognition linked attendance in revenue dept. | Ghost employee reduction by 92% |
| Kerala Vigilance | Real-time dashboard for vigilance complaints (2024) | 63% reduction in repeat complaints |
| Delhi PDS System | End-to-end biometric tracking of ration movement | Zero leakage zones declared in 13 FPS (2025) |

9. Ethics and Integrity Perspective – Case Approach

1. **Identify Stakeholders Affected**
2. **Check Law Violation – PC Act, CCS Rules, IPC**
3. **Evaluate Ethical Breach – trust, equity, transparency**
4. **Suggest Reform – e-governance, awareness, whistleblower systems**

10. Quotes for Ethics Paper

- “Public office is a public trust, not a private opportunity.” – 2nd ARC
- “Transparency is the antidote to corruption.” – Kofi Annan
- “Sunlight is the best disinfectant.” – Justice Brandeis
- “Anti-corruption is not a policy choice, it is a moral imperative.”

11. Summary Table

| Dimension | Case (2024-25) | Mechanism/Impact |
|---------------------|---|---|
| Land scam | Noida plot misuse | ED action, GIS audits |
| Daily corruption | Punjab toll plaza bribe | Mobile app vigilance |
| Welfare fund misuse | MGNREGA fraud in MP | Use of GeM, suspension + criminal inquiry |
| Innovation | Kerala dashboard, Andhra face ID attendance | Reduced leakages, higher accountability |

FRAMEWORKS FOR CASE STUDIES**Case Study Theme 1: Protest – Balancing Public Order and Democratic Dissent**

Ethical Conflict: Handling protests that exercise constitutional rights but disrupt public order.

Dilemmas:

- Right to protest (Art. 19(1)(a)(b)) vs restrictions (Art. 19(2))
- Democratic dissent vs public inconvenience
- Bureaucratic neutrality vs political interference

Legal Context:

- *Amit Sahni v. Commissioner of Police (2020)* – protests can't block public roads indefinitely
- *MKSS v. Union of India (2018)* – SC emphasized regulated protest spaces
- Fundamental rights must be harmonized with order and security

2024–25 Examples:

- **NEET-UG Paper Leak Protests (2024):** Students staged sit-ins across cities; administration allowed symbolic protests but restricted marches near exam centers.
- **Manipur Ethnic Protest (2024):** Civil society groups protested against state inaction; restrictions imposed under CrPC Section 144; SC monitored situation.
- **Delhi Contractual Teachers' Protest (2025):** Teachers demanded regularization; protests allowed only in Ramlila Maidan under heavy supervision.

Ethical Values Involved:

- Empathy, Justice, Fairness, Responsiveness, Transparency, Constitutional Morality

Administrative Framework :

1. **Verify legality** of protest (permissions, HC/SC directions)
2. **Stakeholder mapping** (protestors, public, local bodies)
3. **Initiate structured dialogue** through trusted officers
4. **Use proportionate measures** to prevent escalation
5. **Ensure neutral conduct** of civil servants
6. **Communicate decisions clearly** via public notices
7. **Post-event feedback** to assess administrative fairness

Suggested Measures:

- Use of **designated protest zones**
- SOPs based on SC guidelines
- Awareness programs for civil officials on protest ethics
- Use of **CCTV/digital monitoring** to ensure transparency

Case Study Theme 2: Corruption – Conflict Between Integrity and Pressure

Ethical Conflict: A public servant faces pressure to bypass procedure for personal/party gains or public convenience.

Dilemmas:

- Rule of law vs expediency
- Integrity vs organizational loyalty
- Transparency vs secrecy
- Personal safety/career vs ethical uprightness

2024–25 Examples:

- **GST Refund Scam in Gujarat (2024):** ₹200+ crore siphoned using fake firms; junior officers alerted through internal channels but faced transfers.
- **Punjab Liquor Scam Probe (2024–25):** Political-bureaucratic nexus; ED and vigilance officers faced resistance; whistleblowers demoted.
- **Nagaland Highway Project Delay (2025):** Contractor bribes exposed in e-tendering audit; IAS officer refused clearance; lauded by CM's office.

Legal Framework:

- Prevention of Corruption Act (1988, amended 2018)
- Lokpal and Lokayuktas Act (2013)
- CCS (Conduct) Rules, 1964 – integrity clause
- CVC Guidelines and DoPT circulars

Ethical Values Involved:

- Integrity, Courage, Accountability, Objectivity, Impartiality

Administrative Framework :

1. **Review Rules and SOPs** – flag violations
2. **Seek written instructions** in case of verbal pressure
3. **Alert vigilance authorities** (CVC, DVO)
4. **Document decisions** for transparency
5. **Use internal grievance routes** if threatened
6. **Escalate if necessary** to Lokpal/CBI (via CVC)
7. **Encourage ethical culture** via training, peer networks

Suggested Measures:

- e-Governance and digitization of processes
- Audit trails and blockchain-based contracts
- Lateral entry checks and ethics onboarding
- Empowering CVOs within ministries with autonomy

Case Study Theme 3: Disaster Management – Ethics Under Emergency

Ethical Conflict: A public servant must balance urgency, resource scarcity, and fairness during a natural or human-made disaster.

Dilemmas:

- Speed of response vs procedural compliance
- Equity in relief vs political favoritism
- Duty of care vs personal risk
- Transparency vs public panic

2024–25 Examples:

- **Sikkim Flash Floods (Oct 2023):** Officers worked round-the-clock despite infrastructure collapse; faced allegations of delay in tribal region relief.
- **Cyclone Remal (May 2024):** Efficient early warning in West Bengal saved lives, but relief distribution delayed due to logistical mismanagement.
- **Manipur Ethnic Crisis (2024–25):** Relief camps faced food/water shortage; officials faced moral dilemmas over prioritization of victims amid community tensions.

Legal and Administrative Context:

- Disaster Management Act, 2005
- NDMA and SDMA (State Disaster Management Authorities)
- Sphere Standards for humanitarian response
- CCS Rules: Duty in emergencies (Rule 3)

Ethical Values Involved:

- Empathy, Courage, Compassion, Dedication to Public Service, Justice, Transparency

Administrative Framework :

1. **Rapid assessment** of situation with focus on vulnerable groups
2. **Activate emergency protocols** without waiting for written orders
3. **Ensure equitable distribution** of relief without bias
4. **Maintain records** of funds/utilization for audit and transparency
5. **Collaborate with NGOs/Army/NDRF** for response scaling
6. **Regular public updates** to build trust and avoid misinformation
7. **After-action review** to identify ethical lapses/improvements

Suggested Measures:

- Use of drone tech for rapid mapping and relief drops
- Digitized ration card systems (e.g., ONORC) for mobile relief
- Public dashboard for aid tracking
- Mandatory ethics drills and mock disaster simulations

Case Study Theme 4: Women in Public Service – Integrity vs Institutional Apathy

Ethical Conflict: A woman officer faces harassment or discrimination in a male-dominated workplace and must choose between silence for career safety or resistance with personal risk.

Dilemmas:

- Gender justice vs organizational image
- Speaking up vs career security

- Loyalty to team vs duty to self and law
- Legal procedure vs emotional trauma

2024–25 Examples:

- **Bengaluru Policewoman Case (2024):** A DCP-level officer filed a harassment complaint against a senior; faced pressure to withdraw; Karnataka HC intervened to ensure fair inquiry.
- **IIT-Bombay Staff Harassment Case (2024):** Female administrative staff raised complaint under PoSH; management formed Internal Complaints Committee after media outrage.
- **UP Anganwadi Supervisor Case (2025):** Sexual coercion complaints dismissed at district level; State Women's Commission ordered reinstatement and departmental action.

Legal and Administrative Context:

- **PoSH Act, 2013:** Mandatory ICC in every department
- **Article 15 & 16:** Equality and non-discrimination
- **Conduct Rules:** Prohibit unwelcome behavior (Rule 3)
- **DoPT Guidelines** on workplace conduct

Ethical Values Involved:

- Integrity, Courage, Gender Sensitivity, Justice, Empathy, Professionalism

Administrative Framework :

1. **Immediate lodging** of complaint to ICC/competent authority
2. **Ensure non-retaliation** via secure transfer/support systems
3. **Fair and timely investigation** by ICC as per PoSH norms
4. **Maintain confidentiality** to protect victim's dignity
5. **Publicize policy** through training and induction modules
6. **Record of ethics violations** integrated into annual review
7. **Institutional reform** if pattern of misconduct detected

Suggested Measures:

- Regular gender-sensitization workshops
- Independent observers in ICC for transparency
- Anonymous grievance mechanisms
- Mandatory ethics and gender equity modules for promotions

Case Study Theme 5: National Security – Smuggling vs Civil Ethics

Ethical Conflict: A civil servant posted in a border or sensitive area faces the choice of silently cooperating with smuggling networks or risking life and career by exposing them.

Dilemmas:

- National interest vs personal safety
- Obedience to hierarchy vs whistleblowing
- Rule of law vs community loyalty
- Corruption vs integrity under pressure

2024–25 Examples:

- **Mizoram-Myanmar Border Drug Seizure (2024):** ₹300 crore worth methamphetamine seized; local officials involved; IPS officer reported cartel activity despite threats.
- **Punjab Arms Smuggling via Drones (2025):** BSF intercepted drones; internal collusion suspected; DIG-level inquiry initiated.
- **Guwahati Arms Supply Ring (2024):** Civil supply officer linked to arms courier network; exposed by colleague through vigilance channel.

Legal and Administrative Context:

- Narcotic Drugs and Psychotropic Substances Act, 1985
- Arms Act, 1959
- National Security Act, 1980
- CCS (Conduct) Rules – duty to uphold national integrity
- DoPT circulars on whistleblower protection

Ethical Values Involved:

- Courage, Integrity, Accountability, National Loyalty, Professional Responsibility

Administrative Framework :

1. **Assess the threat** and gather documentation
2. **Use secure channels** to report (vigilance, DGP, MHA helplines)

3. **Avoid direct confrontation**; build allies within honest team
4. **Ensure procedural compliance** in seizures to prevent legal lapses
5. **Alert intelligence agencies** (NIA, Narcotics Bureau) if scale is large
6. **Coordinate with BSF/CRPF** for cross-border smuggling cases
7. **Post-action debrief** with facts for systemic improvements

Suggested Measures:

- Real-time drone surveillance along vulnerable corridors
- Ethics training for border administrative officers
- District-level rapid action intelligence units
- Reward and protection systems for reporting internal nexus

Case Study Theme 6: Media – Freedom vs Responsibility

Ethical Conflict: A public servant faces a situation where media spreads misinformation or targets officials unfairly. The challenge is to balance constitutional freedoms with the need for ethical accountability and truthful information dissemination.

Dilemmas:

- Freedom of speech vs prevention of hate speech
- Transparency vs confidentiality in administration
- Institutional image vs media trials
- Whistleblowing journalism vs propaganda

2024–25 Examples:

- **Sandeshkhali Case (West Bengal, 2024):** Misleading videos on eviction circulated; district magistrate held press briefing to correct the record.
- **Manipur Violence Reporting (2024–25):** Selective and inflammatory clips used; Supreme Court warned of contempt for spreading fake news.
- **Election Disinformation via Deepfakes (Lok Sabha 2024):** EC directed platforms to take down AI-generated speeches; officials trained on fact-checking mechanisms.

Legal & Institutional Context:

- Article 19(1)(a) – Freedom of speech
- Article 19(2) – Reasonable restrictions
- Cable Television Networks Regulation Act
- IT Rules 2021 (intermediary obligations)
- Press Council of India guidelines

Ethical Values Involved:

- Objectivity, Prudence, Fairness, Constitutional Morality, Accountability

Administrative Framework :

1. **Establish facts rapidly** before reacting
2. **Engage official spokespersons** or district media cells
3. **Use RTI proactively** to counter misinformation
4. **Liaise with PIB fact-check or state IT cell**
5. **If defamatory, seek legal route** via official channels
6. **Enable public grievance redress** through official platforms
7. **Encourage press responsibility** through district workshops

Suggested Measures:

- Local fact-check units within DM offices
- Civil service media training for ethical crisis handling
- Joint seminars with editors on responsible coverage
- Digital hygiene awareness in schools and local communities

Case Study Theme 7: Honest Mistakes – Intent vs Consequence in Public Service

Ethical Conflict: A well-intentioned officer makes an error in judgment or execution that causes unintended harm or delay. The challenge lies in ensuring fairness without punishing honesty.

Dilemmas:

- Good faith vs administrative liability
- Responsibility vs blame-shifting
- Error acknowledgment vs career safeguarding

- Individual fault vs systemic loopholes

2024–25 Examples:

- **Bihar Teacher Recruitment Delay (2024):** District official misinterpreted DoPT quota rules, delaying appointments; rectified quickly and retained after inquiry.
- **Kerala Relief Fund Disbursal Error (2024):** Officer released ₹2 crore to incorrect beneficiaries due to a database bug; repaid in instalments and no criminal charges due to honesty.
- **NHAI Land Compensation Error (2025):** Assistant Collector approved excess payout due to mapping mismatch; recovered from contractor, officer not penalized after audit.

Legal & Ethical Context:

- CCS (Conduct) Rules – duty of diligence
- Rule of Law: Accountability must distinguish between misconduct and mistake
- Ethics of Responsibility vs Ethics of Conviction (Weberian lens)

Ethical Values Involved:

- Honesty, Prudence, Humility, Justice, Accountability

Administrative Framework :

1. **Accept mistake transparently** and report immediately
2. **Initiate internal inquiry** to assess scope of error
3. **If bona fide**, seek exemption from disciplinary action
4. **Correct action promptly** to minimize public loss
5. **Communicate clearly** with affected stakeholders
6. **Record incident** for institutional learning
7. **Recommend reforms** in SOPs to prevent recurrence

Suggested Measures:

- Create "Error Review Cells" for non-malicious mistakes
- Protect honest officers under *Good Faith Clause* in service rules
- Promote an administrative culture of reporting and learning
- Include ethical decision simulations in officer training

Case Study Theme 8: Rules vs Compassion – Spirit vs Letter of Law

Ethical Conflict: A civil servant must choose between strict rule compliance and a compassionate decision that may technically violate procedure but serves public interest.

Dilemmas:

- Rigid rules vs ethical flexibility
- Compassion vs precedent
- Justice vs legality
- Short-term benefit vs long-term systemic risk

2024–25 Examples:

- **Delhi Shelter Officer (2024 Winter):** Allowed migrants without documentation into night shelters during extreme cold; initially reprimanded, later praised by Delhi Commission for Human Rights.
- **Bhopal Collector (2024):** Approved urgent medical aid for a cancer patient using discretionary fund beyond deadline; later regularized by CM relief scheme.
- **UP Road Safety Case (2025):** Tehsildar arranged funeral for accident victims abandoned due to paperwork delays; DM later issued circular easing ID requirement in emergencies.

Legal & Ethical Context:

- Article 21 – Right to life includes dignity
- Administrative discretion and humanitarian grounds
- Civil Services Conduct Rules – duty to act in public interest
- Equity as a principle in governance ethics

Ethical Values Involved:

- Empathy, Justice, Discretion, Public Interest, Moral Courage

Administrative Framework :

1. **Assess legal boundaries** – is flexibility allowed within rules?
2. **Record rationale** if deviation is proposed
3. **Take approval** from competent authority wherever possible
4. **Ensure benefit outweighs procedural risk**
5. **Report and recommend policy change** if systemic issue

6. **Prepare precedents or references** to justify discretion
7. **Communicate outcome** transparently to all stakeholders

Suggested Measures:

- SOP clauses for emergency flexibility
- Documentation protocol for compassionate deviations
- Internal ethics committees to advise on borderline cases
- Leadership training on value-based discretion

Case Study Theme 9: Social Evils – Caste Discrimination in Public Duty

Ethical Conflict: A public servant encounters caste-based discrimination in service delivery, recruitment, or administration, and must decide between remaining neutral or taking a stand.

Dilemmas:

- Neutrality vs proactive justice
- Maintaining order vs confronting bias
- Personal beliefs vs institutional culture
- Rule application vs correcting historical injustice

2024–25 Examples:

- **Maharashtra Panchayat Case (2024):** SC community candidate denied Sarpanch post despite reservation; Block Development Officer reported matter, upheld quota rights.
- **UP Health Worker Posting (2025):** Dalit ASHA workers faced housing segregation in rural districts; DM intervened with district circular affirming constitutional duties.
- **Karnataka Recruitment Bias Case (2024):** Teacher selection board found favoring dominant caste candidates; ethical whistleblowing by internal officer led to reevaluation.

Legal & Ethical Context:

- Article 15 – Prohibition of caste-based discrimination
- SC/ST (Prevention of Atrocities) Act, 1989
- Conduct Rules – Equal treatment and respect for human dignity
- Ambedkarite vision of social justice in statecraft

Ethical Values Involved:

- Justice, Equality, Courage, Constitutional Morality, Empathy

Administrative Framework :

1. **Identify pattern** of discrimination – recruitment, service, allocation
2. **Document and verify** with data and stakeholder input
3. **Apply constitutional provisions** to ensure redress
4. **Engage community leaders** in inclusive dialogue
5. **Issue advisory or institutional change** if problem is systemic
6. **Protect complainants** from retaliation
7. **Encourage affirmative actions** in local initiatives

Suggested Measures:

- Sensitization workshops at block and district levels
- Regular SC/ST compliance audits in public services
- Reservation monitoring dashboard by state departments
- Public grievance counters focused on social bias

Case Study Theme 10: Bureaucratic Objectivity vs Political Pressure

Ethical Conflict: A civil servant is pressured by political executives to act in ways that compromise neutrality, administrative objectivity, or constitutional norms.

Dilemmas:

- Political loyalty vs professional integrity
- Administrative neutrality vs career progression
- Rule-bound governance vs populist directives
- Long-term institutional credibility vs short-term appeasement

2024–25 Examples:

- **West Bengal Sandeshkhali Controversy (2024):** Local officials allegedly delayed action under political influence; Chief Secretary reshuffled several officers after public pressure.

- **Madhya Pradesh Transfer Racket Case (2024):** Whistleblower IAS officer exposed political-bureaucratic nexus in transfer postings; CM ordered probe.
- **Chhattisgarh PSC Leak Allegation (2025):** Political interference in top-level interviews suspected; ethical officer refused to finalize biased panel, faced political backlash.

Legal & Ethical Context:

- Article 311 – Protection to civil servants
- All India Services (Conduct) Rules – Political neutrality
- 2nd ARC Report on "Ethics in Governance"
- Hota Committee (2004) – Civil Service Reforms
- Supreme Court guidelines (T.S.R. Subramanian case) – Civil Service Board for postings

Ethical Values Involved:

- Integrity, Courage, Neutrality, Accountability, Professionalism

Administrative Framework :

1. **Maintain official records** of verbal/political instructions
2. **Use formal channels** (file noting, written objections)
3. **Report unethical interference** through senior chain
4. **Uphold legal procedures** even under pressure
5. **Consult Civil Services Board** where established
6. **Build peer support** within honest officials
7. **If needed, seek transfer** through ethical resistance

Suggested Measures:

- Legally mandated fixed tenure for key posts
- Institutional strengthening of Civil Service Boards
- Mandatory ethics and neutrality training
- Whistleblower protection for reporting politicization

Case Study Theme 11: Organizational Ethics – Internal Conflict and Misgovernance

Ethical Conflict: A public servant is posted in a dysfunctional office environment where corruption, favouritism, or internal sabotage is prevalent, affecting public service delivery and morale.

Dilemmas:

- Team loyalty vs public accountability
- Compromise for harmony vs confrontation for reform
- Whistleblowing vs institutional image
- Upholding merit vs adjusting to power centres

2024–25 Examples:

- **Telangana Revenue Dept Audit Leak (2024):** Junior officer exposed deliberate file delay system in land mutation; faced workplace isolation.
- **Delhi Jal Board Procurement Irregularities (2024):** Executive engineer questioned vendor selection; CVO later confirmed mismanagement in tenders.
- **UP Cooperative Bank Officer (2025):** Detected loan sanction fraud by internal staff–sought vigilance inquiry; staff union staged protest against whistleblower.

Legal & Ethical Context:

- CCS (Conduct) Rules – Duty to maintain integrity and impartiality
- CVC and Vigilance Manual guidelines
- Public Interest Disclosure and Protection of Informers (PIDPI) resolution
- Nolan Principles of Public Life – Honesty, Openness, Accountability

Ethical Values Involved:

- Courage, Integrity, Fairness, Team Responsibility, Service Motivation

Administrative Framework :

1. **Diagnose issues objectively** (biases, delays, inefficiencies)
2. **Report serious violations** through internal vigilance
3. **Work silently on small reforms** to avoid confrontation
4. **Build peer alliances** with honest staff
5. **Record meetings and decisions transparently**
6. **Seek transfer or departmental escalation** if situation becomes hostile
7. **Encourage ethics dialogue** within the workplace (e.g., via staff meetings)

Suggested Measures:

- Annual ethics audit of public departments
- Rotation of sensitive posts to avoid comfort zones
- Capacity-building in organizational behavior and ethics
- Anonymous internal feedback tools on misgovernance

Case Study Theme 12: Whistleblowing, RTI & Ethical Transparency

Ethical Conflict: A public official must decide whether to expose internal wrongdoing or remain silent to preserve job security, organizational loyalty, or personal relationships.

Dilemmas:

- Transparency vs loyalty to seniors
- Personal risk vs institutional integrity
- Public interest vs career protection
- Legal duty vs social retaliation

2024–25 Examples:

- **Jharkhand Mines Corruption Case (2024):** A mining officer filed RTI to expose illegal approvals; removed from post without explanation. Later reinstated after tribunal order.
- **Karnataka Irrigation Scam (2024):** Junior engineer leaked tender collusion evidence to media; probe started under Lokayukta after public pressure.
- **Manipur Relief Materials Diversion (2025):** Block officer informed DM of misuse of central flood funds via anonymous disclosure; funds reallocated, whistleblower protected under PIDPI.

Legal & Ethical Context:

- RTI Act, 2005 – Section 4 (proactive disclosure)
- Whistle Blowers Protection Act, 2014
- CCS Conduct Rules – duty to report fraud
- CVC Guidelines on reporting corruption

Ethical Values Involved:

- Integrity, Courage, Accountability, Honesty, Public Interest

Administrative Framework :

1. **Confirm authenticity of data/documents** before disclosure
2. **Use proper reporting channels** (CVC, departmental vigilance)
3. **If required, use RTI or PIDPI mechanisms**
4. **Maintain documentation trail** for self-defense
5. **Avoid media leak unless public interest is endangered**
6. **Follow up on action taken** and ensure transparency in outcomes
7. **Seek peer/legal guidance** before taking high-risk steps

Suggested Measures:

- Mandatory orientation on PIDPI in civil service training
- Strengthening of whistleblower protection cells at state level
- Department-level ethics facilitators
- Reward mechanisms for ethical disclosures

Case Study Theme 13: Environment vs Development – Striking the Balance

Ethical Conflict: A public servant must balance ecological preservation with demands for industrial, infrastructural, or economic development.

Dilemmas:

- Long-term environmental justice vs short-term economic gain
- Livelihood generation vs ecological sustainability
- Legal clearances vs social backlash
- Project completion vs ecological displacement

2024–25 Examples:

- **Great Nicobar Island Project (2024):** Controversy over forest clearance for ₹75,000 crore transshipment hub; IAS officer filed internal objection citing biodiversity risk.
- **Mopa Airport (Goa) Wetland Diversion Case (2024):** NGT stayed construction briefly; Collector revised land-use classification post consultation.

- **Uttarakhand Tunnel Collapse (Silkyara, 2023–24):** Raised questions about indiscriminate tunneling without proper geological assessments; inquiry ordered by PMO.

Legal & Ethical Context:

- Environmental Protection Act, 1986
- Forest Conservation Act, 1980
- Article 48A and Article 51A(g) of Constitution
- ESG norms under SEBI (for public-funded projects)

Ethical Values Involved:

- Sustainability, Justice, Prudence, Responsibility, Transparency

Administrative Framework :

1. **Conduct detailed EIA (Environmental Impact Assessment)** and hold genuine public consultations
2. **Recommend mitigation measures** like compensatory afforestation
3. **Ensure legal compliance** with environmental and forest laws
4. **Engage with local stakeholders**, especially tribal/forest communities
5. **Advocate for sustainable alternatives** where possible
6. **Maintain record of dissent/concerns** in official files if overruled
7. **Monitor post-clearance compliance** through field inspections

Suggested Measures:

- Create “Green Impact Units” within planning departments
- Digitize and publicly disclose project EIAs
- Strengthen citizen science tools to monitor development zones
- Encourage use of ESG (Environmental-Social-Governance) metrics in all public projects

Case Study Theme 14: Corporate Ethics vs Profit Motive – Balancing Enterprise with Responsibility

Ethical Conflict: A business or corporate executive must choose between maximising profits and upholding ethical values such as consumer safety, environmental protection, and social responsibility.

Dilemmas:

- Short-term profit vs long-term brand credibility
- Cost-cutting vs employee welfare
- Legal compliance vs ethical leadership
- Shareholder interest vs stakeholder equity

2024–25 Examples:

- **Maruti Suzuki’s Labour Welfare Push (2024):** Increased minimum wages above mandated level in Gurugram plant to reduce attrition; applauded by Ministry of Labour.
- **Nestlé India Recall (2024):** Withdrew a product batch after self-testing showed labelling error on additives; showcased voluntary ethical compliance.
- **Vedanta Environmental Litigation (2025):** Accused of flouting water usage rules in Gujarat plant; NGT imposed ₹12 crore penalty; ethics audit mandated by board.

Legal & Ethical Context:

- Companies Act, 2013 (Section 135 – CSR Provisions)
- SEBI ESG Guidelines (2023)
- Consumer Protection Act, 2019
- OECD Guidelines for Multinational Enterprises

Ethical Values Involved:

- Integrity, Responsibility, Transparency, Justice, Compassion

Administrative/Corporate Framework :

1. **Conduct regular ethics and compliance audits**
2. **Implement CSR not as charity but as core business strategy**
3. **Ensure board-level ethics oversight** through independent directors
4. **Maintain consumer feedback and grievance redressal mechanisms**
5. **Train employees** on anti-corruption, environmental responsibility
6. **Disclose ESG performance transparently** in annual reports
7. **Encourage whistleblower culture** in private sector

Suggested Measures:

- Make ethics rating mandatory in BSE/NSE for top firms
- Government incentives for ethical certifications (like ISO 26000)

- Extend RTI-like transparency to PPP enterprises
- National Corporate Ethics Index as part of Ease of Doing Business 2.0

Case Study Theme 15: Clinical Trials and Vaccine Ethics – Science vs Human Rights

Ethical Conflict: A public health officer, regulator, or pharma executive faces ethical questions over testing unapproved drugs or vaccines, especially on vulnerable populations, amidst public health emergencies or commercial pressure.

Dilemmas:

- Scientific innovation vs patient safety
- Speed of rollout vs consent and caution
- Global pharmaceutical interest vs national sovereignty
- Commercial secrecy vs public transparency

2024–25 Examples:

- **DCGI Suspension of Gene Therapy Trial (2024):** A foreign-funded trial in Bengaluru halted due to lack of community consent documentation.
- **NEGVAC's COVID-19 Booster Policy Debate (2024):** Ethical dilemma over extending boosters without full long-term studies; government paused rural drive pending expert review.
- **ICMR Guidelines on Animal Trials (2024):** Revised protocol to limit repetitive animal usage and ensure ethical justification, especially in AI-based drug discovery.

Legal & Ethical Context:

- Drugs and Cosmetics Act, 1940 (Rules 1945 – Clinical Trials)
- ICMR National Ethical Guidelines for Biomedical Research
- Nuremberg Code and Declaration of Helsinki (global references)
- Right to Informed Consent under Article 21 (Right to Life)

Ethical Values Involved:

- Respect for Autonomy, Beneficence, Non-maleficence, Justice, Human Dignity

Administrative Framework :

1. **Ensure ethics committee approvals** are robust and independent
2. **Protect vulnerable groups** (rural poor, elderly, children)
3. **Guarantee free, informed, written consent** in local language
4. **Ensure trial data is peer-reviewed and made public**
5. **Audit compensation mechanisms** for adverse effects
6. **Encourage transparency from pharma companies**
7. **Regular field inspections** of trial sites

Suggested Measures:

- Strengthen the CDSCO monitoring mechanism
- Mandatory public registry of all trials and outcomes
- Compulsory post-trial access to successful drugs for participants
- National Ethics Authority for Biomedical Research

Case Study Theme 16: Ethics in Vaccine Manufacturing – Equity, Safety, and Access

Ethical Conflict: A policymaker, regulator, or industry leader must ensure vaccines are produced ethically—balancing speed, profit, safety, and equitable distribution, especially in crises.

Dilemmas:

- Patent protection vs open access for public health
- Mass production vs safety standards
- National supply needs vs global solidarity
- Pricing for profit vs affordability for all

2024–25 Examples:

- **Bharat Biotech's Global Licensing for Typhoid Conjugate Vaccine (2024):** Lauded for low-cost tech transfer to African producers.
- **Pune-based Serum Institute's HPV Vaccine Rollout (2024):** Domestic pricing ₹300/dose vs export at \$5; sparked debate over pricing equity.
- **New Drug Formulation Leak (2025):** A whistleblower alleged trial-stage data manipulation in a new dengue vaccine batch; CDSCO ordered immediate probe and halted rollout.

Legal & Ethical Context:

- Patents Act, 1970 (Section 92 – Compulsory Licensing)
- TRIPS Flexibilities and Doha Declaration (WTO context)
- Drug Price Control Order (DPCO)
- Universal Immunization Programme (UIP) guidelines

Ethical Values Involved:

- Justice, Compassion, Global Equity, Responsibility, Honesty

Administrative Framework :

1. **Mandate quality control audits** by independent bodies
2. **Promote tech transfer and licensing to LMICs** (Low and Middle Income Countries)
3. **Ensure price transparency and public procurement audits**
4. **Create inclusive distribution models** (gender/rural equity)
5. **Involve civil society** in vaccine rollout feedback
6. **Enforce penalties for data manipulation or ethical lapses**
7. **Promote local R&D capacity building** to reduce dependency

Suggested Measures:

- National Vaccine Ethics Authority for approvals and audits
- Open data portal for vaccine safety and pricing
- WTO-level advocacy for equitable licensing rules
- Expanded CSR mandate for pharma on public vaccines

Case Study Theme 17: Information Peddling – Ethics in Infrastructure Development

Ethical Conflict: A public official discovers that confidential information related to land acquisition, road alignment, or project bidding is being leaked or manipulated for vested interest, often to benefit select contractors or real estate groups.

Dilemmas:

- Confidentiality vs whistleblowing
- Pressure from political or business interests vs ethical duty
- Transparency in public works vs practical constraints
- Personal safety vs exposing institutional corruption

2024–25 Examples:

- **Uttar Pradesh Expressway Land Leak (2024):** Leak of alignment plans for a ₹15,000 crore expressway led to land hoarding by insiders; vigilance probe initiated.
- **Tamil Nadu Smart City Bidding Irregularities (2024):** Anonymous disclosure revealed pre-information sharing with a private contractor; project delayed, ethics officer transferred.
- **MP Highway Diversion Order (2025):** Local officer challenged political order to shift road via influential politician's landholding; State Ethics Committee took up suo-motu inquiry.

Legal & Ethical Context:

- Prevention of Corruption Act, 1988
- Official Secrets Act, 1923
- Right to Fair Compensation and Transparency in Land Acquisition Act, 2013
- General Financial Rules (GFR), 2017

Ethical Values Involved:

- Honesty, Integrity, Public Interest, Objectivity, Courage

Administrative Framework :

1. **Audit all project information flows** to prevent insider misuse
2. **Digitise land records and procurement processes**
3. **Institute strict conflict of interest declarations** for officials
4. **Encourage anonymous reporting mechanisms** for leaks
5. **Set up project-specific integrity cells** with independent oversight
6. **Train field officials** on infrastructure ethics and public accountability
7. **Build public grievance portals** for real-time complaint tracking

Suggested Measures:

- Create a national “Infrastructure Ethics Index” linked to project funding
- Mandate public disclosure of project rationale, costs, and changes
- Integrate blockchain systems for alignment and bidding transparency
- Empower State Vigilance Commissions to fast-track land corruption cases

Case Study Theme 18: Foreign Aid vs Domestic Development – Ethical Choices in Global Diplomacy

Ethical Conflict: A policymaker or diplomat must choose between extending aid or support to other nations versus meeting urgent developmental needs within the country.

Dilemmas:

- Global leadership image vs domestic resource constraints
- Strategic alliances vs national development priorities
- Short-term political mileage vs long-term development equity
- Diplomacy vs democratic accountability

2024–25 Examples:

- **India’s Humanitarian Aid to Sudan (2024):** ₹450 crore food & medical assistance despite internal demand for rural health infrastructure upgrades.
- **Vaccine Diplomacy to Myanmar (2024):** India supplied HPV vaccines while several Indian districts lacked full immunization coverage; led to public health backlash.
- **Budget Debate on Indo-Pacific Naval Aid (2025):** Question raised in Parliament whether ₹1,200 crore aid to Mauritius Coast Guard could have been redirected to flood relief in Bihar.

Legal & Ethical Context:

- MEA Charter on Development Diplomacy
- Article 38 of the Indian Constitution (social justice directive)
- Public Financial Management System (PFMS) standards
- SDG 17: Global Partnerships vs SDG 1, 3, 9 (Domestic Priorities)

Ethical Values Involved:

- Justice, Equity, Empathy, Responsibility, Strategic Prudence

Administrative Framework :

1. **Conduct dual cost-benefit analysis** – international gain vs domestic need
2. **Establish prioritization protocol** based on SDG alignment
3. **Ensure aid packages are transparent** and vetted by parliamentary committees
4. **Use aid as strategic diplomacy**, not charity
5. **Disclose opportunity costs publicly**
6. **Strengthen monitoring mechanisms** for both foreign and domestic allocations
7. **Use feedback loops** from domestic field officers before international allocation

Suggested Measures:

- Create “National Development Priority Filter” before approving foreign aid
- Formulate rules under MEA for “Strategic Humanitarian Thresholds”
- Publish biannual audit reports comparing domestic vs foreign development spending
- Launch citizens’ dashboard to view all foreign aid disbursed by India

Case Study Theme 19: Refugees and Ethical Dilemmas at the Border – Humanity vs Sovereignty

Ethical Conflict: A border official, administrator, or policymaker must decide whether to accommodate incoming refugees or strictly enforce deportation and border control, especially during geopolitical or humanitarian crises.

Dilemmas:

- National security vs humanitarian obligation
- Constitutional morality vs international treaties
- Short-term political pressures vs long-term integration
- Citizenship vs basic human rights

2024–25 Examples:

- **Manipur Border Refugees from Myanmar (2024–25):** Over 35,000 refugees entered Indian territory fleeing civil war; debates emerged on shelter, security vetting, and denial of Aadhaar.
- **Rohingya Refugee Detentions in Jammu (2024):** Several were detained citing threat perception, sparking protests and legal interventions.
- **Bangladeshi Migration & NRC Review (2025):** Policy reconsideration in Assam over recognition of pre-1971 migrants triggered by mass petition from border villages.

Legal & Ethical Context:

- Article 21 of the Indian Constitution (Right to Life – extends to non-citizens)
- Foreigners Act, 1946

- No national refugee law in India – governed by executive orders
- India is not a signatory to the 1951 UN Refugee Convention

Ethical Values Involved:

- Compassion, Justice, Non-violence, Rule of Law, Constitutional Morality

Administrative Framework :

1. **Create designated refugee reception zones** with UNHCR coordination
2. **Ensure biometric but non-discriminatory registration**
3. **Prioritise women, children, and elderly for welfare services**
4. **Ensure temporary documentation** for access to basic services
5. **Build community integration mechanisms** via NGOs and local govt
6. **Conduct security vetting transparently** through MHA protocols
7. **Respect court directives** regarding non-refoulement (no forced return)

Suggested Measures:

- Enact a comprehensive **Refugee Protection Law**
- Develop a **National Refugee Database** integrated with MHA and MEA
- Use **foreign aid diplomacy** to share refugee burden regionally
- Launch "**Humanitarian Citizenship Training**" for border personnel

Case Study Theme 20: Death Penalty – Retribution vs Reformatory Justice

Ethical Conflict: A judge, policymaker, or administrator is confronted with the question of whether capital punishment should be upheld or substituted with life imprisonment, especially in cases involving heinous crimes like rape, terrorism, or serial murder.

Dilemmas:

- Justice for the victim vs possibility of reform
- Deterrence vs human dignity
- Popular demand vs constitutional morality
- Legal precedent vs evolving global standards

2024–25 Examples:

- **Supreme Court Guidelines in PMLA Death Row Review Case (2024):** SC ruled that psychological evaluation of the convict must be mandatory before confirming a death penalty.
- **Delhi High Court Observations (2025):** Criticised the media-fuelled demand for hanging in a minor gangrape case; called for dignified victim support rather than emotional vengeance.
- **Parliamentary Debate on Death Penalty for Repeat Offenders (2025):** Bill proposing automatic death penalty for second sexual assault was stalled due to human rights and constitutional debates.

Legal & Ethical Context:

- Article 21 (Right to Life and Personal Liberty)
- Bachan Singh vs State of Punjab (1980) – “Rarest of Rare” doctrine
- Justice Verma Committee (2013) – Against capital punishment for sexual violence
- Law Commission of India Report No. 262 – Recommended abolition (except for terror offences)

Ethical Values Involved:

- Dignity, Justice, Compassion, Rule of Law, Temperance

Administrative and Judicial Framework :

1. **Mandate psychological and socio-economic background review** before awarding death sentence
2. **Ensure legal aid quality** in trial and appeal stages
3. **Develop uniform sentencing policy** to avoid arbitrariness
4. **Launch prison reform programmes** for life convicts
5. **Create victim-centric compensation and healing mechanisms**
6. **Strengthen judicial training** in restorative justice
7. **Involve civil society in post-verdict prisoner reform**

Suggested Measures:

- Create **National Sentencing Council** to guide sentencing practices
- Integrate **restorative justice modules** into Indian Prison Act amendments
- Establish **death row review boards** at state level
- Initiate **public education campaigns** on ethics of punishment

Case Study Theme 21: Scientific Responsibility vs Profiteering – Ethics of Innovation

Ethical Conflict: A research scientist or policymaker faces pressure to commercialize a new scientific breakthrough (e.g., AI, biotech, nanotech) even when ethical, environmental, or social concerns have not been fully addressed.

Dilemmas:

- Innovation vs precautionary principle
- Commercial success vs social impact
- Transparency vs patent secrecy
- Public good vs corporate monopoly

2024–25 Examples:

- **AI-based Facial Recognition Rollout in Schools (2024):** Implemented in Rajasthan schools without proper data privacy audits; halted after ethical concerns raised by NCPCR.
- **DNA Data Bill 2025 Review:** Ethical concerns flagged over potential misuse of genomic data for commercial drug targeting by private pharma entities.
- **Agri-Biotech Startup Controversy (2025):** A CRISPR-based crop developer bypassed full field trial norms in Telangana with tacit bureaucratic support; led to GM crop protests and legal stay.

Legal & Ethical Context:

- Environmental Protection Act, 1986
- Draft DNA Technology Regulation Bill
- IPR regime under TRIPS & Indian Patents Act
- Guidelines for Responsible AI by NITI Aayog (2021, updated 2024)

Ethical Values Involved:

- Responsibility, Prudence, Justice, Integrity, Long-term Thinking

Administrative Framework :

1. **Conduct Ethical Risk Assessment (ERA)** before trial approvals
2. **Ensure public consultation** before deploying frontier tech in sensitive sectors (health, food, education)
3. **Mandate third-party impact studies** for high-risk innovations
4. **Establish ethics review boards** in scientific agencies and IITs
5. **Strengthen IP transparency norms** especially for public-funded innovations
6. **Enforce technology disclosure and audit** before market release
7. **Promote open science models** where possible

Suggested Measures:

- Create a **National Commission on Scientific Ethics**
- Develop a **Technology Ethics Impact Scorecard** for all new innovations
- Revise **CSR mandates** to include ethical tech development
- Make **Ethics-by-Design** compulsory in AI and biotech startups

Case Study Theme 22: Domestic Violence – Ethical Intervention vs Systemic Apathy

Ethical Conflict: A public official, police officer, or social worker must respond to cases of domestic violence where victims seek justice, but institutional barriers, social stigma, or political influence hinders effective intervention.

Dilemmas:

- Strict legal action vs reconciliation pressure
- Victim's privacy vs mandatory reporting
- Institutional lethargy vs proactive support
- Social norms vs constitutional rights

2024–25 Examples:

- **Delhi Protection Officer Suspension (2024):** Officer failed to respond to multiple complaints by a victim under the Domestic Violence Act; NHRC issued advisory on administrative responsibility.
- **UP Government Gender Help Desk Reform (2025):** Following poor redressal in rural districts, 500+ Gender Help Desks revamped with trained female officers after audit by the Ministry of Women and Child Development.

- **Kerala HC Observations (2025):** Court reaffirmed that counselling cannot override the victim's right to legal relief under PWDVA, especially in cases of repeat abuse.

Legal & Ethical Context:

- Protection of Women from Domestic Violence Act (PWDVA), 2005
- Article 14 (Right to Equality), Article 21 (Right to Life and Dignity)
- CrPC Sections 125 & 498A (Maintenance & Cruelty)
- UN Convention on Elimination of Discrimination Against Women (CEDAW)

Ethical Values Involved:

- Empathy, Dignity, Accountability, Courage, Non-discrimination

Administrative Framework :

1. **Strengthen institutional accountability** of Protection Officers and police
2. **Ensure safe shelter homes** and access to legal aid for victims
3. **Integrate DV reporting with women's helpline 181 & emergency 112**
4. **Conduct gender-sensitivity training** for all district officials
5. **Mandatory monthly review by District Magistrates** of DV cases
6. **Build community-based victim support networks** through SHGs
7. **Ensure zero retaliation** against victims or whistleblowers

Suggested Measures:

- Create a **Domestic Violence Redressal Dashboard** for real-time tracking
- Mandate **district-level convergence cells** (police + social welfare + legal)
- Launch **community para-legal volunteers scheme** for victim outreach
- Institutionalise **DV Monitoring Cell in State Women Commissions**

Case Study Theme 23: Migrants – Ethical Governance in Crisis and Resettlement

Ethical Conflict: A district official or state government must decide how to support internal migrants—especially during crisis periods such as economic distress, natural disasters, or eviction drives—while facing resource constraints and legal hurdles.

Dilemmas:

- Eviction for development vs humane resettlement
- Short-term relief vs long-term rehabilitation
- Identity documentation vs access to welfare
- Resource scarcity vs inclusive governance

2024–25 Examples:

- **Delhi–Yamuna Flood Eviction Drive (2024):** Over 2,000 migrant households removed after floods; Delhi HC directed resettlement and compensation within 3 months.
- **Bihar–Jharkhand Reverse Migration Audit (2025):** Post-COVID remigration revealed that 60% migrants lacked ration cards in host states; UIDAI-led inter-state portability scheme piloted.
- **Assam Tea Tribe Labour Resettlement (2024–25):** Migrant workers from tribal regions faced displacement due to mechanisation; new policy introduced to skill and relocate them with dignity.

Legal & Ethical Context:

- Inter-State Migrant Workmen Act, 1979
- Right to Food, Right to Livelihood (Article 21)
- National Disaster Management Act, 2005
- Social Security Code, 2020 (includes informal workers)

Ethical Values Involved:

- Dignity, Justice, Compassion, Social Equity, Responsiveness

Administrative Framework :

1. **Create Migrant Registries** at state and district levels
2. **Ensure Aadhaar and ration portability** across states
3. **Launch one-stop migrant support centres** in cities
4. **Establish grievance redressal helplines** for migrants
5. **Incorporate migrant welfare in city masterplans**
6. **Train local officers** on ethical handling of displacement
7. **Involve NGOs and SHGs** for reintegration and skill mapping

Suggested Measures:

- National **Migrant Social Security Portal** with UWIN card linkages

- Urban Local Bodies to allocate 15% funds for **migrant service delivery**
- Quarterly social audit of all **migrant housing and labour sites**
- Expand **Jan Arogya Yojana** to include interstate migrant families

Case Study Theme 24: Personal Benefits vs Rules and Morality – Conflict of Interest in Public Office

Ethical Conflict: A civil servant or public functionary is offered a promotion, transfer, or material benefit in exchange for compromising on rules or ethical standards—posing a conflict between personal gain and institutional morality.

Dilemmas:

- Personal safety or career advancement vs honesty and fairness
- Loyalty to political masters vs loyalty to Constitution
- Silence vs whistleblowing
- Rule compliance vs situational pressures

2024–25 Examples:

- **Pune Municipal Commissioner Case (2024):** IAS officer exposed large-scale land-use fraud involving local politicians; was transferred within 48 hours, refused to resign, received national recognition later.
- **Andhra Pradesh Irrigation Department Engineer (2025):** Denied inflated project certification despite MLA pressure; reward withheld, but vigilance department later promoted him through special commendation route.
- **Punjab Revenue Officer Ethics Panel Report (2025):** Officer refused bribe offer during land settlement survey; praised publicly in Assembly session and recommended for Padma Award.

Legal & Ethical Context:

- Conduct Rules for Civil Servants
- Prevention of Corruption Act, 1988
- All India Services (Discipline and Appeal) Rules
- Article 311: Protection against arbitrary dismissal

Ethical Values Involved:

- Integrity, Courage, Objectivity, Accountability, Selflessness

Administrative Framework :

1. **Declare conflict of interest** transparently through internal reporting
2. **Document pressure instances** and escalate via vigilance
3. **Seek transfer only through formal channels**
4. **Maintain proper file noting** to protect decisions
5. **Use institutional support networks** like Ethics Cells, State Lokayuktas
6. **Adopt personal moral resilience training** in official capacity
7. **Avoid dual loyalty to political offices and follow rulebook hierarchy**

Suggested Measures:

- Institutionalise **Ethics Support Desks** within state cadres
- Award **Ethical Conduct Commendation Letters** at yearly review
- Create a **Protected Reporting Officer Protocol** to handle undue influence
- Add **“Ethical Performance Index”** in appraisal reports

Case Study Theme 25: Custodial Deaths and Extra-Judicial Killings – Ethics of Policing and Due Process

Ethical Conflict: A police officer or district magistrate must balance public pressure for swift justice with constitutional rights of accused persons, especially in cases involving heinous crimes. The use of force or unofficial methods may be demanded by superiors or the public.

Dilemmas:

- Rule of law vs popular retribution
- Swift justice vs procedural due process
- Public satisfaction vs institutional accountability
- Police protection vs accountability for excess

2024–25 Examples:

- **Sitamarhi Custodial Death (Bihar, 2024):** A Dalit youth died in custody during a petty theft probe; NHRC issued strict directions and sought accountability from SP and jail officials.

- **Manipur Encounter Report (2025):** A judicial commission flagged extra-judicial killings under the guise of insurgency control; Supreme Court ordered CBI-led SIT probe.
- **Mumbai Elgaar Parishad Case (2024–25):** Police detainment and custodial harassment of a tribal activist raised questions about misuse of preventive detention powers.

Legal & Ethical Context:

- Article 21 (Right to Life), Article 22 (Protection against arbitrary arrest)
- Sections 41–60A of CrPC (Procedures of arrest and bail)
- SC Guidelines in **DK Basu vs State of West Bengal (1997)**
- NHRC Guidelines on Custodial Deaths
- UN Convention Against Torture (India is signatory but not ratified)

Ethical Values Involved:

- Justice, Fairness, Accountability, Courage to Resist Pressure, Respect for Human Dignity

Administrative Framework :

1. **Mandatory videography of arrest and interrogation** under CrPC
2. **Immediate medical examination** post-arrest, repeated every 48 hours
3. **Legal aid access ensured at first contact**
4. **Independent magistrate inquiry in all deaths in custody**
5. **Senior officer review before use of lethal force in encounters**
6. **Public release of FIR, medical and post-mortem records**
7. **Strict penalty for delay in FIR registration or post-mortem**

Suggested Measures:

- Establish a **State-level Custodial Oversight Authority** chaired by retired HC judge
- Introduce **Body Cameras and Station Surveillance Systems** with 90-day backup
- Include **Custodial Ethics Training** in police academies and probation
- Provide **victim family support units** in State Human Rights Commissions
- Fast-track courts for **trial of custodial violence** cases

Case Study Theme 26: Good Samaritan – Ethical Duty in Emergencies

Ethical Conflict: A citizen or official witnesses a road accident and must decide whether to intervene and help the injured, amidst fears of police harassment, legal complications, or institutional delays.

Dilemmas:

- Civic duty vs self-preservation
- Compassion vs legal complications
- Delay in care vs bureaucratic procedure
- Individual action vs systemic failure

2024–25 Examples:

- **Nagpur Highway Incident (Feb 2024):** A youth saved two bikers in a severe crash but was later called repeatedly for police testimony; Maharashtra Police Commissioner issued apology and set up a fast-track declaration form for Good Samaritans.
- **Karnataka Good Samaritan Award Scheme (2025):** 47 citizens felicitated in Bengaluru for voluntarily helping accident victims under new protocol – no repeated questioning, no liability.
- **Delhi AIIMS Trauma Centre Report (2025):** 60% of accident victims admitted within 1 hour by bystanders survived, validating the importance of first-response action.

Legal & Ethical Context:

- Good Samaritan Guidelines (MoRTH, 2016) – Now binding by SC order
- Motor Vehicles Amendment Act, 2019 – Legal protection to helpers
- Article 21 – Right to Life and Protection of Personal Liberty

Ethical Values Involved:

- Altruism, Compassion, Courage, Civic Duty, Humanitarianism

Administrative Framework :

1. **Ensure all hospitals follow zero FIR and treatment-first approach**
2. **Train police officials on non-harassment protocols**
3. **Install signboards with emergency contacts and Good Samaritan rights**
4. **Set up anonymous reporting and support hotlines**
5. **Enable digital affidavit submission** for witnesses who help

6. Encourage media recognition of positive citizen actions

Suggested Measures:

- Institutionalize **District Good Samaritan Councils**
- Develop a **public dashboard tracking emergency response times**
- Conduct **mandatory Good Samaritan training** in schools and workplaces
- Introduce **insurance cover** or incentive points for frequent responders
- Mandate **non-interrogation pledge** at police stations

Case Study Theme 27: Legal Loopholes in the Name of Poverty – Misuse of Welfare and Protection Laws

Ethical Conflict: A public official, social auditor, or field administrator finds that individuals or groups are misusing poverty-alleviation laws, subsidies, or legal immunity clauses by falsely claiming eligibility—thereby depriving the genuine poor.

Dilemmas:

- Due diligence vs empathy for poverty narratives
- Rule-based verification vs humanitarian relief
- Targeted exclusion vs leakages in welfare delivery
- Strict enforcement vs fear of political or social backlash

2024–25 Examples:

- **PMAY-G Fraud Detection in Odisha (2024):** Over 12,000 “ghost beneficiaries” with concrete houses were listed under the rural housing scheme; the district collector suspended 14 Gram Sevaks.
- **Bihar Public Distribution System Audit (2025):** 8 lakh ration cardholders were ineligible under NFSA norms but retained due to political pressure; a new digital audit dashboard introduced.
- **SC Observation in Food Security Case (March 2025):** The Court warned against political interference in beneficiary lists, asserting that poor governance weakens rights-based welfare systems.

Legal & Ethical Context:

- National Food Security Act (NFSA), 2013
- PMAY Guidelines, UIDAI linkage protocols
- Section 420 IPC (cheating) – when used to fraudulently claim government benefits
- Social Audit Rules under MGNREGA

Ethical Values Involved:

- Fairness, Honesty, Responsibility, Integrity in Public Service, Social Justice

Administrative Framework :

1. **Mandatory use of Aadhaar-linked beneficiary verification**
2. **Deploy AI-based grievance redressal for scheme leakages**
3. **Field verification must be time-bound and third-party audited**
4. **Empower local gram sabhas with monitoring powers**
5. **Conduct surprise audits and community social audits**
6. **Introduce penalty and prosecution for fraudulent declarations**

Suggested Measures:

- Create a **“Welfare Beneficiary Integrity Index”** at block level
- Promote **Jan Sunwai platforms** for transparency in selection
- Deploy **Ethics Committees** in State Rural Development Departments
- Use **geo-tagging and AI-led monitoring** for asset-based schemes
- Reward officers who expose large-scale fraudulent claims

Case Study Theme 28: Philanthropy and Tax Evasion – Ethical Dilemma in the Shadow of Generosity

Ethical Conflict: A wealthy businessperson or corporate entity contributes generously to social causes and public institutions, but is simultaneously involved in aggressive tax evasion or illegal financial practices. The dilemma arises whether such philanthropy can morally compensate for legal non-compliance.

Dilemmas:

- Morality of intent vs legality of means
- Public good vs personal gain
- Image laundering vs genuine altruism
- Social impact vs fiscal discipline

2024–25 Examples:

- **Enforcement Directorate probe into NGO–CSR nexus (2024):** Several NGOs linked to real estate firms in Maharashtra were found routing CSR funds to evade taxes.
- **Delhi High Court Case on ‘Anonymous Donations’ (2025):** Found that a prominent charitable trust received over ₹150 crore in untraceable funds; directed immediate transparency reforms.
- **CAG Report on CSR Compliance (2024–25):** Revealed that over 35% of CSR expenditure was used by shell foundations with no trackable project delivery.

Legal & Ethical Context:

- Income Tax Act, Sections 11–13 (exemptions for charitable trusts)
- Companies Act, 2013 – Section 135 on CSR
- Benami Transactions Prohibition Act
- Prevention of Money Laundering Act (PMLA), 2002

Ethical Values Involved:

- Integrity, Transparency, Honesty, Justice, Public Accountability

Administrative Framework :

1. **Verify NGOs under FCRA, CSR, and PMLA compliance criteria**
2. **Mandatory public disclosure of CSR project impact**
3. **Independent third-party audit of major philanthropic initiatives**
4. **Penal action against trusts/firms involved in circular funding**
5. **Create a CSR–Tax Compliance Dashboard** for companies over ₹100 crore turnover

Suggested Measures:

- Launch a **National Philanthropy Ethics Charter** for all high-value donors
- Publish an **annual white paper** on misuse of CSR and NGO funding
- Deduct CSR benefit if tax irregularities found within the same FY
- Incentivize ethical giving via tax rebate slab-linked disclosures
- Strengthen **Ethical Compliance Units in Income Tax and MCA**

Case Study Theme 29: Rehabilitation vs Environment – Ethics of Sustainable Development

Ethical Conflict: A public servant is required to clear tribal or rural settlements for development projects such as dams, roads, or mining. The dilemma involves balancing environmental preservation, displacement of vulnerable groups, and the promised economic gains.

Dilemmas:

- Ecological integrity vs infrastructure growth
- Forest rights vs national interest
- Speed of development vs quality of rehabilitation
- Legality of displacement vs legitimacy of people’s protest

2024–25 Examples:

- **Hasdeo Arand Forest Dispute (Chhattisgarh, 2024–25):** Proposed mining in a pristine forest led to protests from tribal communities; NGT stayed approvals citing poor rehabilitation planning.
- **Ken–Betwa River Linking Project (MP–UP, 2025):** Involved displacement of 12,000 people and potential loss of 10,000 ha of forest. Centre constituted a Forest–Rehab Monitoring Taskforce to ensure ethical safeguards.
- **Mumbai Coastal Road Project (2024):** Local fishing communities raised concerns over reduced access and loss of livelihood; project modified to include special jetty provisions and rehab settlements.

Legal & Ethical Context:

- Forest Rights Act, 2006
- Environment Protection Act, 1986
- Land Acquisition and Rehabilitation Act, 2013
- Wildlife Protection Act, 1972
- UN Principles on Internal Displacement

Ethical Values Involved:

- Justice, Equity, Environmental Stewardship, Compassion, Procedural Fairness

Administrative Framework :

1. **Prioritize Free, Prior and Informed Consent (FPIC)** from affected communities
2. **Ensure land-for-land and livelihood-based rehabilitation plans**

3. **Mandate environmental impact assessment audits with public disclosure**
4. **Create a dual-approach model: development with biodiversity corridors**
5. **Deploy local language grievance redress platforms** for displaced persons
6. **Include displaced populations in planning and monitoring boards**

Suggested Measures:

- Institutionalize a **National Ethical Displacement Policy** integrating SDG principles
- Launch a **Green Audit + Social Audit hybrid system** for all large projects
- Reward local administrations that minimize displacement
- Introduce **compensation valuation based on cultural and ecological loss**
- Establish a **District Rehabilitation Ombudsman** in all affected districts

Case Study Theme 30: Government vs NGOs – Navigating Collaboration and Accountability

Ethical Conflict: A civil servant has to work with or regulate NGOs involved in social service delivery, but conflicts arise over transparency, foreign funding, and ideological positioning. Balancing state interests with NGO independence becomes ethically complex.

Dilemmas:

- Public accountability vs civil society autonomy
- Development partnerships vs political alignment
- FCRA regulation vs freedom of association
- Financial transparency vs operational flexibility

2024–25 Examples:

- **FCRA License Suspension of Oxfam India (2024):** Government cited violation of funding norms; critics raised concerns over shrinking civil society space.
- **Jharkhand Health Mission (2025):** Govt reintroduced NGO-run primary health centres in remote areas after performance-based ranking showed better outcomes than government-run PHCs.
- **Gujarat Education NGO Blacklisting (2024):** NGO working on tribal literacy was blacklisted for anti-government campaigns despite excellent learning outcomes. A judicial review later cleared its funding.

Legal & Ethical Context:

- FCRA (Foreign Contribution Regulation Act), 2010
- NITI Aayog's DARPAN Portal Guidelines
- Right to Association under Article 19(1)(c)
- Social Audit under MGNREGA and NRHM
- United Nations Guiding Principles on Business and Human Rights (UNGPs-BHR)

Ethical Values Involved:

- Trust, Public Interest, Legitimacy, Impartiality, Responsiveness, Integrity

Administrative Framework :

1. **Set up regular coordination committees** at district and state levels
2. **NGO performance evaluation dashboards** based on outcomes, not ideology
3. **Simplify FCRA renewal and audit systems** with red-flag alerts
4. **Promote co-creation of schemes** (health, education, nutrition) with NGOs
5. **Train officers on NGO code of conduct and partnership management**

Suggested Measures:

- Launch a **National Code of Ethics for NGOs**, co-created with civil society
- Create a **balanced NGO-Government Ethics Panel** for dispute resolution
- Introduce **public evaluation of NGO schemes** through independent third parties
- Institutionalize **social innovation labs** at the district level in collaboration with NGOs
- Recognize high-performing NGOs via **State Partnership Awards** annually

Case Study Theme 31: COVID-Related Ethical Challenges – Balancing Health, Liberty, and Governance

Ethical Conflict: During pandemic scenarios, civil servants, health officials, and governments face tough decisions involving lockdowns, vaccine allocation, public information control, migrant welfare, and individual liberty vs collective health.

Dilemmas:

- Public health vs individual freedom
- Saving lives vs saving livelihoods

- Vaccine equity vs strategic prioritization
- Data transparency vs public panic
- Legal mandate vs ethical discretion

2024–25 Examples:

- **Migrant Workers' Registration Delays in Assam (2024):** Despite an e-platform to register migrant returnees post-COVID, bureaucratic inefficiencies led to health lapses. Reforms were launched under NHM to create a permanent migrant registry.
- **Post-COVID Vaccination Disparity in Tribal Areas (2024–25):** States like Madhya Pradesh launched mobile tribal vaccine units after low uptake due to misinformation, highlighting the role of culturally sensitive ethical governance.
- **Ethical AI Use in Pandemic Prediction (2025):** ICMR's AI-based health forecasting faced public concern over data privacy. Ethics committee was constituted under NHA to oversee health data ethics.

Legal & Ethical Context:

- Epidemic Diseases Act, 1897
- Disaster Management Act, 2005
- National Digital Health Mission (NDHM) framework
- International Health Regulations (IHR), WHO
- Rights under Article 21 (Right to Life and Liberty)

Ethical Values Involved:

- Compassion, Empathy, Public Good, Procedural Justice, Equity, Transparency

Administrative Framework :

1. **Predefine ethical pandemic response protocols at district level**
2. **Create a grievance portal for pandemic-related service denial**
3. **Involve local community leaders in health campaign design**
4. **Protect privacy of health data under digital health initiatives**
5. **Regularly publish white papers on ethical decisions during crises**

Suggested Measures:

- Institutionalize a **Public Health Ethics Board** in every state
- Mandate **pandemic drills** with ethical response scenarios in administration training
- Codify **Vaccine Ethics Guidelines** for future allocation strategy
- Promote **public health awareness officers** in rural and urban local bodies
- Ensure that **legal orders during health emergencies** undergo ethical review

EMERGING THEMES FOR 2025**Case Study Theme 1: AI Ethics in Governance – The Dilemma of Automation vs Accountability****Ethical Conflict:**

A state government introduces AI-powered systems for grievance redressal, predictive policing, and welfare targeting. A young IAS officer discovers algorithmic errors that exclude vulnerable citizens and violate privacy. The officer faces pressure to ignore the glitches to meet performance targets.

Dilemmas:

- Efficiency vs fairness
- Technological neutrality vs human bias
- Public accountability vs opaque algorithms
- Innovation vs human dignity

2024–25 Examples:

- **Delhi Police AI Surveillance (2024):** Criticised for using biased datasets in facial recognition, leading to wrongful detentions.
- **Rajasthan Digital Welfare Mapping (2025):** AI classified families into welfare categories, but poor rural women were left out due to data gaps.
- **Haryana's AI-based school teacher transfer system (2024):** Faced legal challenge for separating couples and ignoring compassionate postings.

Legal & Ethical Context:

- Article 21 – Right to Privacy
- Information Technology Act, 2000
- National AI Ethics Guidelines (MeitY 2023)
- OECD AI Principles, UNESCO AI Ethics Declaration

Ethical Values Involved:

- Fairness, Responsibility, Non-maleficence, Transparency, Inclusiveness, Human Oversight

Administrative Framework :

1. Ensure **human-in-the-loop** decision-making in all AI-powered governance
2. Mandate **algorithmic audits** before implementation of predictive or classification models
3. Establish a **Grievance Redress Mechanism for Algorithmic Errors**
4. Conduct **community consultation** for data validation in AI training datasets
5. Require **AI ethics certification** from MeitY for all major public AI projects

Suggested Measures:

- Establish a **District AI Ethics Committee** under DM with tech experts and civil society
- Launch **AI Ethics Cell** in every central ministry involved in public service delivery
- Introduce **citizen appeal window** for AI-based denials (jobs, benefits, transfers)
- Create **State AI Governance Guidelines** aligned with human rights
- Institutionalise **data justice training** in civil services foundation courses

Case Study Theme 2 : Deepfakes and Disinformation – Integrity of Information vs Freedom of Speech**Ethical Conflict:**

A district magistrate discovers that a viral video misrepresenting a minority leader was created using deepfake technology. It incites communal tensions ahead of elections. The officer must act swiftly without suppressing free speech or acting under political pressure.

Dilemmas:

- Free speech vs communal harmony
- Public order vs digital rights
- Speed of action vs evidence-based verification
- Legal mandate vs ethical discretion

2024–25 Examples:

- **2024 Lok Sabha Polls – Deepfake Campaigns:** Multiple political parties allegedly used AI-generated videos imitating leaders. Election Commission of India issued takedown notices and proposed a **Deepfake Ethics Charter**.
- **Madhya Pradesh Communal Flare-up (2024):** A fake AI-generated video claiming police brutality on a religious group led to riots; later clarified by forensic cyber unit.
- **Fact Check Unit Controversy (2024–25):** PILs in Supreme Court questioned Centre's rules for content takedown, citing threat to press freedom.

Legal & Ethical Context:

- Article 19 – Freedom of Speech with Reasonable Restrictions
- IT Rules, 2021 (Amended 2023)
- IPC Sections 153A, 295A – Hate Speech Laws
- Election Commission's MCC (Model Code of Conduct)
- Intermediary Guidelines & Digital Media Ethics Code

Ethical Values Involved:

- Integrity, Prudence, Objectivity, Public Safety, Responsibility, Legitimacy

Administrative Framework :

1. Deploy **district-level deepfake detection taskforce** under cyber cell
2. Collaborate with **fact-checking organizations** for 24/7 real-time flagging
3. Alert **local peace committees and media channels** for verified communication
4. Implement **rapid response guidelines** for communal misinformation
5. Maintain **transparent public communication channels** (verified WhatsApp, X, local news) to counter fake narratives

Suggested Measures:

- Mandate **ethical training on information warfare** in officer training programs
- Develop **State Protocol on Deepfake Response** with SOPs for verification and takedown
- Partner with AI startups to create **open-source verification tools** for public access
- Require **mandatory watermarking** of all political campaign videos using AI
- Establish a **Public Information Ethics Commission** at the state level

Case Study Theme 3 : Conflict of Interest – Tech Startups and Bureaucracy**Ethical Conflict:**

A senior retired IAS officer joins the advisory board of a tech startup that was awarded a major public health AI contract during his tenure. Allegations surface regarding procedural bias and non-disclosure. The issue sparks a public debate about revolving doors between civil services and private sector.

Dilemmas:

- Career rights vs public trust
- Post-retirement liberty vs conflict of interest
- Procedural compliance vs moral integrity
- Insider knowledge vs competitive fairness

2024–25 Examples:

- **Former Health Secretary's Appointment in a Med-Tech Firm (2024):** The officer joined a firm six months after awarding it a ₹200 crore health data contract. While legal cooling-off norms were followed, it triggered ethical debate.
- **Startup India Procurement Abuse (2024):** Parliamentary Committee flagged that former regulators influenced procurement committees in agri-tech and ed-tech spaces.
- **DoPT Guidelines (2025):** Discussions underway on tightening conflict of interest rules, including increasing cooling-off period to 2 years.

Legal & Ethical Context:

- Rule 26, All India Services (Conduct) Rules – Post-retirement Employment
- Central Vigilance Commission (CVC) Guidelines on Conflict of Interest
- Prevention of Corruption Act, 1988
- OECD Principles on Transparency and Integrity in Lobbying
- Civil Services Code of Ethics (Proposed in 2023 Civil Services Reforms)

Ethical Values Involved:

- Probity, Integrity, Transparency, Accountability, Public Interest, Impartiality

Administrative Framework :

1. All contract-awarding officers to **file conflict-of-interest declarations** during tenure
2. Introduce **AI-based vendor profiling tools** to flag repeat bidder-government linkages
3. Create **Post-Service Ethics Boards** to vet appointments of former bureaucrats
4. Mandate **third-party reviews** for all high-value single-bid contracts
5. Make **cooling-off compliance reporting** part of DoPT's annual civil service audit

Suggested Measures:

- Legislate a **Public Functionary Ethics Act** with penalties for violation of cooling-off terms

- Encourage **voluntary public disclosures** of employment by ex-bureaucrats
- Launch a **digital public dashboard** listing contracts awarded and affiliations of key decision-makers
- Institutionalize **ethics review committees** at departmental levels before clearance of large projects
- Develop a **mandatory training module on public-private ethics interface** for all senior officers

Case Study Theme 4 : Cybersecurity Breach in Public Systems – Ethics of Digital Responsibility

Ethical Conflict:

An officer in charge of the state's e-governance portal discovers a massive data breach involving citizens' health, education, and Aadhaar-linked records. The department is hesitant to disclose the breach fearing public backlash and loss of credibility. The officer must decide whether to inform the public immediately or contain it silently.

Dilemmas:

- Data transparency vs public panic
- Legal confidentiality vs moral obligation
- Career protection vs ethical disclosure
- Containment vs responsibility

2024–25 Examples:

- **CoWIN Data Breach (2024)**: Names, phone numbers, and Aadhaar-linked details of vaccinated individuals were exposed on Telegram bots. Government initiated a probe but was slow to officially notify users.
- **NIC Server Vulnerability (2024)**: Parliamentary IT Standing Committee flagged weak security practices in major e-governance projects, including property and land records.
- **Delhi School Portal Leak (2025)**: Data of lakhs of students compromised due to misconfigured cloud storage, leading to action against two officials.

Legal & Ethical Context:

- Information Technology (Reasonable Security Practices) Rules, 2011
- Digital Personal Data Protection Act, 2023
- Article 21 – Right to Privacy
- International Guidelines: GDPR (EU), G20 Digital Trust Principles

Ethical Values Involved:

- Responsibility, Honesty, Public Safety, Trust, Transparency, Professionalism

Administrative Framework :

1. Create **department-level emergency disclosure protocols** for data breaches
2. Set up a **public notification system** with legal vetting within 24 hours of breach confirmation
3. Designate **Digital Ethics Officers** in all major e-Governance units
4. Conduct **periodic cybersecurity audits** by independent certifying bodies
5. Ensure **full compliance with the DPDP Act** and hold digital partners accountable

Suggested Measures:

- Mandate **real-time breach dashboards** for high-value public systems
- Institutionalize **data protection whistleblower policies**
- Launch **digital ethics literacy campaigns** for government employees
- Introduce a **civil liability framework** for negligent handling of sensitive public data
- Encourage **open bug bounty programs** for state digital systems (with ethical hacking incentives)

Case Study Theme 5 : Ethics in Handling Refugees from War Zones – National Security vs Humanitarian Responsibility

Ethical Conflict:

Following escalated conflict in a neighboring country, a large group of refugees—including women and children—arrive at the northeastern border. Local sentiments are hostile due to fears of demographic imbalance, terrorism, and resource strain. The officer in charge must balance national law, public concerns, and humanitarian obligations.

Dilemmas:

- Humanitarian ethics vs legal boundaries
- Public pressure vs refugee protection
- Security concerns vs universal human rights
- Temporary relief vs long-term integration challenge

2024–25 Examples:

- **Manipur Border Refugees (2024):** Influx of Kuki-Zomi refugees from Myanmar led to ethnic tensions, despite humanitarian needs. Centre permitted food and medicine, but denied full refugee status.
- **Rohingya Deportation Petition (2024):** Supreme Court ruled deportation must align with India's international commitments, while Centre cited national security risks.
- **Afghan Refugee Resettlement Delay (2025):** Pending applications since Taliban takeover cited intelligence clearance issues.

Legal & Ethical Context:

- Foreigners Act, 1946 (no formal refugee law in India)
- Article 21 – Right to Life
- Universal Declaration of Human Rights
- Principle of Non-Refoulement (Customary International Law)
- National Security Directive on Border Management (NSDBM)

Ethical Values Involved:

- Compassion, Dignity, Justice, National Integrity, Prudence, Non-discrimination

Administrative Framework :

1. Set up **Temporary Refugee Relief Camps** with security screening
2. Maintain **biometric and family mapping** for accountability
3. Designate **humanitarian zones** under SDM-level monitoring
4. Coordinate with **international aid agencies (e.g., UNHCR, ICRC)** for medical/educational support
5. Facilitate **community engagement programs** to ease tensions in host areas

Suggested Measures:

- Frame a **National Refugee Management Policy** aligned with both security and humanitarian principles
- Establish a **Refugee Advisory Commission** under the Ministry of Home Affairs
- Include **refugee ethics training** for IAS, CAPFs, and paramilitary units
- Implement **transparent media communication strategy** to avoid misinformation
- Institutionalise **psychosocial support services** for war-traumatised populations

Case Study Theme 6 : Ethics of Surveillance – Public Safety vs Right to Privacy**Ethical Conflict:**

A city administration deploys AI-powered facial recognition and real-time phone tracking to counter rising crime and terrorism threats. While crime rates drop, there is growing public outcry over mass surveillance, wrongful profiling, and chilling effects on civil liberties. A young officer must handle this controversy amidst media pressure and legal ambiguities.

Dilemmas:

- Public safety vs privacy rights
- Technological efficiency vs democratic safeguards
- Transparency vs national security secrecy
- Ethical governance vs political expediency

2024–25 Examples:

- **Delhi Police's FRT Use (2024):** Deployed during protests and communal tensions; Delhi HC sought clarity on safeguards and false positive risks.
- **Patanjali App Tracking (2024):** Exposed for tracking users' health and religious data; invoked privacy violation debates.
- **Indian Telecom Surveillance Leak (2025):** RTI exposé revealed non-transparent interception orders without judicial oversight.

Legal & Ethical Context:

- Article 21 – Right to Privacy (Justice Puttaswamy case)
- Indian Telegraph Act, 1885 & IT Act, 2000
- Digital Personal Data Protection Act, 2023
- UN Resolution on Right to Privacy in the Digital Age
- National Cyber Security Strategy (Draft 2022)

Ethical Values Involved:

- Accountability, Legitimacy, Responsibility, Autonomy, Rule of Law, Human Dignity

Administrative Framework :

1. Mandate **judicial or independent oversight** for large-scale digital surveillance
2. Implement **Data Minimization and Consent-Based Protocols** for all agencies
3. Use **Ethical Impact Assessment (EIA)** before AI tech deployment in public
4. Maintain **citizen grievance redress portals** for false surveillance cases
5. Ensure **inter-departmental logs and audit trails** of surveillance actions

Suggested Measures:

- Establish a **Statutory Surveillance Oversight Authority**
- Draft and adopt a **Public Surveillance Code of Conduct**
- Promote **public consultations before deploying intrusive tech**
- Train law enforcement in **techno-ethical usage norms**
- Adopt **privacy-enhancing technologies (PETs)** like anonymization and encryption

Case Study Theme 7 : Environmental Ethics in Urban Development – Infrastructure vs Sustainability**Ethical Conflict:**

A municipal officer is overseeing the approval of a metro rail extension through a large urban park that hosts several hundred trees and is a biodiversity hotspot. The project is part of a Smart City initiative and expected to reduce traffic, but the local community and ecologists oppose it, citing irreversible ecological damage.

Dilemmas:

- Urban mobility vs environmental preservation
- Short-term growth vs long-term ecological balance
- Legal permissions vs moral stewardship
- Central funding pressure vs local ecosystem responsibility

2024–25 Examples:

- **Aarey Forest Metro Car Shed Case, Mumbai (2024–25 Update):** Despite earlier environmental protests, recent construction work resumed with 1,500+ trees affected. SC permitted it after some rehabilitation proposals.
- **Bengaluru Lakes Encroachment Demolitions (2024):** Metro and road widening led to ecological damage; local authorities were criticised for ignoring National Wetland Rules.
- **Ahmedabad Metro Expansion (2025):** Proposed expansion through Sabarmati riverfront greenbelt triggered citizen petition; halted after EIA red flags.

Legal & Ethical Context:

- Article 48A – Protection of Environment
- Environment Protection Act, 1986
- Forest (Conservation) Amendment Act, 2023
- Wetland Rules, 2017
- SDG 11 (Sustainable Cities) and SDG 13 (Climate Action)

Ethical Values Involved:

- Intergenerational Justice, Sustainability, Responsibility, Prudence, Transparency, Stewardship

Administrative Framework :

1. Order an **Independent Ecological Impact Reassessment (EIA)** with local consultations
2. Explore **alternative alignments or underground routes** to preserve biodiversity
3. Introduce a **Compensatory Green Audit** with 5x afforestation policy
4. Set up a **Joint Task Force** with urban planners, ecologists, and citizens
5. Create **public monitoring dashboards** for ecological offsets and tree transplantation data

Suggested Measures:

- Mandate **biodiversity hearings** for all large infrastructure projects
- Introduce **Urban Eco-Sensitive Zone Policy** for metro & road alignments
- Build **green infrastructure design capacity** in municipalities
- Use **satellite imagery and public audits** for tracking compensatory plantation success
- Develop **Local Sustainability Indices** to assess urban project impact

Case Study Theme 8 : Ethics of Genetic Testing in Public Health – Innovation vs Informed Consent**Ethical Conflict:**

A public health department, in collaboration with a private genomics firm, launches a voluntary genetic screening program in tribal districts to detect hereditary diseases like thalassemia and sickle cell anemia.

However, health workers report that many participants aren't fully aware of the long-term use of their genetic data. A district officer receives a complaint that samples are being shared with the firm without informed consent.

Dilemmas:

- Public health advancement vs personal autonomy
- Voluntary participation vs actual informed consent
- Health equity vs potential misuse of genetic data
- Scientific progress vs cultural sensitivity

2024–25 Examples:

- **National Mission to Eliminate Sickle Cell Anemia (2024–27)**: Genetic screening rolled out in tribal districts; several tribal communities in Jharkhand and Madhya Pradesh protested over lack of awareness and improper translation of consent forms.
- **Partnership with private labs**: Concerns arose in Chhattisgarh and Odisha about private labs accessing genetic data without clear data-sharing policies.
- **ICMR Genome Study Pilot (2024)**: Flagged by civil society for insufficient ethical safeguards for tribal and Dalit populations.

Legal & Ethical Context:

- Biomedical and Health Research Rules, 2019
- DPDP Act, 2023 – Consent and sensitive personal data
- UNESCO Universal Declaration on Bioethics and Human Rights
- SC judgment in K.S. Puttaswamy vs Union of India (Right to Privacy)

Ethical Values Involved:

- Autonomy, Justice, Dignity, Respect, Accountability, Non-exploitation

Administrative Framework :

1. Require **audio-visual recording of informed consent** in local language
2. Involve **ASHAs and community elders** in explanation of procedures
3. Mandate **third-party ethical audit** before launching pilot studies
4. Draft **district-level data protection policy** for genetic information
5. Set up **Grievance Cells** under DM for complaints regarding data misuse

Suggested Measures:

- Develop **Genomic Data Sovereignty Guidelines** for indigenous communities
- Link all public genetic programs with **Ethics Review Boards**
- Launch **awareness campaigns using folk media and tribal dialects**
- Introduce **Right to Withdraw** clause in all consent forms
- Mandate **open data policy disclosures** for public-private collaborations

Case Study Theme 9 : Ethical Challenges in Climate Finance and Carbon Markets – Equity vs Exploitation

Ethical Conflict:

An Indian state signs an agreement with a global climate fund to generate carbon credits through afforestation in tribal lands. However, the tribal communities claim they were not informed and that they now face restrictions on grazing, minor forest produce collection, and mobility. A young forest officer in charge of implementation must navigate between project targets and tribal rights.

Dilemmas:

- Climate goals vs indigenous rights
- Long-term funding vs short-term livelihood impacts
- Global environmental justice vs local consent
- Procedural legality vs moral legitimacy

2024–25 Examples:

- **Chhattisgarh Carbon Credit Project (2024–25)**: MoU signed with a German climate consortium for carbon capture via afforestation; tribal groups filed complaints to NCST about lack of FPIC (Free, Prior, and Informed Consent).
- **Sikkim REDD+ Pilot (2024)**: Resulted in bans on forest entry in some patches, affecting yak grazing and foraging traditions.

- **Kerala Forest Carbon Program (2025):** Received funds under the new India-UK Climate Resilience Fund; Gram Sabhas in Idukki opposed after noticing monoculture plantations being introduced without discussion.

Legal & Ethical Context:

- Forest Rights Act, 2006 – Community Forest Rights
- Panchayat (Extension to Scheduled Areas) Act, 1996
- Paris Agreement – Climate Finance Mechanisms
- UN Declaration on the Rights of Indigenous Peoples (UNDRIP)
- MOEFCC Draft Guidelines on Voluntary Carbon Markets (2024)

Ethical Values Involved:

- Consent, Justice, Transparency, Inclusion, Environmental Stewardship, Intergenerational Equity

Administrative Framework :

1. Ensure **Gram Sabha-led FPIC** before project roll-out in tribal areas
2. Set up a **Tribal Advisory Committee** under the district collector
3. Allow **co-management of plantations** with local communities
4. Implement **benefit-sharing mechanisms** from carbon credit revenue
5. Mandate **biodiversity audits** to prevent monoculture afforestation

Suggested Measures:

- Develop a **Tribal Climate Finance Code of Ethics**
- Launch **Geo-tagged dashboards** for monitoring carbon offset zones and community access
- Ensure **pre-project livelihood assessments**
- Link carbon finance directly with **local development indicators**
- Create **ombudsman cells** in climate finance bodies for rights grievance redressal

Case Study Theme 10 : Ethics of Gene Editing in Agriculture – Innovation vs Ecological and Farmer Rights

Ethical Conflict:

A state government signs an agreement with a biotech firm to introduce CRISPR-edited drought-resistant seeds for small and marginal farmers in a water-scarce district. However, local farmer groups and environmentalists raise concerns over lack of transparency, ecological impacts, and possible monopolization of seed markets. A young agricultural officer must decide whether to push for the rollout or demand further safeguards.

Dilemmas:

- Scientific innovation vs precautionary principle
- Agribusiness efficiency vs farmers' autonomy
- Seed sovereignty vs private intellectual property
- Ecological safety vs short-term productivity

2024–25 Examples:

- **Maharashtra Drought Districts (2024):** Pilot project on CRISPR-edited bajra seeds launched with international donor backing; farmers' unions demanded public disclosure of ecological risk assessment.
- **Punjab GM Mustard Trials (2024):** Protests erupted over field trials of edited mustard; environmental activists flagged biodiversity concerns.
- **ICAR CRISPR Cassava Project (2025):** Environmental Ethics Committee raised questions on long-term food chain implications.

Legal & Ethical Context:

- Environment (Protection) Act, 1986 – Rules on GE Organisms
- Biodiversity Act, 2002 – Protection of indigenous species
- Plant Varieties and Farmers' Rights Act, 2001
- Cartagena Protocol on Biosafety
- Draft National Bio-Ethics Policy (MoEFCC, 2024)

Ethical Values Involved:

- Sustainability, Justice, Autonomy, Transparency, Non-exploitation, Intergenerational Equity

Administrative Framework :

1. Mandate **free prior informed consent (FPIC)** from Gram Sabhas for field trials
2. Set up **District Bioethics Committee** to review rollout implications

3. Link distribution to **open-source licensing** for seed reuse
4. Conduct **pre-introduction soil and biodiversity impact assessments**
5. Establish **seed grievance redressal helpline** for farmers in pilot districts

Suggested Measures:

- Create a **National Framework for Ethical Agri-Biotech Trials**
- Provide **alternative crop diversification options** alongside edited seeds
- Develop **community-led monitoring** for ecological indicators post-implementation
- Launch **awareness campaigns on gene editing ethics** in rural areas
- Formulate **transparent public dashboards** for monitoring outcomes of gene-edited crop use

Case Study Theme 11: Ethical Position of India at Global Forums during War – Neutrality vs Moral Leadership

Ethical Conflict:

At the United Nations, India is asked to vote on a resolution condemning a major military offensive (e.g., Israeli strikes in Gaza or Russia's actions in Ukraine). Voting in favor would align India with global human rights expectations but may hurt strategic interests. Abstaining protects national interest but invites criticism of moral abdication. A senior Indian diplomat must advise the government on its final position.

Recent Context (2024–25 Examples):

- **UNGA Gaza Ceasefire Vote (2024):** India abstained from resolutions calling for immediate ceasefire, citing need for balanced diplomacy.
- **Ukraine Crisis (2024–25):** India maintained a **neutral stance** on Russia-Ukraine conflict, avoiding direct condemnation while continuing humanitarian aid.
- **BRICS and G-20 Diplomacy:** India has hosted or attended summits where war discussions were carefully worded to maintain neutrality.

Core Ethical Dilemmas:

- **Strategic autonomy vs global moral expectations**
- **Diplomatic realism vs value-based foreign policy**
- **Domestic security and energy interest vs international human rights norms**
- **Sovereignty vs humanitarian intervention**

Ethical Values Involved:

- Justice
- Prudence
- Integrity
- Non-alignment and Equidistance
- Peaceful Coexistence
- Human Dignity

Ethical and Legal Context:

- **UN Charter:** Mandates member states to promote peace, justice, and respect for human rights
- **India's Non-Alignment Doctrine:** A historic stance rooted in ethical diplomacy
- **Vienna Convention:** Guides diplomatic neutrality and obligations
- **Parliamentary Oversight in Foreign Policy:** Ethical accountability at the domestic level

Administrative Framework :

1. **National Interest Review Committee:** Assesses long-term foreign policy and strategic implications
2. **Ethical Diplomacy Cell:** Within MEA to analyze global human rights stance vs sovereignty concerns
3. **Stakeholder Consultation:** Involves strategic community, security experts, and civil society
4. **Parliamentary Briefing:** To ensure democratic accountability of foreign policy
5. **Public Communication Strategy:** To explain abstentions or votes transparently to the domestic population

Suggested Ethical Measures:

- **Codify an Indian Charter of Ethical Diplomacy** for consistent positions
- Establish **South-South Humanitarian Council** to offer proactive solutions
- Promote **Track-II diplomacy and back-channel peace advocacy**
- Invest in **non-aligned humanitarian aid** independent of vote outcomes
- Introduce **ethics modules in IFS (Indian Foreign Service) training**

I. Rationale for Ethical Choices in Governance

1. **Public Interest Above Personal Gain**
 - Decisions must advance the collective good, reflecting constitutional morality and principles of *Sarvodaya* (welfare of all) per Gandhiji and *Lokasangraha* as in Indian philosophy.
2. **Application of OMICE Framework**
 - Every ethical dilemma should be analyzed through Obligation, Motivation, Intention, Consequence, and Effect, as recommended by government training modules (LBSNAA, DoPT circulars).
3. **Law vs Morality**
 - Not all statutory provisions are ethically just; civil disobedience by Gandhiji and anti-apartheid movements show the precedence of conscience over unjust laws.
4. **Fiscal Prudence**
 - Responsible expenditure ensures fiscal sustainability (as stressed in Union Budget and CAG reports). Health spending must be weighed against economic resources and developmental priorities.
5. **Employment and Social Security**
 - Closure of enterprises risks job loss, increasing the burden on public welfare systems (refer Ministry of Labour reports and CMTVS—Compensation, Medical, Training, Vocational, Social Security).
6. **Directive Principles (DPSP, Article 47)**
 - State is duty-bound to improve public health, nutrition, and standard of living, a fundamental governance responsibility.
7. **Compassion and Social Justice**
 - Inclusive policy for the vulnerable echoes constitutional values (Articles 14, 15, 16, 21), as seen in schemes like PM Jan Dhan Yojana, PMAY.
8. **Last-Mile Delivery (Gandhi Maxim)**
 - True governance reaches the “last person in the queue,” aligning with SDG commitment and the principle of *Antyodaya*.
9. **Bridging Knowledge-Action Gap**
 - Failure to act on ethical knowledge (Knower-Doer split, Dayanand Saraswati) reduces public trust and organizational integrity.
10. **Proactive Communication**
 - Timely intimation to higher authorities and media management prevents organizational reputational damage, as seen in CVC advisories.

II. Solutions to Administrative and Societal Challenges

A. Environmental and Corporate Responsibility

1. **CAR (Compensation, Aid, Rehabilitation)**
 - Immediate relief (medical, financial), as per NDMA guidelines and Supreme Court directives (e.g., Bhopal Gas Tragedy aftermath).
2. **Green Technology Adoption**
 - Invest in eco-friendly technology (Paris Agreement compliance), and promote Kaizen, Six Sigma, TQM for continual improvement (MoEF&CC standards).
3. **Skill Upgradation & Alternate Livelihood**
 - Reskill workforce for green jobs; implement vocational training for affected populations (Skill India Mission).
4. **Rigorous Monitoring & Audits**
 - Enforce air, water, and waste audits (as per CPCB protocols), regular social/environmental audits for compliance.
5. **Policy Development**
 - Draft transparent policies to equitably distribute benefits, ensure procedural justice (as in Land Acquisition Act, 2013).
6. **Stakeholder Engagement**
 - Mediate with unions and community leaders, as recommended by the Second Administrative Reforms Commission (ARC).

B. Governance Reforms and Accountability

1. **Code of Conduct and Ethics**
 - Strengthen organizational values via regular ethics training (DoPT, CVC guidelines).
2. **E-Governance and Transparency**
 - Adopt digital procurement (GeM), online monitoring, and biometric attendance (reference: Digital India, e-Office initiatives).
3. **Zero Tolerance for Corruption**
 - Institutionalize complaint mechanisms, vigilance cells, and public display of anti-corruption commitments (CVC best practices).
4. **Emergency and Grievance Redressal**
 - Ensure functional helplines and responsive grievance redress (CPGRAMS, 108 Emergency).
5. **Whistleblower Protection and Fear-Free Environment**
 - Encourage ethical disclosures without fear of reprisal, as mandated by Whistle Blowers Protection Act.

C. Refugee Management and Humanitarian Response

1. **Balanced Security and Compassion**
 - Distinguish between vulnerable refugees and genuine security risks (UNHCR and Indian government guidelines).
2. **Policy Clarity and Non-Refoulement**
 - Formulate explicit refugee policies and uphold non-refoulement (India's international obligations).
3. **Border Technology and Coordination**
 - Use AWACS, fencing, and biometric checks (Home Ministry protocols).
4. **Social and Economic Aid**
 - Provide food, shelter, and rehabilitation through local administration and NGOs.
5. **Cross-Border Collaboration**
 - Engage neighboring countries for joint solutions (SAARC disaster management frameworks).

D. Crisis, Accident, and Emergency Response

1. **Immediate Relief**
 - Arrange first aid, ambulance (golden hour protocol), notify kin, and police as per SOPs.
2. **Leveraging Good Samaritans**
 - Encourage public participation, as per recent Good Samaritan Laws.
3. **Institutional Accountability**
 - Document actions via FIR, hospital receipts; ensure prompt reporting to higher authorities.

E. Migration and Rural Distress

1. **Comprehensive Rural Development**
 - Implement RURBAN, PURA; boost agriculture, infrastructure, and employment (per NITI Aayog's recommendations).
2. **Skill and Enterprise Promotion**
 - Foster SHGs, MSMEs, women's cooperatives, with support from NABARD, NRLM.
3. **Sensitization Against Discrimination**
 - Prevent xenophobia; promote inclusive urban-rural integration.
4. **Targeted Welfare Delivery**
 - Ensure EWS quota, PDS, direct benefit transfers as per law and government schemes.

F. Improving Efficiency and Accountability

1. **Consider Mens Rea for Officials**
 - Assess intent before punitive measures (Supreme Court on honest mistakes in administration).
2. **Legal and RTI Reforms**
 - Refine RTI to check abuse, penalize frivolous requests, use AI for preliminary sorting (DoPT circulars).
3. **Strengthen Transparency**
 - Sensitize judiciary and media on responsible information use.

G. Dealing with High-Profile Arrests

1. **Lawful, Orderly Process**
 - Use intelligence, enforce Section 144, employ preventive detention where necessary, brief public and media responsibly.

2. Long-Term Attitudinal Change

- Persuade public, expose fraud with evidence, promote peace and order.

H. NGO Regulation and Red Tape Reduction

1. Simplify Procedures, Enhance Transparency

- Move permissions online, mandate annual audits, PFMS routing, as advised by Vijay Kumar Committee.

2. Public and Official Sensitization

- Recognize NGOs' developmental role, ensure strict accountability and citizen charter adherence.

I. Handling Prohibition and Bans

1. Integrated Vigilance and Rehabilitation

- Curb black marketing via intelligence, surveillance, support affected workers, promote alternate tourism sectors.

J. Ensuring Exam Integrity

1. Preventive Technology and Accountability

- Use CCTV, secure logistics, enforce strict punitive measures.

K. Uplifting Vulnerable Sections

1. Institutional and Community Support

- Partner with NGOs, ensure documentation, facilitate enrollment in welfare schemes, prioritize child and elderly welfare.

L. Child Rights and Anti-Corruption Action

1. Zero Tolerance and Professional Ethics

- Enforce legal protections, support honest conduct, encourage ethical disclosures.

III. Rehabilitation and Resettlement: National Policy Considerations

1. Guarantee CAR (**Compensation, Aid, Rehabilitation**) for all displaced.
2. Assure provision of food, shelter, health, education, and security—per National Rehabilitation & Resettlement Policy.
3. Ensure multi-stakeholder participation, transparency, and accountability.
4. Maintain law, order, and fundamental rights throughout the process.
5. Prioritize environmental and social impact minimization.

IV. Merits and Demerits: Analysis

Merits

- Ensures justice, equity, and due process; aligns with constitutional mandates.
- Strengthens public trust, promotes transparency, efficiency, and ethical standards.
- Improves work culture, boosts organizational productivity, and public service delivery.
- Demonstrates balance between rule-based and compassion-based governance.
- Empowers vulnerable, supports long-term sustainable development (SDGs).

Demerits

- May cause temporary setbacks or dissatisfaction among specific stakeholders.
- Delays and negative publicity possible during transitions or reforms.
- Short-term costs may rise for long-term ethical or social benefits.
- Risk of errors if systems are not robustly designed or if communication fails.

V. Conclusion

- Actions must align with the Gandhian ideal of serving the last person and the constitutional promise of justice, equality, and dignity.
- Ethical public service requires integrating personal integrity with institutional frameworks.
- Holistic, inclusive solutions—guided by constitutional values, official policies, and best practices—ensure robust, sustainable, and fair governance.
- The civil servant's duty is to act with integrity, neutrality, and compassion, ensuring all measures promote long-term public good and institutional trust.

2024 CASE STUDIES

1. 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.

(a) What would you do in such a situation?

(b) Examine your options and consequences in the light of the ethical questions involved.

(c) How can data ethics and drug ethics save humanity at large in such a scenario?

How to Approach This Case Study in Ethics :

Step 1: Read the case twice carefully

Identify keywords like *data manipulation, informed consent, patent violation, pressure from company, public health crisis*. These reveal ethical issues.

Step 2: Identify Core Values and Stakeholders

Note the conflict: *expediency vs integrity, public good vs corporate profit*. List stakeholders—scientist, team, company, public, regulators.

Step 3: Break your answer into 3 parts (if given in the question)

If asked (a), (b), (c), **stick to those parts**. Otherwise use the universal format:

- Introduction
- Ethical dilemmas
- Stakeholders
- Options and evaluation
- Final course of action
- Ethical justification
- Long-term lessons

Step 4: Use ethical frameworks where relevant

Mention *ICMR Guidelines, NITI Aayog code, Utilitarianism vs Deontology, Principle of Non-Maleficence*, etc., where useful.

Introduction:

In times of public health emergencies, the pressure on scientific institutions to deliver quick results can be overwhelming. Dr. Srinivasan, a senior scientist, is leading the development of a drug for a rapidly spreading viral disease. While the urgency is real, the team's suggestion to cut corners poses a serious ethical dilemma—between **speed and scientific integrity**, and between **corporate gain and public safety**.

Stakeholders Involved

- **Dr. Srinivasan:** Torn between ethical responsibility and institutional expectations
- **Research Team:** Focused on outcomes, some advocating unethical shortcuts
- **Biotech Company:** Prioritizing market advantage, possibly overlooking ethical concerns
- **Patients and Public:** Need an effective, safe, and legally compliant drug
- **Regulatory Bodies (CDSCO, DCGI):** Tasked with safeguarding clinical standards and public health
- **Scientific Community:** Affected by precedents set in research integrity

(a) My Ethical Response as Dr. Srinivasan

I would categorically refuse to manipulate data, violate informed consent norms, or infringe on intellectual property. These actions directly contravene national and international **bioethics protocols**, damage public trust, and endanger lives.

Instead, I would:

- Seek emergency fast-tracking under the **New Drugs and Clinical Trial Rules, 2019** with full regulatory approval
- Request more research manpower or external collaborations (e.g., ICMR, DBT institutions)
- Suggest adaptive trial designs (scientifically valid yet time-efficient)
- Engage with the company leadership to reaffirm our **commitment to ethics over expediency**

Immanuel Kant's deontological philosophy supports this approach. According to Kant, one must act only according to that maxim by which you can, at the same time, will that it should become a universal law. Manipulating data or skipping informed consent cannot be universalised and therefore is morally wrong regardless of the outcome.

(b) Evaluating My Options and Their Ethical Consequences

Option 1: Data Manipulation and Skipping Consent

- **Ethical Conflict:** Violates patient autonomy, non-maleficence, and research transparency
- **Outcome:** Unsafe drug use, loss of public trust, regulatory blacklisting
- **Wrongful Precedent:** Normalizes unethical shortcuts

Option 2: Use of Patented Compounds without Permission

- **Ethical Conflict:** Violates legal and moral respect for intellectual property
- **Outcome:** Legal disputes, reputational harm, and R&D discouragement

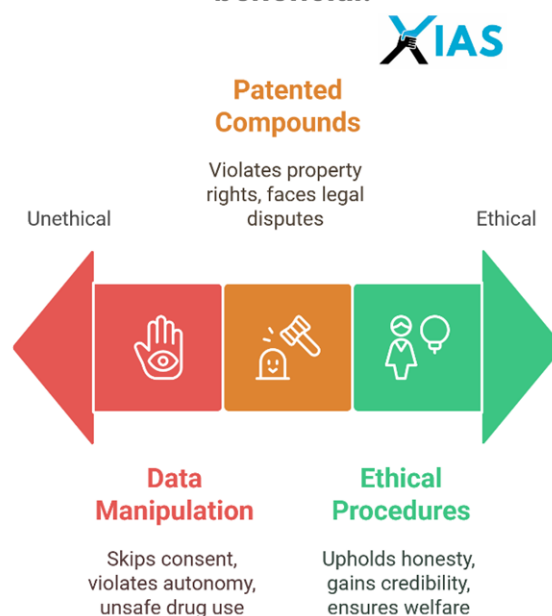
Option 3: Stick to Ethical Procedures

- **Ethical Merit:** Upholds values of honesty, transparency, and public welfare
- **Short-term Cost:** Delays and missed market opportunity
- **Long-term Gain:** Scientific credibility, regulatory confidence, and global recognition

As per NITI Aayog's *Ethical Guidelines for Biomedical Research* and ICMR's *National Guidelines 2023*, adherence to consent, transparency, and risk disclosure is essential.

Utilitarian philosopher John Stuart Mill would argue that the correct action is the one that promotes the greatest good for the greatest number. While shortcuts might seem efficient in the short run, they risk widespread harm. Ethical procedures, though slower, protect millions from unsafe drugs, thereby maximizing long-term well-being and public health.

Ethical choices in research, from harmful to highly beneficial.



(c) How Data Ethics and Drug Ethics Can Save Humanity

Data Ethics:

- Prevents falsification and cherry-picking
- Ensures research is **replicable, auditable, and trustworthy**
- Maintains scientific credibility and prevents misinformation

Drug Ethics:

- Guarantees **informed consent, fair trials, and rigorous scrutiny**
- Ensures equity in drug access, prevents harm from premature approvals
- Upholds **patient dignity and global trust in public health systems**

In crises like pandemics, ethical norms are not burdens—they are safeguards that uphold human dignity, safety, and institutional legitimacy.

Conclusion:

Even in times of crisis, ethical shortcuts are dangerous and shortsighted. As a senior scientist, I would lead by example and show that **integrity in science is not negotiable**. A life-saving drug developed unethically is a contradiction—it betrays the very trust and values science stands for. Upholding ethics today lays the foundation for **resilient, responsible, and respected science** tomorrow.

"Science without conscience is the ruin of the soul." – Rabelais

As Kant emphasizes, duty must guide action—not outcomes alone. And as Mill reminds us, ethical governance leads to the greatest good in the long run.

2. 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 ?

Approach Strategy for Case Study (Water Crisis, Farmer–Industry Conflict)

1. Comprehend the Core Conflict:

- Understand the immediate problem (acute water scarcity).
- Identify the conflicting parties (farmers vs industries) and why the conflict exists.

2. Identify Ethical Dimensions:

- Consider justice, equity, public trust, transparency, sustainability, administrative neutrality, and livelihood rights.

3. Map the Stakeholders:

- District Collector, farmers, industries, labourers, general public, local administration, environment/ecosystem.

4. List All Possible Options:

- Frame 4–5 possible administrative options with pros and cons.
- Think in terms of enforceability, feasibility, and ethical consequences.

5. Propose a Balanced Action Plan:

- Think of solutions that harmonize interests without compromising ethics.
- Highlight schemes, best practices, and institutional mechanisms.

6. Introduce Ethical Theories or Philosophers:

- Use at least two philosophers appropriately (e.g., **John Rawls** on justice/fairness, **Mahatma Gandhi** on trusteeship and moral duty).

7. Articulate Dilemmas Clearly:

- Ethical vs administrative, short-term vs long-term, public trust vs stakeholder pressure.

8. Conclude with a Vision:

Give a futuristic, sustainable, and inclusive conclusion.

Introduction:

The District Collector of a drought-hit district faces a moral and administrative challenge—balancing essential water conservation against public unrest. Farmers accuse the administration of favouring industries over agriculture, leading to a conflict of trust, equity, and governance.

(a) All Options Available to the District Collector:

1. **Strict Water Use Enforcement**

- Impose uniform restrictions on both industries and agriculture under the Environment Protection Act and Ground Water Rules.

2. **Temporary Water Rationing for Industries**

- Allow reduced industrial activity with capped groundwater use. Encourage water recycling and Zero Liquid Discharge systems.

3. **Negotiated Water Sharing Agreement**

- Mediate a water-sharing framework between stakeholders to ensure transparency and fairness.

4. **Mobilising Alternative Sources**

- Use tankers, construct check-dams, promote rainwater harvesting and temporary piped supply from nearby districts.

5. **Appeal to Industries for CSR Partnership**

- Encourage industries to contribute to water conservation and supply infrastructure under CSR norms.

All Options Available to the District Collector?

**(b) Suitable Actions Balancing Stakeholder Interests:**

- **Equitable Rationing:** Transparent allocation of groundwater and surface water between agriculture and industry.
- **Technology Incentivization:** Promote drip irrigation, mulching for farmers; recycling systems for industries.
- **Trust-building Measures:** Weekly open forums between farmers, industries, and district officials to ensure participatory governance.
- **Use of CSR for Mitigation:** Industrial support to community water conservation projects.
- **Public Campaigns:** Water literacy campaigns through Panchayats, SHGs, and local media.

As John Rawls advocated in his "Theory of Justice," fairness is achieved when policies are made from an "original position" of neutrality—benefiting the least advantaged while maintaining balance.

(c) Administrative and Ethical Dilemmas Faced by the District Collector:

- **Justice vs Utility:**
Ensuring fairness for small farmers while sustaining industrial output and jobs.
- **Public Trust vs Perception of Bias:**
Allegations of corruption must be addressed with full transparency, audits, and public disclosures.
- **Ecological Sustainability vs Short-Term Relief:**
Immediate water use for economic needs vs conserving it for long-term resilience.
- **Moral Responsibility vs Political Pressure:**
The Collector must act as a **trustee of public resources**, as per **Gandhian ethics**, serving the weakest without succumbing to pressure.

Gandhi's concept of "Sarvodaya" (welfare of all) and "Trusteeship" demands moral leadership in governance—where officials must use power for the welfare of the last person in the line (Antyodaya).

Conclusion:

The District Collector must ensure transparent, participatory, and fair water governance by combining **scientific management, ethical prudence, and inclusive dialogue**. Sustainable action today will safeguard both livelihoods and ecology tomorrow.

3. 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 favoritism against her and tarnish her image. The hospital management trusts her fully and would support any decision of hers.

a) What should be Sneha's course of action?

b) How would she justify what she chooses to do?

c) In this case, how is medical ethics compromised with vested personal interest?

Approach Strategy

- **Step 1:** Identify the ethical dilemma — *Conflict of interest in procurement.*
- **Step 2:** Recognize the moral values at stake — *Integrity, impartiality, transparency, fairness, and accountability.*
- **Step 3:** Identify stakeholders — *Sneha, her brother, the hospital, other vendors, patients, the public.*
- **Step 4:** Evaluate options using ethical reasoning and consequences.
- **Step 5:** Apply relevant ethical frameworks — *Kant's Deontological Ethics and Confucian Ethics.*
- **Step 6:** Recommend the most ethical course of action.
- **Step 7:** Conclude with long-term institutional impact.

Introduction

Procurement in healthcare demands the highest standards of ethics, especially when personal ties intersect with public responsibility. Sneha, as the procurement head of a reputed hospital, faces a classical ethical dilemma: upholding institutional integrity or assisting her financially distressed brother.

(a) Sneha's Course of Action

Sneha must **recuse herself** from the procurement process, citing a **conflict of interest**. This act of professional honesty will preserve neutrality. She should inform the management and recommend forming an **independent review panel** with clear procurement protocols.

(b) Justification of Her Decision

- **Kant's Ethics:** According to *Immanuel Kant's deontological ethics*, actions must be judged by their moral duty, not consequences. Sneha must act out of duty to fairness, even if it adversely impacts her brother.
- **Institutional Trust:** Recusal builds **organizational legitimacy** and sets a standard of integrity for others.
- **Confucian Ethics:** Confucius promoted *Yi* (righteous conduct) and *Li* (social propriety). Sneha's withdrawal preserves her moral role in the institution without compromising relationships.

(c) How Medical Ethics Are Compromised by Vested Interest

- **Bias in Equipment Procurement:** Selection based on relationship, not merit, may affect patient safety.
- **Trust Deficit:** If favoritism is exposed, **public confidence in the hospital declines**, risking its reputation.
- **Misuse of Position:** Personal benefit from public role contradicts the ethical principle of "**public office as a public trust**".
- **Unfair Competition:** Other qualified vendors may feel discriminated against, undermining the institution's credibility.

Conclusion

By choosing transparency and stepping aside, Sneha upholds **ethical leadership**. Her action protects not only institutional integrity and patient welfare, but also reflects **moral courage** in action—a foundational trait for ethical public and corporate administration.

4. With multipronged 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 on 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.

- What are the options available with Rohit to cope with the situation?
- What are the ethical dilemmas being faced by Rohit ?
- Which of the options, do you think, would be more appropriate for Rohit to adopt and why?
- In the present situation, what are the extra precautionary measures to be taken by the police in dealing with women protesters ?

Approach Strategy

1. **Identify the core dilemma:** Conflict between law enforcement (arresting naxalites) and avoiding violence against agitating tribal women.
2. **List stakeholders:** Rohit, naxalites, tribal women, police, state administration, broader community.
3. **Outline ethical dilemmas:** Justice vs. peace, duty vs. empathy, short-term safety vs. long-term law and order.
4. **Evaluate all possible options** using consequences and ethical principles.
5. **Choose the most suitable option** using values of public service ethics and suggest safeguards.

Introduction

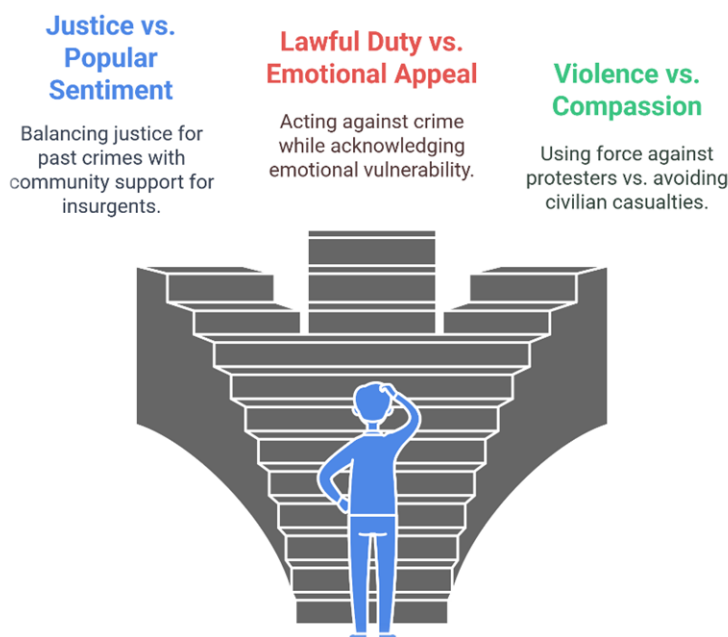
Rohit, an SP in a naxal-affected area, must uphold law and order without alienating the local tribal community, which has been emotionally influenced by extremist elements. His decision will determine the **fragile balance between justice and peace**, authority and trust.

(a) Options Available

- **Negotiate** with tribal women through local influencers and explain the severity of crimes committed by the naxalites.
- **Temporarily detain top insurgents secretly** and stage a tactical withdrawal to avoid confrontation.
- **Use non-lethal force** (e.g., water cannons, smoke) only if absolutely necessary.
- **Pause operation** and seek reinforcement while maintaining surveillance on the situation.

(b) Ethical Dilemmas

- **Justice vs. Popular Sentiment:** Ensuring justice for past crimes vs. local community support for insurgents.
- **Lawful Duty vs. Emotional Appeal:** As a law enforcer, Rohit must act against crime, but also acknowledge the tribal population's emotional vulnerability.
- **Violence vs. Compassion:** Using force against women protesters could lead to civilian casualties and long-term distrust.

**(c) Most Appropriate Option**

Rohit should **prioritize dialogue and de-escalation**, detain the insurgents discreetly, and **involve tribal elders or social workers** to calm emotions.

- **John Rawls's theory of justice** emphasizes fairness and equal respect for all citizens, including protesters and victims of naxalite violence.
- **Gandhian ethics** stress **non-violence and community engagement** as tools for conflict resolution.

This protects civilian life, sustains public trust, and upholds the rule of law without compromising security.

(d) Extra Precautionary Measures

- **Deploy trained female police officers** to handle the women protesters empathetically.
- **Avoid confrontation zones** and refrain from physical coercion.
- **Use local tribal leaders or NGOs** as mediators to build trust.
- **Ensure documentation** of events to maintain accountability and transparency.

Conclusion

By choosing empathy over aggression and combining intelligence-led policing with ethical leadership, Rohit can **neutralize a volatile situation** while reinforcing state legitimacy and community trust in governance.

5. 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 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.

(a) What are the options available to Raman to tackle the above situation?

(b) 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 ?

(c) In the above scenario, what action plan would you advise for enhancing the intelligence gathering mechanism of the police force ?

Approach Strategy: How to Tackle This Case Study

- **Identify Core Problem:** Radicalization of unemployed youth through online propaganda.
- **Map Stakeholders:** Youth, families, police, intelligence agencies, extremist groups, society.
- **Understand the Ethical Conflict:** Individual rights vs. collective security.
- **Apply Ethical Framework:** Use Indian and Western philosophical insights to guide actions.
- **Design Multi-layered Response:** Immediate countermeasures + long-term deradicalization.

Introduction

Raman, the newly appointed D.G. of Police, faces an alarming situation wherein unemployed youth are being recruited online by a global terrorist group. The recruitment is focused on manipulating vulnerable individuals through ideological secessionism, exploiting their socio-economic despair. The situation demands not just surveillance and policing, but also an ethical, strategic, and community-centered approach.

(a) Options Available to Raman

1. **Strengthen Cyber Surveillance:** Use AI tools to monitor suspicious accounts and communication trails.
2. **Community Outreach:** Initiate dialogues through credible community leaders and spiritual mentors.

3. **Legal Action:** Arrest those engaged in anti-national propaganda under relevant laws like UAPA, while ensuring due process.
4. **De-radicalization Programs:** Set up counselling cells to rehabilitate indoctrinated youth.

Philosophical Insight (Swami Vivekananda): He emphasized that ignorance and poverty are the roots of all evils. Raman's approach should therefore combine security with spiritual and educational upliftment of the youth to restore their purpose.

(b) Measures to Strengthen Existing Setup

- **Empower Cyber Units:** Equip cyber cells with multilingual analysis tools and training in open-source intelligence.
- **Youth Engagement Schemes:** Collaborate with Skill India, PMKVY, and startups to create job avenues.
- **Cultural Integration:** Organize interfaith and cultural events to rebuild collective identity.
- **Media Counter-Narratives:** Partner with responsible influencers to run campaigns that refute extremist ideologies.

Philosophical Insight (John Rawls – Theory of Justice): Ensuring fairness to all sections through equal opportunity (especially the vulnerable) preserves stability and legitimacy in governance.

(c) Action Plan for Enhancing Intelligence Gathering

- **Expand HUMINT:** Cultivate informants in educational institutions and vulnerable neighborhoods through trust-building.
- **Leverage Tech Tools:** Use behavioral analytics, machine learning, and geofencing alerts to detect unusual activities.
- **Anonymous Reporting Mechanisms:** Introduce mobile apps or helplines to crowdsource community intelligence.
- **Capacity Building:** Train police in cyber forensics and counter-radicalization tactics in coordination with NCRB and IB.

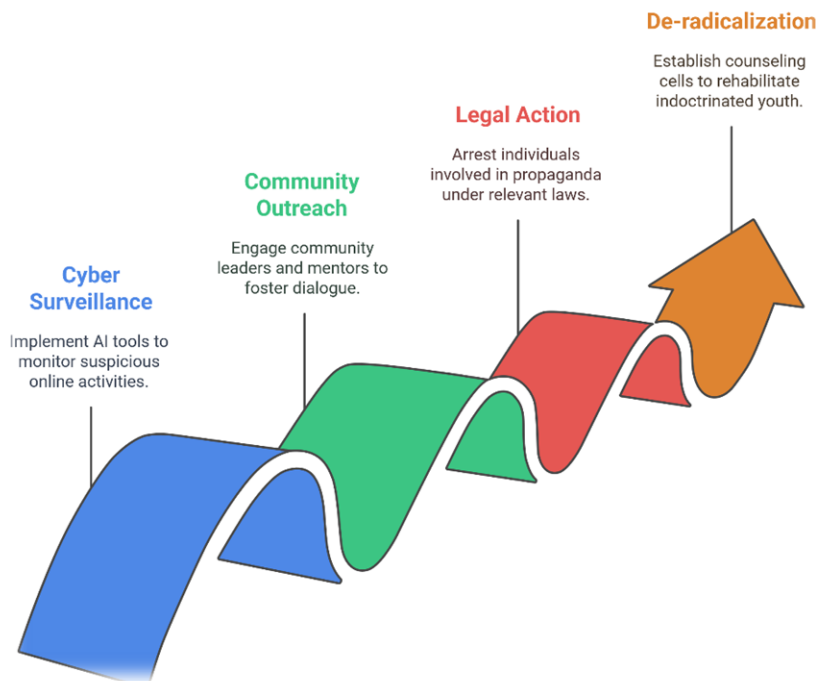
Philosophical Insight (Chanakya's Arthashastra): Emphasized 'Raksha' (protection) through 'Sama, Dama, Danda, Bheda'—a blend of intelligence, diplomacy, incentives, and deterrence—to protect the state without alienating citizens.

Conclusion

Raman's response must balance **security with inclusion, law with compassion, and technology with trust**. By integrating ethical governance inspired by **Indian philosophical dharma** and **Western justice-based reasoning**, he can prevent radicalization while empowering the youth as contributors to national unity and peace.

6. 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

Options Available to Raman



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.

All 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.

a) What is your immediate response to the challenges posed in the above case?

b) Discuss the ethical issues involved in the above case.

c) 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?

d) Being a conscience being, what measures would you adopt to maintain balance between AI innovation and environmental footprint?

Case Study: Balancing AI Innovation with Environmental Sustainability

Approach:

- Briefly describe the background and urgency of the problem.
- Identify ethical issues involved.
- Frame an immediate response strategy.
- Present arguments against penalization.
- Suggest long-term sustainable innovation measures.
- Integrate insights from Indian and Western philosophers.
- Conclude with a future-oriented ethical outlook.

Introduction:

As the CEO of ABC Incorporated, operating in a developing nation, I face a critical dilemma: balancing the rapid growth of energy-intensive AI technologies with our commitment to **net-zero emissions by 2030**. The 48% surge in greenhouse gas emissions since 2019—mainly from data centers—poses both **environmental and ethical concerns**, demanding immediate, multi-pronged action.

(a) Immediate Response to the Challenge:

- **Comprehensive Emission Audit:** Analyze each division's carbon footprint—particularly AI data centers.
- **Accelerated Green Transition:** Enter immediate agreements with renewable energy suppliers (solar/wind).
- **Pause Non-Essential AI Expansion:** Temporarily delay new high-emission AI features until sustainability benchmarks are set.
- **Create an AI-Environment Task Force:** A cross-functional body to integrate ethical AI with sustainable practices.
- **Stakeholder Communication:** Transparently inform shareholders, regulators, and the public about steps taken.

(b) Ethical Issues Involved:

- **Intergenerational Equity:** Following *Hans Jonas's "Imperative of Responsibility,"* we must ensure our innovations today don't compromise the survival and well-being of future generations.

- **Corporate Dharma (Duty):** Swami Vivekananda advocated “selfless service (seva) over personal gain.” Ignoring our ecological duty for short-term profit violates this ethical ideal.
- **Distributive Justice:** Developing-world companies like ours must ensure fair resource use without burdening local communities with pollution.
- **Greenwashing Risk:** Making sustainability pledges without real action invites ethical criticism and public backlash.

(c) Ethical and Logical Arguments Against Penalization:

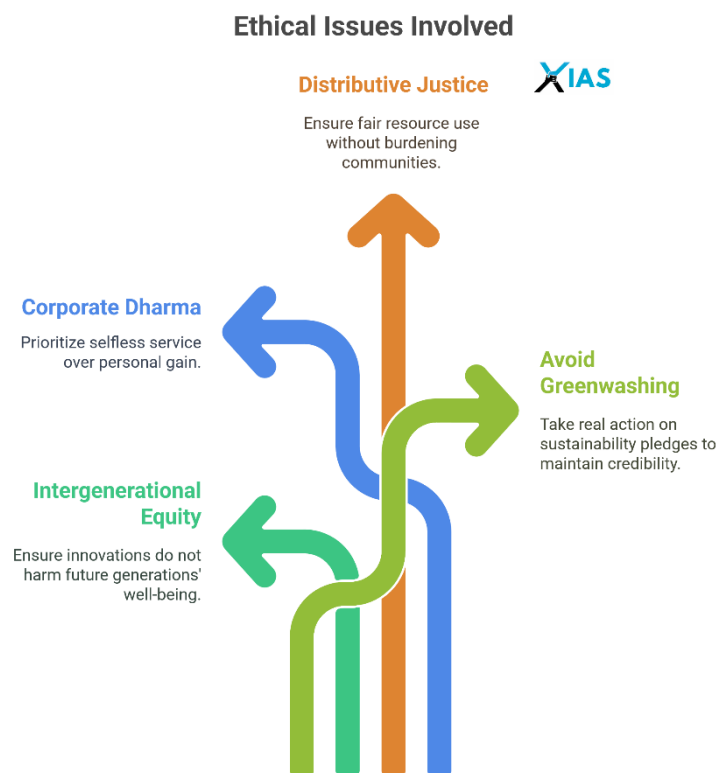
- **Differentiated Responsibility:** Developed nations have historically emitted more. Developing country firms should receive transition support, not just penalties.
- **Demonstrated Intent:** Our net-zero roadmap, green procurement policies, and renewable energy MoUs prove ethical responsibility.
- **Catalyst, Not Culprit:** Our firm promotes AI that solves problems in healthcare, agriculture, and disaster response—mitigating other societal ills.
- **Leadership in Reform:** We seek to **set benchmarks** for green AI innovation rather than evade accountability.

(d) Measures to Balance AI Innovation with Environmental Sustainability:

- **Green AI R&D:** Invest in energy-efficient AI algorithms, neuromorphic computing, and low-carbon ML models.
- **Data Center Optimization:** Relocate centers to cooler regions, adopt liquid-cooling, and switch to green power grids.
- **Circular Tech Economy:** Recycle servers, reduce e-waste, and encourage suppliers to meet green manufacturing standards.
- **AI for Climate:** Redirect AI capabilities to design carbon-capture solutions, optimize smart grids, and monitor biodiversity.
- **Global Ethical Alliances:** Partner with UN SDG bodies and ethical AI consortiums to drive responsible innovation.

Conclusion:

As Swami Vivekananda said, “Enlightenment is not the seeing of light, but perceiving one’s responsibility.” And as Hans Jonas reminds us, we must act “so that the effects of our actions are compatible with the permanence of genuine human life.” ABC Incorporated must evolve into a **pioneer of responsible AI**, proving that technology can serve both **progress and the planet**. This is not just an environmental obligation—but a **moral renaissance**.



2023 CASE STUDIES

7. 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 the 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.

(a) Based on the above case study, discuss the ethical issues involved in the use of social media.

(b) Discuss the pros and cons of using social media by you to put across the facts to counter the fake propaganda against your family.

Approach Strategy:

- Begin with a contextual introduction, acknowledging the emotional and ethical complexity.
- Identify **ethical issues** related to the misuse of social media.
- Evaluate the **pros and cons** of the parent's decision to respond through social media.
- Use Indian and Western philosophical perspectives to enrich the discussion.
- Conclude with a reasoned ethical takeaway focusing on empathy, justice, and digital responsibility.

Introduction:

In today's digital age, social media is a powerful tool, but when misused, it can cause emotional harm, reputational damage, and ethical challenges. In this case, a public servant faces online humiliation targeting his child and family. His decision to respond through social media raises important ethical concerns about privacy, truth, and responsible behavior.

(a) Ethical issues involved in the use of social media in this case:

- **Violation of Privacy:** The video mocking the child was shared without consent, which is unethical and violates basic rights.
- **Cyberbullying:** The use of derogatory terms and caricatures amounts to bullying, which can harm a child's mental health.
- **Spreading Misinformation:** The fake video accusing the father of physical violence misleads the public and tarnishes reputations.
- **Public Judgment vs. Truth:** As **Plato** warned in his philosophy, public opinion can often be based on illusions, not facts. He believed justice must be rooted in truth, not mob influence.
- **Responsibility in Digital Space:** Posting unverified or offensive content goes against the principles of responsible citizenship and digital ethics.

(b) Pros and Cons of using social media to present the facts:

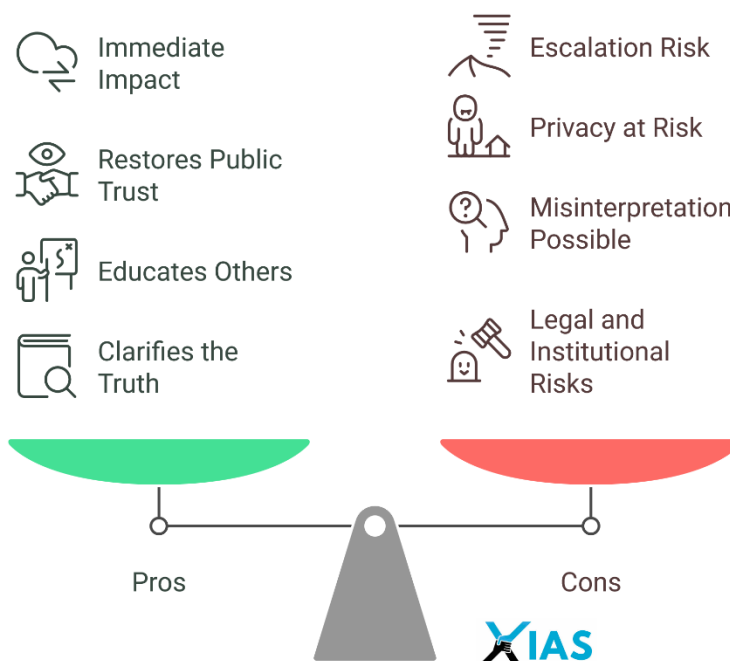
Pros:

- **Clarifies the Truth:** The video sets the record straight and protects the family's image.
- **Immediate Impact:** It counters the viral misinformation quickly and publicly.
- **Educates Others:** It can help raise awareness about the harmful effects of cyberbullying.
- **Restores Public Trust:** People get to know the truth directly from the concerned person.

Cons:

- **Can Escalate the Issue:** The clarification video might attract more trolling or backlash.
- **Family Privacy at Risk:** More attention to the issue might affect the child emotionally.
- **Misinterpretation Possible:** Some might see the video as a personal attack, not a clarification.
- **Legal and Institutional Risks:** As a public servant, going public on social media could raise questions about propriety.

Pros and Cons of using social media to present the facts



Philosophical Insight:

Swami Vivekananda once said, "Strength is life, weakness is death." By calmly standing up for truth without attacking others, the official shows moral courage and emotional strength. He does not retaliate but educates and protects — a perfect example of ethical leadership combined with compassion.

Conclusion:

The situation needed a balanced, responsible approach. The officer chose to speak the truth without aggression, using social media for awareness, not revenge. Guided by truth (*Plato*) and strength with self-restraint (*Vivekananda*), his response preserved his dignity, defended his family, and upheld ethics in the digital world.

8. You have just been appointed as Additional Director General of the 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 behavior 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 tense, 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 organizations. 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.

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

Approach to Answer the Case Study

1. **Begin with a crisp introduction** highlighting the ethical context and leadership dilemma.
2. **Identify and explain the ethical issues** using a combination of theory and real-life administrative principles.
3. **Present actionable and realistic options** to solve the twin challenge: project completion and Seema's retention.
4. **Provide a reasoned and empathetic response** to Seema's emotional and professional needs.
5. **Integrate two philosophers naturally** in the body—one Indian and one Western
6. **Conclude positively** with reference to ethical governance and institutional well-being.

Introduction

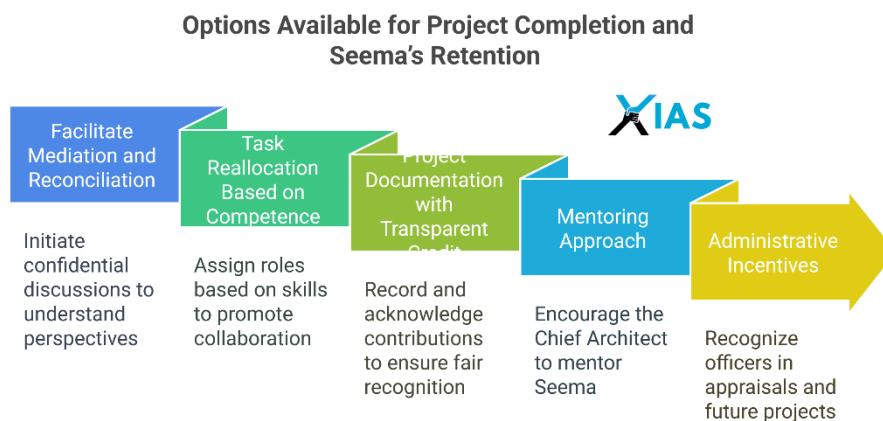
Ethical leadership in public institutions demands upholding both organizational integrity and individual dignity. In the given case, workplace harassment rooted in insecurity risks derailing a major public project while emotionally harming a meritorious officer. As Additional Director General, my responsibility is to restore fairness, protect talent, and maintain a conducive work environment.

(a) Ethical Issues Involved

- **Workplace Misconduct and Harassment:** The Chief Architect's conduct violates workplace ethics by publicly humiliating Seema and fostering a hostile environment. Such behavior defies the administrative morality expected from a senior public servant.
- **Suppression of Merit and Innovation:** Seema's inputs — which could enhance project value and speed — are being stifled due to professional jealousy, endangering institutional goals and creating a culture where talent is punished.
- **Erosion of Individual Dignity:** Seema's distress indicates a deeper moral lapse. **John Locke**, a proponent of natural rights, asserted that liberty and dignity are inherent rights. The system's failure to protect her autonomy and esteem is ethically unjust.
- **Leadership Insecurity and Organizational Risk:** The Chief Architect's passive-aggressive behavior reflects a failure of leadership values — a deviation from **Kautilya's Arthashastra**, which emphasizes "*balancing rajadharma (duty) with personal ambition.*" Leadership must safeguard the state's interest over individual ego.

(b) Options Available for Project Completion and Seema's Retention

- **Facilitate Mediation and Reconciliation:** A confidential discussion with both parties to understand perspectives and initiate constructive dialogue.
- **Task Reallocation Based on Competence:** Assign Seema design innovation roles, while the Chief Architect can oversee structural compliance and monitoring — promoting collaborative output.
- **Project Documentation with Transparent Credit:**
- **Mentoring Approach:**
- **Administrative Incentives:**



Credit: All contributions should be officially recorded and acknowledged — reducing insecurity and ensuring fair recognition.

- **Mentoring Approach:** Frame Seema's integration as a transition legacy, encouraging the Chief Architect to view her as a mentee — preserving his institutional memory while enabling her innovation.
- **Administrative Incentives:** Recognize both officers in periodic appraisals and involve them in similar future projects to ensure mutual growth.

(c) Response to Seema's Predicament and Preventive Measures

- **Immediate Support to Seema:**
 - Personally reassure her of the administration's trust and provide psychological safety.
 - Offer mentorship, leadership training, or professional counseling if required.
- **Systemic Reforms:**
 - **Zero Tolerance Policy:** Clearly enforce workplace conduct rules with no tolerance for verbal or psychological abuse.
 - **Anonymous Grievance System:** Enable fair and safe reporting of harassment or professional misconduct.
 - **Periodic Ethics Training:** Conduct regular sensitization sessions based on constitutional values, gender equity, and respect in bureaucracy.
- **Cultural Rebuilding:** As **Kautilya** advised, "A king (leader) must protect the virtuous and punish the wicked" — upholding righteousness ensures institutional health. Thus, action should be both corrective and preventive.

Conclusion

This case is a test of ethical leadership, empathy, and institutional vision. By protecting Seema's dignity and channeling the Chief Architect's experience positively, I can ensure both project success and human dignity are preserved. Upholding **Locke's ideals of individual rights** and **Kautilya's wisdom of ethical governance**, such actions strengthen the very moral foundation of public institutions.

9. 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 highhandedness 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 bribes 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.

Approach Strategy

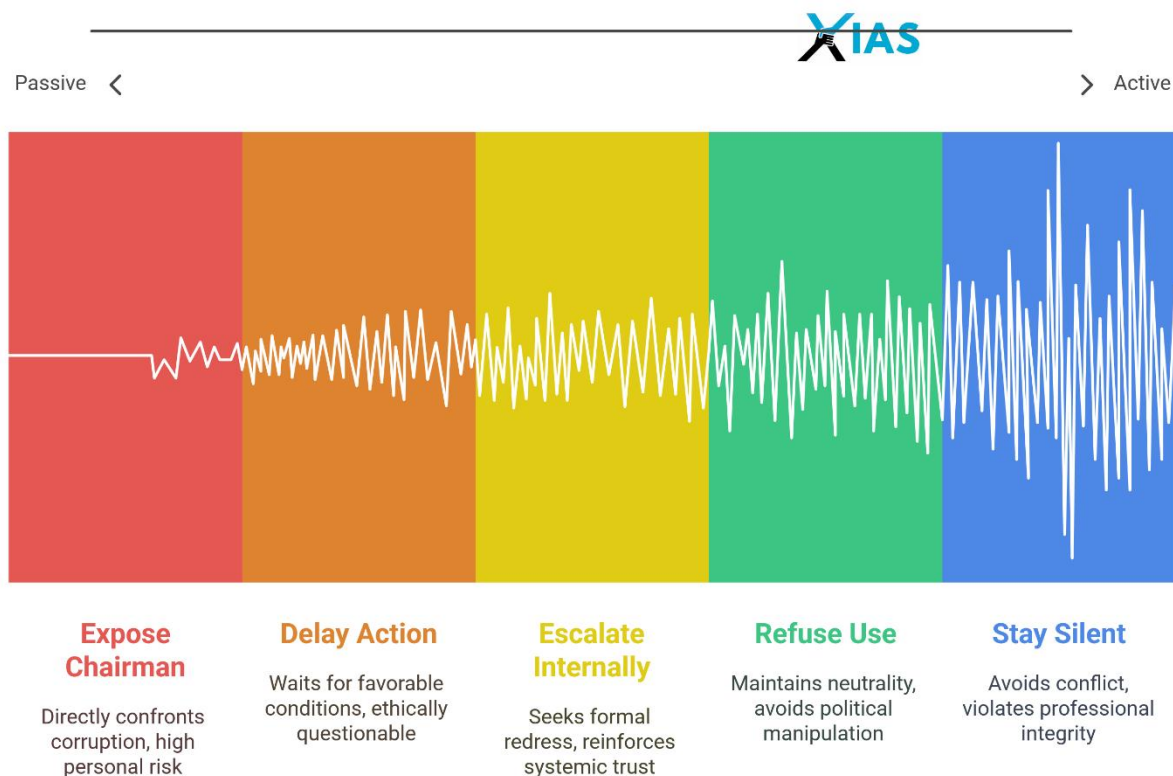
- Begin with a contextual introduction to Vinod's ethical dilemma.
- Identify and critically evaluate all options available to him.
- Discuss how politicization erodes bureaucratic ethics and governance.
- Integrate one Indian and one Western philosopher naturally into the reasoning.
- End with a constructive and reformist conclusion suitable for UPSC Mains.

Introduction

Vinod, a principled and capable IAS officer, is at a moral crossroads. Faced with credible evidence of corruption involving a politically influential Chairman, he must weigh the consequences of action versus silence. The case tests his personal integrity, professional responsibility, and resilience in a deeply politicized administrative structure.

(a) Ethical Evaluation of Options Available to Vinod

Evaluating Vinod's options based on action immediacy and safety.



1. Expose the Chairman through Legal Channels (e.g., Whistleblower Protection Act):

- **Merit:** Upholds the constitutional and ethical responsibility of a civil servant to act in public interest.
- **Risk:** May invite retaliation, including punitive transfer or career stagnation.
- **Ethical Grounding:** **Plato**, in his work *The Republic*, argued that **“Justice is doing one’s own duty without fear or favor.”** Vinod, by this logic, must uphold administrative justice even if it comes at personal cost.

2. Stay Silent and Continue Duties as Usual:

- **Merit:** Preserves short-term personal security and avoids conflict.
- **Flaw:** Violates professional integrity, allows corruption to persist, and undermines citizen trust.

3. Delay Action until Political Climate Changes (If Opposition Wins):

- **Merit:** May be safer politically, but risks being viewed as opportunistic.
- **Flaw:** Ethically unsound, as **truth delayed may become justice denied.**

4. Escalate Internally and Build Institutional Support:

- **Merit:** Strategic and legal. Sharing the evidence discreetly with appropriate oversight agencies like CVC or Lokayukta offers formal redress.
- **Flaw:** May be slow, but aligns with due process and reinforces systemic trust.

5. Refuse to Be Politically Used by the Opposition:

- **Merit:** Maintains bureaucratic neutrality and avoids partisan manipulation.
- **Ethical Support:** **Jawaharlal Nehru** insisted that **“A civil servant must be loyal only to the Constitution, not to changing political winds.”** Vinod must therefore avoid being a political instrument and instead act within the institutional framework.

(b) Ethical Issues from Politicization of Bureaucracy**1. Bureaucratic Neutrality Undermined:**

Excessive political influence reduces bureaucrats to enablers of personal gain, violating the doctrine of a neutral civil service.

2. Frequent Transfers as Coercion Tools:

Vinod's six transfers in three years reflect a culture where honest officers are punished for integrity, leading to demoralization.

3. Exploitation for Political Advantage:

The Board Member's attempt to use Vinod's honesty for electoral gains reflects a **moral hijacking of bureaucracy for partisan benefit.**

4. Administrative Inaction as Silent Complicity:

When political pressure inhibits ethical conduct, inaction becomes an enabler of corruption.

5. Erosion of Public Trust:

If civil servants are perceived as politically compromised, it weakens public confidence in democratic institutions.

6. Normalization of Corruption:

Unchecked politicization creates a culture where unethical behavior becomes the norm rather than the exception.

Conclusion

Vinod must strike a balance between ethical courage and institutional prudence. By relying on formal mechanisms, avoiding partisan manipulation, and documenting everything, he can expose wrongdoing while safeguarding the public trust. As **Plato** envisioned in a just society, and **Nehru** championed in a democratic administration, **a civil servant's loyalty must lie with truth, not political expediency.** Upholding ethics amidst adversity is not just an act of courage—it is an act of nation-building.

10. 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 9.30 pm 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?

Approach Strategy

- Begin with an ethical introduction highlighting the dilemma.
- Identify and elaborate on core ethical issues.
- Mention 4 major women-centric workplace laws.
- Suggest practical and value-based solutions.
- Ethically enrich the answer using two known philosophers.

Introduction

Rashika's case highlights a common conflict between professional devotion and familial duty, especially for working mothers in public service. While dedication to duty is a hallmark of civil service, unchecked work

- **Support Systems and Counseling:** Institutions should offer peer support groups and mental health counseling, especially for officers under chronic work pressure.
- **Performance Appraisals Should Factor Well-Being:** Innovative administrative reforms should include well-being metrics in performance evaluations.
- **Create Institutional Mechanisms for Appeals:** Officers should be able to raise concerns about unreasonable expectations without fear of retaliation.

Conclusion

Rashika's situation reminds us that duty is not absolute—it must be tempered with compassion and context. **Mill's utilitarian lens** emphasizes that sustained well-being of the individual and family is part of the greater good, while **Vivekananda's vision** urges the systemic elevation of women's conditions. As public servants, the system must evolve to ensure Rashika and others like her can serve the nation without sacrificing their personal happiness and family bonds.

10. 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.

(a) What are the ethical issues involved in this case ?

(b) Evaluate the options available to you, being District Magistrate of the area.

Approach Strategy:

1. Begin by identifying the **moral and legal dilemma**.
2. Discuss the **core ethical issues** using real-world context.
3. Enumerate possible **options with pros and cons**.
4. Integrate ethical principles and **philosophical reasoning**.
5. End with a balanced, humane, and constitutional decision.

Introduction

As District Magistrate of a disaster-struck area, I am expected to lead life-saving operations. However, the present situation—requiring an emergency blood transfusion outside the standard medical protocol—presents a moral dilemma: should life be saved by bypassing legal norms, or should I adhere to the law even at the risk of losing lives? Balancing **ethical urgency** with **legal responsibility** becomes critical.

(a) Ethical Issues Involved in the Case

1. **Sanctity of Human Life vs. Legal Compliance**
 - Saving the life of the pregnant woman and her unborn child is of utmost ethical priority. Yet, the transfusion may violate legal norms regarding sourcing of blood.
 - *Thomas Aquinas*, in his "Doctrine of Double Effect," argued that if the **intention is noble** (saving a life), an action that may indirectly violate a norm can be morally justified.
2. **Professional Integrity of Medical Staff**
 - Doctors must uphold ethical codes of medical practice while ensuring no irreversible harm arises from unverified transfusions.

- They also fear penalization under law, leading to a **moral hazard**—should they act out of fear or out of duty?
- 3. **Informed Consent and Autonomy**
 - Any emergency treatment must involve some level of **voluntary consent**, especially if the treatment is outside standard procedures.
- 4. **Precautionary Ethics**
 - Using unscreened or unbanked blood carries risks of **HIV, Hepatitis**, etc., raising questions of future **iatrogenic harm**.
- 5. **Duty in Disaster Management**
 - In line with the *Disaster Management Act, 2005*, officials are expected to take necessary actions to save lives, even with improvisation.
- 6. **Ethical Principle of Compassion**
 - As stated in *Tirukkural* by **Tiruvalluvar**, “All virtue is summed up in this: not to harm others, and to promote their well-being.” Compassion is central to action during crises.

(b) Options Available to Me as District Magistrate

1. **Strict Adherence to Law: Wait for Recognized Blood Bank Supplies**

- **Pros:** Legally sound, ensures safe and regulated transfusion.
- **Cons:** Time-consuming; high risk of maternal and foetal death due to blood loss.

2. **Emergency Transfusion from Volunteers (Screened Locally)**

- Use available blood collection bags and testing kits.
- **Pros:** Immediate life-saving solution; uses volunteers with known background and screened compatibility.
- **Cons:** Still technically outside regulatory protocol; legal consequences possible if complications arise.

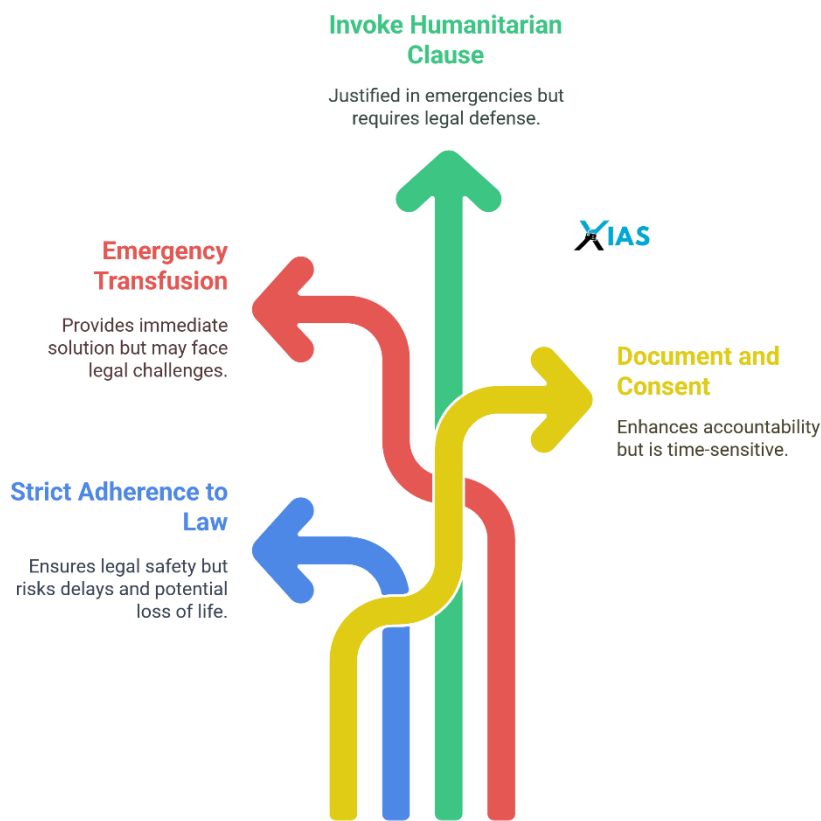
3. **Declare Emergency and Invoke Humanitarian Clause**

- Under extraordinary disaster circumstances, authorize immediate transfusion under **District Disaster Authority powers**.
- **Pros:** Justified under “**necessity and proportionality**” during disasters.
- **Cons:** May still require legal defense post-event but morally defensible.

4. **Document and Take Informed Consent**

- Record patient's condition, informed consent, medical opinions, and video testimony if possible.
- **Pros:** Enhances accountability, transparency, and reduces future blame.
- **Cons:** Time-sensitive step but improves ethical clarity.

Options Available to District Magistrate



Suggested Ethical Response

As District Magistrate and a trained physician, I would authorize **immediate transfusion using tested and voluntarily donated blood**, given the life-threatening nature of the case. I would:

- **Document all proceedings**, including informed consent from family, doctor's opinion, and rationale for the decision.
- Inform higher authorities post-facto with a **detailed report** under the **Doctrine of Necessity**.
- Ensure **follow-up testing** on the mother and child and **monitor** for any post-transfusion complications.
- Initiate a **recommendation for future disaster policy flexibility**, including on-site mobile blood bank mechanisms.

Conclusion

Crisis demands courage rooted in **compassion, law, and reason**. Drawing from **Tiruvalluvar's compassion-first ethics** and **Aquinas' principle of intent-driven moral action**, the decision to save lives through ethical improvisation in a disaster is both just and morally binding. Upholding humanity must remain the guiding light for any civil servant in times of ethical turbulence.

11. 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 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 until it is all returned.

(a) What are the ethical issues involved?

(b) Evaluate the behaviour of the bank manager from an ethical point of view.

(c) How would you react to the situation?

Approach Strategy

1. Begin by identifying the **core ethical dilemma** – conflict between **compassion** and **professional conduct**.
2. List the **ethical issues** related to transparency, integrity, fairness, and accountability.
3. Evaluate the **bank manager's conduct** from multiple ethical frameworks.
4. Describe a balanced and legally sound response as an employee.
5. Conclude with a long-term institutional perspective.

(a) Ethical Issues Involved

1. **Violation of Institutional Trust and Rules**
 - Releasing ₹10 lakh from a **dormant customer account** without authorization, even for a noble cause, is a breach of **banking protocols**, compromising institutional trust and customer rights.
2. **Abuse of Discretionary Power**
 - The manager exercised authority in a non-transparent way, raising questions of **bias, favoritism**, and possible **misuse of official position**.
3. **Confidentiality vs. Disclosure**
 - While the act was meant to be confidential, disclosing it (even to a trusted colleague) exposes **institutional vulnerability** and may cause reputational damage if made public.
4. **Compassion vs. Compliance Dilemma**
 - While **empathy is a virtue**, it must align with procedural integrity in financial institutions. **Epicurus**, a Greek philosopher, emphasized "*wise action as that which produces long-term tranquility rather than short-term pleasure*". The manager's action may cause long-term unrest in the institution.

5. Precedent and Equality

- If such exceptions become precedent, how will the bank refuse similar future cases? It challenges the **principle of fairness** and **uniform treatment of customers**.

(b) Evaluation of the Bank Manager's Behaviour from an Ethical Perspective

The manager's action reflects **deep compassion and moral sensitivity**, especially considering the urgency of the situation and the life at stake. In **Kautilya's Arthashastra**, it is emphasized that *"the ruler shall act in the interest of the distressed, but never at the cost of justice or dharma (rule of law)."* Similarly, while humanitarian impulses are laudable, the bank manager acted **outside legal boundaries**, potentially risking both personal accountability and institutional integrity.

- **Positive Aspects:**
 - Showed moral courage, empathy, and responsiveness to a colleague's crisis.
 - Helped save a life, thereby aligning with *utilitarian ethics* of maximizing good.
- **Negative Aspects:**
 - Acted without documented approval or legal mandate.
 - Violated customer trust and bank confidentiality principles.
 - Set a dangerous precedent for rule-bending for subjective causes.

Thus, while ethically compassionate, the act fails **procedural and institutional ethics** tests.

(c) My Response to the Situation

As an honest and duty-bound bank executive, I would proceed with:

1. **Expressing Support:**
 - I would empathize with my colleague's situation, affirming my emotional support and appreciation of her efforts to repay.
2. **Ensuring Accountability:**
 - I would gently but firmly encourage her to **regularize** the repayment process formally and ensure that the act is recorded appropriately in internal records to **protect both her and the manager**.
3. **Initiating Internal Inquiry (if required):**
 - If the act risks the bank's credibility or may get exposed externally, I would escalate the issue **discreetly to a higher authority** or **ethics committee** for proper handling, protecting both institutional norms and individual dignity.
4. **Policy Recommendation:**
 - Propose creation of a **Staff Emergency Welfare Fund** or **formal loan mechanism for medical exigencies**, so that such needs are addressed within the bounds of law and policy.

Conclusion

In public service and financial institutions, **intent alone cannot justify unethical means**. While the bank manager showed humanity, such actions must be institutionalized, not individualized. Drawing from **Kautilya's governance ethics** and **Epicurus' rational moderation**, the correct course is to balance compassion with compliance, ensuring **equity, legality, and sustainability** in ethical decision-making.

2022 CASE STUDIES

12. You are appointed as an officer heading the section in Environment Pollution Control Board to ensure compliance and its follow-up. In that region, there were 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 certificate in their possession. The environmental clearance seeks to curb industries and projects that supposedly hamper 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 majority of the industries were violating environmental compliance. You issued notice to all the industrial units to apply for 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 very hostile to you as they felt that your action would lead to the closure these of 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 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 consumer alike. The labour union also sent you 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?

Approach Strategy

- **Stakeholder Mapping:** Environment, industry owners, migrant workers, local public, NGOs, political actors, and yourself as the pollution control officer.
- **Ethical Principles Involved:** Justice, compassion, sustainability, rule of law, and duty to public welfare.
- **Decision Criteria:** Minimize harm, ensure environmental and public health, protect livelihoods, uphold integrity and rule of law.

(a) What are the options available to you?

1. **Immediate Closure of Violating Units**
Enforce closure of non-compliant units as per law to uphold environmental norms.
2. **Time-bound Compliance Framework**
Allow units a deadline to upgrade pollution-control measures while continuing operations under scrutiny.
3. **Stakeholder Mediation**
Engage with industrialists, NGOs, labour representatives, and local administration to develop a consensus-based roadmap.
4. **Classify Units and Apply Graded Action**
Categorize units by pollution severity (high, medium, low) and apply differential timelines and penalties.
5. **Whistleblower Reporting and Legal Action**
Protect transparency



and enable action through legally supported disclosures, protecting the officer and public interest.

(b) Critically Examine These Options

- **Option 1: Immediate Closure**
Upholds legal and environmental ethics but causes large-scale **social distress**. It may lead to **job losses, public unrest**, and erosion of trust.
As per **Aristotle's idea of the "Golden Mean"**, ethical action lies in moderation — between excess and deficiency. Hence, an extreme step like abrupt closure may not be ethically optimal.
- **Option 2: Time-bound Compliance**
Balances legality with practicality. Allows industries to **transition responsibly**, and workers retain livelihood during reform. Encourages **ethical pragmatism**.
- **Option 3: Mediation**
Promotes **democratic dialogue**, public participation, and long-term compliance. Builds consensus rather than coercion. Upholds **Jawaharlal Nehru's vision** of participatory governance: "Peace is not a relationship of nations. It is a condition of mind."
- **Option 4: Classification-Based Action**
Offers **scientific precision and ethical fairness**. Avoids blanket actions and focuses on high-risk offenders first. Ensures **justice with evidence**.
- **Option 5: Legal and Whistleblower Tools**
Upholds transparency, protects honest officers, and discourages future violations.

(c) Mechanism to Ensure Environmental Compliance

1. **Digital Monitoring of Pollution Output**
Use IoT sensors and online tracking of emissions and effluents.
2. **Third-Party Environmental Audit**
Regular inspections by accredited auditors and publication of results online.
3. **CSR-Linked Green Fund**
Industries to contribute to a fund that supports eco-restoration and community health initiatives.
4. **Public Feedback Mechanism**
Invite citizens' complaints and suggestions via online portal and local forums.
5. **Skill Development for Workers**
Upskill affected workers in green jobs like waste recycling, energy efficiency, and afforestation.

(d) Ethical Dilemmas Faced

- **Rule of Law vs Compassion for Workers**
The officer must uphold statutory norms while being empathetic to poor migrant workers. **Aristotle** warned that justice without prudence becomes tyranny. A wise administrator must blend **ethics with discretion**.
- **Integrity vs Political Pressure**
Upholding professional integrity may invite hostility from vested political and industrial lobbies.
- **Immediate Action vs Sustainable Reform**
Quick punitive action may please activists but sustainable reform ensures **real transformation**.
- **Public Health vs Economic Stability**
The trade-off between safeguarding public health and preventing economic disruption is deeply complex.

Conclusion

The best course is to **act firmly yet sensitively**, using a **phased, consultative, and legally sound approach**. In the spirit of **Aristotle's virtue ethics** and **Nehru's democratic ideals**, the officer must ensure that justice is served without causing undue harm — ensuring **clean environment, worker dignity, and sustainable growth** all at once.

13. Rakesh was working as 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 of strike by the 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 bus and a car driver by 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 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 at the spot of accident and FIR was registered. Police investigation revealed that the quarrel in question was started by the bus driver and he had resorted to physical violence. There was 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 favorable 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 onefamily member. The strike has continued for 10 days and the deadlock remains.

(a) What are the options available to Rakesh to meet the above situation?

(b) Critically examine each of the options identified by Rakesh.

(c) What are the ethical dilemmas being faced by Rakesh?

(d) What course of action would Rakesh adopt to diffuse the above situation

Approach Strategy

To address this ethically and administratively complex scenario, Rakesh should:

- Map key stakeholders: deceased driver's family, Transport Union, departmental leadership, general public, and the legal system.
- Apply ethical reasoning: uphold justice, show empathy, ensure rule of law, and maintain public service continuity.
- Balance **administrative discretion with moral responsibility** — without eroding institutional norms or ignoring human dignity.

(a) What are the options available to Rakesh?

1. **Accept both demands** of the Union (compensation + job).
2. **Reject both demands** citing the police report.
3. **Accept partial demand**, such as compensation only or job only.
4. **Constitute a departmental enquiry committee** with equal representation from Union, Department, and Police.
5. **Use strict administrative measures** like warning letters or invoking Essential Services Maintenance Act (ESMA).
6. **Seek guidance from the Commissioner** or higher authority for a legally supported middle path.

(b) Critical Examination of the Options

1. **Accept Both Demands**

- *Merits*: Ensures justice and immediate relief to the family; resolves strike.
- *Demerits*: May contradict the police report; risks setting a precedent that may undermine conduct rules.

2. **Reject Both Demands**

- *Merits*: Upholds institutional discipline and the police investigation findings.
- *Demerits*: Deepens worker unrest; portrays the department as insensitive; harms public service delivery.

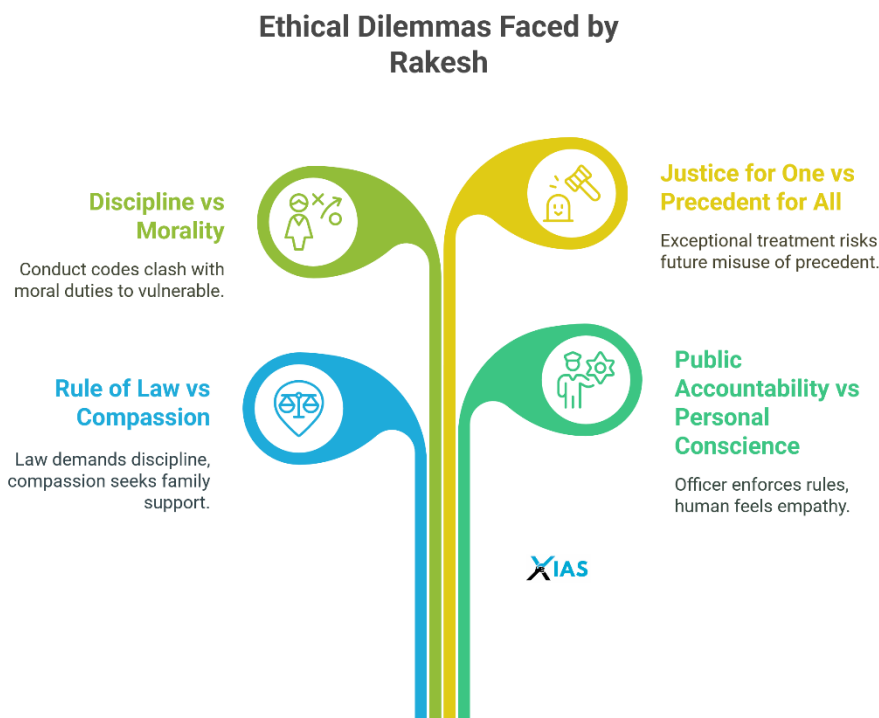
3. **Accept Partial Demand**

- *Merits*: Offers middle ground; may allow reconciliation.
- *Demerits*: Union may see this as unjust compromise; may not resolve the strike fully.

4. **Constitute Joint Inquiry Committee**
 - *Merits*: Balanced, inclusive, and transparent mechanism; avoids unilateral decisions.
 - *Demerits*: Time-consuming; interim unrest may persist.
5. **Invoke Strict Measures**
 - *Merits*: Could bring quick administrative control.
 - *Demerits*: May escalate conflict, reduce trust, and damage morale.
6. **Seek Commissioner's Advice**
 - *Merits*: Legal safety and hierarchical consultation; shields Rakesh in future audits.
 - *Demerits*: May delay resolution; reflects indecisiveness if over-relied upon.

(c) Ethical Dilemmas Faced by Rakesh

- **Rule of Law vs Compassion**: Law supports disciplinary action due to the driver's aggressive behavior. Compassion calls for supporting the grieving family.
- **Public Accountability vs Personal Conscience**: As an officer, Rakesh must enforce departmental rules. As a human being, he is moved by empathy.
- **Discipline vs Morality**: Enforcement of conduct codes may conflict with broader moral duties to support the vulnerable.
- **Justice for One vs Precedent for All**: Granting exceptional treatment to one case may risk future misuse.



Tiruvalluvar, the ancient Tamil philosopher, taught that "*Kindness and justice must walk together; justice without compassion is tyranny.*" Rakesh must find a way to align duty with moral virtue.

(d) Suggested Course of Action

Rakesh should adopt a **balanced and humane approach**:

1. **Set Up an Enquiry Committee**:
 - Include equal members from the Transport Union, Department, and Police.
 - Empower the committee to study all aspects of the incident impartially.
 - Use this time to **defer any punitive or compensatory action** till facts are clarified.
2. **Provide Immediate Relief**:
 - Authorize **ex-gratia relief from departmental welfare fund** to support the deceased's family until the enquiry is complete.
 - Facilitate **temporary contractual employment or skill training** for the elder daughter.
3. **Engage with the Union**:
 - Request them to suspend the strike until enquiry completion.
 - Assure them of transparent decision-making and protection of employee welfare.
4. **Prepare a Contingency Plan**:
 - Ensure minimal disruption of public transport by engaging backup drivers or alternative services.

Integration of Philosophical Insight

- **Thomas Hobbes**, in his *“Leviathan”*, emphasized that society requires order and authority to prevent chaos. Rakesh must act firmly to maintain institutional order, but not at the cost of alienating workers.
- **Tiruvalluvar**, on the other hand, reminded us that *“Compassion is the root of righteousness”*. By showing empathy to the deceased’s family and involving all stakeholders, Rakesh will uphold both **moral authority and institutional credibility**.

Conclusion

Rakesh’s role is not just to enforce rules but to exemplify ethical governance. A **deliberative, transparent, and compassionate approach**, aligned with **law and moral duty**, is essential to resolve this crisis and to restore faith in public institutions.

14. 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 aged 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.

(a) Under the given conditions, what are the options available to you as a member of the Inspecting Team?

(b) Critically evaluate each of the options listed by you.

(c) What option would you adopt and why?

(d) What are the ethical dilemmas being faced by you?

(e) What can be the consequences of overlooking the observations raised by the inspecting Team?

(a) What are the options available to me as a member of the Inspecting Team?

1. **Conform and approve the consignment**, like the rest of the team, to retain the job and avoid conflict.
2. **Refuse to sign the clearance**, standing by professional conscience

What are the options available to me as a member of the Inspecting Team?



despite threat of termination.

3. **Propose middle-ground solutions:** re-inspect the products, correct major flaws, rebrand or divert them to a less sensitive market.
4. **Escalate the issue internally to a higher ethics or grievance redressal body** within the company.
5. **Whistleblow anonymously** to relevant consumer protection authorities, media, or watchdog bodies.

(b) Critically evaluate each of the options

1. **Conforming silently**

- *Merit:* Ensures job security and short-term family welfare.
- *Demerit:* Violates personal integrity, misleads consumers, and sets a poor precedent.
- *Epicurean View:* Prioritizing pleasure in the form of job security may ignore deeper ethical peace and future pain from guilt or reputational damage.

2. **Refusing to approve**

- *Merit:* Upholds professional and moral integrity. Sends a clear signal of ethical standards.
- *Demerit:* May lead to immediate job loss, affecting family welfare.
- *Vivekananda's View:* "Do not lower your moral standards to please others." Moral courage and duty must come before material fear.

3. **Proposing corrective alternatives**

- *Merit:* A balanced, rational approach that could satisfy both ethics and company interests.
- *Demerit:* May or may not be accepted. Risk of being sidelined or seen as obstructionist.
- *Epicurus:* Ethical pleasure comes from prudence and avoiding long-term pain — a practical, moderate approach is ideal.

4. **Escalating internally**

- *Merit:* Uses institutional mechanisms without directly confronting superiors.
- *Demerit:* May lead to informal backlash, especially if management is complicit.
- *Vivekananda:* One must speak the truth fearlessly even when authority resists it.

5. **Whistleblowing**

- *Merit:* Acts in consumer interest and protects public trust.
- *Demerit:* High personal and professional risk, uncertain outcome.
- *Epicurus:* May bring severe consequences — not the path of prudent happiness, unless all internal options are exhausted.

(c) What option would I adopt and why?

I would adopt **Option 3: Suggesting an ethical compromise** — propose reinspection, minor corrections, or selling the goods in a discounted/alternate market with proper labeling.

- This balances **personal duty, public trust, and practical wisdom**.
- As per **Swami Vivekananda**, righteousness is not abandonment of duty, but fulfilling it with courage and creativity.
- **Epicurus** reminds us to avoid future regrets and find peace through wise decisions that ensure well-being — personal and social.

If the management still insists on deception, I would escalate the issue internally and refuse to sign the clearance.

(d) What are the ethical dilemmas being faced by me?

1. **Integrity vs Job Security:** Standing for truth may cost the job that supports aging parents and a new marriage.
2. **Duty to the Employer vs Duty to the Public:** Loyalty to the company conflicts with responsibility to the consumer.
3. **Moral Courage vs Conformity:** Risking isolation by not conforming to peer actions.
4. **Short-Term Benefit vs Long-Term Harm:** Immediate compliance may offer security but leads to reputational and ethical harm later.

(e) What can be the consequences of overlooking the observations raised by the Inspecting Team?

- **Consumer distrust** and **negative publicity**, especially in the age of social media.
- **Collapse of brand credibility**, affecting domestic and export prospects.

- **Legal action or penalties** from regulatory bodies.
- **Moral degradation** within the organization — leading to a culture of shortcuts and compromise.
- **Internal guilt** and ethical regret, which undermines the employee's peace of mind and credibility.

Conclusion :

Swami Vivekananda once said, *"Stand up, be bold, and take the whole responsibility on your own shoulders."* Epicurus believed, *"It is impossible to live a pleasant life without living wisely and honorably."*

Balancing personal welfare with moral responsibility is the hallmark of ethical leadership. My decision would aim to preserve both — integrity and pragmatism — for long-term good.

15. The Supreme Court has banned mining in the Aravalli Hills to stop degradation of the forest cover and to maintain ecological balance. However, the stone mining was 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 overrun 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 mafia 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.

- What are the options available with Ashok to cope up with the situation?
- Critically evaluate/examine each of the options identified by Ashok.
- What are the ethical dilemmas being faced by Ashok?
- Which of the options, do you think, would be the most appropriate for Ashok to adopt and why?
- 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?

Approach

1. Identify the Stakeholders - Who is affected (e.g., officer, public, management, family, government)?
2. List Ethical Dilemmas - Conflicts (e.g., integrity vs job, duty vs compassion).
3. Enumerate Possible Options - All practical options.
4. Critically Evaluate Each Option - Pros and cons
5. Recommend Most Ethical Course of Action - Balanced and justified decision.
6. Add Training/Long-Term Suggestions - If asked, suggest systemic reforms.

Introduction

In situations where moral responsibility clashes with institutional pressures, ethical decision-making becomes the true test of public character. This case presents Ashok, a journalist who discovers a criminal nexus of illegal mining involving powerful politicians, only to be silenced by internal coercion.

(a) Options Available to Ashok

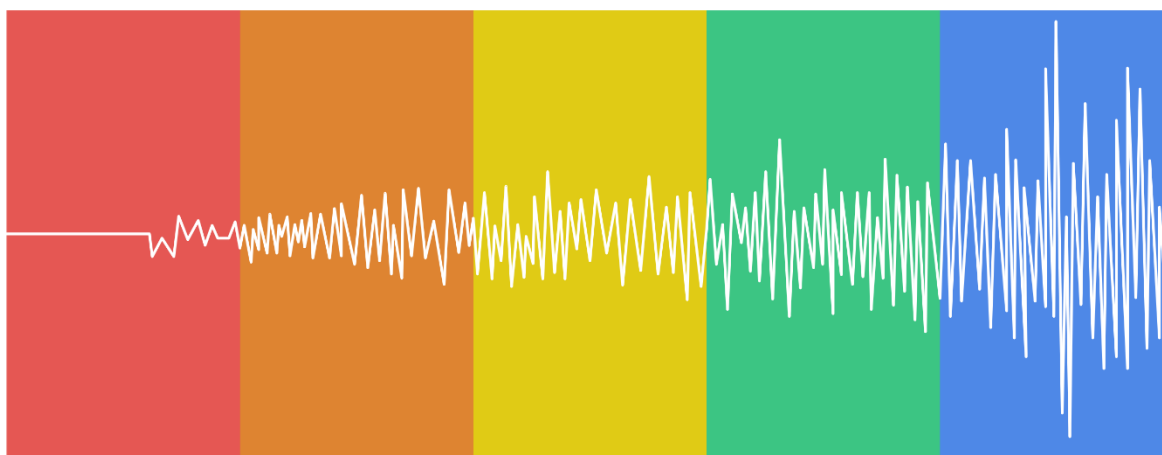
1. **Suppress the report as instructed** by the CMD in exchange for job security and financial support.

2. **Resign and make the report public** through alternative independent media or platforms like YouTube.
3. **Leak the report anonymously** to other media houses or the judiciary.
4. **Pursue legal and ethical redress** through the Press Council of India or by filing a PIL.
5. **Negotiate for partial publication** of less sensitive portions of the report, maintaining minimal public awareness.

Options Available to Ashok

Self <

> Public



Suppress report

Prioritizes job security, suppresses information

Partial publication

Balances job security with partial disclosure

Leak report

Anonymously shares information, avoids direct confrontation

Legal redress

Seeks formal channels for ethical action

Public report

Chooses transparency, sacrifices job security

(b) Critical Evaluation of Options

Option 1: Suppress the Report

- **Pros:**
 - Secures financial help for his son's treatment.
 - Ensures job and promotion.
- **Cons:**
 - Betrays journalistic ethics and public interest.
 - Encourages impunity of the mafia-politician nexus.
 - Violates public trust.

John Locke emphasized that the legitimacy of any authority rests on trust. By hiding the truth, Ashok undermines public trust placed in the media.

Option 2: Resign and Publicize

- **Pros:**
 - Upholds truth, justice, and democratic accountability.
 - Restores dignity to the deceased SP's sacrifice.
 - Potential long-term credibility and alternate opportunities.
- **Cons:**
 - Loss of stable income, risking son's treatment.
 - Threats from the nexus.

Epicurus argued that true happiness lies in **living wisely and justly**, not in chasing momentary gains. Suppressing the truth for temporary comfort brings long-term distress.

Option 3: Leak the Report Anonymously

- **Pros:**
 - Protects identity while exposing wrongdoings.
 - Justice may still be served.
- **Cons:**
 - No personal credibility.
 - May be discredited if not properly verified.
 - CMD may still retaliate if identity is uncovered.

Option 4: Legal or Institutional Recourse

- **Pros:**
 - Invokes constitutional mechanisms and protects whistleblower rights.
- **Cons:**
 - Slow, bureaucratic, uncertain impact.
 - Power nexus may block the process.

Option 5: Partial Publication

- **Pros:**
 - Balances truth and survival.
 - Signals wrongdoing while reducing retaliation.
- **Cons:**
 - Truth diluted.
 - Perceived as compromise.
 - Still vulnerable to backlash.

(c) Ethical Dilemmas Faced by Ashok

- **Truth vs Survival:** Risking career and family health vs upholding truth and public accountability.
- **Loyalty vs Integrity:** Loyalty to employer vs responsibility to society.
- **Professional Ethics vs Personal Welfare:** Should he be a good journalist or a good father?
- **Public Good vs Private Pain:** Sacrificing short-term comfort for long-term justice.

John Locke's theory of natural rights reminds us that every citizen, especially those with power like Ashok, holds a **duty to society** to protect collective interest over private pressure.

(d) Most Appropriate Option

Ashok should resign and publish the report independently (Option 2).

- This choice safeguards his **ethical autonomy**, aligns with **Locke's principle of consent and public good**, and satisfies **Epicurus' doctrine of reasoned choice** — where one must endure short-term hardship to achieve moral fulfillment and social peace.
- He may **seek crowdfunding**, join alternate news platforms, or approach courts for protection under the **Whistleblower Protection Act**.

(e) Recommended Police Training in Mining-Prone Districts

1. **Combat & Tactical Driving Training** – to counter escape attempts.
2. **Use of Technology** – drones, GIS mapping to detect illegal mining.
3. **Inter-agency Coordination** – real-time intel sharing with Revenue and Forest Depts.
4. **Whistleblower Protection Protocols** – empowering honest officers to report nexus.
5. **Moral Courage and Stress Management Modules** – promoting ethical policing in high-risk zones.
6. **Local Community Engagement Workshops** – to break fear and silence among villagers.

Conclusion

By resigning and speaking the truth, Ashok serves a higher ethical purpose and contributes to **restoring public trust in journalism**, honoring the sacrifice of the slain SP, and weakening the hold of criminal networks.

As **Epicurus** said, *"It is not possible to live happily without living wisely and justly, and it is not possible to live wisely and justly without living happily."*

16. 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.

- (a) What are the Department options available to Ramesh as the Director of the Home Department of the bordering State?
- (b) What option should Ramesh adopt and why?
- (c) Critically evaluate each of the options.
- (d) What are the ethical dilemmas being faced by Ramesh?
- (e) What policy measures would you suggest to combat the menace of infiltration of illegal migrants from the neighbouring country?

Approach

1. **Identify Stakeholders:** Ramesh, his family, illegal migrants, border police, Additional Secretary, Chief Minister, citizens, national security institutions.
2. **Identify the Ethical Conflict:** Public duty vs personal security; loyalty to superior vs integrity towards Constitution.
3. **Analyze Options:** From total withdrawal to lawful escalation.
4. **Apply Thinker: Thomas Hobbes (Leviathan)** – Advocated for *strong rule of law and sovereign authority* to prevent anarchy and protect societal order.
5. **Recommend Solution:** Preserve national security and institutional ethics through lawful, higher-level escalation without direct disobedience.

(a) What are the options available to Ramesh?

1. **Withdraw the confidential report**, as instructed by the Additional Secretary.
2. **Persuade** the Additional Secretary and senior bureaucrats to act on the report.
3. **Confidentially forward the report** to the **Chief Secretary or Union Home Ministry**.
4. **Initiate action under official vigilance or Central Bureau of Investigation (CBI)** route to bypass local political interference.
5. **Leak the report to the media**, exposing the infiltration network and internal sabotage.

(b) What option should Ramesh adopt and why?

Ramesh should adopt **Option 3** — **escalate the report to the Chief Secretary or Union Home Ministry confidentially** through proper service channels. This action:

- Maintains procedural integrity.
- Upholds national security interest.
- Protects his identity and avoids premature career sabotage.
- Aligns with **Thomas Hobbes's** political ethics: *in matters of public order and security, sovereign institutions must be obeyed, and justice must flow through legitimate authority.*

(c) Critical Evaluation of the Options

Option 1: Withdraw the Report

- **Pros:** Saves current post and protects promotion.
- **Cons:** Compromises national security and personal ethics; violates public trust; sets precedent of obedience over integrity.

Option 2: Persuade Seniors

- **Pros:** Respects hierarchy; uses dialogue; shows emotional intelligence.
- **Cons:** May fail under political pressure; could mark Ramesh as a threat.

Option 3: Escalate to Union Government/Chief Secretary

- **Pros:** Keeps bureaucratic sanctity intact; ensures issue is dealt with at appropriate level; aligned with constitutional duty.
- **Cons:** May cause political blowback; risk of being sidelined.

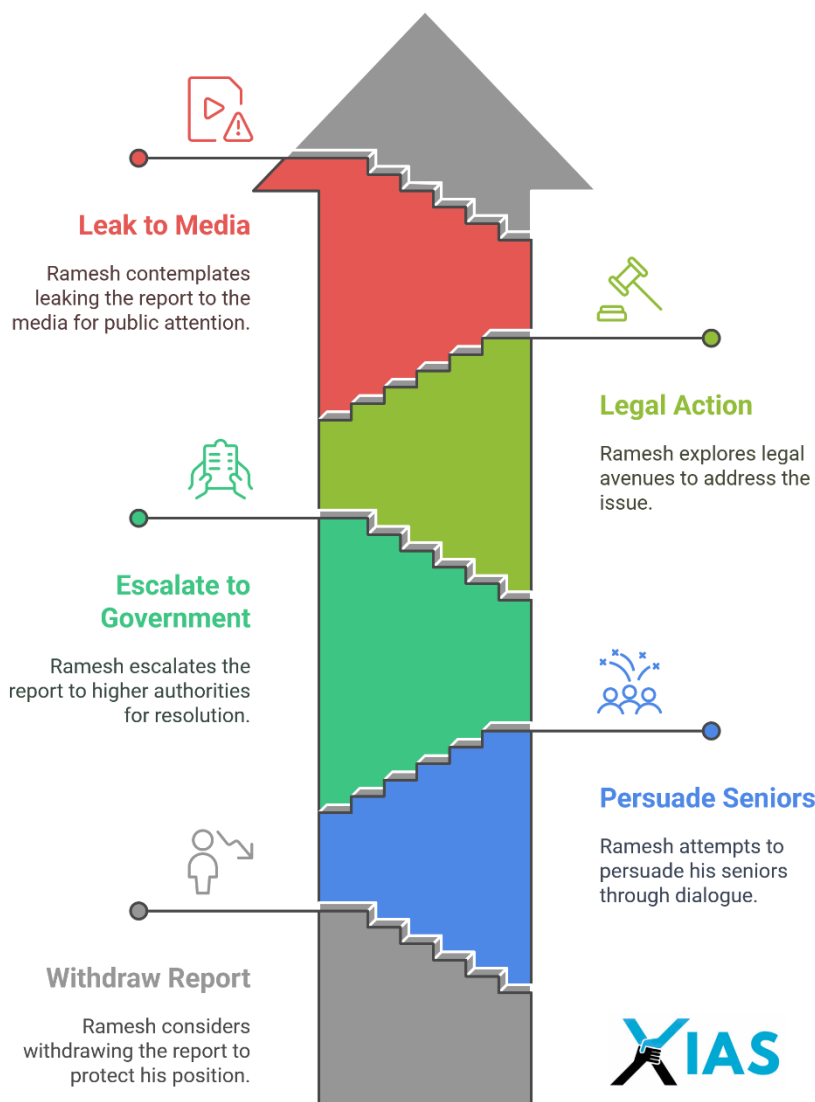
Option 4: Legal/Vigilance Action

- **Pros:** Uses lawful route; protects institutional framework.
- **Cons:** Time-consuming; may be blocked by local administration.

Option 5: Leak to Media

- **Pros:** Triggers public pressure; ensures immediate attention.
- **Cons:** Violation of Conduct Rules; may lead to suspension or transfer.

Choosing the Right Path for Ramesh



(d) What are the ethical dilemmas being faced by Ramesh?

1. **Duty to the Constitution vs Obedience to Political Hierarchy**
2. **National Interest vs Career Security**
3. **Truth vs Consequences**
4. **Family Responsibility vs Institutional Loyalty**
5. **Lawful Silence vs Moral Responsibility**

Thomas Hobbes, in *Leviathan*, wrote:

"It is not wisdom but authority that makes a law."

Ramesh must therefore act within **legitimate legal structures** — not emotional impulse — to restore order and uphold sovereign duty.

(e) What policy measures would you suggest to combat infiltration?

- **Strengthen Border Surveillance:** Integrate satellite surveillance, drones, CCTVs under the CIBMS (Comprehensive Integrated Border Management System).
- **Zero Tolerance for Corruption:** Fast-track disciplinary action against conniving officers.

- **Biometric Border Management:** Expand National Population Register (NPR) and Aadhaar-seeding with alerts for suspicious duplications.
- **Community Vigilance Committees:** Enable community participation through village-level border watch programs.
- **Real-time Data Sharing:** Coordination between BSF, State Police, and IB through joint intelligence platforms.
- **Legal Reform:** Strengthen legal definition and enforcement mechanisms under **Foreigners Act** and **Citizenship Rules**.

Conclusion

Thomas Hobbes emphasized *the necessity of a strong, law-enforcing sovereign to prevent disorder and ensure peace*. Ramesh's decision must align with preserving national sovereignty and long-term institutional order, even if it comes at personal discomfort.

17. 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 was 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-Subhash Verma wanted to see him as he was interested in the position of Manager which was to be filled in 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 marketer. 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.

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

(b) Critically examine the options available to Prabhat in the above situation.

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

Approach to Solve the Case Study

1. **Stakeholder Mapping:** Identify all affected parties (Prabhat, his family, Sterling Electric Ltd., Defence Ministry, Subhash Verma, rival company, national security apparatus).
2. **Clarify the Ethical Conflict:** Analyze the tension between professional obligations, corporate survival, personal morality, and national interest.
3. **Evaluate All Options:** Critically assess each alternative using moral reasoning and outcome analysis.
4. **Apply Thinker's Lens:** Use **Thomas Hobbes** principles to guide ethical decision-making.
5. **Recommend the Best Course:** Choose the option that balances personal integrity, institutional responsibility, and the public good.

(a) Ethical Issues Involved

Prabhat, as Vice President (Marketing), faces a multi-layered ethical crisis. Accepting the offer of Subhash Verma—who illegally possesses confidential bidding documents of a rival company—would be a direct violation of professional integrity, corporate ethics, and national security protocols. The situation reflects:

- A conflict between professional integrity and personal desperation due to family financial burdens.
- A breach of fair competition and procurement norms.
- A potential threat to national defence secrecy, since the tender involves a classified defence installation.
- Moral inconsistency, as trusting an individual who betrays one firm may jeopardize Sterling's own long-term security.

In this context, **Thomas Hobbes**, the 17th-century English political philosopher, provides useful insights. Hobbes believed that in the absence of a **moral and legal order**, humans are driven by self-preservation, often at the cost of others. Here, Verma's act reflects such **self-preserving behavior** in a moral vacuum, and Prabhat is at risk of being pulled into that same state of ethical lawlessness.

(b) Critically Examine the Options Available to Prabhat**Option 1: Accept Verma's Offer and Use the Rival's Confidential Documents**

- **Advantages:**
 - Likely win in securing the defence tender.
 - Job and career saved.
 - Personal and family financial relief.
- **Disadvantages:**
 - Breach of ethical boundaries and **criminal offence**.
 - Loss of corporate credibility and long-term trust.
 - Sets a dangerous precedent in procurement ethics.
 - Violates national interest and weakens institutional trust.

If Prabhat adopts this option, he aligns himself with what **Hobbes described as the "state of nature,"** where self-interest overrides morality, and power becomes the only law. Hobbes emphasized that society must be governed by rules to avoid such chaos—rules Prabhat must uphold.

Option 2: Reject Verma's Offer and Proceed with Integrity

- **Advantages:**
 - Upholds personal and professional ethics.
 - Protects national interest and institutional integrity.
 - Avoids potential legal and reputational risks.
- **Disadvantages:**
 - May result in losing the tender.
 - Career and livelihood at risk.

Even under extreme personal stress, Prabhat can reaffirm Hobbes' belief that a **strong ethical and legal order is essential to civil society**. Upholding such norms ensures long-term survival of trust-based institutions.

Option 3: Report Verma's Actions to Authorities

- **Advantages:**
 - Sets ethical precedent.

- Removes risk of internal compromise.
- **Disadvantages:**
 - Risk of political backlash or delays in tender process.
 - Increased stress and exposure.

Option 4: Seek Leave or Resignation

- **Advantages:**
 - Escapes direct conflict.
 - Preserves personal conscience.
- **Disadvantages:**
 - Abdicates responsibility.
 - Leaves company in crisis.

(c) Most Appropriate Option and Why

Option 2—Reject Verma’s unethical offer and submit a fair, clean tender—is the most appropriate and ethically sustainable path.

By doing so, Prabhat upholds the spirit of **contractual fairness, national security, and organisational credibility**. Even if the tender is lost, the ethical foundation he protects is far more valuable than short-term gain. His actions align with **Hobbes’ idea of a stable civil order**, where ethical rules—not power or manipulation—guide decisions.

Moreover, Prabhat could immediately form a rapid-response business development team (Plan B) to explore alternative contracts or government tenders. He should also inform his seniors of the external pressure faced, ensuring transparency and shared responsibility.

Final Reflection

In high-stakes corporate life, moments arise that test one’s ethical compass. Prabhat’s situation is precisely such a test. A decision grounded in **prudence, integrity, and long-term perspective**—as Hobbes might argue—is not only ethical but also the only rational choice in a society governed by law and order.

2021 CASE STUDIES

18. Pawan is working as an officer in the State Government for the last ten years. As a part of routine transfer, he was posted to another department. He joined in 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 difficult and insensitive person having his own disturbed family life. Initially, all seemed 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 boss’ style of functioning to show him in bad light highlighting his shortcomings and humiliating publicly. It became apparent that though there were 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 loss of confidence, self-esteem and equanimity. Pawan realised that his relation with his senior officer was becoming more toxic and due to this, he felt 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 to him also became a victim of his negativity and hostile behaviour. Due to harassment and humiliation suffered 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 with the situation?

(b) What approach Pawan should adopt for bringing peace, tranquility and 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?

Approach to Answer Writing:

- Begin by identifying the **ethical core** (emotional harm, workplace toxicity, work-life imbalance).
- Divide the answer into parts (options, approach, external suggestions, training).
- Use **realistic solutions, ethics theory, and a relevant Indian thinker** in context.
- Ensure the conclusion restores ethics, well-being, and institutional balance.

(a) Options Available to Pawan to Cope with the Situation:

1. Direct Communication with Senior:

He may request a one-on-one conversation with his senior to respectfully express his concerns and understand the reason for his treatment.

2. Seek Support from Colleagues or HR Cell:

He can share his situation with a trusted senior colleague, HR, or employee grievance redressal mechanism, if available.

3. Formal Complaint to Higher Authorities:

If the behaviour continues, he can submit a formal, documented complaint to the superior authority, citing instances and requesting intervention.

4. Request Transfer:

If circumstances do not improve, he can formally request a departmental transfer to protect his mental health and dignity.

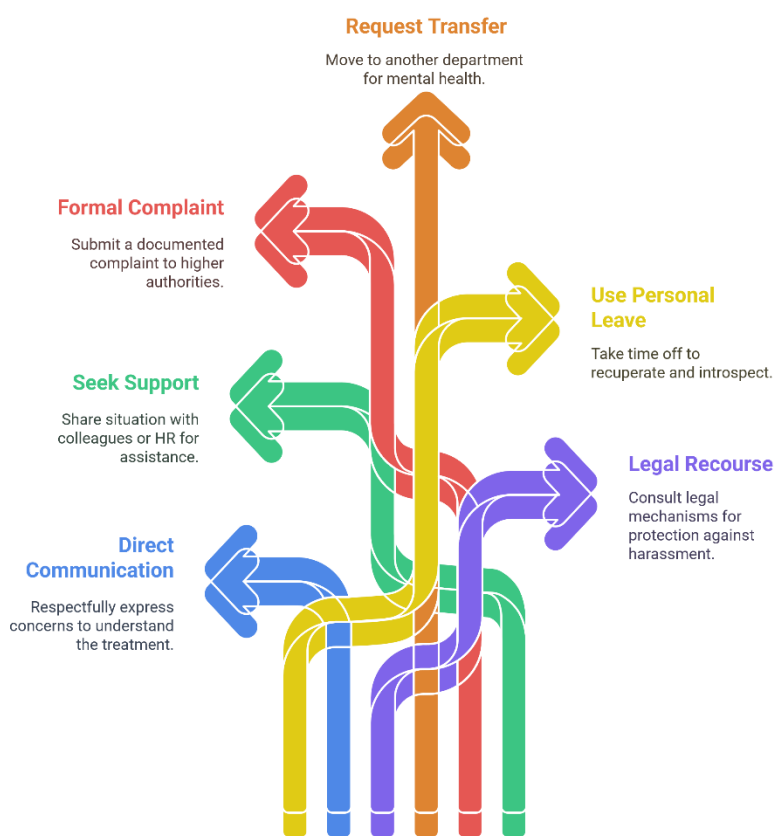
5. Use Personal Leave for Recuperation:

He may temporarily distance himself by taking medical or personal leave to recuperate and introspect.

6. Legal Recourse in Case of Harassment:

If verbal abuse escalates, he can consult administrative legal mechanisms or state services conduct rules for protection.

Options Available to Pawan to Cope with the Situation



(b) What Approach Should Pawan Adopt?

At the Workplace:

- **Self-reflection:** Pawan should examine if any part of his own conduct might have triggered the boss' hostility, in line with *Dr. A.P.J. Abdul Kalam's* advice that "if you want to shine like a sun, first burn like a sun," reminding civil servants of the need for self-discipline and inner strength in adversity.
- **Respectful Engagement:** He should respectfully approach his senior and seek feedback rather than confrontation.

- **Record-Keeping:** Maintain a log of inappropriate incidents to support any future formal intervention.
- **Focus on Performance:** He should document his achievements, stick to deadlines, and build peer goodwill, which can serve as a buffer against subjective criticism.

At Home:

- **Open Communication with Family:** He must express vulnerability to his spouse and seek support rather than directing workplace frustration at family members.
- **Mindfulness and Wellness Practice:** Pawan should take up activities like yoga, therapy, or journaling to reduce stress.
- **Work-Life Demarcation:** Reinforce personal boundaries so that workplace toxicity does not contaminate home life.

(c) Suggestions as an Outsider to Improve Work Culture and Emotional Hygiene

For the Senior Officer:

- **Emotional Intelligence Workshops:** The officer must undergo training to regulate personal trauma and not displace frustration on subordinates.
- **Constructive Feedback Culture:** Instead of public shaming, adopt a "private correction, public appreciation" model.
- **Mindful Leadership:** Inspired by *B.R. Ambedkar*, who believed in "liberty, equality, and fraternity," senior leaders must uphold dignity and mutual respect in all interactions.

For Pawan and Other Subordinates:

- **Peer Support Networks:** Colleagues should check in with one another and share coping strategies.
- **Ethical Resilience:** Adopt personal ethical anchors and not lose one's moral compass even under duress.
- **Use of Feedback Channels:** Make regular use of formal mechanisms to voice concerns anonymously or otherwise.

(d) Training Suggested for Officers in Government Offices

1. **Emotional Intelligence (EI) Training:**
Focus on empathy, managing personal trauma, regulating negative behaviour.
2. **Leadership Ethics Workshops:**
Train senior officers in ethical use of authority, fostering trust, and team motivation.
3. **Stress Management and Mental Health Awareness:**
Create awareness about burnout, anxiety, and promote access to in-house counselling.
4. **Communication and Conflict Resolution Training:**
Develop active listening, constructive dialogue, and dispute mediation capabilities.
5. **Sensitisation on Work-Life Balance:**
Officers should be encouraged to balance family and work obligations, particularly when under stress.
6. **Workplace Harassment Policy Training:**
Make officers aware of what constitutes harassment and grievance redressal rights.

Conclusion:

Pawan must tread the path of courage, communication, and character. As *A.P.J. Abdul Kalam* once said, "Don't read success stories, you will only get a message. Read failure stories, you will get some ideas to succeed." Pawan must convert this adversity into an opportunity for ethical strength. Equally, the organisation must not neglect the mental well-being of its officers, as administrative efficiency is inseparable from emotional hygiene.

19. 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 the domestic consumers with almost same quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in Indian market. The company could increase its market share over a period of time and earn substantial profit both

domestically and internationally. However, the random sample test conducted by 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 which 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.

(a) What action do you visualise 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 domestic market?

(b) What course of action is available with the food company to resolve the crisis and bring back its lost reputation?

(c) Examine the ethical dilemma involved in the case.

Approach Strategy:

- **Step 1:** Identify key stakeholders – company, consumers, regulators, public health institutions.
- **Step 2:** Evaluate legal violations under FSSAI rules.
- **Step 3:** Analyze ethical dilemmas using Indian and Western thinkers.
- **Step 4:** Recommend punitive + reformatory measures for both government and company.
- **Step 5:** Conclude with long-term trust-building strategies.

(a) Actions by the Competent Authority

The food company has clearly violated domestic food safety norms and betrayed consumer trust. The competent authority (such as FSSAI) must initiate the following actions:

- Direct immediate **recall of substandard products** from the market.
- Initiate **penal proceedings** under the Food Safety and Standards Act, 2006 for misleading consumers and compromising health.
- Impose **heavy fines and license suspension** for breaching quality standards.
- Ensure **transparency by publishing findings** publicly to restore faith in the regulatory system.
- Mandate the company to **contribute to public food safety awareness campaigns** as a part of corporate responsibility.

Dr. B.R. Ambedkar emphasized that “**public conscience must be the ultimate authority.**” Regulatory institutions are duty-bound to protect the health of the public, especially when corporate actions neglect safety in favor of profit.

(b) Course of Action for the Company

To regain credibility, the food company must move beyond compliance and show genuine remorse and reform. It should:

- Publicly **acknowledge the mistake** and issue a sincere apology.
- Conduct a **third-party audit** of its operations and publish the results for transparency.
- Institute **internal reforms** to ensure export-rejected batches are never sold domestically again.
- Offer **compensation or free health screening** to consumers affected.
- Reframe its operations around **ethical values and fairness**, showing that public health is its top priority.

John Locke believed that the **legitimacy of authority rests on the consent and well-being of the people.** For a company operating in a democratic society, consumer trust is not a luxury but a mandate. It cannot treat domestic consumers as second-class simply because they lack bargaining power.

(c) Ethical Dilemmas Involved

This case presents multiple layers of ethical conflicts:

- **Public health vs shareholder profit:** The company prioritized corporate gains over its duty to citizens, ignoring Ambedkar’s ideal of **constitutional morality** where the welfare of the vulnerable takes precedence.
- **Legal compliance vs moral integrity:** Even if the products were borderline safe, selling them without disclosure violates Locke’s principle that **every person has natural rights to life and health**, which no authority—state or corporate—can infringe upon.

- **Equal treatment of consumers:** The company's choice to sell rejected export products in India shows a discriminatory mindset and violates the principle of **equality**, which Ambedkar regarded as the core of social justice.

Conclusion

Ethical governance requires not just legal adherence but an internalized sense of duty. This incident reflects a crisis of values—corporate negligence, regulatory oversight, and public trust deficit.

Locke's liberal philosophy reminds us that the **right to health is a natural entitlement**, while Ambedkar's vision urges us to uphold **social justice and accountability** in every institution—be it private or public. Hence, both strict regulatory enforcement and corporate reform are essential not just to rectify the wrong, but to build a system where such violations are not repeated.

20. The coronavirus disease (COVID-19) pandemic has quickly spread to various countries. As on 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. Indian Government implemented a 55-day lockdown throughout the country to reduce the transmission of the virus. Schools and colleges had shifted to alternative mode 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 resource, money and other facilities needed for taking care of this situation. This disease did not spare anybody irrespective of caste, creed, religion on the 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 large number of people and patients were pouring into 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 highly infectious disease and resources and infrastructure are limited?

(b) If yours is a private hospital, whether your justification and decision would remain same as that of a public hospital?

ANSWER-

(a) What are your criteria and justification for putting your clinical and non-clinical staff to attend to patients during the COVID-19 crisis?

As a public hospital administrator, I would ensure that the deployment of staff is done fairly, scientifically, and ethically while balancing the need for public service and staff welfare. The following criteria would guide the decision:

1. Risk-Based Deployment Strategy:

- **Age factor:** Staff below 50 years of age with no co-morbidities would be deployed in high-exposure zones.
- **Health profile consideration:** Staff with known vulnerabilities (diabetes, hypertension, respiratory diseases) would be allocated low-risk administrative or support roles.
- **Skill-based rotation:** Medical personnel with ICU, ventilator, or critical care experience would be deployed in rotation to avoid fatigue and burnout.

2. Duty towards Humanity and Ethical Responsibility:

- As **Tiruvalluvar** stated in the *Thirukkural*, "The whole purpose of learning is to act rightly." The medical staff, having been trained with public resources and public trust, must now fulfill their dharma (duty) with care and compassion.
- **Kant's Categorical Imperative** urges us to act only according to that maxim whereby we can at the same time will that it should become a universal law. If every doctor withdrew in fear, the entire health system would collapse. Thus, every caregiver must uphold duty, not from fear or reward, but from a sense of **moral law within**.

3. Transparency and Motivation:

- I would personally communicate with the staff about their importance, offer counselling support, and acknowledge their sacrifice.
- Ensure **rotational duties**, mental health breaks, and provide adequate PPE kits and accommodation if required.

4. Institutional Measures:

- Organize **insurance coverage**, risk allowance, and regular health monitoring of staff.
- Set up grievance redressal and feedback systems to keep morale high.

(b) If this were a private hospital, would your decision remain the same?

While the core ethical values would remain unchanged, certain **operational differences** would apply in a private hospital setting:

1. Business vs Ethics:

- While private institutions have commercial pressures, the **Kantian principle of treating humanity always as an end, never merely as a means**, mandates that patient care should not be compromised for profit motives.
- **Tiruvalluvar's wisdom** reminds us that "The excellence of wealth lies in its use for the public good." Thus, I would utilize the hospital's resources to serve not just paying patients, but also dedicate a share of beds for those in distress.

2. Enhanced Staff Welfare:

- Ensure better facilities for medical staff—risk insurance, family support, vaccination drives, counselling, flexible shifts.
- Offer **financial compensation** and educational support to families of staff who may suffer due to COVID exposure.

3. Collaboration with Public Authorities:

- Collaborate with the government for patient care, information sharing, and logistical support under disaster response guidelines.

In both public and private settings, **ethical integrity, respect for life, and commitment to human dignity** must remain non-negotiable.

Conclusion

A crisis like COVID-19 calls for **extraordinary moral courage, compassion, and leadership**. As Kant said, "**Duty is the necessity to act out of reverence for the law.**" When guided by ethical reasoning, even in extreme adversity, administrators can become pillars of trust, resilience, and hope. And in the words of **Tiruvalluvar**, "The crown of life is service well rendered."

21. 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 next two years by 30 June, 2021, since this 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 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 minimum 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 inspecting team on the ground that it was a minor crack which will not in any way impact the strength and durability of the bridge. He ordered you to overlook the observation of inspecting team and continue working with 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 far relative of the minister and he wants him to finish the project. He also gave you hint that your further promotion as additional chief engineer is under consideration with the ministry. However, you strongly felt that the minor crack in the pier of 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.

(a) Under the given conditions, what are the options available to you as a project manager?

(b) What are the ethical dilemmas being faced by the project manager?

(c) What are the professional challenges likely to be faced by the project manager and his response to overcome such challenges?

(d) What can be the consequences of overlooking the observation raised by the inspecting team?

Approach to Solve the Case Study

- **Identify Stakeholders:** Project manager, inspecting team, chief engineer, contractor, minister, CM, public users.
- **Highlight Ethical Values:** Integrity, accountability, public safety, transparency, courage.
- **Apply Moral Reasoning:** Use constitutional morality (Ambedkar) and natural law ethics (Aquinas) to guide just action.
- **Structure Answer:** Present all available options, dilemmas, challenges, and outcomes.

(a) Options Available to the Project Manager

1. **Follow orders and proceed:** This ensures no delay and could benefit his promotion, but risks endangering public safety and violating professional ethics.
2. **Document and escalate:** Submit a written report backed by the inspecting team's technical assessment to higher authorities (e.g., Secretary of PWD, CM's office).
3. **Engage third-party expert audit:** This brings transparency and validates technical concerns independently.
4. **Refuse and step down or request transfer:** As a moral protest against unsafe practices, he may seek transfer to dissociate from unethical decisions.
5. **Use Protected Disclosure Mechanism:** If silenced, approach statutory authorities like the Lokayukta or CVC (Central Vigilance Commission) to lodge a formal complaint.

Options Available to the Project Manager



B.R. Ambedkar, the architect of the Constitution, emphasized “**constitutional morality**”—the idea that legal procedures and public duty must take precedence over blind obedience to authority. The project manager must act in a manner that upholds safety and fairness as enshrined in the Constitution.

(b) Ethical Dilemmas Involved

- **Promotion vs Public Interest:** Choosing personal gain over societal welfare is ethically flawed.
- **Loyalty to superiors vs Rule of Law:** An ethical officer must prioritize lawful and just outcomes over political obedience.
- **Speed vs Safety:** Rushing a project for political mileage undermines the duty of care owed to citizens.
- **Conscience vs Compliance:** The project manager must navigate the inner conflict between obeying orders and upholding professional and moral standards.

Thomas Aquinas advocated the **natural law theory**, asserting that “an unjust law is no law at all.” If a command endangers life and public safety, it lacks moral legitimacy and must be disobeyed.

(c) Professional Challenges and Responses**Challenges:**

- Political interference due to contractor's ties with the minister.
- Pressure from the chief engineer to overlook structural safety.
- Fear of career stagnation or transfer for non-compliance.
- Risk of isolation or being made a scapegoat in future if collapse occurs.

Responses:

- Present a factual technical report citing safety norms under Indian Road Congress (IRC) and Ministry of Road Transport standards.
- Build alliances with fellow engineers and ethical officers to amplify voice.
- Document all communications to create a paper trail in case of post-event investigation.
- Stand firm on professional code of conduct as per the Indian Engineering Council's guidelines.

Ambedkar's vision of "**ethical public service**" requires moral courage in resisting institutional wrongdoing—even if it means risking personal cost. Upholding ethical and professional integrity is a non-negotiable duty.

(d) Consequences of Overlooking the Observation

- **Loss of Human Lives:** A collapse could result in mass casualties and legal culpability for all responsible.
- **Public Outrage:** Citizens will lose trust in state infrastructure and administration.
- **Legal Repercussions:** The officer may face prosecution under IPC Sections for negligence, and departmental proceedings for misconduct.
- **Reputational Damage:** The political leadership, engineer, and bureaucracy will all be held accountable.
- **Moral Failure:** The greatest cost is the betrayal of public trust and the abandonment of ethical responsibility.

Thomas Aquinas held that "**the purpose of law is the common good.**" Ignoring a known risk betrays that purpose and is morally indefensible.

Conclusion

The ethical course for the project manager is to **uphold public safety**, even at personal risk. By integrating **Ambedkar's constitutional morality** with **Aquinas' natural law**, the case underscores that a **public servant must act with integrity, guided by duty, not expediency**. The future of ethical governance depends on such principled stands.

22. You are Vice Principal of a degree college in one of the middle-class towns. 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 annual examination the flying squad which came from the university caught two students red-handed involved 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 son of a local politician who was responsible in getting college affiliated to the present reputed university. The second student was son of a local businessman who has donated maximum funds for running of the college. You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with flying squad at any cost. They further said that such incident will not only tarnish the image of the college but also the politician and 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 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 and demanding strict action against defaulters.

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

(b) Critically examine the options available with you as Vice Principal. What option will you adopt and why?

Brief Approach to Solve the Case

1. **Identify core values:** Integrity, justice, transparency, fairness.
2. **Map stakeholders:** Vice Principal, senior lecturer, students, college management, flying squad, student union, society at large.
3. **Weigh long-term vs short-term consequences.**
4. **Use ethical frameworks:** Constitutional ethics (Kalam) and public morality (Rousseau) to guide action.
5. **Conclude with ethical justification for action.**

(a) Ethical Issues Involved

- **Integrity vs Opportunism:** The Vice Principal must choose between upholding professional integrity and seeking personal gain through compliance.
- **Abuse of Authority:** The senior lecturer violates academic ethics by aiding malpractice—setting a dangerous precedent for students.
- **Conflict of Interest:** The influence of political and financial power compromises the neutrality of institutional decisions.
- **Public Trust in Education:** Educational institutions are moral spaces. Colluding with malpractice erodes public trust and the sanctity of education.
- **Impartiality and Fairness:** Other students who worked hard in good faith are wronged when cheats are shielded by influence.

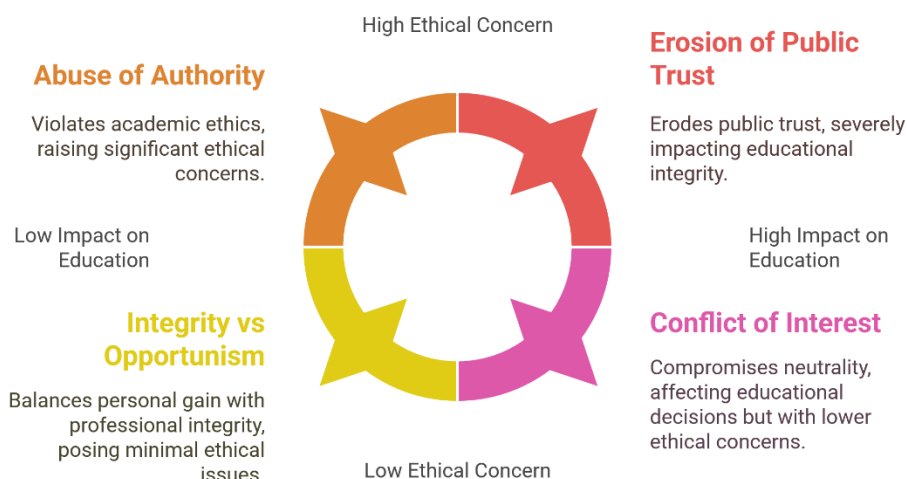
Jean-Jacques Rousseau believed that **a moral society depends on the general will**, not special privileges. Shielding the powerful at the cost of institutional fairness corrupts the "social contract" between educators and society.

(b) Options Available to the Vice Principal**Option 1: Comply with Management**

- **Pros:**
 - Gains goodwill of influential stakeholders.
 - Secures promotion to Principal.
 - Temporarily protects institutional image.
- **Cons:**
 - Betrays public trust and professional values.
 - Undermines fairness to all other students.
 - Encourages repetition of unethical conduct.
 - Provokes student unrest and reputational crisis.

Option 2: Support Transparent Action

- **Pros:**
 - Upholds academic integrity and probity.
 - Sends a clear message against abuse of power.
 - Aligns with constitutional morality and public interest.
 - Strengthens student trust and long-term credibility.
- **Cons:**

Ethical Issues Involved

- Threat to political and financial support.
- Management backlash and risk to promotion.
- Short-term image damage.

I would adopt **Option 2—to support strict and fair disciplinary action**—because:

- Education is not merely about degrees, but about building values.
- Compromising at this stage will signal that dishonesty can be bought with power.
- *Dr. A.P.J. Abdul Kalam* emphasized that “**education is the most powerful weapon for national development, and must be rooted in ethics and integrity.**”
- This choice will preserve the sanctity of the institution and set an example for future administrators and students.

Conclusion

The Vice Principal’s role is not only administrative but also **moral and inspirational**. By choosing integrity over convenience, and justice over fear, the Vice Principal would fulfil both **constitutional expectations** and the **moral aspirations** of students and society—guided by thinkers like **Rousseau and Kalam**, who stood for public morality and ethical leadership.

23. Sunil is a young civil servant and has a reputation for his competence, integrity, dedication and relentless 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 belt and transporting through trucks and selling them in 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 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 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 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 muscleman 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).

- (a) Identify the different options available to Sunil in attending to this situation.
- (b) Critically evaluate each of the options listed by you.
- (c) Which of the above, do you think, would be the most appropriate for Sunil to adopt and why?

Brief Ethical Approach to Case

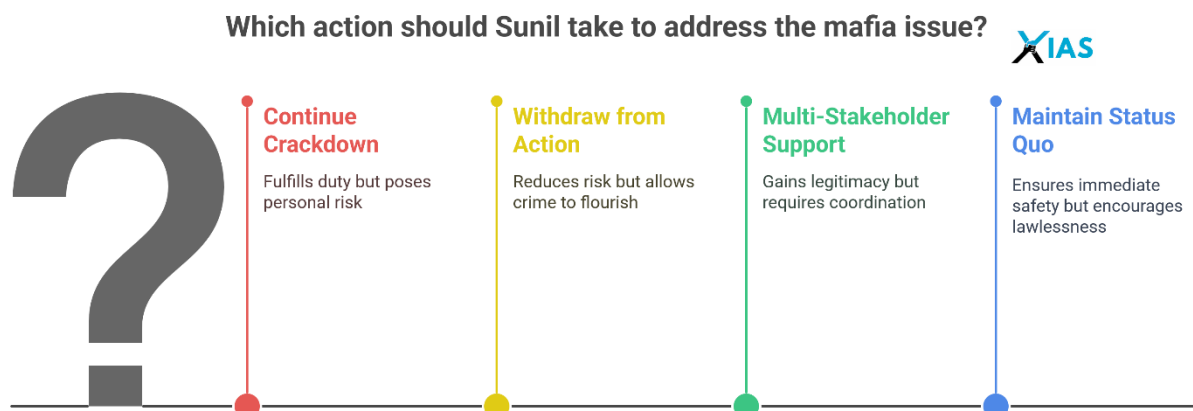
1. **Stakeholders:** Sunil (civil servant), sand mafia, tribals, corrupt staff, Sunil’s family, local governance system.
2. **Core Conflict:** Personal and family safety vs public duty and justice.
3. **Ethical Lens:**
 - **Gandhi’s philosophy:** Satyagraha (truth-force), courage in non-violence, and selfless service to the poorest.
 - **Hobbes’ theory:** State must maintain law and order, or society collapses into anarchy.
 - **Best Response:** Maintain rule of law while securing family via state protection.

(a) Options Available to Sunil

- **Continue crackdown** on illegal sand mining with additional institutional support.
- **Withdraw temporarily** to ensure family’s safety and request transfer.
- **Expose the nexus** publicly with support from media, judiciary, and NGOs.

- **Remain silent** and allow mafia to operate to avoid personal risk.

(b) Evaluation of Each Option



1. Continue Crackdown with Support

- **Advantages:**
 - Fulfills legal and moral duty.
 - Sends a strong message to the mafia.
 - Protects environment and tribal rights.
- **Disadvantages:**
 - Potential risk to family and self.
 - Requires high-level support for safety and success.

Gandhiji said, *“The best way to find yourself is to lose yourself in the service of others.”* Sunil’s duty here is to act for the **most vulnerable tribals**, without yielding to fear or political pressure.

2. Withdraw from Action

- **Advantages:**
 - Reduces immediate risk.
- **Disadvantages:**
 - Allows criminal elements to flourish.
 - Betrays public trust and constitutional responsibility.

3. Take Multi-Stakeholder Support Route

- **Advantages:**
 - Gains public legitimacy and institutional safety.
 - Makes issue too large to be silenced.
- **Disadvantages:**
 - May take longer; needs coordination and planning.

4. Ignore Issue and Maintain Status Quo

- **Advantages:**
 - Immediate safety.
- **Disadvantages:**
 - Encourages lawlessness.
 - Violates Hobbesian concept of sovereign authority to maintain order.

As **Thomas Hobbes** argued in *Leviathan*, without a powerful state enforcing rules, life becomes “nasty, brutish and short.” If Sunil bows to mafia pressure, he weakens the sovereign’s ability to maintain public order.

(c) Best Option for Sunil

Sunil should adopt a hybrid approach combining Option 1 and 3:

- Intensify legal action **but not alone**—work with police, judiciary, and civil society.
- Seek protection for family and report intimidation to higher authorities and state human rights commission.

- Document everything legally to avoid backlash from within the system.

This approach balances **Gandhi's ethical courage** with **Hobbes' rule of law**, allowing Sunil to uphold **duty, truth, and justice** while minimizing personal risk.

Conclusion

Sunil's responsibility is not only legal, but moral. Upholding justice in a difficult region requires both courage and strategy. Drawing from Gandhian ideals of fearless service and Hobbesian need for institutional order, Sunil can ensure long-term impact with personal integrity.

2020 CASE STUDIES

24. 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 care giving state? What assistance can the civil society render to mitigate the sufferings of migrants in similar situations?

Brief Ethical Approach

- **Stakeholders:** Migrant workers, local administration, civil society, employers, state machinery.
- **Ethical Lens:**
 - **Ambedkar:** Stressed the *dignity of the individual, constitutional morality, and social justice for the marginalized.*
 - **John Rawls:** Advocated for the *difference principle*, where policies must benefit the least advantaged in society.
 - **Moral Conflict:** *Emergency administration vs Rights of the vulnerable, Compassion vs Resource limitations.*

(a) Ethical Issues in the Migrant Crisis

- **Violation of Human Dignity:** Migrants were treated as expendable rather than as citizens with rights. Their helpless walks back home symbolized institutional neglect.
- **Equity vs Equality:** While state aid was announced uniformly, it failed to **recognize differential vulnerability** of migrants lacking ration cards, bank access, or shelter.
- **Neglect of Social Justice:** According to **Dr. Ambedkar**, a just state must prioritize the weakest. The pandemic response lacked targeted protection for migrants — a violation of *constitutional morality and liberty with responsibility.*
- **Transparency and Accountability:** Misinformation, sudden lockdown, and lack of clarity in communication caused mass chaos, breaching the ethical obligation of **informed consent and transparency** in governance.
- **Rule vs Compassion Dilemma:** Local officials often had to choose between strict enforcement of lockdown orders and immediate humanitarian aid — a classic tension between **rule-based ethics and care-based ethics.**

(b) What Is an Ethical Caregiving State?

An **ethical caregiving state** is one that:

- Upholds the **principle of justice as fairness** (Rawls), giving priority to the needs of the least advantaged.
- Treats every citizen as an end in themselves, not as a means — through **policies grounded in empathy and equity**.
- Builds **resilient systems of care** — food security, health services, transportation, legal aid — that automatically reach vulnerable citizens in times of distress.
- Operates within **constitutional values** and **ethical public administration**, ensuring human rights are not suspended even in emergencies.

Such a state not only **reacts** to crises but **anticipates and prevents suffering** through proactive measures rooted in *moral duty*.

(c) Assistance Civil Society Can Render

Civil society has an indispensable role in cushioning state capacity:

- **Short-Term Relief:**
 - Organizing food camps, water stations, and mobile clinics along migration routes.
 - Partnering with local governments to set up **quarantine shelters** and **transport corridors**.
- **Medium-Term Support:**
 - Legal aid cells for workers abandoned by employers or harassed by police.
 - Financial transfers, child care, and ration access for undocumented migrants.
- **Long-Term Rebuilding:**
 - Mapping of informal workers and helping integrate them into **social protection nets**.
 - Partnering with the state to design *migrant-inclusive disaster response protocols*.

The work of organizations like **Jan Sahas**, **SEWA (Self Employed Women's Association)**, and **Goonj** during COVID-19 showed how civil society can combine **compassion with logistical effectiveness**.

Conclusion

The migrant crisis of COVID-19 was not just a logistical failure but a **moral lapse of governance**. As **Ambedkar** emphasized, *"The progress of any society is judged by how it treats its weakest,"* while **Rawls** insisted that justice demands institutional preference for the least advantaged. By combining **just governance with ethical compassion**, both the state and civil society must ensure such suffering is never repeated.

25. Parmal is a small but underdeveloped district. It has 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 kilometres from Amria. Its poor connectivity is a major reason for the absence of any major industry therein. The state government offers a 10 years 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 sizable 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 a 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 development of backward areas? Give reasons.

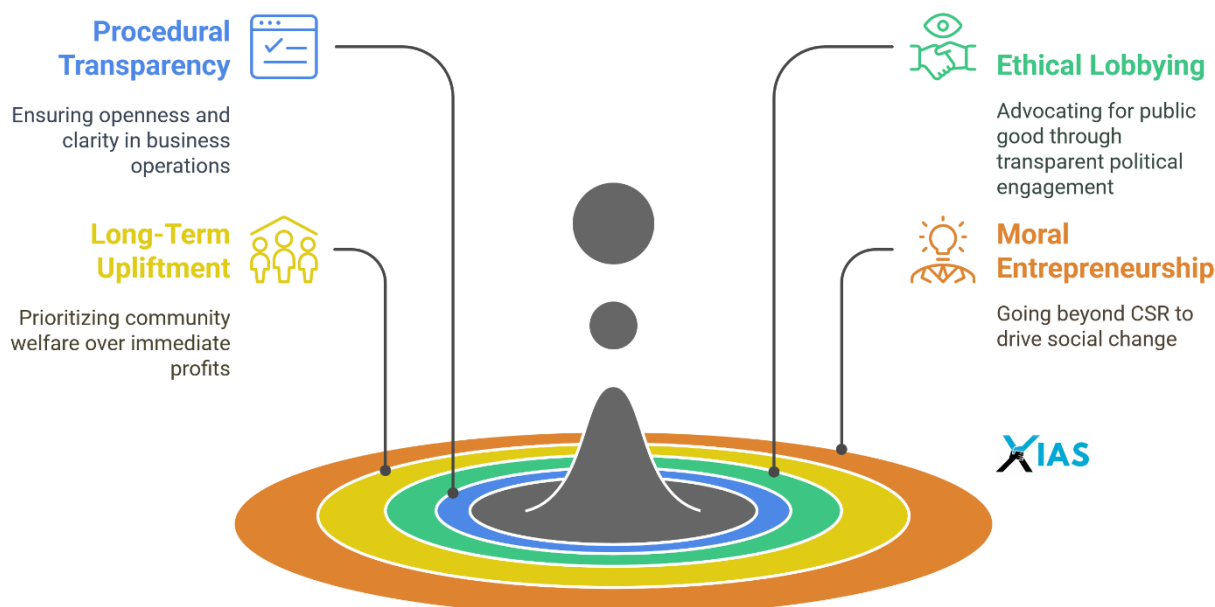
ANSWER-

Critical Analysis of the APW Case: A Beacon of Ethical Enterprise

The story of *Amria Plastic Works (APW)* is a rare yet inspiring example where industrial development, social responsibility, and ethical decision-making have converged. It reflects how **inclusive capitalism**, when practiced with foresight and empathy, can lead to the sustainable transformation of a backward region. The journey of APW illustrates not just a commercial success but also the **moral imagination of enterprise**.

(a) Ethical Issues Involved in the Case

Ethical Issues Involved



1. Use of Excess Electricity

- Though unintentional and quickly rectified, it reflects a lapse in **procedural transparency** and **regulatory compliance**. Businesses have an obligation to operate within the **limits of law and ethics**, maintaining accountability to society and the environment.

2. Liaison with Political Authority

- Anil's liaison with the MLA to improve transport services reflects **ethical lobbying** if done transparently for public good. However, it walks a fine line between **public interest advocacy** and **political patronage**.

3. Profit vs Public Good

- APW's actions present a moral paradox. While corporate entities aim for profit, Anil prioritized **long-term communal upliftment over short-term profit**. This challenges the traditional **utilitarian business ethos**.

4. CSR vs Moral Responsibility

- APW's actions, including building schools, setting up SHGs, and ambulance procurement, were part of its **corporate social responsibility (CSR)**. However, it went beyond compliance, entering the realm of **moral entrepreneurship** driven by **Gandhian trusteeship**.

(b) Ethical Frameworks

- **Mahatma Gandhi's Concept of Trusteeship:**
 - Gandhi advocated that **wealth should be used as a trust for society**, especially for the upliftment of the poor. Anil, through his decisions during lockdown and social investments in Noora, mirrors this philosophy by placing **human dignity above material gain**.
- **Adam Smith's Moral Sentiments (before Wealth of Nations):**
 - Often misunderstood as a pure capitalist, Adam Smith emphasized **moral conscience, sympathy, and public spiritedness** in his early works. APW reflects a form of *compassionate capitalism*, where economic freedom is tempered with **moral duty toward society**.

(c) Can APW Be Considered a Role Model for Development of Backward Areas?

Yes, and this can be supported with the following dimensions:

1. **Social Capital Creation:**
 - APW did not just generate employment but also created a **motivated and skilled labour pool**, enhanced community infrastructure, and **nurtured a self-reliant local ecosystem**.
2. **Environmental Stewardship:**
 - Tree plantation drives and habitat improvement reflect environmental ethics — an example of **business aligning with SDG-13 (Climate Action)**.
3. **Human-Centric Management:**
 - During the lockdown, Anil prioritized **livelihood continuity**, displaying **compassionate leadership**. This strengthens both employee morale and the company's ethical foundation.
4. **Stimulating Government Partnership:**
 - The establishment of a school and PHC (Primary Health Centre) in Noora via collaboration shows that **private initiative can fill governance gaps**, enhancing last-mile service delivery.
5. **Empowerment of Marginalized Groups:**
 - Women's Self-Help Groups (SHGs) and education subsidies indicate **inclusive development**, which is key to transforming backward areas beyond economic metrics.

Conclusion

Amria Plastic Works exemplifies how **ethics, entrepreneurship, and equity** can co-exist in India's developmental journey. Anil's leadership stands as a testament to the **power of values in business**, echoing Gandhi's principle that "*the best way to find yourself is to lose yourself in the service of others.*"

In an age where **corporate social performance** is as critical as financial results, APW becomes a **replicable model for inclusive and ethical industrialization** — particularly suited for backward, underdeveloped districts.

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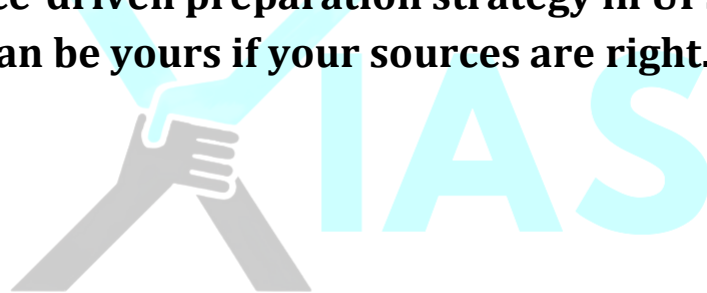
“The difference between a topper and an average aspirant is not effort it's direction.”

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14. Who among the following rulers in ancient India had assumed the titles 'Mattavilasa', 'Vichitrachitta' and 'Dunabhara'?

(a) Mahendravarman I
(b) Simhavishnu
(c) Narasimhavarman I
(d) Simhavarman

Mahendravarman I was a follower of Jainism in the early part of his career. He was converted to Saivism by the influence of the Saiva saint, Thirunavukkarasar alias Appar. He built a **Siva temple** at Tiruvadi. He assumed a number of titles like **Gunabhara**, **Satyasandha**, **Chettakan** (builder of temples) **Chitrakarapuli**, **Vichitrachitta** and **Mattavilasa**.

filed from **Tamralipta** (port@BoBengal) and Amaravati to Burma, and Indonesia. The ports of south India sent ships to Tenasserim, Trang, the Malacca, and Java.

ancient capital of Thailand was named after Ayodhya performed various Vedic sacrifices, including the **ashvamedha**.

later group of Pallava rulers, **Mahendra-varman I** (600-630) was. He was a contemporary of Thanesar and curiously enough was also a dramatist and poet of some being the author of a play **Mattavilasa-prahasana** (The Delight of the ...). It was during his reign that some of the finest rock-cut Pallava temples, including the famous temples at Mahabalipuram. Mahendra-varman began **Jaina** but was converted to Shaivism by the saint Appar. Mahendra-varman's **capital** was Pulakeshin II.

varman swept right into the capital of Badami and his occupation of the city claim to the title of **Vatapikonda**, 'the Conqueror of Vatapi'.

varman's play **Mattavilasa** was well-known and frequently performed by the actors of

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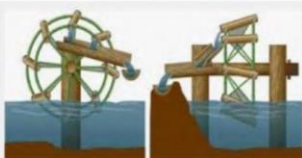
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13. The irrigation device called 'Araghatta' was

(a) a water bag made of leather pulled over a pulley
(b) a large wheel with earthen pots tied to the outer ends of its spokes
(c) a larger earthen pot driven by bullocks
(d) a large water bucket pulled up by rope directly by hand

Whether the **Persian wheel** was in use in early medieval Rajasthan is debated, and hinges on the interpretation of the term **araghatta**. The key issue is whether the reference is to the Persian wheel or to the **noria**. The **noria** is a wheel which has pots or buckets attached to its rim without a chain for carrying the pots, or a gear mechanism to ensure continuous flow of water. It could only be used to draw water from close to the surface or from a river.



Handwritten notes: Explained in details in BTS class (LEVEL-2)

The Persian wheel, on the other hand, had gears and a chain to carry the pots and was associated with a well. **araghatta** seems to have been different from an ordinary well (**dhimada**) or a step well (**vapi**). **UPSC PYQ.**

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6. Consider the following statements :

I. India has joined the Minerals Security Partnership as a member.
II. India is a resource-rich country in all the 30 critical minerals that it has identified.
III. The Parliament in 2024 has amended the Mines and Minerals (Development and Regulation) Act, 1957 empowering the Central Government to exclusively auction mining lease and composite license for certain critical minerals.

Which of the statements given above are correct?
(a) I and II only (b) II and III only
(c) I and III only (d) I, II and III

MINERALS SECURITY PARTNERSHIP FINANCE NETWORK

Recent Update: India joined the US-led Minerals Security Partnership (MSP) Finance Network to ensure sustainable critical mineral supply chains.

About:

- **Global Collaboration:** Joint financing body for critical mineral projects worldwide.
- **Objectives:** Strengthen Indo-Pacific and European cooperation for sustainable supply chains.
- **Critical Minerals:** Includes lithium, cobalt, nickel, and rare earth elements crucial for modern technologies.

Handwritten notes: XIAS CURRENT X-Press Magazine

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9. Consider the following statements :

Statement I : Circular economy reduces the emissions of greenhouse gases.
Statement II : Circular economy reduces the use of raw materials as inputs.
Statement III : Circular economy reduces wastage in the production process.

Which one of the following is correct in respect of the above statements?
(a) Both Statement II and Statement III are correct and both of them explain Statement I
(b) Both Statement II and Statement III are correct but only one of them explains Statement I
(c) Only one of the Statements II and III is correct and that explains Statement I
(d) Neither Statement II nor Statement III is correct

VOLUNTARY VEHICLE MODERNIZATION PROGRAM

Recent Update: Union Ministry of Road Transport and Highways launched the **Vehicle Scrapping Policy** to promote a circular economy in the automotive sector.

About:

- **Circular Economy:** Aims to reduce raw material consumption and encourage recycling.
- **Scrappage Certificate:** Provided to owners of unfit vehicles to avail discounts on new purchases.
- **Incentives:** Discounts of up to 3% for commercial vehicles and 1.5% for passenger vehicles on ex-showroom prices.

Handwritten notes: XIAS Current X-press Magazine

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83. Consider the following space missions :

I. Axiom-4
II. SpaDeX
III. Gaganyaan

How many of the space missions given above encourage and support micro-gravity research?
(a) Only one (b) Only two
(c) All the three (d) None

SPADEX MISSION

Recent Update: India's SpaDeX mission will demonstrate spacecraft docking technology using PSLV-C59 on December 30.

About SpaDeX Mission:

- **What it is:** A technology demonstrator for spacecraft docking developed by ISRO.
- **Objectives:**
 - Primary: Demonstrate rendezvous, docking, and undocking.
 - Secondary: Power transfer between docked spacecraft.
- **Technologies:**
 - **Docking system:** Low-impact androgynous.

GAGANYAM MISSION

Recent Update: ISRO has selected Gaganyaan astronauts for training for the International Space Station (ISS) on the Axiom-4 mission, scheduled for October 2024. The mission will be a collaboration with NASA and Axiom Space, utilizing SpaceX's Dragon spacecraft.

About:

- **Mission Details:** The astronauts will undergo training in the US before the mission.
- **Collaboration:** India's space program cooperates with NASA and Axiom Space.
- **Gaganyaan:** India's first human space mission is expected post-2025, after successful uncrewed missions.

AXIOM MISSION 4 (AX-4)

Recent Update: Shubhanshu Shukla and Prasanth Balakrishnan Nair Selected for Axiom-4 mission.

About:

- **AX-4:** Fourth private astronaut mission to the International Space Station (ISS).
- **Duration:** 14 days.
- **Launch Provider:** SpaceX.

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48. With reference to **monoclonal antibodies**, often mentioned in news, consider the following statements :

- I. They are man-made proteins.
- II. They stimulate immunological function due to their ability to bind to specific antigens.
- III. They are used in treating viral infections like that of Nipah virus.

Which of the statements given above are correct?

(a) I and II only
(b) II and III only
(c) I and III only
(d) I, II and III

MONOCLONAL ANTIBODIES

Recent Update: Monoclonal antibodies (mAbs) continue to be widely used in diagnostics, treatments, and cell analysis, offering targeted therapies for diseases like cancer and autoimmune disorders.

About:

- Monoclonal antibodies (mAbs) are lab-made proteins designed to mimic natural antibodies.
- Antibodies are part of the immune system, targeting and destroying foreign materials (antigens).
- Key applications include:
 1. Diagnostics (e.g., ELISA),
 2. Treating diseases such as cancer, infections, and autoimmune disorders,
 3. Cell analysis in blood/tissue using fluorescent tags.

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24. Consider the following statements about **turmeric during the year 2022-23** :

- I. India is the largest producer and exporter of turmeric in the world.
- II. More than 30 varieties of turmeric are grown in India.
- III. Maharashtra, Telangana, Karnataka and Tamil Nadu are major turmeric producing States in India.

Which of the statements given above are correct?

(a) I and II only
(b) II and III only
(c) I and III only
(d) I, II and III

NATIONAL TURMERIC BOARD ESTABLISHED

Recent Update: The National Turmeric Board has been launched to support turmeric production and export.

About:

- Objectives: Farmer welfare, R&D, export promotion, quality control.
- India's Dominance: Produces 70% of the world's turmeric.
- Key Regions: Maharashtra, Telangana, Meghalaya.

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90. Which organization has enacted the **Nature Restoration Law (NRL)** to tackle climate change and biodiversity loss?

(a) The European Union
(b) The World Bank
(c) The Organization for Economic Cooperation and Development
(d) The Food and Agriculture Organization

EU NATURE RESTORATION LAW

Recent Update: The EU Nature Restoration Law has come into force.

About:

- First continent-wide legislation for nature restoration.
- Targets to restore 20% of degraded ecosystems by 2030, and 100% by 2050.
- Member States must prepare National Restoration Plans by 1st September 2026.
- Legally binding targets:
 - 30% of terrestrial, coastal, freshwater, and marine ecosystems to be restored by 2030.
 - 25,000 km of rivers to be restored to free-flowing status by 2030.
 - Plant three billion trees by 2030.

X-IAS
Current
Affairs.

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30. Consider the following statements about the **Rashtriya Gokul Mission** :

- I. It is important for the upliftment of rural poor as majority of low producing indigenous animals are with small and marginal farmers and landless labourers.
- II. It was initiated to promote indigenous cattle and buffalo rearing and conservation in a scientific and holistic manner.

Which of the statements given above is/are correct?

(a) I only
(b) II only
(c) Both I and II
(d) Neither I nor II

RASHTRIYA GOKUL MISSION

Recent Update: The Ministry of Fisheries, Animal Husbandry & Dairying highlighted the Rashtriya Gokul Mission (RGM) for indigenous bovine conservation and milk production.

About:

- RGM was launched in 2014 as part of the Rashtriya Pashudhan Vikas Yojna with a budget of ₹ 1400 crore (2021-2026).
- Aims to conserve indigenous bovine breeds like Punganur for climate resilience and high-quality milk production.
- Focuses on increasing genetic diversity, supporting Artificial Insemination (AI), and conservation efforts.
- Introduces National Digital Livestock Mission to enhance data management and services.

88. Consider the following statements :

- I. If any question arises as to whether a Member of the House of the People has become subject to disqualification under the 10th Schedule, the President's decision in accordance with the opinion of the Council of Union Ministers shall be final.
- II. There is no mention of the word 'political party' in the Constitution of India.

Which of the statements given above is/are correct?

(a) I only
(b) II only
(c) Both I and II
(d) Neither I nor II

POWERS OF SPEAKER

- The Speaker, elected by a simple majority, has a key constitutional role, including overseeing the House, casting votes, and dealing with member disqualification.
- The Speaker has vast powers in conducting the House, deciding on questions, expunging remarks, and ensuring impartiality in procedures.
- The Speaker's casting vote resolves tie votes, typically favoring the government.

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BTS GEOGRAPHY

29. Consider the following statements :

- I. Without the atmosphere, temperature would be well below freezing point everywhere on the Earth's surface.
- II. Heat absorbed and trapped by the atmosphere maintains our planet's average temperature.
- III. Atmosphere's gases, like carbon dioxide, are particularly good at absorbing and trapping radiation.

Which of the statements given above are correct?

(a) I and III only
(b) I and II only
(c) I, II and III
(d) II and III only

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84. With reference to India's defence, consider the following pairs :

| Aircraft type | Description |
|---------------------------|-------------------------------|
| I. Dornier-228 | : Maritime patrol aircraft |
| II. IL-76 | : Supersonic combat aircraft |
| III. C-17 Globemaster III | : Military transport aircraft |

How many of the pairs given above are correctly matched?

(a) Only one
(b) Only two
(c) All the three
(d) None

ZORAWAR LIGHT TANK

Recent Update: The DRDO successfully completed the first phase of developmental field trials for the Zorawar Light Tank, designed for high-altitude deployment, especially in Ladakh.

About:

- Tested in desert terrain, met all performance goals.
- Developed by CVRDE and L&T.
- Weights 25 tonnes, highly mobile and versatile.
- Can be transported by C-17 aircraft.
- Integrates technologies like unmanned systems and loitering munition.

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27. Consider the following statements :

Statement I : In January, in the Northern Hemisphere, the isotherms bend equatorward while crossing the landmasses, and poleward while crossing the oceans.

Statement II : In January, the air over the oceans is warmer than that over the landmasses in the Northern Hemisphere.

Which one of the following is correct in respect of the above statements?

(a) Both Statement I and Statement II are correct and Statement II explains Statement I
(b) Both Statement I and Statement II are correct but Statement II does not explain Statement I
(c) Statement I is correct but Statement II is not correct
(d) Statement I is not correct but Statement II is correct

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20. Consider the following statements in respect of the Non-Cooperation Movement :

- The Congress declared the attainment of 'Swaraj' by all legitimate and peaceful means to be its objective.
- It was to be implemented in stages with civil disobedience and non-payment of taxes for the next stage only if 'Swaraj' did not come within a year and the Government resorted to repression.

Which of the statements given above is/are correct?

- I only
- II only
- Both I and II
- Neither I nor II

September 1920 At a special session in Calcutta the Congress approved a non-cooperation programme till the Punjab and Khalistan were removed and swaraj was established. The programme was to include—

- boycott of government schools and colleges;
- boycott of law courts and dispensation of justice through panchayats instead;
- boycott of legislative councils; (there were some differences over this as some leaders like C.R. Das were not willing to include a boycott of councils, but bowed to Congress discipline; these leaders boycotted elections held in November 1920 and the majority of the voters too stayed away);
- boycott of foreign cloth and use of khadi instead; also practice of hand-spinning to be done;
- renunciation of government honours and titles; and
- non-payment of taxes.

During the summer the participants were supposed to work for Hindu-Muslim unity and for removal of untouchability, all the time remaining non-violent.

December 1920 At the Nagpur session of the Indian National Congress—

- The programme of non-cooperation was endorsed.
- An important change was made in that the Congress creed now placed the attainment of self-government through constitutional means as its goal; the Congress decided to have the attainment of swaraj through peaceful and legitimate means, thus committing itself to a non-violent mass struggle.
- Local important constitutional changes were made: a Congress Working Committee (CWC) of 15 members was set up to lead the Congress from now onwards; provincial congress committees on legislative basis were organised.

Explained in XIAS BTS Modern History classes.

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- boycott of foreign cloth and use of khadi instead; also practice of hand-spinning to be done;
- renunciation of government honours and titles; the programme to include non-civil disobedience including resignation from government service, and non-payment of taxes.

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56. Consider the following statements :

With reference to the Constitution of India, if an area in a State is declared as Scheduled Area under the Fifth Schedule

- The State Government loses its executive power in such area and a local body assumes total administration.
- The Union Government can take over the total administration of such area under certain circumstances on the recommendations of the Governor.

Which of the statements given above is/are correct?

- I only
- II only
- Both I and II
- Neither I nor II

PEA Act, 1956
Recent Update: A recent study has found that providing political representation and decision-making power to tribal populations through acts like PESA has improved forest conservation in India's Scheduled Areas.

About:
The PESA Act, enacted on 24th December 1996, aims to ensure self-governance for people in tribal areas (Scheduled Areas) through traditional village assemblies, or Gram Sabhas. It extends Panchayat provisions to tribal areas in Fifth Schedule states.

Legislation:
• The Act defines Scheduled Areas as those under Article 244(1), which applies to areas and tribes in states other than Assam, Meghalaya, Tripura, and Mizoram.
• Scheduled Areas are those notified by the President as per community habit.

10 states have notified Fifth Schedule areas, covering districts in Andhra Pradesh, Chhattisgarh, Gujarat, Himachal Pradesh, Jharkhand, Madhya Pradesh, Maharashtra, Odisha, Rajasthan, and Telangana.

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55. Which one of the following launched the Nature Solutions Finance Hub for Asia and the Pacific?

- The Asian Development Bank (ADB)
- The Asian Infrastructure Investment Bank (AIIB)
- The New Development Bank (NDB)
- The International Bank for Reconstruction and Development (IBRD)

ASIA-PACIFIC CLIMATE REPORT 2024
Recent Update: The Asian Development Bank (ADB) highlighted alarming economic impacts of climate change on the Asia-Pacific region in the 2024 report.

About:

- Economic Impact:** APAC could face a 17% GDP reduction by 2070 under high emissions scenarios.
- Country-specific Risks:**
 - India: 24.7% GDP decline by 2070.
 - Bangladesh: 30.5% GDP loss.
 - Vietnam: 30.2% reduction.
 - Indonesia: 26.8% decline.
- Long-term Projections:** Potential 41% GDP loss by 2100.

15 of 40

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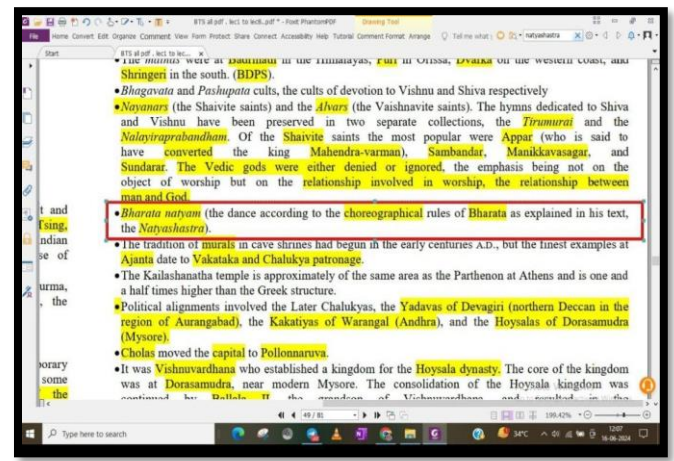
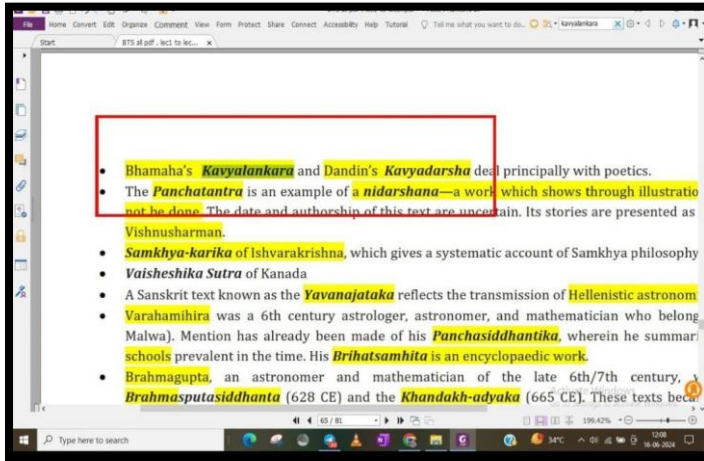
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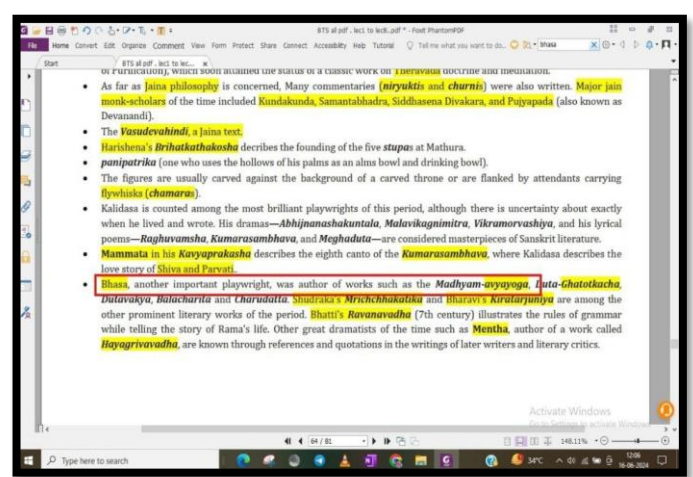
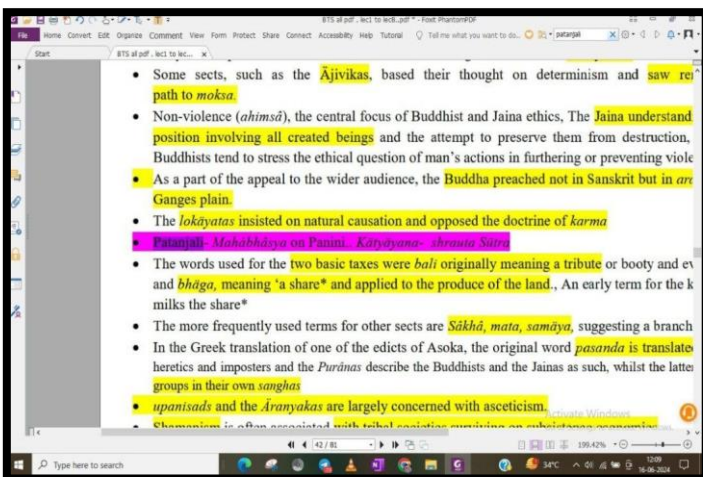
33 Which one of the following is a work attributed to playwright Bhasa?

(a) ~~Kavyalankara~~ Swapaamsha

(b) ~~Natyashastra~~ Playwright

(c) ~~Madhyama-vyayoga~~ Buddhist Tone

(d) ~~Mahabhashya~~ Ratanjali

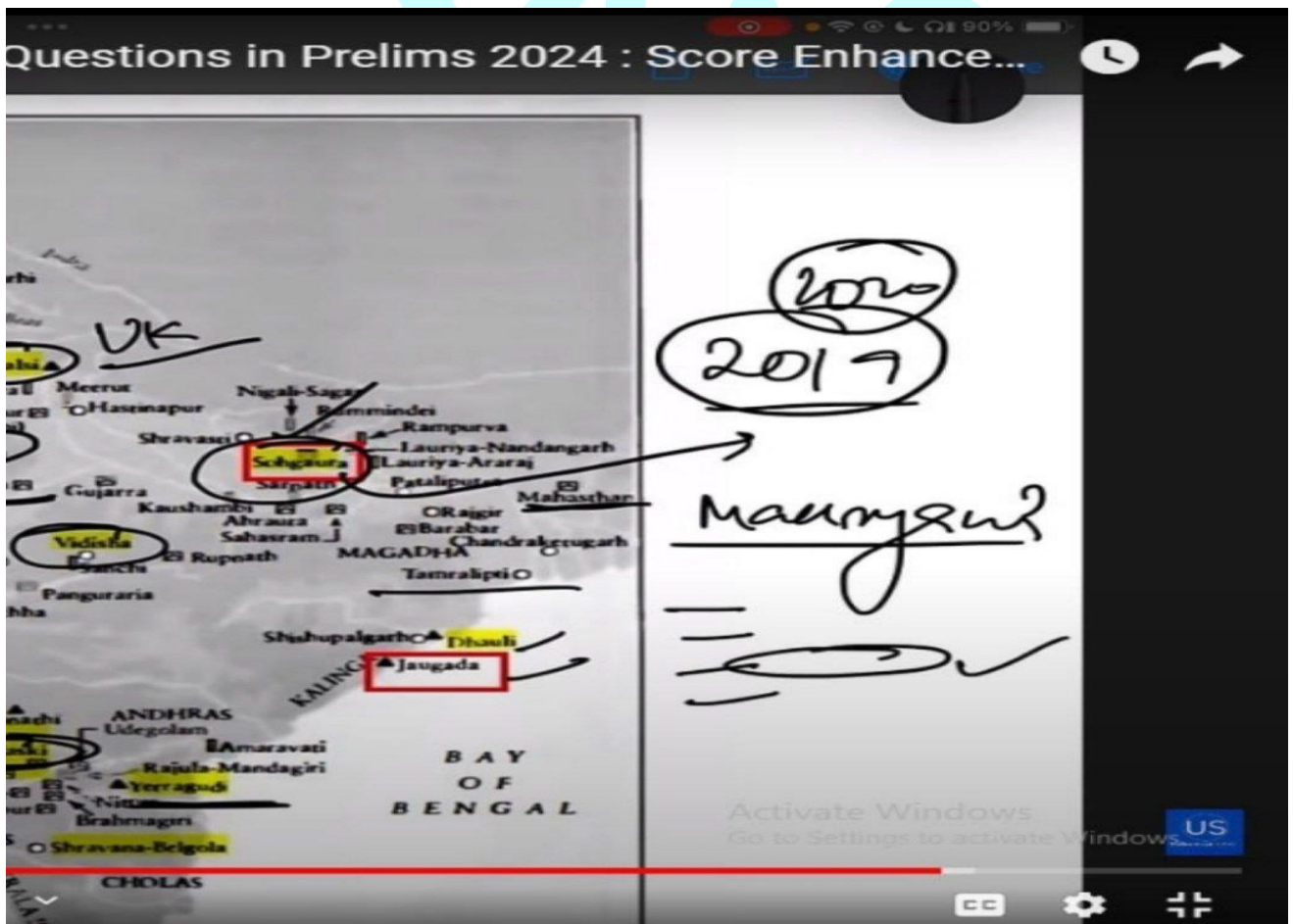
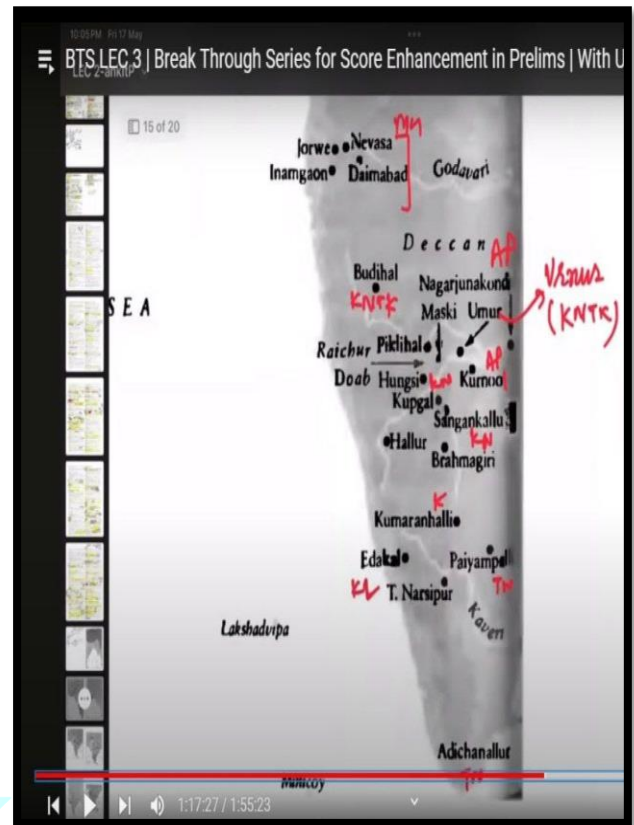


55. Consider the following information :

| Archaeological Site | State | Description |
|---------------------|----------------|-----------------------|
| 1. Chandraketugarh | Odisha | Trading Port town |
| 2. Inamgaon | Maharashtra | Chalcolithic site |
| 3. Mangadu | Kerala | Megalithic site |
| 4. Salihundam | Andhra Pradesh | Rock-cut cave shrines |

In which of the above rows is the given information correctly matched ?

- (a) 1 and 2
- (b) 2 and 3
- (c) 3 and 4
- (d) 1 and 4

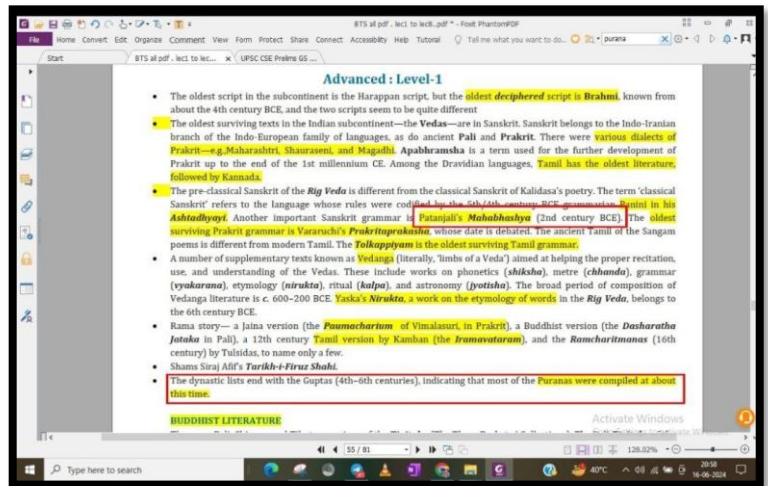


58. Consider the following statements :

1. There are no parables in Upanishads.
2. Upanishads were composed earlier than the Puranas.

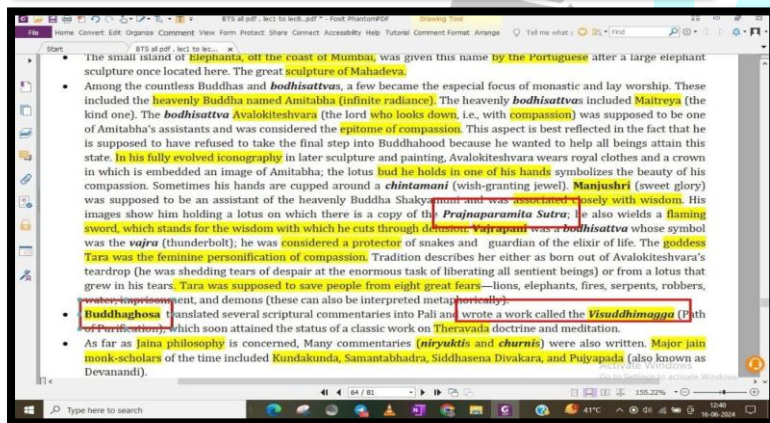
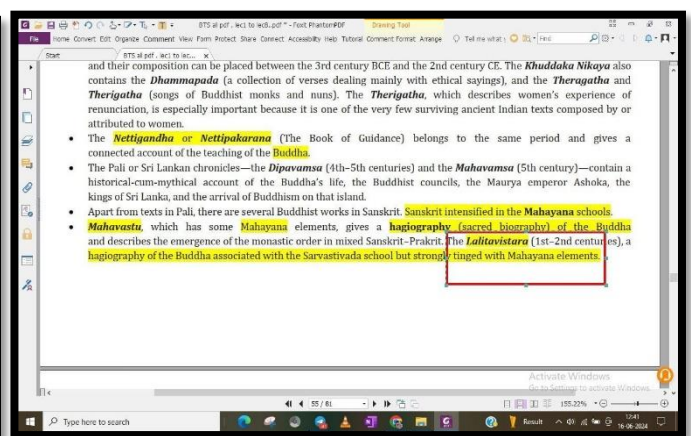
Which of the statements given above is/are correct ?

- (a) 1 only
- (b) 2 only
- (c) Both 1 and 2
- (d) Neither 1 nor 2



Sanghabhuti, an Indian Buddhist monk, who travelled to China at the end of the fourth century AD, was the author of a commentary on :

- (a) Prajnaparamita Sutra
- (b) Visuddhimagga
- (c) Sarvastivada Vinaya
- (d) Lalitavistara

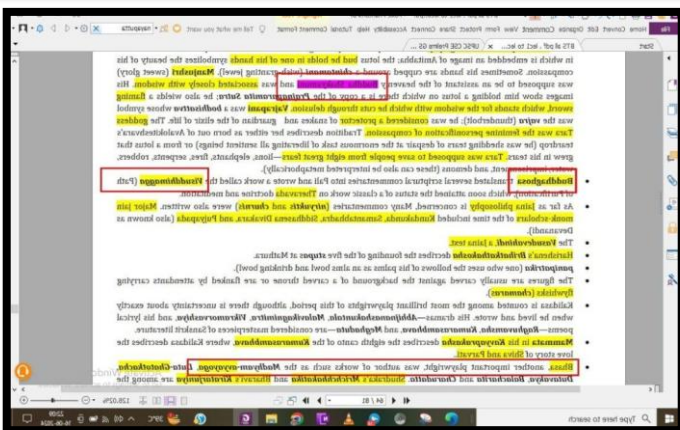


With reference to ancient India, Gautama Buddha was generally known by which of the following epithets?

1. Nayaputta
2. Shakyamuni
3. Tathagata

Select the correct answer using the codes given below :

- (a) 1 only
- (b) 2 and 3 only
- (c) 1, 2 and 3
- (d) None of the above are epithets of Gautama Buddha



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