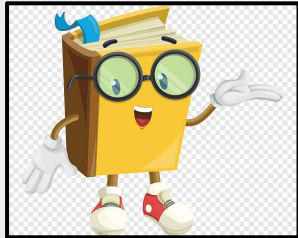


**UPSC GS Mains**

# Ethics Case Studies

By  
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# Case Study Themes



**Let's!  
Start**

Animal Rights and Ethics
Corporate Governance and Ethics in Private Organizations
Crisis and Disaster Management
Education and Ethics
Environmental Ethics
Ethical Dilemmas and Personal Integrity
Ethics in Administration and Governance
Health and Medical Ethics
International Relations and Ethics
Media and Journalism Ethics
<b>Public Service Delivery</b>
<b>Social and Community Issues</b>
Sports and Ethics
Technology and Ethics



# Case Study

***A state has been struck with floods and there is immense anger and frustration among people regarding delay in flood relief measures. A reason for the anger is that immediate relief is directed towards localities where the local MLA and MP (belonging to the ruling party) reside. There have been incidents where people have physically attacked the relief personnel. It is winter and there is threat of adverse weather in the coming week. You have been brought in as the new District collector as the previous one was transferred due to public pressure on the political leadership. Your senior has directed you to give special attention towards the same locality where the loyal voters of the MLA and MP live. In this background –***

- 1. Bring out and discuss the ethical issues involved in the above case.***
- 2. Also suggest the right course of action in the given situation.***

# Approach

- Briefly introduce the situation highlighting the flood and the ensuing administrative and ethical challenges.
- Identify the ethical issues involved and discuss their implications.
- Suggest the course of action with a justification, considering the ethical principles and practical outcomes.
- Conclude accordingly.

# Answer

## Introduction

The state has been struck by floods, causing immense frustration due to delayed relief measures. As the new District Collector, you are directed to prioritize areas favored by local politicians, which raises ethical concerns.

## Ethical Issues Involved

1. **Fairness and Impartiality:** Ensuring relief operations are conducted without favoritism.
2. **Rule of Law:** Discharging duties according to established laws and procedures.
3. **Public Trust:** Assuaging public fears and maintaining trust in the administration.
4. **Safety of Relief Personnel:** Protecting personnel from public aggression.

## Right Course of Action

1. **Impartial Relief Operations:** Prioritize relief based on need, not political pressure, to uphold fairness and public trust.
2. **Ensure Security:** Engage police to protect relief personnel and prevent attacks, maintaining order and safety.
3. **Effective Communication:** Engage civil society and media to disseminate accurate information, preventing misinformation and violence.
4. **Address Immediate Needs:** Ensure food, shelter, and winter-specific arrangements are made for all affected areas.

## Conclusion

By resisting political pressure and prioritizing impartial relief operations, you uphold administrative integrity and public trust, demonstrating that democracy serves all people equally.

# Case Study

*You have been working in a well-known business consultancy company for nearly 15 years and have been promoted to a senior executive level. You have a junior colleague, named Meera, whom you have been mentoring from time to time. The time and effort she has invested in the company along with your guidance has led her to rapidly grow professionally in the organisation. The work environment has also been conducive for her growth. Meanwhile, Meera's mother has been ill and requiring medical attention for the past few years. Her medical bills have been increasing rapidly over time.*

*Recently, Meera encountered an uncomfortable experience of sexual advances at the hands of your immediate boss, which she reported to Human Resources Department (HRD) of the company instantly. The concerned boss has been instrumental in the success of the company and is also well-connected within the company and beyond. He has indirectly offered a large amount for the settlement of this issue to Meera. If Meera accepts his offer, she will have to sign a non-disclosure agreement that restricts her from re-opening the issue or even discussing about it. She came to know that the concerned boss has been involved in similar acts earlier as well. Given his position in the company and his connections, Meera feels that he could be a threat to her career in the future. She is also in dire need of money.*

*In the given circumstances, address the following:*

- (a) Identify the main stakeholders involved in this case.*
- (b) Highlight the issues related to integrity and ethics in the case above.*
- (c) What are the various options available to Meera? Which option should she choose and why?*

# Approach

- Briefly introduce the case study.
- Identify the stakeholders and mention their relevance to the case study.
- Discuss the ethical issues and questions of integrity involved in the case.
- Outline the options available to Meera and discuss the option she should choose and give reasons for the same.



# Answer

## Introduction

The case involves Meera, a junior colleague who has faced sexual harassment from a powerful boss in your company. Meera needs to decide between accepting a settlement or pursuing justice, while dealing with personal and professional pressures.

### (a) Stakeholders Involved

- **Meera:** Victim of sexual harassment, needs financial security for her mother's medical expenses.
- **The Boss:** Perpetrator of harassment, influential and well-connected.
- **Human Resources Department:** Responsible for addressing Meera's complaint.
- **The Company:** Its reputation and work environment are at stake.
- **Other Employees:** Their work environment and morale are impacted.
- **Myself:** Meera's mentor, facing a moral dilemma.
- **Meera's Mother:** Dependent on Meera for medical needs.

### (b) Ethical and Integrity Issues

- **Duty of Care:** The company's obligation to provide a safe working environment.
- **Justice and Equality:** Ensuring fair treatment and accountability, regardless of the perpetrator's position.
- **Integrity:** Upholding moral principles in the face of powerful influences.
- **Financial Security:** Balancing ethical actions with the need for financial support for Meera's family.

## (c) Options Available to Meera

1. **Complete Inaction:** Neither pursuing the issue nor accepting the settlement.
  - **Merits:** Avoids confrontation.
  - **Demerits:** Perpetuates injustice and unsafe work environment.
2. **Accepting the Settlement:** Taking the offered money and signing a non-disclosure agreement.
  - **Merits:** Immediate financial relief for her mother's medical expenses.
  - **Demerits:** Compromises justice, leaves the boss unpunished, and may expose others to similar harassment.
3. **Pursuing the Case Against the Boss:** Reporting and pursuing legal action against the boss.
  - **Merits:** Upholds justice, deters future harassment, and creates a safer workplace.
  - **Demerits:** Risk of career retaliation, prolonged stress, and financial uncertainty.

## Recommended Course of Action

Meera should pursue the third option, **pursuing the case against the boss**. This option upholds justice, protects future employees, and addresses the ethical issues involved. Although challenging, it aligns with the principles of integrity and accountability, ensuring a safer work environment. Meera can seek alternative financial support through loans, crowdfunding, or company support programs, ensuring her mother's needs are met while fighting for a just cause.

**Conclusion:** By pursuing the case, Meera can ensure that justice is served, creating a safer workplace and setting a precedent for addressing harassment. This action aligns with ethical principles and the integrity required to foster a positive work environment.

# Case Study

*You are the Managing Director of a successful marketing company in India that has several high profile national and international clients. The company makes every effort to hire people from all social and religious backgrounds in order to promote diversity. One day, an employee Miss 'A' who was recently hired informs you that she often feels discriminated in the company due to the fact that she is a transgender woman. She points out that senior male employees are uncomfortable in her presence. Further, other employees want to discuss her personal life when she has no intention of doing so. She also states that she has been excluded from some departmental meetings without being given a valid reason. Due to these instances, she feels harassed and wants you to either correct the situation immediately or accept her resignation. If she resigns and the information becomes public, the image of the company will be maligned. However, you know it is difficult to bring about an immediate change in the attitude of your employees, especially senior members, as such changes require time.*

*In this context:*

- (a) Highlight the ethical issues in this situation.*
- (b) As a Managing Director, what are the options available to you?*
- (c) Evaluate each of these options and choose the option which you would adopt, giving reasons.*

# Approach

- Introduce briefly with the crux of the case.
- Highlight the ethical issues involved in the situation.
- As a Managing Director, bring out and assess the options you have in this situation.
- State your preferred course of action in the situation and substantiate it with reasons.
- Conclude accordingly.

# Answer

## Introduction

The case highlights discrimination faced by Miss A, a transgender woman, in a workplace. Despite the company's efforts to promote diversity, Miss A feels harassed and excluded by senior male employees and is considering resigning.

### (a) Ethical Issues

- **Gender Bias:** Discrimination against Miss A based on her transgender identity.
- **Lack of Empathy:** Unwarranted discussions about Miss A's personal life and exclusion from meetings.
- **Lack of Accountability:** Senior employees not being held accountable for their actions.
- **Diversity without Inclusivity:** Failure to create an inclusive environment despite hiring diverse employees.
- **Leadership Test:** The MD's ability to uphold company values and handle discrimination effectively.

### (b) Options Available to the Managing Director

1. Discuss the issue with senior male employees and warn them against potential wrongdoing.
2. Accept Miss A's resignation.
3. Take disciplinary action against employees who harassed Miss A.

## (c) Evaluation and Preferred Option:

### Option 1: Discuss with Senior Employees

- **Merits:** Clarifies company policies and legal consequences, builds trust.
- **Demerits:** May offend senior employees, disrupt projects.

### Option 2: Accept Resignation

- **Merits:** Avoids confrontation.
- **Demerits:** Encourages discrimination, reflects poorly on leadership, risks damaging reputation.

### Option 3: Disciplinary Action

- **Merits:** Strong anti-discrimination message, builds confidence among employees.
- **Demerits:** May provoke resistance, disrupt workflow.

**Preferred Course of Action:** The best course of action is to forward Miss A's complaint to the Internal Complaints Committee for a fair investigation. If the investigation finds the senior employees guilty, appropriate disciplinary actions should be taken.

### Reasons for the Course of Action

- **Fair Investigation:** Ensures all sides are heard and judged fairly.
- **Upholding Values:** Demonstrates the company's commitment to diversity, inclusion, and equality.
- **Boosting Morale:** Reassures all employees that the company stands against discrimination.
- **Legal Compliance:** Adheres to legal requirements for handling discrimination cases.

**Conclusion:** Addressing Miss A's concerns through a fair and transparent investigation aligns with the company's values and legal obligations. This approach fosters an inclusive work environment, upholds justice, and protects the company's reputation. In the long term, implementing policies like a new Code of Conduct and establishing a grievance cell will help prevent such issues.

# Case Study

***You are a young IAS officer and have recently joined as a Sub-Divisional Magistrate in a district, which has been declared 'open defecation free'. However, you get information that some villages in your sub-division are still continuing the practice of open defecation out of habit despite availability of toilets. Your colleagues in the district administration confirm that the information is true. You call the village headmen of these villages and tell them to persuade their respective villagers to stop open defecation. But, they express their unwillingness and inability to fully stop this practice, as in some cases they themselves consider it healthy to defecate in the open. You discuss this matter with the District Magistrate who forbids you from taking any official action, as this may cause the 'open defecation free' status given to the district to be withdrawn.***

***As a young and dynamic officer, answer the following:***

- (a) Why do people continue to practice open defecation even when they have access to toilets?***
- (b) What are the options available to you as the Sub-Divisional Magistrate in this case? Highlight the merits and demerits of each option.***
- (c) What will be your course of action?***



# Approach

- Briefly write about the crux of the case study at hand.
- Highlight the reasons behind continuation of the practice of open defecation.
- Mention the options available to you along with their merits and demerits.
- Mention a course of action that you would take.
- Conclude accordingly.



# Answer

**Introduction:** The case pertains to a district declared 'open defecation free' (ODF), yet many villages continue the practice out of habit, despite available toilets. As the Sub-Divisional Magistrate (SDM), you face the challenge of addressing this issue without jeopardizing the district's ODF status.

## (a) Reasons for Continued Open Defecation:

- **Socialization and Physical Activity:** Defecation in open fields allows socialization, morning walks, and visits to fields.
- **Religious Beliefs and Hygiene:** Some believe defecating in the house is against religious norms, and they are concerned about odors and cleanliness.
- **Household Norms:** Toilets may be reserved for special guests or elders, and privacy issues prevent shared use.
- **Queuing Issues:** Public toilets are time-consuming, unpleasant, and uncomfortable.

## (b) Options Available:

1. **Ignore the Issue:**
  - **Merits:** Maintain temporary ODF status, avoid conflicts with the District Magistrate.
  - **Demerits:** Risk of media exposure and loss of credibility, temporary solution.
2. **Take Official Action:**
  - **Merits:** Identify problem areas, implement targeted solutions, uphold integrity.
  - **Demerits:** Risk losing ODF status, potential conflict with the District Magistrate, career risks.
3. **Increase Vigilance and Awareness:**
  - **Merits:** Promote behavior change, maintain ODF status, align with DM's directives.
  - **Demerits:** Requires time and consistent effort, no immediate results.

## (c) Course of Action:

As the SDM, I will adopt a balanced approach that promotes public interest while addressing the issue without causing conflict.

- **Social Audit:** Conduct social audits in Gram Sabha meetings to emphasize the importance of maintaining ODF status for continued funding and benefits.
- **Vigilance:** Empower Nigrani Samitis and municipal administration to ensure morning and evening vigilance, including surprise visits.
- **Awareness Generation:** Involve the entire community, especially women and children, PRIs, and key opinion makers, to spread awareness about toilet usage and the harms of open defecation. Facilitate learning sessions with successful districts.
- **Incentive Mechanism:** Establish incentives for motivators and Swachhagrahis to promote sustained ODF practices.

## Conclusion:

Addressing the issue requires a multifaceted approach that involves community engagement, vigilance, and awareness while maintaining administrative integrity. This strategy not only upholds public interest but also ensures a sustainable ODF status in the district.

# Case Study

*In order to tackle climate change, green energy is touted as one of the best solutions. Countries are now replacing coal with hydroelectric power, fossil fuels with solar energy, petrol and diesel cars with electric vehicles (EVs). EVs are being pitched as a cleaner, greener and sustainable alternative. Electric cars use batteries, and lithium and cobalt are rare metals that make up these batteries. The cobalt in the battery keeps it stable and allows it to operate safely. Cobalt is used in about half of the electric cars, which is about four to 30 kilograms per battery.*

*You are the District Magistrate of a district where cobalt is found in abundance. On a visit to one such cobalt site, you find out that children are employed in the mines and these children flirt with death daily. They enter vertical tunnels that are too narrow for adults to enter and dig for cobalt under inhumane conditions in a furnace-like environment. Although, they sometimes use shovels, they typically dig with their bare hands. They are not provided with masks, gloves, work clothes and are only provided with 20 minutes of oxygen at a time. Yet, these young children dig for hours. Upon digging the rock, they crush it, wash it and then take their finds to the market in order to sell them.*

*In this regard, answer the following questions:*

- (a) Discuss the ethical issues involved in the above case.*
- (b) Despite the legal and institutional measures, discuss the reasons behind the prevalence of child labour in India.*
- (c) In context of the given situation, what steps will you take to address the issue of child labour in the district?*

# Approach

- Briefly introduce the case and mention its key stakeholders.
- Discuss the ethical issues involved in the above case.
- Give reasons for the prevalence of child labour in India and mention the institutional steps taken to combat it.
- Mention the short-term and long-term solutions for tackling such a situation.
- Conclude accordingly.

# Answer

**Introduction:** The case presents the ethical dilemma of child labor in cobalt mining, necessary for the production of batteries used in electric vehicles, despite legal prohibitions and institutional measures against child labor.

## (a) Ethical Issues Involved

- **Child Exploitation:** Children are working in hazardous conditions, violating their right to safety and health.
- **Government and Societal Failure:** Ineffective enforcement of child labor laws and societal neglect.
- **Corporate Responsibility:** Companies using cobalt are complicit in unethical practices by sourcing materials from mines employing child labor.
- **Human Rights vs. Development:** Balancing child rights with economic development and family survival.
- **Basic Needs Conflict:** Children's need for education and health versus their family's need for survival income.

## (b) Reasons for Prevalence of Child Labor in India

Despite various legal and institutional measures like ratifying the ILO conventions, implementing the Child Labour (Prohibition and Regulation) Act, 1986, formulating the National Policy on Child Labour (1987), etc., child labor is prevalent and persistent in India owing to the following reasons:

- **Poverty:** Families rely on children's income for survival.
- **Educational Barriers:** Lack of compulsory education and accessible schools.
- **Weak Law Enforcement:** Poor compliance with child labor laws.
- **Cheap Labor Demand:** Employers prefer children due to lower wages.

## (c) Steps to Address Child Labor

### Short-term Solutions:

- **Enforce Laws:** Direct District Labour Officer to strictly enforce child labor laws.
- **Police Vigilance:** Conduct frequent raids and take strict action against violators.
- **Social Protection:** Implement social protection programs and cash transfers to reduce economic pressure on families.

### Long-term Solutions:

- **Educational Infrastructure:** Improve access to and quality of education.
- **Awareness Campaigns:** Educate families and communities on the adverse effects of child labor.
- **Technological Advancement:** Invest in research and development for safer cobalt extraction methods.
- **Community Commitment:** Encourage collaborative action from families, civil society, and industries to eliminate child labor.

## Conclusion

Addressing child labor in cobalt mining requires immediate enforcement of laws, improving economic conditions, and long-term educational and technological solutions. Collaborative efforts from all stakeholders are essential to protect children's rights and ensure ethical practices in the industry.

# Case Study

*You have recently joined as the Chief Executive Officer of the Water Supply and Sewerage Board in a metropolitan city of India. Recently, there was an incident where two poor people died while undertaking hazardous cleaning of sewers in a posh neighbourhood, housing top corporate honchos of the city. The preliminary report found that a few residents in the said neighbourhood employed private workers to clean the sewers without the knowledge of the local city administration. A complaint for causing death by negligence has been registered against the concerned residents as well as the private contractor through whom these poor people were employed to carry out the task. The complaint has come as a shock to the residents of the neighbourhood, most of whom never had a brush with the law before.*

*During the investigation, the residents of the neighbourhood complained that the local administration has not been cleaning sewers for a long time, forcing them to hire private workers. You also come to know that there has been a confusion over the maintenance works in the city administration, with no resolution till date. The city administration, as a whole, has also been facing a shortage of funds to build the requisite infrastructure and provide protective gears to carry out the sewage cleaning work.*

*In the meantime, the family members of the deceased have started pressurising the government for compensation and there has also been a media blitzkrieg blaming the apathy of the city administration for the incident and pressure to withdraw the complaints registered against the high profile residents of the neighbourhood.*

*In light of the above situation, answer the following questions:*

- (a) Identify the stakeholders involved in the case along with the associated issues.*
- (b) Evaluate the options that are available to you in the given case. Which of these options will you choose and why?*
- (c) What will be the long-term measures you will take to prevent such an incident from occurring in the future?*



# Approach

- Briefly state the crux of the given case study.
- Identify the stakeholders along with the issues associated with them.
- Evaluate the options available and state your preferred option along with the reasons.
- Provide some long-term measures to prevent such instances from happening in the future



# Answer

**Introduction:** The case involves the tragic death of two individuals due to unsafe sewer cleaning practices in a posh neighborhood, highlighting administrative lapses, legal violations, and ethical concerns.

## (a) Stakeholders and Associated Issues

- **Residents of the Neighborhood:** Unknowingly violated laws due to lack of municipal services.
- **Family Members of the Deceased:** Seeking justice and compensation.
- **Media:** Pressuring for accountability and highlighting administrative failures.
- **CEO of the Water Supply and Sewerage Board (Myself):** Responsible for resolving the issue and restoring public trust.
- **Sewerage Cleaning Workers:** Endangered due to lack of safety measures and proper regulations.
- **Local Government:** Failure to provide essential services and proper oversight.

## (b) Options Available

1. **Set up a Committee for Detailed Enquiry and Provide Immediate Compensation:**
  - *Merits:* Ensures rule of law, upholds professional integrity, and shows compassion.
  - *Demerits:* Time-consuming, may face public and media pressure, and higher officials' scrutiny.
2. **Suspend Officers for Failure to Provide Services:**
  - *Merits:* Addresses public and media concerns, and highlights accountability.
  - *Demerits:* Lacks objectivity, violates due process, and may demoralize staff.
3. **Inform Local Police and File FIR Against Residents:**
  - *Merits:* Upholds rule of law and acts as a deterrent.
  - *Demerits:* Public backlash, media trials, and potential bad image for the organization.

## (c) Preferred Course of Action

I would choose **Option 1: Set up a Committee for Detailed Enquiry and Provide Immediate Compensation** because:

- **Comprehensive Investigation:** A detailed enquiry ensures all facts are uncovered, allowing for fair and just actions against any negligent officers and residents.
- **Compassionate Response:** Immediate compensation to the families of the deceased demonstrates empathy and responsibility towards affected families.
- **Long-term Solution:** This option allows for structural changes and prevents future incidents by identifying systemic issues.

## Long-term Measures

- **Create Awareness:** Educate the public about the Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013, and the dangers of manual sewage cleaning.
- **Build Infrastructure:** Prioritize the development of safe and efficient sewage systems.
- **Adopt Technology:** Implement mechanized cleaning methods to eliminate the need for manual scavenging.
- **Skill Development:** Train sanitation workers under the Recognition of Prior Learning (RPL) component for safer and more efficient practices.
- **Collaborate with National Commission for Safai Karamcharis:** Ensure timely identification and rehabilitation of manual scavengers.

**Conclusion:** Addressing the immediate and long-term issues comprehensively will ensure justice for the affected families, uphold the rule of law, and prevent future tragedies. Collaboration and commitment to ethical governance are essential for sustainable and safe urban management.

# Case Study

*The rise of the gig economy greatly benefits the new generation of employees, as it provides them with new job opportunities and multiple sources of income. It is a common trend for fresh graduates who move out of smaller towns and cities and take up gig works to make ends meet till they land a permanent job. Organizations are also opting for temporary professionals over training their own employees for a specific skill set. The NITI Aayog estimates that India has 7.7 million gig workers, which it expects will swell to 23.5 million by 2029-30. Being a gig worker in a delivery company, Rahul earns around Rs. 30,000 to Rs. 40,000 per month depending upon the number of orders received. Also, the work gives him flexibility in scheduling and structuring his days. However, he faces unprecedented struggles due to long working hours, lack of job security, lack of availability of gigs and mainstream jobs, inhuman treatment by the employers and lack of legal protection or rights. But, he is compelled to work, as he is the sole earning member of his family of 4 members. Finding a sense of identity has become difficult as the frequently asked question 'what do you do for a living?' remains to be one of the toughest to answer. It is very difficult for him to get financial assistance, such as loans and mortgages, as he has no stable income to show nor any business to his name, just a skill which is being used every now and then by some employer. Getting health insurance is yet another pain with no insurance companies extending benefits to him due to the nature of his job. In short, Rahul and his family have almost no recognition in the society even for bare minimum amenities, which are reserved for the 'working class'. The abuse of the gig workers is further aggravated by the venture capitalists who would rather pour their money into organizations which are devoid of the employee liability and do not have the overhead expenses of managing a full-time workforce, making it difficult for the regular employers to compete.*

- (a) Discuss the ethical issues involved in the case.*
- (b) What can be done to resolve the problems faced by gig workers like Rahul?*

# Approach

- Give a brief overview of the case.
- Write the ethical issues involved.
- Suggest measures to resolve the problems faced by gig workers like Rahul.
- Conclude accordingly.

# Answer

**Introduction:** The case of Rahul, a gig worker in the delivery sector, highlights the challenges faced by individuals in the gig economy, including exploitation, lack of job security, and absence of social recognition. Despite earning a decent income, Rahul struggles with financial instability, lack of legal protection, and societal recognition.

## (a) Ethical Issues Involved

- **Exploitative Working Conditions:** Gig workers often face unfair payment practices and lack basic worker rights, leading to exploitation.
- **Underemployment:** Gig work is often a necessity rather than a choice, reflecting the lack of stable employment opportunities.
- **Absence of Formal Job Titles:** This leads to a lack of professional identity and dignity in labor.
- **Financial Instability:** Irregular income and lack of job security create financial stress and instability.
- **Indirect Abuse by Venture Capitalists:** Profit motives lead to prioritizing growth over worker well-being, resulting in poor working conditions.

## (b) Measures to Resolve Problems Faced by Gig Workers

- **Legal Recognition:** Introduce a legal framework to recognize gig workers and establish their rights.
- **Collaboration Between Stakeholders:** Foster dialogue among gig workers, platform operators, policymakers, and civil society organizations to adopt best practices and innovative solutions.
- **Universal Social Security Coverage:** Extend social security benefits, including health insurance, paid sick leave, and other contingency benefits to gig workers and their families.
- **Public Awareness:** Promote positive narratives emphasizing the economic significance of gig workers to shift public perception and recognize their professional identity.
- **Ensuring Ethical Practices:** Encourage gig platforms to adopt ethical guidelines prioritizing worker well-being, fair treatment, and non-discrimination, and establish mechanisms for workers to provide feedback and report grievances.

## Conclusion

By addressing these issues, we can foster a more equitable and sustainable gig economy that respects the rights and well-being of all participants, ensuring that workers like Rahul are treated with dignity and fairness.



# Case Study

*Rina and her friends from the college were working as interns with a company for the last few months. On completion of their internship, some of them, including Rina, have been offered full-time jobs in the company. Being a reputed company, she and her friends accepted the offer. Rina is enthusiastic about her new job and has even established good relationship with some of her company co-workers during her internship. However, during her tenure as an intern, Rina had begun to notice that one of the Vice-Presidents (VPs) of the company was giving her too much attention. He used to make an extra effort to stop by Rina's cubicle and chat, something he was not doing with any of the other interns. He had even tried to connect with Rina over social networking sites. Some of her co-interns also noticed this and began to make offhand comments to Rina about the extra attention being given by the VP.*

*Now that she has been hired for a full time position, she is fearful that she might have to work with this VP directly. While he has not done or said anything explicitly inappropriate, the extra attention and the fact that her co-workers noticed it, made her very uncomfortable and undermined her concentration at work.*

*The company encourages an open and friendly atmosphere and when she was hired, it was communicated to her that she should always speak to her Manager whenever faced with any uncomfortable work related issues. However, she is concerned to speak about it officially, as the VP has not explicitly done anything wrong.*

*In the given situation:*

- (a) What dilemmas does Rina face?*
- (b) What options does she have? Provide the merits and demerits of each.*
- (c) Highlight the course of action she should adopt, along with justification for the same.*

# Approach

- Introduce by giving the gist of the case study.
- Highlight the dilemmas faced by Rina.
- Mention the options available to Rina and evaluate each option for merits and demerits.
- Giving arguments to support your position, suggest a course of action that she should follow.
- Conclude accordingly.



# Answer

**Introduction:** The case presents a situation where Rina, a new full-time employee, feels uncomfortable due to the excessive attention from a Vice-President (VP) during her internship. Despite the company's open and friendly policy, Rina faces dilemmas about reporting the issue, confronting the VP, or continuing her job, as the VP has not explicitly done anything inappropriate.

## (a) Dilemmas Rina Faces

Rina faces several dilemmas:

- **Reporting the Issue:** Whether to communicate her concerns to her manager about the VP's behavior.
- **Confronting the VP:** Whether to address the issue directly with the VP.
- **Continuing the Job:** Whether to continue working in an uncomfortable environment or to quit.

## (b) Options Available to Rina

1. **Informally Communicate with the VP:**
  - **Merits:** Mature handling; potential amicable resolution.
  - **Demerits:** Risk of damaging relations and career prospects.
2. **Formally Report to Higher Authorities:**
  - **Merits:** Adheres to company guidelines; potential for higher scrutiny of VP's behavior.
  - **Demerits:** Risk of retaliation and career impact.
3. **Quit the Job:**
  - **Merits:** Immediate relief from discomfort.
  - **Demerits:** Avoiding the problem; potential recurrence in a new job; no resolution to the underlying issue.

## (c) Recommended Course of Action:

Rina should:

- **Informally communicate with the VP:** Address her discomfort due to his extra attention. This mature approach may resolve the issue amicably without escalating it.
- **Communicate with colleagues:** Explain how their offhand remarks are affecting her concentration and performance at work.
- **Formal complaint if necessary:** If the VP's behavior doesn't change, she should formally complain to the manager and higher authorities. This ensures the issue is documented and addressed appropriately.
- **Request reassignment:** If possible, request to be assigned to a different team where she won't have to work under the VP.

**Conclusion:** This approach balances addressing the immediate discomfort while maintaining professionalism and seeking formal redress if necessary. It upholds Rina's dignity, encourages a respectful workplace, and ensures compliance with the Prevention of Sexual Harassment at Workplace Act, promoting a safe and secure working environment for all employees

# Case Study

*You are a public representative, elected on the ticket of a political party, considered as conservative by many. Your daughter, who has returned years after studying abroad, has conveyed to you her choice of marrying a person from another community. You personally do not consider anything wrong in her choice, and convey your assent to her. You also discuss it with many among your friends and family, and inform them of a grand wedding ceremony you are planning for your daughter. However, a few days after you have shared the news of the forthcoming grand wedding with many, you are informed by your political secretary about an issue being made of the same. He informs you that there are whispers among many people in your constituency about it, and indications of a sense of unease among some prominent citizens. While most of them are enamoured by your plans for a grand wedding ceremony for your daughter, they are unhappy about the bridegroom being from another community. You also get to know through your sources in the party, that your assent to the choice of the bridegroom may lead to a denial of ticket by the high command in the forthcoming elections. You are not only an ambitious politician and a rising star in your political party but also an open-minded, loving and doting father. But howsoever much you love your daughter's freedom and choices, you do not want her decision to adversely affect your political journey. This is more so, when you had been eagerly looking forward to greater responsibilities and a higher stature in the party, given the years of hardwork you have put in, as a politician. Your daughter, on the other hand, is firm with her choice and does not want her impending grand wedding to be affected in any way. She is adamant that her wedding will not be held as a private ceremony with only close friends and family, but should be publicised in a grand way, as you had promised earlier to her.*

*Given this situation, answer the following:*

- (a) What are the ethical issues in the above situation?*
- (b) What are the various options that you have, as a father and an ambitious politician?*
- (c) What will be your course of action? Justify with proper reasoning.*

# Approach

- Introduce with the context of the case.
- Mention the ethical issues involved in the case.
- List the various options that you have, as a father and an ambitious politician.
- Discuss the course of action with proper justification.
- Conclude accordingly.

# Answer

**Introduction:** The case presents a situation where a public representative, belonging to a conservative political party, faces a dilemma when his daughter chooses to marry someone from another community. This decision, while personally acceptable to him, creates potential political repercussions.

## (a) Ethical Issues

- **Right to Choose Marriage Partner:** The daughter's right to choose her spouse is a fundamental personal freedom.
- **Religious Intolerance:** Resistance to inter-religious marriages reflects societal and religious biases.
- **Conflict of Interest:** The politician's personal values clash with his political obligations, leading to a dilemma between supporting his daughter and preserving his political career.

## (b) Options Available

1. **Open and Supportive Approach:**
  - **Merits:** Promotes inclusivity; aligns with personal values; sends a positive societal message.
  - **Demerits:** Risks political career; potential backlash from party and constituents.
2. **Deny Marriage and Prioritize Political Career:**
  - **Merits:** Secures political future; aligns with party expectations.
  - **Demerits:** Betrays personal values and daughter's trust; promotes intolerance.
3. **Convince Daughter for Private Marriage:**
  - **Merits:** Balances personal and political interests; avoids public backlash.
  - **Demerits:** May not satisfy daughter's wishes; seen as compromising on principles.

## (c) Course of Action

I would choose the open and supportive approach while taking steps to mitigate political fallout. This includes:

- **Dialogue with Party:** Attempt to convince the party leadership about evolving societal norms and the positive impact of supporting inter-religious marriages.
- **Engage with Civil Society:** Communicate with community leaders and civil society organizations to garner support and address concerns.
- **Involve Neutral Mediators:** If necessary, involve respected figures to mediate and facilitate understanding.
- **Prepare for Private Ceremony:** As a contingency, discuss the possibility of a private ceremony with my daughter while emphasizing the importance of the union over the celebration scale.

## Conclusion

Balancing personal values and political responsibilities requires navigating complex social dynamics. By taking an open and supportive stance while actively engaging stakeholders, I can uphold my principles and promote inclusivity, even if it risks my political career.

# Case Study

*You are a young officer posted as a Sub-Divisional Magistrate in a backward district. You receive a complaint against the appointment of a Dalit woman in a village school for cooking food under the Mid-Day Meal scheme by parents of some students. The parents are putting immense pressure on the school management to discontinue the services of the woman concerned on the basis of long-standing social norms of caste impurity. They also say that if the management fails to take a favourable decision, keeping in mind the prevailing social customs, they will convene a village assembly and take action against the woman and her family members, including boycotting them socially.*

*Based on the above information, address the following:*

- (a) Identify the issues involved in the given case study.*
- (b) Highlighting the reasons behind continuing caste discrimination, discuss the steps which you will take to resolve the present issue.*

# Approach

- Introduce by giving the gist of the case study.
- Write about the various issues and associated stakeholders in the given case.
- Mention the reasons behind the continuation of caste discrimination.
- Write down the steps that you will take in this situation.
- Conclude accordingly.



# Answer

**Introduction:** The case involves the appointment of a Dalit woman as a cook under the Mid-Day Meal scheme, facing backlash from parents due to caste prejudice. This scenario highlights the ongoing issue of caste-based discrimination and the challenge of upholding equality in a backward district.

## (a) Issues Involved

- **Right to Livelihood:** The Dalit woman's right to work and earn a living is threatened.
- **Social Discrimination:** The practice of caste-based untouchability persists, affecting the woman's dignity.
- **Educational Impact:** The Mid-Day Meal scheme's smooth functioning is jeopardized.
- **Parental Responsibility:** Parents must be educated about equality and raise children free of caste bias.
- **Administrative Duty:** As SDM, the responsibility to protect fundamental rights and promote social justice is paramount.

## (b) Reasons Behind Continuing Caste Discrimination

- **Religious and Social Sanctions:** Deep-rooted beliefs in caste hierarchies perpetuate discrimination.
- **Resistance to Reforms:** Historical exploitation and slow societal change hinder progress.
- **Access to Resources:** Lack of education and financial support restricts upward mobility for lower castes.
- **Political Power:** Limited political influence of Dalit communities fails to counter caste violence effectively.
- **Legal System Inefficiencies:** High pendency of caste violence cases and lack of awareness about legal recourse.
- **Caste as Support System:** Economic support within caste groups reinforces caste identities.
- **Reservation System:** Perceived as strengthening caste identities rather than eliminating discrimination.

## Steps to Resolve the Issue

1. **Support the Dalit Woman:**
  - Ensure she continues her work without harassment.
  - Visit the village to show solidarity and assure her of legal support.
2. **Engage with the Community:**
  - Convince parents and villagers about the irrationality of caste discrimination.
  - Warn against illegal activities, including social boycott, under relevant laws.
3. **Awareness Campaigns:**
  - Involve NGOs and local leaders to conduct awareness programs.
  - Highlight the legal rights and protections against caste discrimination.
4. **Symbolic Action:**
  - Eat the food cooked by the woman with students and villagers to set an example.
5. **Legal and Administrative Measures:**
  - Strengthen enforcement of anti-discrimination laws.
  - Promote educational programs emphasizing equality and social justice.

**Conclusion:** As the SDM, it is crucial to uphold the law and protect the rights of all citizens, especially marginalized communities. Through a combination of legal enforcement, community engagement, and awareness programs, the issue of caste discrimination can be effectively addressed, ensuring a more just and equitable society.

# Case Study

*You are the Superintendent of Police (SP) in a district. One of your subordinates informs you that a girl has reached out to him and complained about a potential death threat to her and her boyfriend who belongs to another caste. Both the families are averse to their union. She has also informed that the local police station is neither filing any complaint nor giving her any assurance of protection. The girl belongs to the dominant caste of the region and her father is a prominent local leader of the party which is in power in the state. On further enquiry, you come to know that both the girl and her boyfriend are adults. They have moved out of the house and have started living together. This has further angered both the families and they are accusing each other of abduction. In the given scenario, answer the following questions:*

- (a) Bring out the ethical dilemma faced by the you.*
- (b) What would be a suitable course of action to resolve the issue?*
- (c) At times, such instances lead to violence and may end up in honour killings. Discuss the reasons behind their social acceptance in parts of India despite the legal sanction against them.*

# Approach

- Briefly mention the facts of the case.
- Mention the ethical dilemma faced by the officer.
- Mention the suitable action to resolve the issue.
- Mention the reasons for social acceptance of honour killing in certain parts of India.

# Answer

## Introduction

In this case, a young inter-caste couple faces death threats from their families opposed to their union. The girl belongs to a dominant caste, and her father is a local leader. As the Superintendent of Police, my challenge is to ensure their safety while navigating the social and political complexities.

### (a) Ethical Dilemmas

- **Social norms vs. Rule of law:** Balancing societal prejudices against the legal rights of the couple.
- **Individual liberty vs. Family values:** Upholding the couple's freedom of choice versus respecting traditional family values.

### (b) Suitable Course of Action

1. **Preliminary Enquiry:** Validate the facts stated by the girl.
2. **Police Protection:** Ensure the couple's safety and shield them from community pressure. Provide legal, financial, and moral support if needed.
3. **Family Mediation:** Engage with the families to convince them of their children's rights and take help from respected community leaders and NGOs.
4. **Legal Action:** If families persist in taking illegal actions, initiate legal proceedings against them.
5. **Community Sensitization:** Long-term efforts to educate the community about the negative impacts of casteism and honor killings.

## (c) Reasons for Social Acceptance of Honour Killings

1. **Caste Endogamy:** Persistent belief in marrying within the same caste to maintain social order.
2. **Social Status:** Fear of losing family honor and status if children marry outside the caste.
3. **Property Considerations:** Concerns about property rights being claimed by daughters marrying outside the caste.
4. **Altruistic Cooperation:** Cultural expectations for individuals to conform to societal norms for the perceived greater good.
5. **Cultural Beliefs:** Deep-rooted traditions associating women's behavior with family honor.

## Conclusion

As SP, I must ensure the couple's safety, uphold their legal rights, and work towards sensitizing the community. Addressing such issues requires a balanced approach that respects individual freedoms while challenging regressive social norms. Through legal action, community engagement, and long-term educational efforts, a shift in mindset towards honor-related violence can be achieved.

# Case Study

*You are posted as the Superintendent of Police (SP) of a district, which has witnessed several lynching related crimes in the recent past. One day, a police station in the district got an SOS that in a particular village under their jurisdiction, two women have been accused of witchcraft and are now being paraded naked by the villagers. Given the past record of crimes in the village, it was likely that they would be killed by the villagers. When a police team from the station reached the spot and tried to save the two women from the mob, a scuffle broke out. In the ensuing scuffle, the police were brutally attacked and they had to retaliate by lathicharging in order to save themselves. The incident left three villagers dead. There is anger amongst the villagers, who are also a critical vote bank of the ruling party in the state. As the SP, you have been instructed to institute a quick enquiry and take the strictest action against the police team who lathicharged. You are aware that with elections around the corner, you need to diffuse the situation quickly.*

*Given the situation, answer the following :*

- (a) Identify the stakeholders and the issues involved in the above case.*
- (b) What are the options available to you? Which of these will you choose and why?*
- (c) As an objective and scientific-tempered administrator, what steps will you suggest in the long-run to deal with mob lynching?*

# Approach

- Give a brief introduction about the case.
- Identify various stakeholders and the issues involved.
- Bring out the options available and the option that you will choose, along with reasons.
- Suggest steps to deal with mob lynching in the longer run.



# Answer

**Introduction:** In this case, as the Superintendent of Police (SP) in a district with a history of lynching crimes, I face a critical situation where two women are being paraded naked and face potential lynching. The intervention by the police has led to a scuffle resulting in the death of three villagers, causing public outrage.

## (a) Stakeholders and Issues

1. **The Women:** Victims of severe humiliation and potential lynching.
2. **Relatives of the Deceased Villagers:** Seeking justice and compensation.
3. **Public at Large:** The villagers, involved either as perpetrators or witnesses, with a significant vote bank influence.
4. **Police Force:** Facing scrutiny and potential disciplinary action.
5. **Local Politicians:** Interested in maintaining vote bank support and exploiting the situation.
6. **Superintendent of Police (SP):** Responsible for ensuring justice, maintaining law and order, and conducting an impartial inquiry.

## (b) Options Available

1. **Set up an Enquiry Committee:**
  - **Merits:** Thorough investigation, establishes accountability.
  - **Demerits:** Time-consuming, may not immediately diffuse public anger.
2. **Request a Judicial Enquiry:**
  - **Merits:** Ensures impartiality, reduces personal pressure.
  - **Demerits:** Time-consuming, may not address immediate public anger and safety concerns.
3. **Immediate Actions and setting up Enquiry committee:**
  - **Suspend involved police personnel:** Ensures impartiality.
  - **Meet the women victims:** Provide protection and support.
  - **Engage with the deceased's families:** Assure them of justice and recommend compensation.
  - **Order explanations from the police team:** Understand the incident better.
  - **Meet village representatives:** Assure strict actions and maintain law and order.

## Chosen Option and Justification

I would choose the third option because it balances immediate actions to diffuse public anger and longer-term measures to ensure justice and accountability. This approach demonstrates my commitment to upholding the law and protecting all citizens, regardless of social or political pressure.

### (c) Long-term Measures to Deal with Mob Lynching

1. **Use of Technology:** Install CCTV cameras and use social media for quick reporting.
2. **Legislation:** Advocate for strict laws against mob violence and fake news.
3. **Judicial Reforms:** Address case pendency to encourage legal justice-seeking.
4. **Public Awareness:** Promote scientific temperament and respect for laws.
5. **Community Engagement:** Work with NGOs and civil society to foster positive social change.

## Conclusion

By taking immediate and comprehensive actions, I aim to address the current crisis while ensuring long-term solutions to prevent such incidents in the future. Balancing law enforcement with community engagement and legal reforms is crucial in curbing mob violence and promoting a just society.

# Any Queries?

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# Thank You

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