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The main issue at hand is establishing whether there is a hierarchy of professions in terms of moral relevance. If we look at the concept of Karma yoga in the ~~to~~ Bhagwat Gita, Lord Krishna states that anyone who does ones work with a degree of indifference i.e. without looking for benefit or to prevent punishment, will attain Nirwana through this by ~~perform~~ performing his duty. Thus, it is established through thousands of years of literature not just in Hinduism but other religions as well that there is no moral hierarchy of professions.

However, the question at hand cannot be left to moral equivalence. One might argue that as all professions are morally equal, even a professional thief or a con man if doing his job well

should be treated as a moral professional.  
This however is not justified as these  
jobs do aim at breaking the moral  
fibres of society. They one bring individual  
wealth by bringing about the suffering  
of others.

~~Thus, moral equivalence of~~

Next, some might argue that if all  
professions are morally equal, then there  
should be no difference in pay & perks.

This argument cannot be justified.

Compensation for a profession is based not  
on its moral worth but on its utility  
to society, level of expertise etc

Thus, it can be concluded that  
morally all professions are equivalent as  
long as all persons perform their  
duty with dedication and ~~so~~ with integrity

Q 2. Ethical judgements are decisions taken by an individual or group on proper analysis of moral basis, individual values, social values and by assessing consequences of these judgements on self, family, society and nation.

### Ethical judgements vis-a-vis personal preference

Often one's decisions are affected directly by personal preference. Such a personal preference may be as trivial as choice of movie & to as significant as belief in a particular ideology.

Ethical judgements in such a case become significant only when the decision to be taken conflicts with personal preference. For ~~ex~~ example, as an administrator one might hold a preference for a more market-oriented economic form of governance while the government ~~may~~ aims to implement

a populist welfare scheme.

In such a ~~schon~~ situation, the ethically justifiable stance is to efficiently implement a ~~set~~ the scheme as it is the aim of the elected government as compared to putting the project on the back burner as it opposes personal preference.

### Ethical judgement vis-a-vis prejudice

Prejudice implies ill-conceived notions or negative attitude about a person, activity or community.

Ethical judgements can never take place when ~~to~~ one holds a prejudice as it colours ones judgement & forms a negative bias. Thus, one tends to overlook or misrepresent a prejudiced position rather than perform fair analysis of as per the situation at hand.

One cannot ~~eq~~ expect an individual to not have personal preference, taste or prejudice. But an ethical individual would be aware of his personal attitude & factor the same to get an ethical judgement

Q 3. Government organizations perform the function basic function of public service for its citizens. Its basic aim is to create an environment for its citizens to thrive. As it serves a large populace, govt organizations ~~need to~~ ~~face~~ encounter many ethical concerns.

In a democratic setup, the major concern is balancing the aspirations of multiple groups. Govts must balance between majority & minority communities, the poor and the corporates, the urban and the rural, depressed classes ~~are~~ and general populace, the young and the elderly etc.

Government organizations also employ large number of individuals. Thus, they must balance between employee welfare while not compromising on the service being provided.

Because govt organizations wield a lot of power. Individuals using this power must also perform ethically. Thus, there must be ~~no~~ little or no corruption, nepotism etc as the main aim is public service.

Private organizations on the other hand are not driven on public service but are motivated by profit maximization. However, profit maximization at the back of harming society, employees or nation cannot be justified.

Thus, private organizations are also guided by ethical concerns similar to govt. They must also be quality driven, accountable, transparent and attain profits without harming others.

In conclusion, though the govt & private organization might appear to have different ethical concerns, but being based on same moral values fall basically similar concerns.

Q4)

Corporate governance implies administration and management of private organizations and companies to achieve profit maximization along with balancing ~~good~~ value maximization for its employees, <sup>shareholders</sup> society and nation. Corporate governance is thus guided by the principles of Integrity, accountability, transparency, welfare etc.

With the liberalization of the Indian economy, corporates in India are playing and would be playing a significant role in the growth and development of our nation. With increased advocates of the PPP model, 'Make in India' and inclusion of provision of CSR in the companies bill, corporates are expected to play a more direct role in providing services to our citizens. Thus, ~~corporates~~ corporates would co-operate not just by generating employment

opportunities and through taxation but also by using a part of their profits in social welfare and in building socially significant infrastructure

Will CSR change the perception of corporates?

Historically, corporates in India have not been known for social welfare. Though some industrial houses like the Birlas & Tatars have been known to support philanthropic causes, their scope has been limited.

This is expected to change through CSR. As ~~most~~ <sup>all</sup> medium & large scale companies would have CSR responsibilities, common man would be able to see direct benefit of these companies.

Thus, CSR would generate mutual goodwill.

Q 5. B. R. Ambedkar worked tirelessly for the upliftment of the depressed castes.

Having seen and experienced the social and economic oppression of SC, he vehemently advocated liberty & equality & fraternity. Only a balance between liberty and equality can ensure social justice. Similarly, he advocated fraternity to strengthen the bonds of brotherhood among mankind.

### Relevance in modern India

Though the rigidity of caste hierarchy has weakened (not removed) in modern India there has developed greater inequalities among citizens. These ~~are~~ inequalities are based on economic differences, differences of class, race, gender, social standing, religion etc. Thus, the bonds of ~~the~~ social fabric have weakened ~~over~~ in modern India.

In such a context, the claims of liberty, equality & justice, resonate just as strongly.

How will it be a backbone for development?

With rapid economic growth, inequalities are expected to rise. There are growing to be conflicting demands & aspirations.

However, for socio-political development, the claims of all groups must be balanced to attain social justice.

Only if governance is guided to ensure liberty and implement equality and if our citizens come together in a spirit of fraternity, only then can we grow as a strong nation.

Q 6. Globalization has lead to greater interaction ~~to~~ among nations. Rules of diplomacy usually aim at maximizing benefits for own nation without significantly harming the interests of others. But as nations lay claims for limited resources and hope to meet the aspirations of its citizens, ethical issues are bound to increase.

Examples of major ethical issues:-

(i) Climate Change Negotiations

The environment is a global common. With rapidly deteriorating environment, agreement on a strong climate treaty is a global imperative. However, it is essential to balance the claims of emerging nations with the developed world (historical polluters). However, competing claims is making these talks difficult.

(ii) Nuclear weapons

While nuclear weapons are a threat to entire humanity, unfair treaties like NPT & CTBT are ethically unjustifiable.

(iii) Free Markets

While free markets are expected to benefit all nations in the long run, concerns of emerging nations of protecting indigenous industries is justified.

(iv) Sovereignty

Infringement of sovereignty by a dominant nation (like the US in Libya, Iraq etc) is ethically indefensible.

(v) Human Rights

Human rights violations in North Korea, Haiti, Mali etc should be an ethical global concern.

Q 7. In a democracy, safe and secure whistle-blowing laws have been considered essential to expose mal-administration, corruption, inefficiency etc. However, it is essential that whistle-blowing is morally backed.

Why is moral backing to whistleblowing essential

~~It is~~ Whistleblowing generally has a positive connotation, as a whistleblower usually faces mortal peril or economic loss or social stigma for speaking against one's own organization.

~~In such a~~ with such consequences expected morally backed whistleblowing performs dual function.

- (i) At a personal level it provides strength or conviction & ethical justifiability to self.
- (ii) It provides a basis to gather community support and backing.

eg:- though Edward Snowden has faced

many hurdles since becoming a whistle-blower, his claim being morally backed has given him the courage to bear his deportation & get global sanctuary.

However, if whistleblowing is done for self-serving reasons like getting a promotion, prevent punishment etc, one cannot ethically justify it to self or to society causing mental trauma.

Q 8)

~~Int~~ Integrity is a higher concept which integrates quality of honesty, efficiency, ~~and~~ ~~and~~ quality and being duty bound.

Thus, integrity implies that one follows the virtues of deontological ethics. One keeps aside conflicting claims of ~~the~~ self, family, friends etc to do one's job with earnest, accountability & transparency.

Integrity contrast from honesty, which is merely the ability to tell and implement the truth ~~is~~ or what is right. Honesty does not involve analysis of why the honest actions being performed are correct.

Integrity thus becomes an essential attribute of civil servant as has been highlighted by multiple ARC reports, Nolan committee, ethics committees etc

An officers serving with integrity places national interests & public service above all

Q 9. College and schools are the foundations of ones values and norms. Along with family they not only provide education but help create an individual

These educational institutes are called microcosm of the real world as they mimic interpersonal, group, senior-junior interaction. At the same time they provide a safe environment for a student to discover themselves and put their beliefs, moral, attitudes in ~~pr~~ practice. Thus, they are instrumental in character building.

As they play such a crucial role in society, there can be certain measures that can be taken to create model citizens

Some of these measures:-

- (i) Students should be exposed to social ills & it should be explained how these ills affect not just individuals but the whole society. Thus, it should include gender sensitization, caste issues, inequality, theft etc
- (ii) Students should be encouraged to perform socially responsible acts like cleanliness drives, teaching the underprivileged etc to expose them to how social welfare can be personally satisfying.

Q10. Gandhiji promoted the idea of social cohesiveness by promoting the welfare of Harijan, women and minorities.

The important lesson that can be drawn from this is that it was only because of this social cohesion, that Gandhi could use mass mobilization for non-violent struggle for India's Independence. This implies that only by upliftment of the weak can the society as a whole progress.

In my own right, I have tried helping the weaker sections by taking classes for the underprivileged.

Education can be a powerful tool for progress & I used it for the few whose lives I could influence.

Q 11)

Human beings are social creatures. We live in a society and our actions directly or indirectly impact the society that we live in. Similarly, actions of the society, influence our own actions.

In the above statement it is mentioned that individual beliefs are subjective, implying that they are not fixed but determined by the individuals thinking.

Similarly, there are common groups & social values. Only when the two complement each other can there be harmony.

Similarly, individual beliefs of a leader can help remove unfair social ~~pr~~ practices, morals & values. At the same time community ethics can be effectively mobilized for

forming an individual.

Thus, only by systematizing individual & group ethics objective administrative decisions can take place

Q12. Indian constitution is the backbone of India's governance framework thus provides necessary ethical values for civil servants. For example -

- (a) The preamble explains the philosophy of the constitution thus highlights to every administrator the importance of liberty, equality, justice & fraternity in taking decision.
- (b) The fundamental rights provide the necessary limits to administrative action & thus provides the values of ~~in~~ citizen requirements & welfare.
- (c) Directive principles provide much needed directions in which civil servants should proceed.
- (d) The constitution values compassion & camaraderie among fellow citizens.

Q14.

The above case study illustrates the ethical dilemma caused when both the positive and negative consequences of ~~the~~ any decision are very strong.

[A] Transfer from case

Merits - It allows one to escape the judge from taking a decision which in any case would either harm him personally or harm the lives and morals of millions.

Demerits - As a judge, one's duty is to find a solution to a dilemma.

By asking for a transfer one would not be ~~of~~ guided by deontological virtues.

[B] Ignore all pressure tactics

Merits - It allows the judge to objectively evaluate all ~~the~~ possible merits & demerits of the case to come up with a judgement.

Demerits - By not listening to various opinions, one might be led by personal prejudices & preference. There is a possibility of personal bias affecting the judgement.

### [C] Increase court duration

Merits - Allows all groups to present their standpoint. It removes bias & allows all opinions to come forward. It might help in coming up with an objective judgement.

Demerits - Delays in the 'justice system are unfair to both the accused & the affected parties.

### [D] Ask for inquiry reports.

Merits - Allows an expert group to review the facts of the case and provide an objective report.

Demerits - Delays in justice delivery.

## [E] Stop Media Reports.

Merits - Allows public opinion to be biased. Prevent trial by media of the accused.

Demerits - It is a violation of freedom of press & the fundamental right of speech & expression.

Q15. The above case falls the ethical dilemma faced by many corporates with relations to environmental regulations.

### Merits & Demerits

#### 1] Focus on company finances

Merits - As the emission levels are within legal limits, ensuring healthy company finances can be justified. Higher profits can be invested in developing indigenous technology for reduced emission. As no real law is being broken, this stance can be justified.

Demerits - Jyoti knows that their emission levels can cause irreversible environmental damage. Thus, being profit driven might not be justified on a larger social & environmental aspect.

[2] waiting for govt. regulation

Merits - It allows Jyoti to carry out her own investigations & not just rely on one scientific publication. It also gives her time to assess the company's financials & create a fiscal space for future investment.

Demerits - Like the previous case, these emission levels could result in irreversible environment damage.

[3] Report the matter to higher management

Merits - It allows Jyoti to gather opinion & expertise of higher management. Thus, her decision would be more objective & ensure that there is a level of correspondance between herself, her superior & company financials.

Demerits - If the company management decides on waiting, then environment damages may be irreversible.

### My opinion:-

Jyoti expects that govt. is likely to come up with higher regulatory standards. But she must also balance the financial consideration.

The case suggests that there are other companies which might also be affected by the newer standards.

Thus, I suggest that Jyoti by taking her superiors into confidence should approach other companies, so that collectively they could get a better deal on the new technology.

This would not only help her manage company finances but also prevent environmental damage.

Q 16

The above case highlights the dilemma faced while balancing an individual's good as opposed to that of a corporation.

Ronak faces the dilemma of warning his employees for whom he feels responsible as against the orders of his superior.

Options available to Ronak

- (i) He indicates to Mohan that there may be some justification to the rumour, thus indicating that downsizing would take place.

Merits - As an individual he warns his colleagues & workers of possible misfortune. It thus, gives his workers time to assess their own situation.

Demerits - He is being unfair to his organization. If Mohan is one of his best, then the likelihood of him being fired is very low. And his leaving would negatively impact his company.

[ii] Deny the rumours.

Merits This would be in accordance to the orders given to him by his superior & ensure the companies well-being.

Demerit However, it would leave his employees without any avenues for finding a job.

[iii] My option:

I would suggest Ronak do the following steps:-

- (a) Refuse to comment on the rumours.
- (b) Assess the performance of his unit and identify areas of waste & find possibilities of increasing efficiency.
- (c) Present his findings to his superior, who can then take the decision about level of downsizing.
- (d) Suggest that his superior asks

Other managers also to perform a similar operation.

Expected  
Consequences of this decision

- (a) By not commenting on rumours he is fair to both his superior & to his employees & performs his duties as a manager.
- (b) By performing a management analysis, Ronak also ~~also~~ serves the interests of both the organization & his employees.

Q 17. Plagiarism is a major ethical issue plaguing Indian academics. Many commentators have blamed it as a major reason for lower innovation & research in our country.

Evaluation of options:-

1) Forget about plagiarism

Merits - Pradeep knows that he otherwise has a good project & would get his much needed A.

Demerits - By accepting of plagiarism, there is a tendency of complacency developing on that issue, which is bad for Indian academics.

2) Highlight the issue to the whole group

Merits - Reduces the burden of individual accountability & responsibility

Demerit - If the group allows the plagiarism to continue it does not make the claim ethically justifiable.

Moreover, ~~the~~ Pradeep's uncomfortable stance would not change.

3) Pradeep should talk to Mr Sinha.

Merit - Pradeep gets to ~~leave~~ leave the ethical judgement to a superior & rid his conscience of guilt.

Demerits -

(a) He is unfair to his team

(b) He has not been self accountable.

(c) With a week to go he had time to justify his stance to Veena & his team

4) Pradeep should redo the work.

Merit - He is able to assuage his guilt

Demerit - This is unfair to himself as team work requires contribution from every member.

### My advise to Pradeep.

Pradeep should ask Veena to correctly reference all sections of the paper she has copied and in her own words ~~the~~ link why this material is relevant to their project.

### Expected consequences

By proper referencing & linking, Pradeep & his team present a ethically justifiable paper.

Q18.

The following case is a dilemma between good of many using ethically unjustifiable mean. Thus, this case is a mean-end debate.

(a) Is torture of a terrorist justified?

Terrorist cause great human loss & damage the social fabric of a nation.

They create havoc & often hurt many innocent lives.

In this case, torture as a means to get the location of nuclear weapon is questioned.

Damage caused in short term & in long term have been experienced post Hiroshima - Nagasaki & Chernobyl

~~and~~

Use of torture by security agencies is an old & established practice.

If ~~the~~ it is sure that the terrorist in question has information then such a torture can be justified.

Q18(b) Is the torture of his daughter justified?  
His daughter is innocent and is denying information to protect her father who she undoubtedly loves. In refusal, she is guided more by family values & love than the consequences of the nuclear explosion.

Torture in such a case would not be justified. Instead it is essential to make her understand the consequences of her hiding information ~~to~~ by telling her about possible lives lost, effects of nuclear radiation etc.

She must only be coerced & convinced by using psychological counselling rather than use of torture. Otherwise, we would be no better than terrorists.

Q 19.

It is quite apparent that the child is hungry & stealing out of desperation.

I would reach out to the child and explain to him how stealing is wrong & would only lead him to trouble. I would tell him that under no circumstances.

I would offer to buy him some food & in the mean time contact child services so that they can officially look into the issues being faced by the child.

By taking this stand I would prevent the child being abused by the shop owner & by contacting child services enable the child to face the root issues of his attempted theft.

Q20

on election duty, it is my duty to ensure free & fair elections. This implies performing all duties as per the standard election procedure given by ~~SOP~~ ECI.

Possible options - I could release the car after identifying the owner or wait for directions from superior till the time he is contacted or hold the car on personal authority.

my decision

When facing such a dilemma the best resource is ~~to~~ performing one's duty.

Thus, I would hold the car, give a receipt for the same to the politician in question. I would also report the issue to concerned authorities & let them handle it further.

This would ensure that I have done my duty as per the procedure of an election duty officer.