

Introductory cases:-

- 1) A reputed food product company based in India developed a food product for the international market and started exporting the same getting necessary approvals. The company announced this achievement and also indicated that soon the product will be made available for the domestic consumers with almost same quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in Indian market. The company could increase its market share over a period of time and earned substantial profit both domestically and internationally. However, the random sample test conducted by team found the product being sold domestically in variance with the approval obtained from the competent authority. On further investigation, it was also discovered that the food company was not only selling products which were not meeting the health standard of the country but also selling the rejected export products in the domestic market. This episode adversely affected the reputation and profitability of the food company.
 - (a) What action do you visualize should be taken by the competent authority against the food company for violating the laid down domestic food standard and selling rejected export products in domestic market?
 - (b) What course of action is available with the food company to resolve the crises and bring back its lost reputation?
 - (c) Examine the ethical dilemma involved in the case.

- 2) You are the Chairperson of Staff Selection Commission of a state. Recently, an exam for recruitment to the position of sub-inspectors was conducted by the Commission. But a video of some students using hi-tech devices like spy-mics, and placing "solvers" to cheat in the exam by hiding bluetooth devices in wig, has been surfacing on the internet. Also, this is not an isolated incident; many instances of organized cheating scandals have shocked the state in recent years. Students are agitated and demanding cancellation of the exam and there is pressure on you to resign. However, your daughter had also appeared in this exam and is confident of clearing it. There are many other students who had waited for this exam for a long time and are hopeful of clearing it with honest efforts. Whatever decision the Commission takes is bound to affect the career of a large number of candidates who appeared in the exam, including your own daughter.
 - (a) Highlight the ethical issues concerned in the case.
 - (b) Why is cheating in examinations prevalent in many states across India?
 - (c) What measures would you take to make sure that a similar situation does not arise in future?

Values of civil services – Integrity, Conflict of Interest, Corruption

- 3) Rupa, a young civil servant, rejoined work soon after giving birth to her child and without availing her full maternity leave. However, she began to bring her child in the office and started attending meetings with her child in arms. Some of her photographs were also uploaded on social media. While some are hailing her as a young independent working mother, she is also being criticized by others on account of trivialising her official work and of trying to paint a heroic picture by fulfilling both her personal and professional duties. In this context, answer the following questions:
- (a) Do you think the act of the officer was justified? Should there be an overlap between personal and professional duties of a civil servant?
 - (b) Does the work culture in India hinder working mothers from fulfilling their dual role?
- (Answer in 250 words)
- 4) You are an Airworthiness Officer posted with the Directorate General of Civil Aviation, tasked to conduct the safety audit of a major airline of the country. During the recent audit, you find that some of the airplanes belonging to the airline do not fully meet a few of the International Civil Aviation Organization (ICAO) safety standards. The issues are minor, mainly pertaining to some incomplete aircraft maintenance logs and safety rules related to training of the crew. The airline belongs to a very influential business conglomerate with close ties to all major national political parties and has a long history of ethical business practises. The point person appointed by the airline to communicate with you has assured that everything will be in order in a couple of months. Your senior in the department has also indicated that it is best not to mention such minor issues in the report, particularly given the image of the business group involved and the trust it enjoys. He also reiterates the assurance given by the airline to address these issues at the earliest in a time-bound manner. However, you are aware that airline safety norms are paramount and every other consideration is secondary to the safety of the crew and passengers. As a public servant appointed to uphold public trust, answer the following:
- (a) Bring out the dilemmas that you face, elaborating on the competing values in the given situation.
 - (b) What are the options available to you? Discuss the merits and demerits of each. Which of these will you choose and why?

- 5) You retired as a senior manager from a defence Public Sector Undertaking (PSU). You had experience in areas relating to procurement process, bidding, contract negotiations, etc. After retirement you are offered a job in a private company as its finance head and you have accepted it. The company has a procurement contract with the PSU which you worked for. Now that contract is up for renewal through competitive bidding. You have been asked to lead the team responsible for bidding of this contract. The contract is important for your present company which is going through difficult financial period.

Is there any conflict of interest in the above situation that you can identify? Is it real or potential?

Further, evaluate the merits and demerits of each of the options given below and finally suggest what course of action you would like to take, providing adequate reasons.

- (a) Do not accept the assignment as it will lead to breach of confidentiality.
- (b) Do not lead the team but guide them from outside.
- (c) Accept to lead the team and use your expertise in bidding for the contract.
- (d) Resign from the job. Suggest any other possible option(s).

Evaluate all of them and suggest the best course of action, giving your reasons for it.

- 6) You are posted as the Sub-Divisional Magistrate (SDM) in a district. As the SDM it is your responsibility to conduct interviews and select a candidate for the post of an ASHA worker in the district. On the day you are conducting the interviews, you are approached by the MLA of the local constituency who asks you to choose a particular lady for this position by overlooking the other candidates. On checking her documents, you find that she is eligible in all respects. The MLA implores that she should be given the post on compassionate grounds as her husband was a soldier who was martyred in a war.

Some of the options to handle the situation could be as follows:

- (a) Ignore the MLA and proceed with the process of selection.
- (b) Speak to your superior and seek his guidance on the matter.
- (c) Appoint the lady to the post as it is a compassionate appointment.

Also suggest other possible options. Evaluate each of these options and suggest the best course of action, giving reasons for it.

- 7) Dr X is a leading medical practitioner in a city. He has set up a charitable trust through which he plans to establish a super-speciality hospital in the city to cater to the medical needs of all sections of the society. Incidentally, that part of the State had been neglected over the years. The proposed hospital would be a boon for the region. You are heading the tax investigation agency of that region. During an inspection of the doctor's clinic, your officers have found out some major irregularities. A few of them are substantial which had resulted in considerable withholding of tax that should be paid by him now. The doctor is cooperative. He undertakes to pay the tax immediately.

However, there are certain other deficiencies in his tax compliance which are purely technical in nature. If these technical defaults are pursued by the agency, considerable time and energy of the doctor will be diverted to issues which are not so serious, urgent or even helpful to the tax collection process. Further, in all probability, it will hamper the prospects of the hospital coming up.

There are two options before you:

- (1) Taking a broader view, ensure substantial tax compliance and ignore defaults that are merely technical in nature.
- (2) Pursue the matter strictly and proceed on all fronts, whether substantial or merely technical. As the head of the tax agency, which course of action will you opt and why?

Governance - Religion

- 8) You are posted as a District Collector in one of the districts in India. It has been brought to your notice that a structure has been built by few members of a religious community on the public land without getting due permissions. In keeping with the guidelines of the Supreme Court of India, disallowing the construction of any permanent religious structures on public land, you are contemplating its removal. However, the leaders of the community in question have requested you to permit the structure saying that it is for the period of month-long religious festival only. Moreover, they say that there is no other religious place nearby where community members can celebrate their festival. Your seniors and the political leader of the area also support their views. However, you are sceptical that after the festival is over, it may not be easy to remove the religious structure from the public land due to the involvement of community members at large.
- What are the possible courses of actions you can take in this situation? Which one will you choose and why?

- 9) You have been recently posted as Superintendent of Police of a district which has a famous temple. Shortly thereafter you found that there is considerable tension in your district on the issue of allowing entry of women in the temple. The women were trying to break the allegedly 400-year-old tradition of the temple, which banned women from entering its inner sanctum. Recently a 350-strong group of women was stopped by the temple administration from entering the temple. This led to a scuffle wherein few women participating in the protest were manhandled. There is a pressure on you from local politicians who want you to prevent any such forced entry as elections are approaching.
- Do you think there is a dichotomy between progressive values guaranteed to women by the Constitution and regressive traditions which continue in the garb of religion? How can this dichotomy be resolved?
 - (b) How would you manage the law-and-order situation created by the forced entry?
 - (c) How would you manage and mould patriarchal attitude of the temple administrators and male elders to ensure harmony.

Governance - Leadership

- 10) A deadly epidemic has broken out in West Africa killing thousands of people in a short span of time and infecting many others. There is no vaccine or treatment available to cure the disease. You are the head of the health department of one of the countries that have been severely hit by the epidemic. While there is no treatment currently available for the disease, an experimental drug is being used in some other country. This drug has shown positive results and consequently some of the patients have also managed to recover from the disease. However, it is not yet clear whether the relief came due to the drug alone, or otherwise. Given the high mortality rate of the disease and its rapid spread, other countries affected by this disease have already given a go-ahead for the mass production of this experimental drug. But some health experts are sceptical about the efficacy of the drug and have even warned against its use as it may result in some deadly side-effects.
- (a) Bring out and discuss the ethical issues involved in the above case.
- (b) What would you do in the above situation? Give reasons.

- 11) There is a disaster-prone state having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons a cloudburst caused a devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourist and other locals trapped across different routes and locations. The people trapped in your area of responsibility includes senior citizens, patients in hospitals, women and children, hiker, tourist, ruling party's regional presidents along with his family, additional chief secretary of the neighbouring state and prisoners in jail. As a civil services officer of the state, what would be the order in which you would rescue these people and why? Give Justifications

Personal Values – E.g. Surrogacy, Abortion

Ethics is personal life

- 12) You are an undergraduate student in a leading Law University. You go with your college friend Surender to his village to attend his sister's marriage. Surender's parents are farmers and are financially very poor. They have somehow managed to send him to the university by selling their land. After interaction with the family relatives attending the marriage, you find out that the bride is not of marriageable age, which makes it a case of child marriage. The family wants early marriage of the daughter to avoid huge demands of dowry in the future. You are well aware that child marriage is illegal in India. So, you discuss the issue with your friend who says that he is helpless and can't do anything. Your friend feels that his family is already doing too much for him and he cannot argue and change his parents' decision. In this situation, what are the possible actions you can take? Evaluate the merits and demerits of each of them.

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

What are the dilemmas you face? What will be your response to the situation? (2017)

- 14) Mr. X is the head of an NGO working in the field of environment conservation and protection. He is in dire need of funds for the NGO's operations and payments to his staff. He is approached by an official of a large infrastructure company, who is ready to provide the required funding for the NGO. But, in a quid pro quo, he asks Mr. X to raise objections over the bypassing of Environmental Impact Assessment (EIA) norms in an ongoing PPP project through his NGO. This project is being implemented by a rival infrastructure company. Mr. X knows that there have been instances of high level corruption in the process of granting EIA to mega projects and the information provided by the official seems to be authentic. Hence, he accepts the money and agrees to raise the objection.

(a) Considering the circumstances of the case, is Mr. X correct in accepting the money? Give appropriate reasons for your answer.

(b) If you were in place of Mr. X, what would have been your course of action? Give reasons for it.

- 15) A convicted mobster decides to make a charitable contribution. He offers more than \$1 million to a hospital to build a children's wing. He will make the contribution if the new pavilion is named after him. The hospital board accepts the gift, with that stipulation. Do you think the hospital was right in accepting the gift?

Ethics in Private sector/Corporate Governance

16) Mr. X worked in the human resources department that was interviewing applicants for a top job in a widget company. After reading many applications, one stood out way ahead of the others. Then he realized that he knew the applicant, Mr. Y. They had hung out together when they were teenagers. Mr. Y had been a wild kid and once was arrested for shoplifting and the possession of drugs. Mr. Y had completed mandatory counseling and, as far as Mr. X knew, Mr. Y had straightened out his life and had done well during the last twenty years. Mr. Y hadn't indicated in his application that he had once been arrested and Mr. X feared that the company would never hire someone with a police record, no matter how minor or how long ago the offence was. Do you favor Mr. X revealing the information?

17) A state-of-the-art technology product is to be launched by a leading company on a widely advertised date, simultaneously at different locations in the country, for the first time. There is fantastic customer response and heavy bookings for the product. A big event is planned in Pune for the launch to which a large number of dignitaries, customers and media have been invited, thus ensuring extensive press coverage. The manager's career hinges on the success of the event and the launch. Three days before the scheduled launch date, the manager's deputy tells him that the trucks transporting the product have been detained at the octroi post outside Pune, ostensibly for want of some documents, and the octroi inspector is demanding a bribe for clearance of the consignment. "Should we pay the bribe?" the deputy manager asks the manager. What should the manager do? Discuss the course of action he can take. Keep in mind, that this is not an isolated incident. These kinds of things happen a lot in the country where a bribe is demanded for "quick solutions". Discuss an approach, which can be followed in such situations.

18) You are the CEO of a pharmaceutical company that has monopolized the manufacture of an anti-allergen device, which is used by millions who suffer from different kinds of allergic reactions: life threatening as well as nonthreatening. Your company that was initially facing significant losses has increased the price of the device and since then has been witnessing huge profit margins. While the stakeholders of the company are pleased with your decision, there is a public backlash against the price rise. Politicians too have begun criticizing the policies of the company.

(a) What are the ethical issues involved?

(b) Enumerate the values that are under question in the mentioned scenario?

As the CEO of the company, would you retrospectively change your decision in light of the public backlash?

Values in Civil Services – Law, compassion, Emotional Intelligence

19) You are posted in a district as a public servant responsible for looking into the matters of violation of Right to Education Act. You came across a case in which a poor farmer had beaten his daughter for not going to take her fifth-class annual exams. Eventually, he tied her up with his motorbike and took her to the examination hall. Corporal punishment to the children by parents or teachers is a punishable offence with three-month jail term. When you enquired about it the poor farmer explained that he had done so for ensuring a better future for her daughter as he does not want his children to live in poverty in which he is living. He also says that his economic condition is poor and if he is taken to jail his children will face severe hardships.

(a) What are the options available to you?

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

20) You are posted as a DM in a district. You come to know that a newly appointed BDO is making commissions from developmental activities being carried out. Before taking action, you plan to do some background check and come to know that this BDO is from a very humble background and his relations are dependent on him. Moreover, he is funding the education of their children. You also come to know that this BDO is pro-poor and has implemented all BPL schemes with efficiency, wherever posted. Keeping these facts in mind, what would be your course of action?

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

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

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

How should Rakesh respond to the situation? (2018)

22) Honesty and uprightness are the hallmarks of a civil servant. Civil servants possessing these qualities are considered as the backbone of any strong organization. In line of duty, they take various decisions, at times some become bonafide mistakes. As long as such decisions are not taken intentionally and do not benefit personally, the officer cannot be said to be guilty. Though such decisions may, at times, lead to unforeseen adverse consequences in the long-term.

In the recent past, a few instances have surfaced wherein civil servants have been implicated for bonafide mistakes. They have often been prosecuted and even imprisoned. The instances have greatly rattled the moral fibre of the civil servants.

How does this trend affect the functioning of the civil services? What measures can be taken to ensure the honest civil servants are not implicated for the bonafide mistakes on their part? Justify your answer.

23) In a district, in which you are posted as a District Magistrate, a teacher molests a child in a government run school. As the news of this crime spreads, the parents, relatives and locals gather at the school. The culprit teacher has meanwhile fled. The police arrests the Principal of the school and assure the crowd that the culprit would be arrested soon. The crowd, however, has gone berserk and begins to damage the school building. It wants immediate arrest of the culprit and is not ready to budge until he is arrested.

(a) Is it correct to take the principal into custody when he has personally not committed the crime? Support your answer with appropriate reasons.

(b) What options do you have in dealing with the crowd? Enumerate the merits and demerits of each and also suggest the best possible option.

(c) In the capacity of District Magistrate what would be your long-term plan to prevent molestations and rapes in the schools?

- 24) You are the leader of a 5-member team that has been assigned to carry out social impact assessment of a project proposed in a Naxal area. Members have been allotted a remote village each to conduct surveys and ascertain views of local people. You are under strict instructions not to disclose the identity of respondents outside the project. While compiling data, you are puzzled by the responses from one of the villages. You accompany the point-person for that village next day for verification. You randomly pick a person from the list of respondents and ask her for clarification of the response she had given earlier. She seems confused and denies any knowledge of the survey being conducted, let alone she being questioned. You try to verify this from other respondents and get similar replies. This raises serious doubts about the integrity and credibility of the survey process.
- (a) What are the ethical issues involved in the situation?
 - (b) As a team leader accountable for credibility of the survey and working on a hard timeline, what are the possible options before you? List their merits and demerits.
 - (c) Giving reasons, state the course of action you would follow.

International Ethics, Security Issues

- 25) You are the officer in charge of overseeing refugees' related issues in a multilateral humanitarian organisation. There is an ethnicity based civil war going on in a region and as a result, many people are being displaced. Hitherto, the economically better-off neighbouring countries have accommodated the streams of migrants with financial support from your organisation. The violence in the region has increased recently and the flux of people seeking refuge has grown substantially. With countries sealing their borders, the refugees are left in a vulnerable situation. You are sent to negotiate for humanitarian settlement of refugees with the neighbouring countries, who also happen to be a powerful economic bloc. However, they refuse any more accommodation on the following grounds:
- (a) Drainage of resources in face of subdued economic conditions.
 - (b) Domestic political repercussions.
 - (c) Rehabilitation will encourage more influx and indirectly fuel the persecutors.
 - (d) Permanency of settlement in face of better prospects than at home.

What is the counter-arguments that can be cited to convince the countries for an immediate solution? Suggest some long-term measures as well that should be followed to address the problem.

- 26) Edward Snowden, a computer expert and former CIA administrator, released confidential Government documents to the press about the existence of Government surveillance programmes. According to many legal experts and the US Government, his action violated the Espionage act of 1971, which identified the leak of State secret as an act of treason. Yet, despite the fact that he broke the law, Snowden argued that he had a moral obligation to act. He gave a justification for his “whistle blowing” by stating that he had a duty “to inform the public as to that which is done in their name and that which is done against them.”

According to Snowden, the Government’s violation of privacy had to be exposed regardless of legality since more substantive issues of social action and public morality were involved here. Many agreed with Snowden. Few argued that he broke the law and compromised national security, for which he should be held accountable.

Do you agree that Snowden’s actions were ethically justified even if legally prohibited? Why or why not? Make an argument by weighing the competing values in this case. (2018)

- 27) You are representing India in an international bidding for oil exploration in a country. Other, richer countries are also bidding for the project. You are sure that your bid of exploration is better as well as cheaper than that of others, and that you will definitely win the bid. A day before the auction, you come to know that other countries are employing every means, including bribing the authorities for being successful. Some of the officials of the home country have also contacted you and made some demands in exchange for assurance of India winning the bid. You are aware of the criticality of this bid in terms of domestic economic and strategic implications. Based on above information, answer the following questions.

- a) Specify the ethical dilemma(s) that you face in this situation.
- b) Do ethical concerns really matter in international transactions or are they secondary to domestic interests?
- c) What will be your course of action in the above situation? Justify with merits and demerits.

28) Gajendra, once a struggling film actor, was accused and later exonerated of rape charges, which the jury found out to be motivated and fake. Not able to cope up with the situation, he changed profession and moved on. Thirty years later, while his closest friends know about the incident but his co-workers do not. One day, out of curiosity, he searches for his name on the internet, and to his surprise, finds that the third entry that comes up is an old report in a local newspaper about the rape charges he faced.

Gajendra is upset; after all these years, he would like to be able to disclose the event only to whomever he wants. He has heard about the decision of European Court of Justice which allows individuals to submit requests to a search engine to remove certain results from searches on their names, and citing the same, requests the search engine and media outlet to remove the results.

Valid arguments can be advanced for making the Right to be Forgotten a fundamental right? What those arguments could be? What limitations, if any, can it be subjected to? Should there be any obligations on the search engines regarding cases, which are no longer relevant, as the one mentioned above?

29) A group of educated young men is caught trying to leave the country to fight for a terrorist organization overseas. It was found that they were radicalized online through social media by the handlers of that terrorist organization. These boys have not committed any act of terror till now and have no criminal background.

a) What could be the reasons for radicalization of educated youth?

b) As a senior intelligence official, what approach would you follow to deal with such cases? Give arguments in support of your stand.

c) Suggest a feasible strategy to prevent further radicalization of youth in the country.

Miscellaneous

- 30) You are a doctoral student at a large university in the final months of your research on a potentially revolutionary technology. Meanwhile, you have also applied for post-doctoral research cum teaching positions at various universities. To your pleasant surprise, you get an interview call from your undergraduate alma mater, a prestigious research institution in a city where you would love to live.

In the interview, the department chair asks for detailed information about your research. Your group is working on a patent application and its members have agreed not to provide details until a paper currently being prepared is submitted for publication. You explain the situation and tell them that you would be glad to send them an early preprint when it is available. But the Chair pushes harder for this information, remarking that the Department seeks team players, willing to share information with department colleagues. She also appeals to your undergraduate connection with the institution.

- (a) Enumerate the ethical issues involved in the case in light of your current responsibilities vis-a-vis future expectations.
- (b) Discuss the possible motivations of the department chair in pressing you for detailed information.
- (c) What stand will you take in such a situation? Give reasonable justification for your arguments.

- 31) A common sight in India at traffic signals, railway stations and urban markets, is that of a destitute woman, begging, with a child in her arms. At times, out of pity or out of fear, from being cursed by God, or out of irritation, we tend to give them some coins or money and drive them away. In this context, bring out the ethical issues associated with beggary. Indicate the socio-economic reasons behind it. Also, discuss the attitudinal aspects of people towards beggars. What feasible steps can be taken to effectively control this serious problem of our country?

32) 'Honour killing' has been in news in recent times. It involves the homicide of a member of a family by other members, due to the perpetrators' belief that the victim has brought shame or dishonour upon the family. Analyse this problem in detail and indicate not only the social but also the emotional and attitudinal factors responsible for this problem? Also, distinctly bring out why:

- (a) The youth in such areas do not speak up against these practices.
- (b) The conviction rate in 'honour killing' cases are extremely low.
- (c) Women, who have to face the brunt of this crime the most, do not speak against it collectively.
- (d) Discuss some feasible steps, which could be effective in controlling this serious problem.

33) You are the dean of an engineering college. You have received a complaint regarding prejudice against students from lower castes by some senior professors. These professors have contributed a lot academically to the university. However, this particular instance has disturbed peace and harmony in the campus.

- a) Discuss the immediate steps you would take to contain growing discontent among some students.
- b) Discuss the action to be taken if the professors are found to be guilty and also evaluate the steps if it comes out to be a false case against the professors.
- c) What should be the responsibilities of professors and students to create positive social ambience in the campus?

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

- (a) What are the options available with Ashok to cope up with the situation?
- (b) Critically evaluate/examine each of the options identified by Ashok.
- (c) What are the ethical dilemmas being faced by Ashok?
- (d) Which of the options, do you think, would be the most appropriate for Ashok to adopt and why?
- (e) In the above scenario, what type of training would you suggest for police officers posted to such districts where stone mining illegal activities are rampant?

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 - (c) What measures would you take to make sure that a similar situation does not arise in future?

Values of civil services – Integrity, Conflict of Interest, Corruption

- 3) Rupa, a young civil servant, rejoined work soon after giving birth to her child and without availing her full maternity leave. However, she began to bring her child in the office and started attending meetings with her child in arms. Some of her photographs were also uploaded on social media. While some are hailing her as a young independent working mother, she is also being criticized by others on account of trivialising her official work and of trying to paint a heroic picture by fulfilling both her personal and professional duties. In this context, answer the following questions:
- (a) Do you think the act of the officer was justified? Should there be an overlap between personal and professional duties of a civil servant?
 - (b) Does the work culture in India hinder working mothers from fulfilling their dual role?
- (Answer in 250 words)
-
- 4) You are an Airworthiness Officer posted with the Directorate General of Civil Aviation, tasked to conduct the safety audit of a major airline of the country. During the recent audit, you find that some of the airplanes belonging to the airline do not fully meet a few of the International Civil Aviation Organization (ICAO) safety standards. The issues are minor, mainly pertaining to some incomplete aircraft maintenance logs and safety rules related to training of the crew. The airline belongs to a very influential business conglomerate with close ties to all major national political parties and has a long history of ethical business practises. The point person appointed by the airline to communicate with you has assured that everything will be in order in a couple of months. Your senior in the department has also indicated that it is best not to mention such minor issues in the report, particularly given the image of the business group involved and the trust it enjoys. He also reiterates the assurance given by the airline to address these issues at the earliest in a time-bound manner. However, you are aware that airline safety norms are paramount and every other consideration is secondary to the safety of the crew and passengers. As a public servant appointed to uphold public trust, answer the following:
- (a) Bring out the dilemmas that you face, elaborating on the competing values in the given situation.
 - (b) What are the options available to you? Discuss the merits and demerits of each. Which of these will you choose and why?

- 5) You retired as a senior manager from a defence Public Sector Undertaking (PSU). You had experience in areas relating to procurement process, bidding, contract negotiations, etc. After retirement you are offered a job in a private company as its finance head and you have accepted it. The company has a procurement contract with the PSU which you worked for. Now that contract is up for renewal through competitive bidding. You have been asked to lead the team responsible for bidding of this contract. The contract is important for your present company which is going through difficult financial period.

Is there any conflict of interest in the above situation that you can identify? Is it real or potential?

Further, evaluate the merits and demerits of each of the options given below and finally suggest what course of action you would like to take, providing adequate reasons.

- (a) Do not accept the assignment as it will lead to breach of confidentiality.
- (b) Do not lead the team but guide them from outside.
- (c) Accept to lead the team and use your expertise in bidding for the contract.
- (d) Resign from the job. Suggest any other possible option(s).

Evaluate all of them and suggest the best course of action, giving your reasons for it.

- 6) You are posted as the Sub-Divisional Magistrate (SDM) in a district. As the SDM it is your responsibility to conduct interviews and select a candidate for the post of an ASHA worker in the district. On the day you are conducting the interviews, you are approached by the MLA of the local constituency who asks you to choose a particular lady for this position by overlooking the other candidates. On checking her documents, you find that she is eligible in all respects. The MLA implores that she should be given the post on compassionate grounds as her husband was a soldier who was martyred in a war.

Some of the options to handle the situation could be as follows:

- (a) Ignore the MLA and proceed with the process of selection.
- (b) Speak to your superior and seek his guidance on the matter.
- (c) Appoint the lady to the post as it is a compassionate appointment.

Also suggest other possible options. Evaluate each of these options and suggest the best course of action, giving reasons for it.

- 7) Dr X is a leading medical practitioner in a city. He has set up a charitable trust through which he plans to establish a super-speciality hospital in the city to cater to the medical needs of all sections of the society. Incidentally, that part of the State had been neglected over the years. The proposed hospital would be a boon for the region. You are heading the tax investigation agency of that region. During an inspection of the doctor's clinic, your officers have found out some major irregularities. A few of them are substantial which had resulted in considerable withholding of tax that should be paid by him now. The doctor is cooperative. He undertakes to pay the tax immediately.

However, there are certain other deficiencies in his tax compliance which are purely technical in nature. If these technical defaults are pursued by the agency, considerable time and energy of the doctor will be diverted to issues which are not so serious, urgent or even helpful to the tax collection process. Further, in all probability, it will hamper the prospects of the hospital coming up.

There are two options before you:

- (1) Taking a broader view, ensure substantial tax compliance and ignore defaults that are merely technical in nature.
- (2) Pursue the matter strictly and proceed on all fronts, whether substantial or merely technical. As the head of the tax agency, which course of action will you opt and why?

Governance - Religion

- 8) You are posted as a District Collector in one of the districts in India. It has been brought to your notice that a structure has been built by few members of a religious community on the public land without getting due permissions. In keeping with the guidelines of the Supreme Court of India, disallowing the construction of any permanent religious structures on public land, you are contemplating its removal. However, the leaders of the community in question have requested you to permit the structure saying that it is for the period of month-long religious festival only. Moreover, they say that there is no other religious place nearby where community members can celebrate their festival. Your seniors and the political leader of the area also support their views. However, you are sceptical that after the festival is over, it may not be easy to remove the religious structure from the public land due to the involvement of community members at large.
- What are the possible courses of actions you can take in this situation? Which one will you choose and why?

- 9) You have been recently posted as Superintendent of Police of a district which has a famous temple. Shortly thereafter you found that there is considerable tension in your district on the issue of allowing entry of women in the temple. The women were trying to break the allegedly 400-year-old tradition of the temple, which banned women from entering its inner sanctum. Recently a 350-strong group of women was stopped by the temple administration from entering the temple. This led to a scuffle wherein few women participating in the protest were manhandled. There is a pressure on you from local politicians who want you to prevent any such forced entry as elections are approaching.
- Do you think there is a dichotomy between progressive values guaranteed to women by the Constitution and regressive traditions which continue in the garb of religion? How can this dichotomy be resolved?
 - (b) How would you manage the law-and-order situation created by the forced entry?
 - (c) How would you manage and mould patriarchal attitude of the temple administrators and male elders to ensure harmony.

Governance - Leadership

- 10) A deadly epidemic has broken out in West Africa killing thousands of people in a short span of time and infecting many others. There is no vaccine or treatment available to cure the disease. You are the head of the health department of one of the countries that have been severely hit by the epidemic. While there is no treatment currently available for the disease, an experimental drug is being used in some other country. This drug has shown positive results and consequently some of the patients have also managed to recover from the disease. However, it is not yet clear whether the relief came due to the drug alone, or otherwise. Given the high mortality rate of the disease and its rapid spread, other countries affected by this disease have already given a go-ahead for the mass production of this experimental drug. But some health experts are sceptical about the efficacy of the drug and have even warned against its use as it may result in some deadly side-effects.
- (a) Bring out and discuss the ethical issues involved in the above case.
- (b) What would you do in the above situation? Give reasons.

- 11) There is a disaster-prone state having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons a cloudburst caused a devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourist and other locals trapped across different routes and locations. The people trapped in your area of responsibility includes senior citizens, patients in hospitals, women and children, hiker, tourist, ruling party's regional presidents along with his family, additional chief secretary of the neighbouring state and prisoners in jail. As a civil services officer of the state, what would be the order in which you would rescue these people and why? Give Justifications

Personal Values – E.g. Surrogacy, Abortion

Ethics is personal life

- 12) You are an undergraduate student in a leading Law University. You go with your college friend Surender to his village to attend his sister's marriage. Surender's parents are farmers and are financially very poor. They have somehow managed to send him to the university by selling their land. After interaction with the family relatives attending the marriage, you find out that the bride is not of marriageable age, which makes it a case of child marriage. The family wants early marriage of the daughter to avoid huge demands of dowry in the future. You are well aware that child marriage is illegal in India. So, you discuss the issue with your friend who says that he is helpless and can't do anything. Your friend feels that his family is already doing too much for him and he cannot argue and change his parents' decision. In this situation, what are the possible actions you can take? Evaluate the merits and demerits of each of them.

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

What are the dilemmas you face? What will be your response to the situation? (2017)

- 14) Mr. X is the head of an NGO working in the field of environment conservation and protection. He is in dire need of funds for the NGO's operations and payments to his staff. He is approached by an official of a large infrastructure company, who is ready to provide the required funding for the NGO. But, in a quid pro quo, he asks Mr. X to raise objections over the bypassing of Environmental Impact Assessment (EIA) norms in an ongoing PPP project through his NGO. This project is being implemented by a rival infrastructure company. Mr. X knows that there have been instances of high level corruption in the process of granting EIA to mega projects and the information provided by the official seems to be authentic. Hence, he accepts the money and agrees to raise the objection.

(a) Considering the circumstances of the case, is Mr. X correct in accepting the money? Give appropriate reasons for your answer.

(b) If you were in place of Mr. X, what would have been your course of action? Give reasons for it.

- 15) A convicted mobster decides to make a charitable contribution. He offers more than \$1 million to a hospital to build a children's wing. He will make the contribution if the new pavilion is named after him. The hospital board accepts the gift, with that stipulation. Do you think the hospital was right in accepting the gift?

Ethics in Private sector/Corporate Governance

- 16) Mr. X worked in the human resources department that was interviewing applicants for a top job in a widget company. After reading many applications, one stood out way ahead of the others. Then he realized that he knew the applicant, Mr. Y. They had hung out together when they were teenagers. Mr. Y had been a wild kid and once was arrested for shoplifting and the possession of drugs. Mr. Y had completed mandatory counseling and, as far as Mr. X knew, Mr. Y had straightened out his life and had done well during the last twenty years. Mr. Y hadn't indicated in his application that he had once been arrested and Mr. X feared that the company would never hire someone with a police record, no matter how minor or how long ago the offence was. Do you favor Mr. X revealing the information?
- 17) A state-of-the-art technology product is to be launched by a leading company on a widely advertised date, simultaneously at different locations in the country, for the first time. There is fantastic customer response and heavy bookings for the product. A big event is planned in Pune for the launch to which a large number of dignitaries, customers and media have been invited, thus ensuring extensive press coverage. The manager's career hinges on the success of the event and the launch. Three days before the scheduled launch date, the manager's deputy tells him that the trucks transporting the product have been detained at the octroi post outside Pune, ostensibly for want of some documents, and the octroi inspector is demanding a bribe for clearance of the consignment. "Should we pay the bribe?" the deputy manager asks the manager. What should the manager do? Discuss the course of action he can take. Keep in mind, that this is not an isolated incident. These kinds of things happen a lot in the country where a bribe is demanded for "quick solutions". Discuss an approach, which can be followed in such situations.

18) You are the CEO of a pharmaceutical company that has monopolized the manufacture of an anti-allergen device, which is used by millions who suffer from different kinds of allergic reactions: life threatening as well as nonthreatening. Your company that was initially facing significant losses has increased the price of the device and since then has been witnessing huge profit margins. While the stakeholders of the company are pleased with your decision, there is a public backlash against the price rise. Politicians too have begun criticizing the policies of the company.

(a) What are the ethical issues involved?

(b) Enumerate the values that are under question in the mentioned scenario?

As the CEO of the company, would you retrospectively change your decision in light of the public backlash?

Values in Civil Services – Law, compassion, Emotional Intelligence

19) You are posted in a district as a public servant responsible for looking into the matters of violation of Right to Education Act. You came across a case in which a poor farmer had beaten his daughter for not going to take her fifth-class annual exams. Eventually, he tied her up with his motorbike and took her to the examination hall. Corporal punishment to the children by parents or teachers is a punishable offence with three-month jail term. When you enquired about it the poor farmer explained that he had done so for ensuring a better future for her daughter as he does not want his children to live in poverty in which he is living. He also says that his economic condition is poor and if he is taken to jail his children will face severe hardships.

(a) What are the options available to you?

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

20) You are posted as a DM in a district. You come to know that a newly appointed BDO is making commissions from developmental activities being carried out. Before taking action, you plan to do some background check and come to know that this BDO is from a very humble background and his relations are dependent on him. Moreover, he is funding the education of their children. You also come to know that this BDO is pro-poor and has implemented all BPL schemes with efficiency, wherever posted. Keeping these facts in mind, what would be your course of action?

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

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

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

How should Rakesh respond to the situation? (2018)

22) Honesty and uprightness are the hallmarks of a civil servant. Civil servants possessing these qualities are considered as the backbone of any strong organization. In line of duty, they take various decisions, at times some become bonafide mistakes. As long as such decisions are not taken intentionally and do not benefit personally, the officer cannot be said to be guilty. Though such decisions may, at times, lead to unforeseen adverse consequences in the long-term.

In the recent past, a few instances have surfaced wherein civil servants have been implicated for bonafide mistakes. They have often been prosecuted and even imprisoned. The instances have greatly rattled the moral fibre of the civil servants.

How does this trend affect the functioning of the civil services? What measures can be taken to ensure the honest civil servants are not implicated for the bonafide mistakes on their part? Justify your answer.

23) In a district, in which you are posted as a District Magistrate, a teacher molests a child in a government run school. As the news of this crime spreads, the parents, relatives and locals gather at the school. The culprit teacher has meanwhile fled. The police arrests the Principal of the school and assure the crowd that the culprit would be arrested soon. The crowd, however, has gone berserk and begins to damage the school building. It wants immediate arrest of the culprit and is not ready to budge until he is arrested.

(a) Is it correct to take the principal into custody when he has personally not committed the crime? Support your answer with appropriate reasons.

(b) What options do you have in dealing with the crowd? Enumerate the merits and demerits of each and also suggest the best possible option.

(c) In the capacity of District Magistrate what would be your long-term plan to prevent molestations and rapes in the schools?

- 24) You are the leader of a 5-member team that has been assigned to carry out social impact assessment of a project proposed in a Naxal area. Members have been allotted a remote village each to conduct surveys and ascertain views of local people. You are under strict instructions not to disclose the identity of respondents outside the project. While compiling data, you are puzzled by the responses from one of the villages. You accompany the point-person for that village next day for verification. You randomly pick a person from the list of respondents and ask her for clarification of the response she had given earlier. She seems confused and denies any knowledge of the survey being conducted, let alone she being questioned. You try to verify this from other respondents and get similar replies. This raises serious doubts about the integrity and credibility of the survey process.
- (a) What are the ethical issues involved in the situation?
 - (b) As a team leader accountable for credibility of the survey and working on a hard timeline, what are the possible options before you? List their merits and demerits.
 - (c) Giving reasons, state the course of action you would follow.

International Ethics, Security Issues

- 25) You are the officer in charge of overseeing refugees' related issues in a multilateral humanitarian organisation. There is an ethnicity based civil war going on in a region and as a result, many people are being displaced. Hitherto, the economically better-off neighbouring countries have accommodated the streams of migrants with financial support from your organisation. The violence in the region has increased recently and the flux of people seeking refuge has grown substantially. With countries sealing their borders, the refugees are left in a vulnerable situation. You are sent to negotiate for humanitarian settlement of refugees with the neighbouring countries, who also happen to be a powerful economic bloc. However, they refuse any more accommodation on the following grounds:
- (a) Drainage of resources in face of subdued economic conditions.
 - (b) Domestic political repercussions.
 - (c) Rehabilitation will encourage more influx and indirectly fuel the persecutors.
 - (d) Permanency of settlement in face of better prospects than at home.

What is the counter-arguments that can be cited to convince the countries for an immediate solution? Suggest some long-term measures as well that should be followed to address the problem.

- 26) Edward Snowden, a computer expert and former CIA administrator, released confidential Government documents to the press about the existence of Government surveillance programmes. According to many legal experts and the US Government, his action violated the Espionage act of 1971, which identified the leak of State secret as an act of treason. Yet, despite the fact that he broke the law, Snowden argued that he had a moral obligation to act. He gave a justification for his “whistle blowing” by stating that he had a duty “to inform the public as to that which is done in their name and that which is done against them.”

According to Snowden, the Government’s violation of privacy had to be exposed regardless of legality since more substantive issues of social action and public morality were involved here. Many agreed with Snowden. Few argued that he broke the law and compromised national security, for which he should be held accountable.

Do you agree that Snowden’s actions were ethically justified even if legally prohibited? Why or why not? Make an argument by weighing the competing values in this case. (2018)

- 27) You are representing India in an international bidding for oil exploration in a country. Other, richer countries are also bidding for the project. You are sure that your bid of exploration is better as well as cheaper than that of others, and that you will definitely win the bid. A day before the auction, you come to know that other countries are employing every means, including bribing the authorities for being successful. Some of the officials of the home country have also contacted you and made some demands in exchange for assurance of India winning the bid. You are aware of the criticality of this bid in terms of domestic economic and strategic implications. Based on above information, answer the following questions.

- a) Specify the ethical dilemma(s) that you face in this situation.
- b) Do ethical concerns really matter in international transactions or are they secondary to domestic interests?
- c) What will be your course of action in the above situation? Justify with merits and demerits.

28) Gajendra, once a struggling film actor, was accused and later exonerated of rape charges, which the jury found out to be motivated and fake. Not able to cope up with the situation, he changed profession and moved on. Thirty years later, while his closest friends know about the incident but his co-workers do not. One day, out of curiosity, he searches for his name on the internet, and to his surprise, finds that the third entry that comes up is an old report in a local newspaper about the rape charges he faced.

Gajendra is upset; after all these years, he would like to be able to disclose the event only to whomever he wants. He has heard about the decision of European Court of Justice which allows individuals to submit requests to a search engine to remove certain results from searches on their names, and citing the same, requests the search engine and media outlet to remove the results.

Valid arguments can be advanced for making the Right to be Forgotten a fundamental right? What those arguments could be? What limitations, if any, can it be subjected to? Should there be any obligations on the search engines regarding cases, which are no longer relevant, as the one mentioned above?

29) A group of educated young men is caught trying to leave the country to fight for a terrorist organization overseas. It was found that they were radicalized online through social media by the handlers of that terrorist organization. These boys have not committed any act of terror till now and have no criminal background.

a) What could be the reasons for radicalization of educated youth?

b) As a senior intelligence official, what approach would you follow to deal with such cases? Give arguments in support of your stand.

c) Suggest a feasible strategy to prevent further radicalization of youth in the country.

Miscellaneous

- 30) You are a doctoral student at a large university in the final months of your research on a potentially revolutionary technology. Meanwhile, you have also applied for post-doctoral research cum teaching positions at various universities. To your pleasant surprise, you get an interview call from your undergraduate alma mater, a prestigious research institution in a city where you would love to live.

In the interview, the department chair asks for detailed information about your research. Your group is working on a patent application and its members have agreed not to provide details until a paper currently being prepared is submitted for publication. You explain the situation and tell them that you would be glad to send them an early preprint when it is available. But the Chair pushes harder for this information, remarking that the Department seeks team players, willing to share information with department colleagues. She also appeals to your undergraduate connection with the institution.

- (a) Enumerate the ethical issues involved in the case in light of your current responsibilities vis-a-vis future expectations.
- (b) Discuss the possible motivations of the department chair in pressing you for detailed information.
- (c) What stand will you take in such a situation? Give reasonable justification for your arguments.

- 31) A common sight in India at traffic signals, railway stations and urban markets, is that of a destitute woman, begging, with a child in her arms. At times, out of pity or out of fear, from being cursed by God, or out of irritation, we tend to give them some coins or money and drive them away. In this context, bring out the ethical issues associated with beggary. Indicate the socio-economic reasons behind it. Also, discuss the attitudinal aspects of people towards beggars. What feasible steps can be taken to effectively control this serious problem of our country?

32) 'Honour killing' has been in news in recent times. It involves the homicide of a member of a family by other members, due to the perpetrators' belief that the victim has brought shame or dishonour upon the family. Analyse this problem in detail and indicate not only the social but also the emotional and attitudinal factors responsible for this problem? Also, distinctly bring out why:

- (a) The youth in such areas do not speak up against these practices.
- (b) The conviction rate in 'honour killing' cases are extremely low.
- (c) Women, who have to face the brunt of this crime the most, do not speak against it collectively.
- (d) Discuss some feasible steps, which could be effective in controlling this serious problem.

33) You are the dean of an engineering college. You have received a complaint regarding prejudice against students from lower castes by some senior professors. These professors have contributed a lot academically to the university. However, this particular instance has disturbed peace and harmony in the campus.

- a) Discuss the immediate steps you would take to contain growing discontent among some students.
- b) Discuss the action to be taken if the professors are found to be guilty and also evaluate the steps if it comes out to be a false case against the professors.
- c) What should be the responsibilities of professors and students to create positive social ambience in the campus?

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

- (a) What are the options available with Ashok to cope up with the situation?
- (b) Critically evaluate/examine each of the options identified by Ashok.
- (c) What are the ethical dilemmas being faced by Ashok?
- (d) Which of the options, do you think, would be the most appropriate for Ashok to adopt and why?
- (e) In the above scenario, what type of training would you suggest for police officers posted to such districts where stone mining illegal activities are rampant?