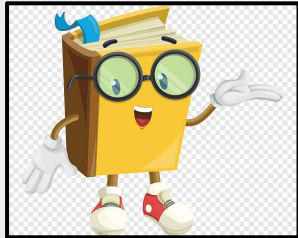


**UPSC GS Mains**

# Ethics Case Studies

By  
→ **Shri. Krishan Mohan, IAS (Retd.)**

# 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
Public Service Delivery
Social and Community Issues
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:*

- Identify the stakeholders involved in the case along with the associated issues.*
- Evaluate the options that are available to you in the given case. Which of these options will you choose and why?*
- 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?

Only for nagendrarajput9753@gmail.com

# Thank You

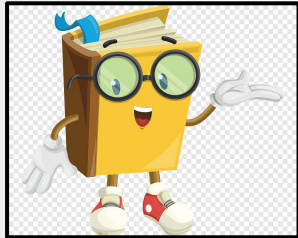
Only for nagendrarajput9753@gmail.com

**UPSC GS Mains**

# Ethics Case Studies

**By**  
→ **Shri. Krishan Mohan, IAS (Retd.)**

# 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
Public Service Delivery
<b>Social and Community Issues</b>
Sports and Ethics
Technology and Ethics



# Case Study

***You are the Dean of Academics of a University. It has been brought to your notice that some students have raised a complaint against Mr X, a specially-abled Professor at the University, for not performing his academic duties diligently. The Head of the Department (HoD) tried to have a conversation with him regarding these complaints; however, Mr X feels that he is a victim of internal politics and is being discriminated against on account of him being specially-abled. He also conveyed to the HoD that he will file a complaint of discrimination against the University under The Rights of Persons with Disabilities Act, 2016. As the Dean of Academics, it is your responsibility to uphold the academic standards of the University and take any administrative decision in this regard.***

***In this case, answer the following questions:***

- (a) State the stakeholders and the ethical issues in the given case.***
- (b) What are the options available to you?***
- (c) Evaluate each of these options and state the option which you would choose, citing reasons.***

# Approach

- Briefly write about The Rights of Persons with Disabilities (RPWD) Act, 2016.
- Highlight the key stakeholders involved in the case study.
- Elaborate on the ethical issues involved in this case.
- In the given scenario, discuss the options which are available to you.
- Evaluate the listed actions and justify the best option among them.



# Answer

**Introduction:** As the Dean of Academics at a University, I am confronted with a situation involving a complaint against Mr. X, a specially-abled professor, who has been accused of neglecting his academic duties. Mr. X feels discriminated against and is threatening legal action under The Rights of Persons with Disabilities Act, 2016.

## (a) Stakeholders and Ethical Issues

### Stakeholders:

- **Students:** Their education and academic performance are affected.
- **Dean:** Responsible for maintaining academic standards and resolving the issue fairly.
- **Mr. X:** Accused professor who feels discriminated against.
- **Head of Department (HOD):** Intermediary who communicated the complaint to Mr. X.
- **Other Faculty Members:** Their morale and working environment might be affected.
- **University Administration:** Concerned with maintaining the institution's reputation and quality of education.

### Ethical Issues:

- **Rights of PwD vs Quality Education:** Balancing the rights of a specially-abled professor with the need to maintain educational standards.
- **Integrity and Commitment:** Addressing allegations of Mr. X's lack of diligence.
- **Impartiality:** Ensuring a fair and unbiased resolution.
- **False Allegations:** Addressing Mr. X's claims of discrimination and internal politics.

## (b) Options Available

1. **Settle Internally:**
  - **Merits:** Peaceful resolution, fosters dialogue, immediate response.
  - **Demerits:** Informal, lacks documentation, may not lead to lasting change.
2. **Set Up an Internal Committee:**
  - **Merits:** Formal, objective, documented findings, comprehensive investigation.
  - **Demerits:** Time-consuming, may strain relationships.
3. **Recommend Suspension:**
  - **Merits:** Immediate action, addresses student complaints.
  - **Demerits:** Hasty, potentially unjust, risks legal repercussions.

## (c) Chosen Option and Justification

### Option 2: Set Up an Internal Committee

#### Reasons:

- **Thorough Investigation:** Ensures all aspects of the issue, including Mr. X's claims of discrimination and internal politics, are examined.
- **Fair and Objective:** Provides a balanced approach, with decisions based on documented evidence.
- **Legal Protection:** Prepares the university for potential legal challenges by having a formal report.
- **Comprehensive Solution:** Addresses both the immediate concerns and the underlying issues, promoting long-term resolution.

**Conclusion:** Setting up an internal committee is the most balanced and just approach to resolving the issue. It ensures a fair investigation, upholds the rights of all stakeholders, and maintains the university's commitment to quality education and non-discrimination.

# Case Study

*You are an IPS officer posted as the Inspector General of Police in a state. The recent death of a father-son duo in one of the districts in the state, due to custodial violence allegedly in the presence of the Deputy Superintendent of Police (DSP), has sparked anger across the state. This is not an isolated incident, as there have been allegations raised by human rights groups in the past regarding custodial deaths due to physical assault by the police. The High Court of the State, taking suo moto cognizance of the recent incident, has served a notice to the state government, seeking a detailed report on the rising instances of custodial deaths. The state government has constituted a Committee to probe the incident and submit a detailed report about the veracity of facts related to it. You have been asked to head the Committee. You know the Deputy Superintendent of Police of the district to be an honest, hardworking and upright officer. He has privately requested you to absolve him of any wrongdoing as he claims not to be present when the incident occurred. You know that any action against him will be detrimental to his reputation and career. On the other hand, the seniors in the department are pressurising you to put all the blame on the DSP and make him a sacrificial lamb in order to protect the overall image of the police in the state.*

*In the given scenario, answer the following questions:*

- (a) Identify the stakeholders and the ethical issues involved in the case.*
- (b) What steps will you take to ensure that the enquiry is seen to be fair and impartial?*
- (c) Given the challenges that the police forces in India operate under in their day-to-day functioning, suggest some initiatives to address them.*

# Approach

- Give a brief introduction about the case.
- Identify the stakeholders and ethical issues involved in the case.
- Mention steps that you will take to ensure an impartial enquiry is carried out.
- Briefly mentioning the challenges that the police forces face, suggest some initiatives to address these challenges.
- Give a brief conclusion.

# Answer

## Introduction

The case involves custodial deaths leading to public outrage and scrutiny from the judiciary. As the Inspector General of Police, I have been asked to head a committee to investigate the incident impartially.

## (a) Stakeholders and Ethical Issues

### Stakeholders:

- **Police officers:** Their reputation and careers are at stake.
- **Family of the deceased:** They seek justice and truth about their loved ones' deaths.
- **Police Department:** The integrity and reputation of the police force are under scrutiny.
- **High Court of the State:** It ensures the protection of constitutional rights.
- **Inspector General of Police:** I must maintain impartiality and uphold professional integrity.

### Ethical Issues:

- **Culture of Torture and Brutality:** Allegations of systemic abuse within the police force.
- **Violation of Natural Justice:** Custodial deaths violate the right to life under Article 21 of the Constitution.
- **Misuse of Authority:** Abuse of power by police officers.
- **Right to Fair Enquiry:** Ensuring the accused officers receive a just investigation.

## (b) Steps to Ensure Fair and Impartial Enquiry

- **Suspend Involved Officers:** Temporarily suspend the DSP and implicated officers to ensure an unbiased investigation.
- **Conduct Thorough Enquiry:** Interview key witnesses, including eyewitnesses and suspects, and analyze their testimonies.
- **Check Arrest Records:** Review the documentation of the arrest and detention procedures.
- **Autopsy:** Conduct a proper autopsy to determine the cause of death.
- **Detailed Report:** Formulate a comprehensive report based on findings, and initiate departmental and criminal proceedings if guilt is established.

## (c) Initiatives to Address Challenges Faced by Police

- **Regular Training and Sensitization:** Educate officers on human rights and the proper conduct of duties.
- **Public Awareness:** Increase awareness among citizens about their rights to create accountability.
- **Implement Police Reforms:** Follow Supreme Court directives from the Prakash Singh case to reform the police force.
- **Adequate Recruitment:** Address understaffing issues by recruiting more personnel.
- **Modernization of Police Force:** Upgrade equipment, service conditions, and training.
- **Surprise Inspections:** Mandate inspections by Non-Official Visitors (NOVs) to prevent custodial torture.
- **Separate Functions:** Separate investigative and law-and-order maintenance functions.

**Conclusion:** Ensuring justice and maintaining law and order require a balanced approach that respects human rights and the rule of law. Implementing these measures will help restore public trust in the police force and prevent future custodial deaths.

# Case Study

*Though discrimination on racial grounds is generally associated with Western countries, arguably similar notions of colour and racial discrimination are prevalent in India too.*

*Many Indians are found to be obsessed for “White” skin tone as visible in matrimonial ads and popularity of whitening creams. They are also found to be more hospitable towards the white-skinned Europeans than the dark-skinned Africans. Even within the country, people can be found to be discriminating fellow countrymen on the basis of their skin tone. People from North-East India face frequent racial abuse and are referred to by various derogatory names. All these point towards racism being practised and accepted in India. Moreover, it is not considered a very serious issue as the anti-discrimination laws in India are not stringent enough to deal with hate crimes associated with racism.*

*(a) In this context, discuss the ethical issues associated with the practice and acceptance of racial discrimination in India.*

*(b) If you have been tasked to formulate a plan to combat hate crimes associated with racism in India and bring about an attitudinal change, what would be your suggestions?*



# Approach

- Discuss the case study in brief.
- State the ethical issues associated with racism.
- Provide a plan to combat racism in India and bring about attitudinal change.
- Conclude accordingly.



# Answer

## Introduction

Racial discrimination in India, though less discussed than in the West, is prevalent and manifests in various forms, from biases in matrimonial ads to hostility towards certain ethnic groups. This discrimination undermines fundamental human rights and poses serious ethical and social issues.

### (a) Ethical Issues Associated with Racial Discrimination in India

- **Violation of Constitutional Principles:** It contradicts the principles of equality, justice, and fraternity enshrined in the Indian Constitution.
- **Against Human Dignity:** Racial discrimination disrespects the inherent dignity and worth of individuals.
- **Societal Hierarchy:** It perpetuates a hierarchy based on race and color, fostering a sense of superiority and inferiority.
- **Fear and Anxiety:** It stems from unfounded fears and anxieties about people of different ethnic origins.
- **Developmental Hindrance:** Discrimination hinders the development of victimized groups, leading to loss of faith in the system.
- **Social Division:** It can lead to the formation of ghettos and segregation, destroying social cohesion and creating volatile areas.
- **Historical Precedent:** Historical instances of racial hatred, like the Holocaust, highlight the destructive potential of unchecked racism.
- **Global Reputation:** Cases of racial discrimination damage a nation's international standing.
- **Impunity:** Acceptance of racism and lack of stringent laws allow hate crimes to go unreported and unpunished.

## (b) Suggestions to Combat Hate Crimes Associated with Racism and Bring About Attitudinal Change

1. **Data Collection:** Implement extensive data collection, incident recording, and regular monitoring to understand and address racial discrimination effectively.
2. **Legislative Action:** Enact specific anti-racism legislation with effective, proportionate, and dissuasive penalties for perpetrators.
3. **National Strategy and Action Plan:** Develop a comprehensive public policy framework to combat all forms of racial discrimination, incorporating public consultation and targeted assessment.
4. **Affirmative Actions:** Implement positive policy actions, such as setting quantitative targets for employment, education, and housing for marginalized groups, particularly from North-Eastern India.
5. **Sensitization:** Conduct in-service training for teachers, police officers, and civil servants to address prejudice, increase awareness of discrimination, and equip them to manage an ethnically diverse population.
6. **Media Responsibility:** Develop clear codes of conduct and training programs for media professionals to promote diversity and combat racism.
7. **NGOs and Civil Society:** Encourage religious communities, NGOs, local authorities, and other stakeholders to speak out against bigotry and hatred.

## Conclusion

Racism in India, though often overlooked, is a significant issue that undermines social harmony and human dignity. A multi-faceted approach involving data collection, legislative action, affirmative policies, and widespread sensitization is essential to combat racial discrimination and foster an inclusive society.

# Case Study

***You are a District Magistrate posted in a backward district of the country. You are responsible for getting an Atal Residential School built on the village land in your district. The contract for the construction of the school has been assigned to a popular local leader's son. This land is presently occupied by tribal communities but they cannot produce any ownership records. They claim that they have resided on the land for generations. They also allege that the administration is pressuring them to vacate their land to build the school and have assured that they will be relocated elsewhere. However, they are hesitant to do so as it will uproot them from their homes and will affect their livelihood. One of the prominent tribal leaders has highlighted this issue and it has caught the attention of the mainstream media.***

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

- (a) Identify the stakeholders involved in the case and their respective interests.***
- (b) Discuss the various ethical concerns in the given case.***
- (c) What are the options available to you and which of these options you will choose? Justify.***

# Approach

- Briefly introduce the case study.
- Briefly highlight the key stakeholders & their interests associated with the case study.
- Bring out the ethical concerns in this situation.
- Evaluate your options with suitable arguments.
- Conclude appropriately.

# Answer

## Introduction

The case study presents a conflict between building an educational infrastructure and the displacement of tribal communities, highlighting the challenges of balancing development and social justice.

### (a) Stakeholders and Their Interests

1. **Tribal Community:**
  - Interests: Livelihood, cultural and land rights, welfare.
2. **State and District Administration:**
  - Interests: Development, social justice, maintaining trust in administrative machinery, responsibility for eviction and rehabilitation.
3. **Contractor (local leader's son):**
  - Interests: Profits from the contract, job creation, timely completion of the project.
4. **Tribal Leader and Media:**
  - Interests: Protection of tribal rights, bringing attention to the issue, ensuring welfare.

### (b) Ethical Concerns

1. **Land Alienation:** Forced displacement without proper ownership documentation.
2. **Loss of Livelihood:** Eviction threatens their livelihood, pushing them into poverty.
3. **Balancing Educational Rights vs. Forced Eviction:** Providing education at the cost of displacement.
4. **Violation of Customary Rights:** Denial of habitat rights due to lack of documentation.
5. **Public Duty:** Obligation to build the school under the Right to Education Act, 2009.
6. **Nepotism:** Possible collusion in awarding the contract to the local leader's son.
7. **State Responsibility:** Ensuring proper resettlement and rehabilitation.

## (c) Options and Evaluation

### 1. Allow Construction and Rehabilitate the Tribals

- **Merits:**
  - Ensures project completion and educational benefits.
  - Provides a structured rehabilitation plan.
- **Demerits:**
  - Potential perception of exploitation.
  - Increased media scrutiny and public distrust.

### 2. Cease Construction and Find Alternative Land

- **Merits:**
  - Protects tribal habitat and livelihood rights.
  - Avoids confrontation and allegations of collusion.
- **Demerits:**
  - Delays project completion.
  - New land may be unsuitable, affecting educational access.

**Preferred Option:** I would opt for **allowing construction while ensuring proper rehabilitation** of the tribal community.

## Justification

- **Meeting with Tribal Leaders:** Engage in dialogue with tribal leaders and representatives to outline the project details, rationale, and benefits of the school.
- **Comprehensive Rehabilitation Plan:** Develop a detailed plan for resettlement in consultation with the tribal community, ensuring their voices are heard and their needs met.
- **Transparent Communication:** Clearly communicate the benefits of the school and the steps taken for fair rehabilitation to the tribal community and the public.
- **Monitoring and Support:** Ensure continuous monitoring of the rehabilitation process and provide necessary support to the tribal community during the transition.

**Conclusion:** Balancing development and social justice is crucial. By opting for a transparent and inclusive approach, I would ensure that the educational needs are met while respecting and addressing the concerns of the tribal community. This approach would foster trust and cooperation between the administration and the tribal population, ensuring a fair and just resolution.

# Case Study

*You are posted as the Sub-Divisional Magistrate in a backward district. Recently, a young couple belonging to different castes eloped from the village belonging to your sub-division. They wanted to marry but the caste conflict prevailing in the village was a big hurdle for them. So, they planned to get married secretly and then come back to the village. On account of their elopement, the girl's family, which belongs to the dominant landlord caste, filed a case of kidnapping against the boy and have riled up the villagers against him and his family. After their return to the village, the couple meet you before meeting their family members. On account of your official position, they request you to convince their family members and other members of the village to accept them. The village has witnessed many caste conflicts and honour killings in the past on account of such incidents and the present matter may aggravate caste-related tensions. Under these circumstances, answer the following questions:*

- (a) Identify the stakeholders and associated issues in the given case.*
- (b) What are the options that you have? Highlight your course of action and give suitable justification for the same.*

# Approach

- Give a brief overview of the case.
- Mention the stakeholders along with associated issues in the given case.
- State the options you have in the scenario and discuss your course of action.
- Conclude on the basis of the above points.



# Answer

**Introduction:** The given case involves the conflict between a young couple's fundamental right to marry across caste lines and the social customs of a village prone to caste conflicts and honour killings.

## (a) Stakeholders and Associated Issues

- **Inter-caste couple:** Their right to choose their life partners and their safety are at stake.
- **Family members:** Their beliefs and societal pressure clash with modern values against caste discrimination.
- **Villagers:** Opposed to inter-caste marriages, their societal attitudes conflict with legal rights.
- **Sub-Divisional Magistrate (SDM):** Must ensure the couple's safety, uphold the law, and maintain public order.

## (b) Options and Course of Action

Options:

1. **Provide police security to the couple in the village.**
  - **Merits:** Ensures immediate safety.
  - **Demerits:** May not address underlying tensions and is a temporary solution.
2. **Arrange for the couple to live in a safe place in a nearby town.**
  - **Merits:** Provides a secure environment away from immediate threats.
  - **Demerits:** Does not resolve the root issue of societal acceptance.

### 3. Convince the villagers to accept inter-caste marriages.

- **Merits:** Long-term solution that addresses societal attitudes.
- **Demerits:** Requires time and may face strong resistance.

#### Chosen Course of Action:

- **Ensure immediate safety:** Secure the couple in a safe place and provide police protection.
- **Engage with families:** Meet with the families to explain the legal and human rights aspects and persuade them to accept the couple's decision.
- **Involve village leaders:** Convene a meeting with Panchayat members and reputed village elders to discuss the couple's rights and persuade them towards acceptance.
- **Address the community:** Arrange a village assembly with police presence to maintain order, and involve local NGOs and respected figures to support the couple.
- **Clear legal stance:** Inform villagers of the legal consequences of violating the couple's rights and ensure the couple's continued protection until the threat subsides.

**Conclusion:** The Constitution of India guarantees liberty and equality, and the couple should have the freedom to choose their life partners without fear. Balancing the immediate safety of the couple with long-term attitudinal change in the village is crucial to resolving such conflicts while upholding the rule of law and fundamental rights.

# Case Study

***You are waiting at a red light of a traffic signal while driving a car. A poor teenage boy, who is looking sick and weak, approaches you and starts begging for money. Looking at his situation, you out of compassion take out your wallet and start looking for some money to give it to him. But suddenly the boy, who was standing very near to you, snatches your wallet and starts running. Another man standing next to your car watches this act and catches the boy. He starts beating him badly. Few other people also join him.***

***(a) What are the issues involved in this case?***

***(b) What course of action will you take and why?***

# Approach

- Introduce by stating the gist of the given case.
- Discuss the issues involved in the case.
- Suggest a course of action that can be taken in the above situation.
- Conclude by giving a way forward.

# Answer

**Introduction:** Poverty-driven crimes are common in developing countries like India, where a significant portion of the population lives below the poverty line. This case involves a teenage boy forced into theft and the subsequent violent reaction of bystanders.

## (a) Issues Involved

1. **Poverty and Crime:** The boy's poverty has led him to beg and steal, highlighting a lack of basic needs and support.
2. **State Responsibility:** The state's failure to provide a decent life and adequate support to its citizens.
3. **Violence and Emotional Intelligence:** The public's violent response reflects a lack of compassion and emotional intelligence towards vulnerable individuals.

## (b) Course of Action

1. **Ensure Safety:** Park the car to avoid traffic disruption. Request the crowd to stop beating the boy, explaining the potential legal consequences of their actions.
2. **Compassionate Approach:** Calm the boy and offer him food and drink to make him comfortable. Understand his situation and reason for the theft.
3. **Involve Authorities:** Contact a government agency or NGO specializing in child welfare to ensure the boy receives proper care and support.
4. **Follow-Up:** Ensure periodic follow-ups with the agency to monitor the boy's progress.

## Conclusion

A compassionate and lawful response ensures immediate safety for the boy while addressing the underlying issues of poverty and lack of support. This approach aims to rehabilitate rather than punish, fostering a more empathetic and just society.

# Case Study

***You are working as a District Magistrate in an aspirational district where women literacy and sex ratio is one of the lowest in the country. It is brought to your notice that a woman who has been elected as 'Sarpanch' on a seat reserved for women candidates in a panchayat in your district is head 'only on the paper'. All the work related to the panchayat is actually carried out by her husband. Even the flag hoisting ceremony on Independence Day is carried out by her husband. However, her husband happens to be a good administrator as indicated by that panchayat's performance on various developmental parameters as compared to other panchayats in the district. Also, her husband enjoys the support of the local people. Given the situation, answer the following:***

- (a) Identify the stakeholders and issues involved in this case?***
- (b) What options are available to you as the District Magistrate in such a scenario? Also, evaluate each option and indicate what option will you choose.***

# Approach

- Give a brief description of the case study.
- Write about stakeholders involved in the case and various issues that need to be considered in this case.
- Write some options that can be taken in such a scenario with pros and cons of each option.
- Indicate which option you will choose.



# Answer

**Introduction:** This case depicts the phenomenon of “Sarpanch Pati,” where a male relative of an elected woman Panchayat Sarpanch/member discharges all the official responsibilities of the woman. This arose due to reservations for women in Panchayat elections against a patriarchal societal backdrop.

## (a) Stakeholders and Issues

1. **Sarpanch:** Deprived of her right to discharge official duties and participate in the political process.
2. **Husband of the Sarpanch:** Despite being a good administrator, he is improperly appropriating the elected office.
3. **Villagers:** While benefiting from good administration, their regressive attitude towards women is problematic.
4. **District and State Administration:** Ensuring adherence to the 73rd Constitutional Amendment Act.
5. **Women and Society:** Such incidents hinder women’s empowerment and societal development.

## (b) Options Available

### 1. Take Legal Action Against the Sarpanch

- **Pros:** Acts as a deterrent, creates space for women empowerment.
- **Cons:** May be hasty without proper inquiry, risk of law and order issues.

### 2. Conduct an Inquiry

- **Pros:** Establishes facts, helps in taking informed decisions based on evidence.
- **Cons:** May initially seem lenient, time-consuming.

### 3. Inform and Warn the Sarpanch

- **Pros:** Ensures understanding of legal repercussions, gives the Sarpanch a chance to respond.
- **Cons:** May appear as lack of administrative willpower, leniency might be detrimental.

## Preferred Course of Action

I will order a time-bound inquiry into the allegations. If the allegations are true, a show cause notice will be served to the Sarpanch. Based on the response:

- **If the Sarpanch cites personal problems or lack of administrative skills:** Provide necessary training and support.
- **If the Sarpanch insists on her husband carrying out duties:** Initiate further legal proceedings and take action against her husband for impersonation.

**Conclusion:** To address capacity and social mindset issues, I will conduct social awareness drives on women empowerment and recommend government training programs for all women heads to fulfil their legislative obligations. This approach ensures adherence to the rule of law while addressing the underlying social issues.

# Case Study

*In your personal life you are a religious person and strongly believe in the preservation of socio-cultural beliefs. Your recent posting as an IPS officer has brought you to a district with a widely revered shrine. Shortly after you take charge, you find considerable tension building up in the district on the question of women's entry in the shrine. In this backdrop, the Supreme Court has ruled in favour of women being allowed to enter the shrine.*

*You are aware that there is considerable resentment against the decision. Additionally, several political parties, religious bodies and groups have launched a campaign to defend the tradition. In few weeks the traditional annual pilgrimage to the shrine is going to commence. You suspect that if the situation is not diffused it might lead to law and order problems.*

- (a) What are the key issues at stake here?*
- (b) Do you see any dilemmas in the unfolding situation?*
- (c) In this context, what steps would you take to discharge your duties?*

# Approach

- Briefly highlight the key stakeholders involved in the case study.
- Discuss the key issues involved in the case study.
- Discuss the ethical dilemmas involved in the case study.
- Discuss the steps which you would take to discharge your duties.

# Answer

**Introduction:** The case involves enforcing a Supreme Court ruling allowing women to enter a revered shrine in a district where this is traditionally forbidden. As the IPS officer, I must balance personal beliefs with professional duty while addressing potential law and order issues.

## (a) Key Issues at Stake

1. **Public Safety:** Ensuring the safety of women wanting to enter the shrine amidst potential hostility.
2. **Political Pressure:** Dealing with resistance from political parties and religious groups defending tradition.
3. **Law and Order:** Maintaining peace during the annual pilgrimage, which could exacerbate tensions.
4. **Personal Beliefs:** Balancing personal beliefs in socio-cultural traditions with the duty to uphold the law.

## (b) Ethical Dilemmas

1. **Freedom of Religion vs. Equality:** Balancing the community's right to preserve religious traditions with the constitutional right to equality for women.
2. **Personal Beliefs vs. Professional Duty:** Reconciling personal beliefs in preserving cultural traditions with the obligation to enforce the Supreme Court's decision.
3. **Public Order vs. Individual Rights:** Managing the potential for violence while ensuring women's right to enter the shrine.

## (c) Steps to Discharge Duties

1. **Ensure Security:** Deploy adequate police forces to protect women entering the shrine and maintain order.
2. **Stakeholder Meetings:** Convene with local leaders, political parties, religious groups, and community representatives to communicate the need to uphold the law peacefully.
3. **Public Communication:** Issue clear statements urging respect for the law and warning against violence, involving media to spread the message.
4. **Prepare Emergency Measures:** Coordinate with district authorities to have emergency response plans, such as closing schools or imposing curfews if necessary.
5. **Monitor Pilgrimage:** Regulate the flow of pilgrims, ensuring that security is tight around the shrine to prevent clashes.
6. **Legal Enforcement:** Make it clear that any obstruction to the court's ruling will be met with legal consequences, ensuring that law enforcement is ready to act swiftly against any violations.
7. **Community Engagement:** Involve NGOs and community organizations in sensitizing the public about the importance of following the law and respecting court orders.
8. **Personal Reflection:** Stay aware of personal biases and ensure decisions are based on legal and ethical considerations rather than personal beliefs.

## Conclusion

By taking these steps, I would balance the enforcement of the Supreme Court's decision with maintaining public order and safety. This approach ensures that the law is upheld while minimizing the potential for violence, demonstrating a commitment to duty and constitutional values over personal beliefs.

# Case Study

*You are appointed as the principal of a school, which is located in a backward district. A colleague brings to your attention that a group of boys indulge in smoking during school hours within the vicinity of the school. The same group has also repeatedly been caught consuming alcohol in the school premises. No form of punishment seems to be effective while dealing with this particular group.*

*Upon investigation, you find that the boys belong to low-income families and have picked up the habits from elders at home and neighbours. The teachers are concerned about the effect it will have on other students. You also realise that this problem has to be addressed as quickly as possible. In this context, answer the following questions:*

- (a) Identify the factors that make young people take up such harmful habits? What is the role of educational institutions in inculcating right habits among the students?*
- (b) How would you address the immediate issue? Analyse the options available to you in this regard.*
- (c) How will you bring about a behavioral change among students in this case?*

# Approach

- State the factors that make young people take up harmful habits
- Mention the role of educational institutions in inculcating right habits among students:
- Discuss how you would address the immediate issue as a principal and assess the options
- Discuss ways to bring about a behavioural change among students in this case



# Answer

**Introduction:** Addressing harmful habits among students in a backward district requires a balanced approach that considers both disciplinary actions and supportive interventions to foster positive behavior and uphold educational standards.

**(a) Factors that make young people take up harmful habits:**

- Exposure to tobacco advertisements and easy availability of products.
- Emulation of role models and public idols.
- Lack of awareness about the consequences of smoking and alcohol consumption.
- Peer pressure and a desire to appear mature or rebellious.
- Hardships due to poverty and familial problems at home.

**Role of educational institutions in inculcating right habits among students:**

- Schools play a crucial role in shaping the personality and social behavior of children.
- Educational institutions can identify at-risk students and provide counseling to guide them towards healthier choices.
- Implementing policies and programs to address and prevent harmful habits.
- Providing resources and support through curriculum and extracurricular activities.

(b) **Addressing the immediate issue:** Immediate issues to address include correcting the behavior of students, maintaining the confidence of other students, staff, and parents, ensuring students don't drop out, and protecting the school's reputation.

**Options:**

1. Ignoring the issue:
  - Merits: Avoids immediate confrontation.
  - Demerits: Reinforces negative behavior, encourages rule-breaking, and risks other students picking up the habits.
2. Punishing or dismissing the students:
  - Merits: Sends a strong message against harmful habits.
  - Demerits: Harsh punishment may lead to students dropping out, negatively impacting their education and future.
3. Punishing and reforming the students:
  - Merits: Addresses the behavior and provides a chance for reform. Engages parents and provides professional health counseling.
  - Demerits: Requires resources and ongoing monitoring.

I would **choose the third option**, as it balances discipline with the opportunity for reform and support. Additionally, I would implement awareness programs and enforce strict policies against addictive substances on school premises.

**(c) Bringing about a behavioral change among students:**

- Organize school-based prevention programs with NGOs and local media.
- Provide training for teachers and guardians on prevention strategies.
- Encourage and support cessation efforts among students and staff.
- Develop and promote constructive hobbies and extracurricular activities for students.

**Conclusion:** This approach ensures a comprehensive strategy to address the issue, support affected students, and foster a healthy, disciplined school environment.

# Case Study

***You are the District Magistrate in a district where a significant number of transgenders reside. While discrimination against the community is well known, commuters increasingly complain of harassment at their hands, especially at traffic junctions where transgenders are mostly involved in begging. This, at times, also leads to traffic management issues. You have received a number of complaints in this regard and have to act quickly to resolve it. However, a group of transgender associations argue that begging is their only source of livelihood.***

***Given the situation, answer the following questions:***

- (a) Describe the ethical issues involved in this case. Discuss the attitude of people towards transgenders in general and reasons for the same.***
- (b) What possible courses of action can be undertaken in such situations? Discuss their merits and demerits.***

# Approach

- Discuss the ethical issues involved and the reasons for differential attitude of people towards transgenders.
- Discuss possible course of action with merits and demerits. You may conclude by suggesting long-term solution/elaborating on your solution.

# Answer

## Introduction:

As the District Magistrate in a backward district with a significant transgender population, I need to address the complaints of commuters being harassed by transgenders at traffic junctions while considering the socio-economic plight of the transgender community.

## (a) Ethical issues and attitudes:

### Ethical issues:

- **Livelihood vs. Public Convenience:** Balancing the need for transgenders to earn a living with the inconvenience caused to commuters.
- **Discrimination vs. Public Safety:** Addressing societal discrimination against transgenders while ensuring public order and safety.
- **Duty vs. Compassion:** Upholding law and order while being empathetic towards the marginalized community.

### Attitudes and reasons:

- **Discriminatory and Non-inclusionary:** Transgenders face societal rejection and are often ridiculed or feared due to deep-rooted prejudices.
- **Neglect and Indifference:** Their numerical minority results in political neglect and lack of legislative and administrative support.
- **Superstitions and Misunderstanding:** Misconceptions about gender identity and superstitions contribute to societal exclusion.

## (b) Possible courses of action:

1. **Ignore the issue:**
  - **Merit:** Allows transgenders to continue their means of livelihood.
  - **Demerit:** Neglects public complaints and legal obligations, perpetuating the problem.
2. **Issue a stern warning and deploy squads:**
  - **Merit:** Immediate relief to commuters and improved traffic management.
  - **Demerit:** Potentially harsh on transgenders, may lead to law and order issues and doesn't address long-term livelihood solutions.
3. **Establish guidelines and implement skill development:**
  - **Merit:** Provides long-term employment opportunities for transgenders, sensitizes the public, and integrates transgenders into society.
  - **Demerit:** Takes time to implement and may temporarily affect the income of transgenders.

## Chosen Course of Action:

I would opt for the third option:

- **Immediate Steps:** Issue guidelines for traffic management and deploy squads to reduce harassment and traffic issues temporarily.
- **Long-term Measures:** Establish a committee to implement skill development programs, vocational training, and rehabilitation schemes for transgenders.
- **Public Sensitization:** Conduct awareness campaigns to educate the public about transgender issues and promote inclusivity.
- **Engagement with Transgender Community:** Work closely with transgender associations to understand their needs and ensure their participation in the rehabilitation process.

**Conclusion:** By addressing the immediate concerns of commuters and simultaneously working on long-term solutions for the transgender community, we can ensure a balanced and empathetic approach that upholds the dignity and rights of all citizens.

# Case Study

*Recently you were posted as a District Magistrate of a predominantly agricultural district, which has been one of the best performers in agriculture since the last decade. In one of your field visits, you find that the large landowners, who are a socially, politically and economically powerful group, employ domestic helps and agriculture labour who are informally tied to them and have been working there since generations. In return, these workers are provided basic amenities like food and shelter apart from some money. However, you do sense a violation of basic human rights in this situation.*

*In light of the above case, answer the following questions.*

- (a) Identify the stakeholders, their interests and ethical issues involved in the case.*
- (b) How does denial of choice amount to violation of human rights?*
- (c) What course of action would you take? Give reasons.*

# Approach

- Briefly highlight the key stakeholders, their interests and ethical issues associated with the case study.
- Discuss how denial of choice violates basic human rights.
- List the ethical dilemma and course of action.



# Answer

**Introduction:** The case highlights informal employment and potential human rights violations involving domestic help and agricultural laborers tied to large landowners in a predominantly agricultural district.

## **(a) Stakeholders, interests, and ethical issues:**

### **Stakeholders and Interests:**

#### **1. Domestic Help & Agricultural Laborers:**

- Interest: Fair wages, secure employment, and basic human rights.
- Ethical Issues: Exploitation, lack of freedom, and insecure tenure.

#### **2. Landowners:**

- Interest: Maintaining cheap labor and traditional practices.
- Ethical Issues: Exploitative practices, disregard for human rights, and perpetuating generational poverty.

#### **3. The State:**

- Interest: Ensuring social justice, human rights, and lawful employment practices.
- Ethical Issues: Failure to protect vulnerable populations, lack of enforcement of labor laws, and ensuring dignity of labor.

## **(b) Denial of choice as violation of human rights:**

Human rights emphasize the freedom of choice and protection of life and livelihood. Denial of choice violates:

- **Right to Life:** Informal, underpaid employment jeopardizes basic living conditions.
- **Freedom:** Restricts individuals from choosing better employment and improving their lives.
- **Dignity of Labor:** Perpetuates conditions akin to modern-day slavery and inhibits personal development.

## (c) Course of action:

### 1. **Conduct a Preliminary Enquiry:**

- **Merit:** Establishes evidence and legal basis for further action.
- **Demerit:** Time-consuming and might face resistance from influential landowners.

### 2. **Implement Legal Action:**

- **Merit:** Upholds the law, protects human rights, and deters future violations.
- **Demerit:** May provoke backlash from powerful landowners and disrupt local stability.

### 3. **Promote Contract-based Employment:**

- **Merit:** Formalizes employment, ensuring fair wages and job security.
- **Demerit:** Risk of job termination for existing workers and resistance from landowners.

### 4. **Provide Alternate Livelihood and Reskilling Programs:**

- **Merit:** Empowers workers, breaks the cycle of poverty, and ensures long-term benefits.
- **Demerit:** Requires resources and time to implement effectively.

**Chosen Course of Action:** I will pursue the following steps:

1. **Preliminary Enquiry:** To gather evidence and understand the extent of human rights violations.
2. **Engage Landowners:** Encourage a shift to contract-based employment through dialogue and education about labor laws.
3. **Support Workers:** Provide legal assistance, reskilling programs, and alternate livelihood opportunities.
4. **Community Sensitization:** Raise awareness about human rights and labor laws to foster a culture of respect and dignity.

**Conclusion:** By balancing immediate enforcement of the law with long-term socio-economic development and education, we can ensure the protection of human rights and promote sustainable and fair employment practices in the district.

# Case Study

*You are the Managing Director of a multinational company that prides on hiring people from diverse backgrounds. The company also chooses multiple projects under Corporate Social Responsibility that are geared towards social inclusion and empowerment of vulnerable sections of the society. Miss 'X' who works in your office tells you that she has been diagnosed with HIV. It happened due to malpractice by a medical practitioner who re-used a contaminated syringe that led Miss 'X' to contract the disease. The company has strict policies about toleration and you ensure Miss 'X' that she can continue with her job in the company without facing any form of discrimination. A few days after the revelation, Miss 'X' angrily submits her resignation letter. She states that she has faced discrimination at the workplace every day after the revelation. Her colleagues are hesitant to eat lunch with her, they make sure they do not drink water from the same source and the females in the office comment on her marital status. She is also asked to sit separately during departmental discussions. She intends to sue the company for mental harassment. If she takes the step, the public image of the company will be maligned and its non-discriminatory policies will be questioned. The following are some suggested options for you to deal with the situation as a Managing Director of the company. Evaluate the merits and demerits of each of the options:*

- (a) You accept her resignation and suggest a compensation package so that she refrains from suing the company.*
  - (b) You persuade her not to submit her resignation and transfer her to another department.*
  - (c) You ask her to continue with her job and take strict action against the colleagues who discriminated against her.*
- Also, state (without necessarily restricting to the above options) your course of action, giving proper reasons.*

# Approach

- Highlight the ethical issues involved.
- Assess the given options and state their merits and demerits, with reasons.
- State your preferred course of action in the situation. Substantiate it with reasons.

# Answer

**Introduction:** The case involves addressing workplace discrimination against an HIV-positive employee, Miss X, while ensuring a supportive and non-discriminatory environment.

## **Ethical Issues:**

- Workplace discrimination and harassment.
- Upholding company values of diversity and inclusion.
- Ensuring mental and emotional well-being of employees.

## **Evaluation of Options:**

### **(a) Accept her resignation and offer compensation:**

- **Merits:** Avoids potential lawsuit and immediate conflict.
- **Demerits:** Does not address the root cause of discrimination, sets a bad precedent, and does not support Miss X's well-being or company values.

### **(b) Persuade her to stay and transfer her to another department:**

- **Merits:** Retains the employee and may temporarily alleviate her discomfort.
- **Demerits:** Does not address discriminatory behavior, might lead to similar issues in the new department, and can be seen as avoiding the problem rather than solving it.

(c) **Ask her to continue and take strict action against discriminating colleagues:**

- **Merits:** Sends a strong message against discrimination, supports Miss X, and aligns with company policies.
- **Demerits:** Requires careful handling to ensure fairness and may initially create tension among employees.

## **Preferred Course of Action:**

- **Support Miss X:** Encourage her to stay, ensuring her of a safe and inclusive work environment.
- **Immediate Actions:** Conduct a thorough investigation, seek explanations from her colleagues, and take appropriate disciplinary actions.
- **Set an Example:** Personally engage with Miss X to demonstrate support and set a positive example for others.
- **Long-term Measures:**
  - Implement mandatory sensitization workshops about HIV and discrimination.
  - Revise and enforce the company's anti-discrimination policies.
  - Integrate CSR activities focusing on HIV awareness and support.

**Conclusion:** This approach comprehensively addresses the issue, supports the affected employee, promotes a positive work culture, and aligns with the company's values of inclusivity and non-discrimination.

# Any Queries?

Only for nagendrarajput9753@gmail.com

# Thank You

Only for nagendrarajput9753@gmail.com