

Ahead of Sharif meet, PM prods Pak on terror

Prime Minister Manmohan Singh warned Saturday that Pakistan must stop being "the epicenter of terrorism" if it wants better ties ahead of his first meeting with Nawaz Sharif. Singh will sit down with Pakistan's newly elected premier on the sidelines of the United Nations summit on Sunday.

Addressing the UN General Assembly, Singh said he shared Sharif's hopes for better relations but warned the neighbour must act against terrorism originating from its soil.

"For progress to be made, it is important that the terrorist machinery that draws its sustenance from Pakistan be shut down," he said.

In his UN address, Sharif had appealed for a "new beginning" with the historic rival. "Pakistan and India can prosper together. We stand ready to re-engage with India in a substantive dialogue."

The PM said he supported resolving Kashmir issue, but stood firm that the Himalayan territory is "an integral part of India."

Singh will meet Sharif with backing from the US as US President Barack Obama promised he would have frank talks with Sharif regarding reining in LeT and other terror outfits.

Indian diplomats sketching the roadmap for a new beginning with Pakistan said the PM would not like talks to be derailed as a result of terror attacks. While India does not entirely buy the narrative that equates Pakistan with India as a victim of terror, it is more sensitive to the limitations of the civilian government there. At the same time, India does not absolve the Pakistani government of its responsibilities.

"India is committed sincerely to resolving all issues with Pakistan, including the issue of Jammu and Kashmir, through bilateral dialogue on the basis of the Shimla Agreement. However, for progress to be made, it is imperative that Pakistan and the areas under its control are not utilised for aiding and abetting terrorism directed against India," the PM said, on the lines of his discussions with Obama.

The PM rejected Sharif's call at the UNGA for self-determination for the people of Kashmir.

"There must be a clear understanding of the fact Jammu and Kashmir is an integral part of India and that there can never, ever, be a compromise with the unity and territorial integrity of India," he told the UNGA, drawing the lines for the bilateral talks.

Significantly in this context, Obama discussed with Singh whether the Pakistani army would be willing for a "strategic reassessment" of its priorities. "They reaffirmed their commitment to eliminating terrorist safe havens and

infrastructure, and disrupting terrorist networks including al-Qaeda and the Lashkar-e-Taiba,” said a joint India-US statement issued after Singh and Obama met.

ALS Ethics Sample Question For UPSC Mains Part 2

Ethics Case Study 9

You are the Principal of an esteemed college. Every year thousands of students across the country aspire to get admission in your college. The college management has very transparent admission policy. According to this policy the seats are to be filled on the basis of the marks obtained (academic score in class XII) by the candidate and the interview conducted by the college. The weightage of academic score in the admission policy is 70% while that of the college interview is 30%.

For the last seat of a particular course, you are about to interview two shortlisted candidates Rahul and Tarun. You interview Rahul first. Rahul is from one of the metro cities and has been brought up very lavishly by his parents. His parents have provided him with best of the coaching available in the country. Because of his sound family background, he had the access to all the resources and support that could boost his performance in the studies. You found Rahul to be a good candidate and on objectively analyzing his performance in the interview you gave him 20 marks out of 30 in the interview. You are satisfied with the score given to him.

After Rahul, you interviewed Tarun. He is very bright candidate and personally much more promising than Rahul. However he comes from a very humble and rural background. He is a son of a poor farmer who cannot afford good books and coaching. But in spite of these constraints he has performed exceptionally well in the academics. You are very impressed with his qualities and acumen and on objectively analyzing his performance you gave him 30 out of 30 marks in the interview.

Nonetheless when you are preparing the final list of the selected candidates, you found that Tarun cannot qualify for the admission in spite of the excellent score in the interview. The reason being Rahul has outperformed him in academic score which carries 70% weightage.

Now you personally feel that Tarun is better than Rahul, but on the basis of the objective parameters laid down by the college, Rahul has outperformed Tarun. The only way left for you to ensure Tarun in the merit list is by lowering the marks of Rahul in the interview. But in that case it would be an injustice to Rahul.

What would you do?

Hint for Solution:

The case look simple in the very first reading but it involves the ethical dilemma to choose between “What is good” and “What is right”.

The “good” here refers to the choosing of a the best candidate. The marks in the examination are generally used as the surrogate of the intelligence and knowledge. But they can vary as per the contextual variables like conditions related to upbringing and socialization. Tarun as per the case is

better choice as an individual candidate.

The “right” here refers to the adherence to the policies and duties and made by the institute.

Ethics Case Study 10

One of your junior, Hari Shankar, belongs to an orthodox and fundamentalist family. Although you have no problems with anyone's religious beliefs, Hari Shankar is so vocal about his religion that it's becoming a problem with other employees in your department.

He not only preaches to his fellow employees, but he also has criticized the attire of some of his female coworkers and continually quoted the Vedas and Gita in staff

meetings. You've received complaints about his behavior from several employees. A few weeks ago, you suggested Hari Shankar to that he tone down his preaching, and he reacted as if you were a heathen about to persecute him for his beliefs. What should you do?

Ethics Case Study 11

Your profession has been traditionally a male-dominated one, and Jyoti is the only woman in your department. Whenever Ram, your senior engineer, holds staff meetings, he

and the other males in the department compliment Jyoti profusely.

They say things like, "It's hard for us to concentrate with a gorgeous woman like you in the room," or "You've got to stop batting your eyelashes at us or the temperature in this room will trigger the air conditioning." They compliment her apparel, her figure, her legs, and her manner of speaking. Although flattering, their remarks make her feel uncomfortable.

She has mentioned her discomfort to you

on several occasions, and you've told Ram and the others to cut it out. They just laughed and told you that Jyoti was too sensitive. You think that while Jyoti was being sensitive, she did have justification for being upset about her coworkers' remarks.

Ethics Case Study: 12

You are the Secretary of the Environment Department in Kalahandi district of Orissa. Presently you are involved in looking at the impact of the infrastructure projects on the environment,

natural flora and fauna and tribal population.

About 20 km away from the district headquarters, your department have given the clearance to built a road of breadth 30 feet. Since the road run through the local forests area thus there is no permission to built road boarder than 30 feet. Soon after the road is built you come to know that the road accidents in the area have increase manifold, especially near the school. As a result many school children have lost their lives in past few months.

When you order an enquiry into the issue you found that the traffic on the 30 feet road is very high. The cases of accidents of school children on this 30 feet road are increasing day by day. The official permission to broaden the road would be difficult under the present norms and even if given would take no less than 2 months.

What should you do?

Ethics Case Study 13

As an Air Force lieutenant colonel, Rajdeep commands a squadron of fighter-bombers. Like other squadron commanders in his wing, he is concerned about safety. While the record is not terrible, there have been aircraft accidents and many close calls recently. Something is out of kilter.

So when Rajdeep is promoted to squadron commander—in charge of 25 pilots, 25 navigators, and 300 maintenance and ground personnel—Rajdeep takes a different approach. Every Friday afternoon he convenes his 50 fliers in the Squadron's Bar. To pay for refreshments they each plunk down a ten rupee note on the pool table for each mistake or close call they had while flying. And then they talk for hours, freely and frankly, about what is going on in the squadron and how to improve safety. Rajdeep has just one standing rule: amnesty. Whatever is said within the room is to be held in confidence; nobody gets in trouble for admitting they have made an error while flying.

In the months that follow, the conversation is open and direct. Lots of issues, big and small, come to

the surface concerning management, personnel, maintenance, regulations, and everything else. Rajdeep begins to notice the hoped-for change: His squadron's safety record rises higher and higher in comparison to other squadrons in his wing.

Then one Friday a pilot recounts an experience he had earlier that week during what should have been a routine flight. He was flying in formation when the lead plane peeled off into a turn too soon. Having only seconds to adjust to the confusion, he lost his bearings—experiencing what is known among fliers as “spatial disorientation.” When he came out of that potentially fatal condition, his plane was soaring upwards into the clouds, far from the formation. Deeply shaken, he headed back to the base, landed, and went home for the day.

Rajdeep thinks the conversation that Friday, regarding ways the whole squadron could work together to prevent such situations, is particularly good. But he also knows that spatial disorientation is such a serious problem that the Air Force requires any such incidents to be reported up the chain of command. When the circumstances leading to these types of incidences are investigated, there is usually discipline and retraining involved. Yet Rajdeep has offered amnesty—which is the reason, he is sure, that the pilot had been willing to speak frankly. A few days later his superior calls him in. One of the officers at the bar that day has broken the confidence and told the commanding general what had happened. “What are you going to do?” Rajdeep's superior asks him.

- What is the ethical delimma in this case?
- Should the informal ways be adopted in an organization or in the bureaucray to improve the performance of the human resource?

Ethics Case Study: 14

You are Deputy Superintendent of Police in Azamgarh district of Uttar Pradesh. You have got the reliable information that few of gangsters of Mumbai underworld have come to the district to recruit young youths from the district. The underworld very easily targets the youth of the district which is one of the most backward district. These youths have no prior criminal records and the underworld instigate them to do heinous crime like murder, extortion and kidnapping in Mumbai in lieu of money.

You immediately form a team of policemen and plan to raid the area where the gangsters have planned to assemble. When you reach the area you find a few suspicious activities going there. On the arrival of police a few men start running in different directions. You ask your team to follow them. You also start following one of them who start running towards the paddy fields. You somehow catch him in the paddy fields. When you start taking him to the police van, he threatens you to free him and told you that he has strong political connections and your service would be in trouble.

He immediately speaks with somebody on his mobile. Within next 5 minutes you get a call from your immediate superior. He orders you to free that man and also ask you if you have any evidence against this man. You only have informal information about the meeting that too from a source outside the police department. But you know that the information source is very credible. You ask your subordinates to search the area where you conducted the raid and they could find nothing objectionable. Your superior again calls you up and orders you to free that man if you don't have any evidence. You are very confident that on interrogation you would definitely find some clues associated with Mumbai gangsters from this man. You tell this to your superior who arrogantly ask you to follow his orders else you have to face dire consequences.

1. What is the ethical delimma in this case?
2. What should you do in such case?

Ethics Case Study 15

You are a foreign diplomat of India in Canada and one of the top most officer of Indian embassy located in Canada. Being a foreign diplomat you and your department have the access to the secret and sensitive information about the country.

Akash has joined your department one year ago as your junior. He is a brilliant officer with excellent track record. You are much impressed by his integrity and his dedication towards the country. He is an extrovert, humorous and a friendly person. He has many friends in Canada because of his friendly nature.

A few days ago your personal secretary who lives in the same building in which Akash lives, discloses that Akash is dating a lady officer from embassy of Pakistan. She has seen them together many a times during the late hours. As per her information the couple spends a lot of time together after the office. You gets disturb to know this.

You immediately call Akash and talk to him about this issue. Akash admits the relationship with the Pakistani officer. But he also tells you that he is a responsible diplomat and he knows how to keep the difference between the personal and professional life. He assures you that for him duty comes first and the secret and sensitive information about the country to which he has the access would never be disclosed to the lady. He also requests you not to interfere in his personal life. You know that Akash's integrity cannot be doubted, but the lady officer can be a spy or secret agent, who can tactfully try to have the access of the secret information.

What is the ethical dilemma here?

What should you do?

Ethics Case Study 16

Sameer and Arbaz are the members of national hockey team which has recently won the Hockey World Cup after decades. They both are the key strikers and star players of the team. In the play ground they are excellent team players but in personal life they are not at all friendly. Arbaz is arrogant and highly ambitious. On the other hand Sameer is very down to earth, god fearing and polite. In the dressing room team meetings they often disagree on the game strategy and action plans. Arbaz has often accused Sameer to be jealous of his stardom and his convivial nature. He has also at times accused Sameer to be a religious bigot and unfriendly to him because they both belong to different communities (religion).

On the eve when the team is celebrating the victory in the Hockey World Cup final, Sameer went to greet Arbaz in his room as he only scored the two winning goals in the final. Sameer knocked the door but found it open and nobody inside. He gradually went inside. He was shocked to see that on the table there were pouches of many performance enhancing drugs which are strictly prohibited in any sporting event. Suddenly Arbaz enters the room. When Sameer asks him about these drugs first of all he denies and later on he admits the fact that he uses them. But he also tells Sameer that his doctor has also prescribed some other medicines along with these drugs so that these drugs cannot be detected in the ordinary doping tests, these can only be detected in very few tests. Sameer knows that doping tests are already over and whole team has successfully passed them.

As a true sportsman Sameer consider use of performance enhancing drugs as unethical. If he reports this matter to the Anti Doping Authority, not only career of Arbaz would be demolished but also the country would be put to disgrace and would be striped of the gold medal. Apart from this, the victory in the Hockey World cup after many years has revived the game in India and disclosing this fact would demolish the whole momentum. Sameer discuss this case with his coach, who also get disturb about the use of drugs by Arbaz. But he advises Sameer to keep silent as detecting of performance enhancing drugs is not the part of his duty. Also if he raise alarm he would be accused of being jealous of Arbaz.

Ethics Case Study 18

In April 2006, Flight Lieutenant Malcolm Kendall-Smith, an RAF surgeon, was found guilty of five counts of disobeying orders and sentenced to eight months in prison. His crime was to refuse a third tour of duty in Iraq. His defense consisted of his belief that the war in Iraq was unjust and illegal, and in a statement Kendall-Smith argued that “the continuing use of force against the people of the formerly sovereign state of Iraq was always motivated by political corruption, corporation profits and aggressive capitalism.” In passing sentence the court martial panel declared Kendall-Smith’s position as “supremely arrogant” and argued

that he could not “pick and choose” his orders.

Do you think the punishment given to him was justified? If No. Would your answer be same if we assume a similar situation in India wherein a defense personal refuses to participate in an operation against Naxalites because he personally believes that it is economic inequality, unbalanced regional development, corruption, nepotism, injustice done to tribal population and inequality which have given birth to Naxalism.

Case Study 19

The largest Bangladesh factory fire in recent times killed 112 people this last November. This horrible incident raises once again the dilemma of who bears responsibility in such a tragedy. As we examine this case, we have singled out specific players who might bear significant responsibility for this particular event.

The Bangladeshi government has the dual responsibility of taking care of its citizens as well as maintaining its economy by supporting the \$20 billion a year garment industry that serves as 80% of its total export earnings. The workers, mostly women, earn as little as \$37 per month and depend on the government for their safety; however, corruption runs rampant in Bangladeshi politics and the country is currently ranked 142nd out of a 176 countries according to the Transparency International Corruption Perception Index.

In this case, there are also implications of arson to further political interests of specific parties. Additionally, the owner of the factory constructed five more illegal floors beyond the original structure, and the factory location was in an area that large vehicles, specifically fire trucks, could not easily enter.

Major international retailers have often been criticized for not taking responsibility for their subcontractors; companies whose products were produced at this particular factory include major retailers such as Walmart and Sear.

Who do you think is ethically responsible for such tragedy.

Ethics Case Study 20

Dhamara Rail Accident

Dhamara Ghat is a small railway station located in Saharsha district of Bihar. The small railway station captured the attention of masses and national media because of the tragic rail accident that took place on 19th August 2013 in which about 30 people lost their lives and many were injured. The rail accident also resulted into the uproar in the Parliament wherein the leaders of various political parties indulged into allegations and counter allegations.

Some factual information

Dhamara Ghat railway station consists of three railway tracks and two platforms. The two railway tracks are adjacent to the two platforms while the third track lies in the centre of these two tracks is meant for those trains which do not stop at this station. Generally passenger-trains stop at such small stations and these trains are allotted the two tracks adjacent to the platforms while the superfast and express trains are allotted the track that lies in the centre. There is no foot-over bridge on this small station.

On 19th of August, there was a local festival celebrations in the temple located near one of the platforms of the railway station. One of the passenger trains arrived at the station (on the opposite platform where the temple is located). This train was full of pilgrims who came to attend the local *Mela*. Many of the passengers plying in this train did not get down on the platform on which the train arrived. Rather they choose to get down on the other side so that they can reach the temple quickly which was located on the opposite platform. Many of the passengers were in the jubilant and festive mood started singing and dancing. The third railway track which was located at the centre and is meant for express trains was soon occupied by the passengers who got down on the other side of the platform on which the train arrived.

Suddenly Rajya Rani Express, which is an express train, appeared with lightning speed on the centre track which was occupied by the passengers who got down on the opposite side of the platform. Rajya Rani Express was not supposed to stop at this station hence was in its full speed. Many of the passengers on the centre track did not get time to run away or escape from the track. This resulted into tragic accident which claimed about 30 lives.

Even if train driver had applied the emergency brakes on noticing the track full of passengers it was impossible for him to stop the train in its full speed before the station. According to high officials of the Indian Railways, the driver of the train followed the signals and did not commit any mistake and applied the emergency brakes. Railway officials also said that the train was not supposed to halt at Dhamara Ghat and had been given clearance to pass through the station. Later the mob in anger killed the driver of the train.

Political uproar

All the political parties expressed their grief and sorrow over this rail accident. Many of the opposition leaders demanded the resignation of railway minister. Some of the leaders demanded the resignation of the chief minister of Bihar stating the fact that local administration should have had acted more cautiously and sensibly on the date of local festival.

Ethical Issues Involved:

1. Who do you think is ethically responsible for such tragedy? Are the passengers to be blamed who did not get down on the platform? Can the Indian Railways be given clean chit in this case?
2. What should be done to avoid such rail accidents?
3. Is it ethical for the opposition parties to ask for the resignations from the executives in this case?

Ethics Case Study 21

You have worked as a bank teller for several months when one of the other tellers who has become a good friend tells you that her daughter is extremely ill and that she must have an operation to survive. She also tells you that she has no insurance and the operation will cost Rs 10, 00,000. Sometime later you ask her about her daughter and she tells you she is just fine now. She then confides in you that she took Rs 10, 00,000 from a dormant account at the bank to pay for the operation. She assures you that she has already started paying it back and will continue to do so until it is all returned.

What do you do?

Ethics Case Study: 22

You are a first lieutenant in a military organization responsible for maintaining and providing a wide range of supplies for the larger unit of which you are a part. You report to a captain, who reports to a major. You have been in this job for about a year and have developed positive working relationships with both of these senior officers.

An office manager position, involving the supervision of two secretaries and three clerks, opens up in your office. Both the captain and the major come to you independently and encourage you to request that a particular woman, Corporal Manisha, be transferred from her present post to fill your open position. They both acknowledge that although this position would normally be filled by someone at the rank of sergeant, they believe she is very competent and would serve your office well.

You do not know Corporal Manisha, but after reviewing her personnel records and conducting an interview, you are not impressed. She has performed adequately as a senior secretary, but there is no indication of the level of excellence reported by the captain and the major. Your interview left you feeling that she seems unmotivated and somewhat lacking in the communication and interpersonal skills needed for a supervisory position.

After thinking it over you decide to put in a request for Corporal Manisha. Although you see no evidence of a level of competence that would justify hiring a corporal for this job, you decide to trust your two superiors, who have always demonstrated good judgment in the past, especially concerning personnel matters.

After Corporal Manisha has been on the job for a month, it is clear to you that your own judgment was correct and your two superiors were wrong. Her productivity is adequate but certainly not exceptional. The quality of her work is generally acceptable but highly uneven. Although she is developing better supervisory skills, she precipitated some problems in the office at the beginning by her inept treatment of the clerks and secretaries under her supervision, and the atmosphere is still a bit chilly. You see her as someone who was promoted too soon but who can now probably develop her skills, given some time in the position, some coaching, and formal in-service training.

However, the situation has become extremely complicated in unexpected ways. Soon after the corporal came to work in your office, you received some alarming information: Corporal Manisha has been having simultaneous affairs with the captain and the major, but neither knows of the other's involvement with her. To make matters worse, you have now learned that Corporal Manisha and your immediate boss, the captain, have had a lovers' quarrel and have broken up. She is still seeing the major.

Even more disturbing, the captain and the major are now sending you conflicting signals. The captain recently has commented that Corporal Manisha does not seem to be working out in her new job after all and strongly suggests that you review her performance early and transfer her out. The major, for his part, has urged you several times to write an early, highly positive performance evaluation for Corporal Manisha. This would, according to the major, provide a basis for then applying for a promotion to the rank of sergeant for her. It seems likely to you that Corporal Manisha has been encouraging her remaining lover, the major, to offer this suggestion on her behalf. Finally, because you have not yet acted on their "suggestions," both senior officers have issued oral orders to move ahead with Corporal Manisha evaluation and then to take the action they recommended.

What should you do?

Ethics Case Study 23

Your manager is being transferred to another division of the company in early January. He calls a meeting in early November and asks that every department head delay processing all invoices and bills until after January 1. He wants to keep expenses low and revenues high so that his

last quarter in your area shows maximum revenue. What should you do?

Ethics Case Study: 24

Ekta and Varun joined a big multinational company on entry level as management trainees along with 20 others in June 2013. They both completed their masters in management from reputed institutions. Few days after the joining in the company they were allotted different departments. Ekta joined the Human Resource department while Varun joined the marketing.

They became good friends and started enjoying the company of each other. They started meeting even after their office on weekends and otherwise on a regular basis. One day Varun and Ekta had a serious discussion over the future of their relationship. Both of them realized that they are fond of each other. They also decided that since it's too early for them to commit for a relationship, they should give more time to understand each other. Both of them agreed that they would talk to their families and make them aware of their relationship if all goes well between them for next three months.

Couple of months after this, one of the teammate of Varun who frequently visits the HR department tells Varun that there are high chances that Ekta is dating her reporting manager. He tells Varun that he has got this news from the credible sources. Varun gets upset on knowing this. But he decides to first clarify this with Ekta on the coming weekend when they are supposed to meet.

On the weekend when they both meet, Varun directly tells Ekta that entire he heard from his teammate. Ekta gets upset on hearing this and tell Varun that she was about to tell him all this. She also tell Varun that his manager proposed her through her family and she was not able to reject the proposal as her family considered him to be well settled and perfect match for her.

Varun gets very angry on knowing this. He blames Ekta to ditch him without any reason. However Ekta gives him the logic that they never got committed to each other. Also they both had already decided to wait for three months to decide about the fate of the relationship and the three months are not yet over. On the other hand Varun is of the view that they gave each other time of three months and everything was working fine between them so there was need for Ekta to accept the proposal of her manager.

Questions:

What is the ethical issue involved here?

Do you think it was Ethical on the part of Ekta to accept the proposal of her manager?

Do you think Varun has ethical right to blame Ekta as they were never committed?

Ethics Case Study: 25

Rahim Khan is the Chief Archaeologist in the government department of Madhya Pradesh. Among the many responsibilities of his office is the issuance of antiquities permits to allow qualified archaeologists to do contract archaeology within Madhya Pradesh. In this context, his office often defines the scope of the archaeological work to be done, prepares requests for proposals to do the work, evaluates proposals (often submitted by private firms in a competitive bidding situation), decides who will be awarded the contract, and ultimately judges the adequacy of the work performed.

Gopal is another full-time s employee in the Archaeologist Department. He has decided to open his own (private) firm on the side, and has applied for an antiquities permit so that he too might bid on and receive some of these lucrative contracts. Rahim is concerned about this, because even though Gopal is an honorable person, he will be placing himself in a potential conflict of interest situation. This is because Gopal, as a part of his official duties as a public servant, can take part in (and potentially influence) some of the archaeological

contract decisions and evaluations mentioned above. He and/or others in his office would, among other things, be in a position to have prior knowledge of future contracts and be in conflict of interest through the contract process. In short, it would be possible for Gopal to use his position as a public official to gain unfair advantage over his competitors in the private sector.

The Two fold Dilemma: (1) Should Rahim issue an antiquities permit to Gopal? (2) Is it ethical for a public official (Gopal, in this case) to be, or allow himself to be, in a potential conflict of interest situation of this nature, even though in fact he has no intention of abusing his official position for personal gain (i.e., no actual conflict of interest has occurred)? Or, is it unethical only if he actually acts in conflict of interest?

ALS Ethics Sample Question For UPSC Mains Part 1

Ethics Case Study 1

Ravi Raj finishes a Ph.D. working on a problem that has aspects that are directly patentable and solve a major problem in the Bio Tech industry. His new job could be with Monsanto (World's Biggest Player in GM Crops).

He arrives at the new job and discovers that the work done as a student, which is in the patent process, will solve the problem at his new company. If he reveals what he knows to his new employer he will be an immediate hero, but will compromise the patent process at his original institution. This step could have important financial implications for the original institution in the form of royalties.

What should the student do?

Ethics Case Study 2

Vishnu has been recently appointed as the Principal of the local government school in a small town. The majority of students in the school are from local slum who cannot afford to buy books and notes at the market prices.

Soon after the joining Vishnu found that there are very few books in the school library. The vice Principal, a veteran teacher from the same school, tells him that several requests to the local authorities and the government agencies to improve the condition of the library have gone in vain.

He found that the students of the school are flagrantly violating the copyrights of the library books and getting them photocopied from the shop inside the school since they cannot afford these books at the market rate.

He gets a letter from the publisher of one of these library books about the violation of copyrights of the books. Publisher also asks him to take stern legal action against those involved in the copyright

violation.

What should Vishnu do?

Solution to Ethics Case Study 2

The Case

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What should Vishnu do?

Vishnu's dilemma

Quite often it happens that a person feels torn between two loyalties (as in the case of Vishnu) and he or she does not know which way to turn: how does one choose between two goods, each of which is making an absolute demand on me?

On other occasions one is even more confused because one finds himself or herself obliged to choose between two unavoidable evils. Which to opt for? Finally, granted that one cannot do evil so that good may come of it (the end does not justify the means), would it ever be permitted to do something good, from which some evil, more or less necessarily, will follow.

Notice, in none of these "conflict situations" are we dealing with a choice between what is perceived as evil and what is perceived as good. In such a case, what one should choose is clear: the good. This may not be easy and one might have to fight against all manner of inner revulsions and emotions. Fear of the consequences may weigh heavily on one and he or she might well hesitate, feeling that unfair demands are being made of him or her.

Golden Rule to Solve Conflict Situations

Golden Rule 1: Choose the lesser evil

Of two necessary evils, choose the lesser one. That seems obvious enough except for the fact that it is not always easy to decide which of the two or more evils concerned is the "lesser" one. Sometimes it is fairly easy to make your choice.

For instance you are a pilot and, for some reason or the other plane is going to crash very soon. You have just two choices to crash the plane into either a maternity hospital or an old age home. For most of us, it would be clear enough: crash into the old age home.

In the maternity hospital, however, there would be scores of babies who deserve to be given a chance to live and know the world: or again, if my brakes don't work and my car is hurtling down a narrow road on my right (no other choice!), obviously I should turn left because, that way, I'd kill one less person. However, let us not forget that in such moments of confusion and split-second decisions making one can hardly be expected to function reasonably and weigh up all the consequences. One could hardly hold it against the poor pilot (or driver) if, in his confusion he turned the wrong way!

Golden Rule 2: Choose the Greater Good

This is the obvious principle to invoke when choosing between two goods. Most of the time, however, it is not clear what is the greater good. In that case, one could employ St Augustine's practical dictum to this regard, *ama et fac quod vis*: love and do what you like or, to put it more clearly,

choose either, but do it from a perspective of love.

In his *Existentialism and Humanism*, Jean-Paul Sartre gives us an interesting case, where a young lad, early in World War II, when France was about to fall to the advancing Nazi hordes, had to make a difficult decision: should he sign up to fight off the invaders or stay at home to take care of his invalid mother? Applying the **principle** given above, the choice is the boy's. No one can tell him objectively what the greater good is. Let him decide for himself.

Golden Rule 3: The Double Effect

This concerns the controversial – and conflict – situation where one and the same act produces two effects, one good and the other evil. Under what conditions it would be morally justified to allow such an act?

Authors generally list four such conditions. They are as follows, accord to the scholastic Celestine Bittle, in his *Man and Morals*, Milwaukee, The Bruce Publishing Company, 1950 (pp.44-46). First, “the action directly intended must be good in itself or at least morally indifferent.” The reason for this is that morality is a matter of intention. If Mr X do wrong unintentionally (e.g. injure someone in a game of football), he cannot be held to blame for it – unless, of course, he acted recklessly, in which case my fault would be reckless behavior, not having injured someone. Morality is not a mere matter of externals. Even a good action may be rendered less worthy if it is done for a unworthy motive: for instance, a person makes a big donation to the poor, not because he cares for them, but because he wants to win votes.

Secondly, “the good effect must follow from the action at least as immediately as the evil effect; or the evil effect may follow from the good effect.” However, “it is never morally right for the good effect to be produced through the evil effect.” This follows from the above. Remember, good or evil is primarily in the intention.

We must always intend directly what is good or indifferent; if we intend what is evil directly, we are doing something evil. This would involve claiming that the end justifies the means.



The above-presented figures should make it clear why Case (I) and Case (II) are permissible and Case (III) is not: it is the only one where evil is directly intended. In this last case, moral evil makes an entry into the intention of the agent.

Thirdly, the foreseen evil may not be intended or approved, but merely ‘permitted’ to occur.” The reason for this is obvious enough and also follows from the first condition. In Bittle's words, “If the evil effect were intended or, when it occurred, approved, then the will itself thereby would become evil in its inclination, and the action would be morally wrong.”

Finally, “there must be proportionate and sufficient reason for permitting the evil effect to occur while performing the good action.” Obviously, one could hardly justify an action which produced a minor good effect and a proportionately high bad effect

Vishnu's case would belong to the Case (III) if he allows the students to continue the photocopy as the immediate evil effect would be violation of copy rights. Thus in no way he should allow the students to go for the photocopy.

Now applying the two branches of Ethics in this case:

Teleological Ethics:

As discussed in the last case this branch of Ethics is related to the “Ends” and deals with “What is good”. The two golden questions that we ask in the case of Teleological Ethics are:

1.

What would happen to the society if everyone else in society starts doing the same?

2.

Would the ends be desirable in the long run or only in short run?

□ Now the answers to these questions in this context would be based on our assumption that Vishnu permits the students to go for photocopy:

1. What would happen if every body in the society would start voilating the copyrights? This would be detrimental for the whole knowledge industry and discourage writers and publishers to come up with new books.
2. No doubt the permission for the photocopies would solve the problem in the short run, but it can create legal issues in the long run. Also it will give the message to the students that law of land should be voilated if they think that end result would be good. (The same philosophy on which the Naxalite movement is based which considers that law of land favors the elites thus the concept of State is coercive and should be destroyed for the greater good).

Therefore at no cost Vishnu should allow the violation of copyrights in his premises.

Deontological Ethics

This branch of Ethics is based on the principle of "Duty" and "intentions". Thus here we are interested in "What is Right" irrespective of its end results. The following are the duties of Vishnu as a Principle of the School:

1. To ensure that school administration is carried out in an efficient and legal manner.
2. To ensure that the available infrastructure and the resources allocated to the school are utilized in the best possible and efficient manner
3. To mobilize resources for the school if he thinks that they are inadequate through proper channel
4. To ensure quality education to the students and in long run to make them good citizens.

Please keep in mind that final resource alcoation to the school is outside the purview and duty of Vishnu. He can only send requets to the higher authority for this.

Keeping in mind the above duties Vishnu should do the following:

- He should ban the photocopies of library books in the school premises. He should warn the photocopy shopkeeper about the same and convey the message to the students as well.
- He should communicate the same to the publisher and request him not to esclate the issue to court of law or the police as he had already taken the steps on his end to ensure that copyrights are not violated.
- Since he cannot himself allocate the resource, he should send requests to the higher authority and can take the help of parents to pressurize the local leaders to take the steps about the condition of school library.
- Since it is his duty to utilize the school resources in the best possible manner for the benefit students he can take the help of teachers and senior students to develop the study material, circulation of these would not voilate the copyrights.

Ethics Case Study: 3

In 1842, a ship struck an iceberg and more than 30 survivors were crowded into a lifeboat intended to hold 7. As a storm threatened, it became obvious that the lifeboat would have to be lightened if anyone were to survive. The captain reasoned that the right thing to do in this situation was to force some individuals to go over the side and drown.

Such an action, he reasoned, was not unjust to those thrown overboard, for they would have drowned anyway. If he did nothing, however, he would be responsible for the deaths of those whom he could have saved. Some people opposed the captain's decision. They claimed that if nothing were done and everyone died as a result, no one would be responsible for these deaths. On the other hand, if the captain attempted to save some, he could do so only by killing others and their deaths would be his responsibility; this would be worse than doing nothing and letting all die. The captain rejected this reasoning. Since the only possibility for rescue required great efforts of rowing, the captain decided that the weakest would have to be sacrificed. In this situation it would be absurd, he thought, to decide by drawing lots who should be thrown overboard.

As it turned out, after days of hard rowing, the survivors were rescued and the captain was tried for his action. If you had been on the jury, how would you have decided?

Solution to Ethics Case Study 3

The Case

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Solution

As discussed in the Ethics Case Study 2, the action of the Captain comes under the category of "Double Effect". While he is forcefully drowning people on the boat to save seven lives he is simultaneously doing "Good" and "Bad". The "Good" part of his action is that he intends to save seven lives. The "Bad" part constitutes that he is forcefully drowning people. Applying utilitarian (teleological) theory, the actions of the Captain is justified as it is better to save seven lives than to save none. So the decision to save seven lives at the virtue of sacrificing the others is ethical.

Coming on to the deontological ethics, here our focus is primarily on the duties and intentions. It is the duty of the Captain to safeguard the lives of the passengers and crews. In this situation he had limited option of saving seven lives which he did successfully. Now coming to intentions of the captain; while drowning the people from the boat the intention of the Captain was to save seven lives rather than to kill these people

Apart from this, the case also revolves around the issue that: "Is killing someone ethical"? Now here we would like to introduce the concept of "Subordinate Rules".

Consider the following examples:

- Keep your promises
- Don't cheat
- Don't steal
- Obey the law
- Don't kill anybody

Subordinate rules are what we would normally call "commonsense morality". According to Mill, these are rules that tend to promote happiness, so we should internalize them as good rules to follow. They have been learned through the experience of many generations.

But subordinate rules are just that: subordinate. If it is clear that breaking a subordinate rule would result in much more happiness than following it, then one should break it.

The Captain did the same. He broke the subordinate rules to ensure "greater happiness" i.e. saving seven lives.

Ethics Case 4

You are the state coordinator of Women Right Commission. One of the key responsibilities of the incumbent at the state coordinator post is to recruit the volunteers and district coordinators for the advocacy of Women Rights.

On analyzing the statics of Human Resource of your department you come to a conclusion that at the post of district coordinator there are very less females in the state. You also found from the interviews of the local village women that they are unable to interact with the male volunteers and district coordinators freely due to cultural constraints. Also the post of district coordinator involves important decision making which you think would become more gender sensitive if more females are selected on this post.

A post of district coordinator is vacant in one of the remote districts of your state, for which you invited the application. On short listing from the HR department you found Radha and Ravi as the two most suitable candidates. When you personally interviewed them, you found Ravi to be extrovert, compassionate with relevant work experience and an enthusiastic young man who is committed to the cause of women empowerment. On the other hand you found Radha to be little rude and indifferent.

Whom should you recruit on the post of district coordinator?

Ethics: Case Study 5

Shweta, the director of nursing at a regional blood bank, is concerned about the declining number of blood donors. Shweta works for the slums. It's May, and Shweta knows that the approaching monsoon will mean increased demands for blood and decreased supplies, especially of rare blood types. She is excited; therefore, when a large corporation offers to host a series of blood drives at all of its

locations, beginning at corporate headquarters.

Soon after Shweta and her staff arrive at the corporate site, Shweta hears a disturbance. Apparently, a nurse named Prathiba was drawing blood from a male donor with a very rare blood type when the donor molested her. Prathiba jumped back and began to cry. Jivan, a male colleague, sprang to Prathiba's defense and told the donor to leave the premises. To Shweta's horror, the male donor was a senior manager with the corporation who threatened to break the contract of blood donation. What is the ethical dilemma in this case, and what values are in conflict? How should Shweta deal with Prathiba, Jivan, the donor, and representatives of the corporation?

Ethics: Case Study 6

Ravi is a committed doctor and works in a local government mental hospital. He is very well aware of the fact that the doctors should not disclose the secret information of their patients to anyone. Disclosing the information and ailment history of patient without her/his permission is against the professional ethics of any doctor.

One day a woman visits him for the check up. After regular check up Ravi came to the conclusion that she suffers from traumatic mugging which requires her adjustment in the medication she is prescribed to control anxiety and mood swings. In certain severe conditions she can even harm others physically and mentally. In the worst situation she can be a threat to the lives of others as well. On further inquiry she told that she works in the nearby school. Ravi was surprised to know that she is a teacher in the same school where his 8 year old daughter is enrolled.

After she leaves, Ravi immediately calls her daughter and asks the names of teachers that are teaching her. He gets disturbed to know that the lady that came for the check up is the class teacher of his daughter.

Ravi's daughter seems very happy in her school and he cannot violate patient confidentiality by informing the school of a teacher's mental illness but he is not comfortable with a potentially unstable person in a position of influence and supervision over his eight year old daughter and other students.

What should Ravi do?

Ethics: Case Study 7

As chief legal officer in a well-respected company making lifesaving drugs, Avinash has been asked by his board of directors to look into rumors of price-fixing in the firms. His board has a very strong ethics policy, and is especially wary of price-fixing, bribery, kick-backs, and other unethical activities that can plague pan Indian operations.

After several months of detailed interviews, Avinash satisfies himself that the rumors are groundless. "There's no issue here," he heard several managers say. "But," added one such manager, "if you really want something to investigate, look into the Chattisgarh contract."

Over the months, Avinash keeps hearing about "the Chattisgarh contract." So when he finishes his report on the price-fixing rumors, he decides to satisfy his curiosity on this matter. The contract, he discovers, is ordinary in almost every respect: A major relief organization has contracted with his company to supply a million inexpensive kits of medicine for delivery into the rural villages of Chattisgarh. Like most such contracts with charitable organizations, it contains hardly any profit for his firm.

What he finds strange, however, is the payment of an extraordinarily large commission to a Raipur distributor to deliver the kits deep into Chattisgarh. Seeking out the executive in his own firm who negotiated the contract, he has one question in mind: Is this a bribe?

"Yes and no," says the executive. According to the Raipur distributor, the backs of the delivery trucks are loaded with the kits—and the glove compartments are stuffed with cash. That way, when the drivers are stopped at roadblocks set up by local militia units operating all across Chattisgarh, they can pay whatever is demanded and continue their journey. "In the past," he notes, "drivers without cash have been taken from their trucks and shot. If the kits are to be delivered, this is the cost of doing business."

Avinash feels sure that none of the money has flowed back to the executive, whose only motive is to get the kits delivered. And by this time, the deliveries have already been made. Yet Avinash still faces a dilemma. Should he draft a separate report to the board on this most unorthodox contract—possibly causing great harm to the executive who negotiated it or embarrassment to the relief organization, which is aware of the commission? Or should he keep silent?

What should Avinash do?

Ethics Case Study: 8

You are commanding officer on one of the army camp near the Line of Control in Kashmir. The exchange of firing between India and Pakistan on Line of Control is a common phenomenon. Being Commanding Officer at LoC you have access to sensitive information about the infrastructure and arms of the army camp in Pakistan across the border.

Suddenly one night the region near your camp encounters a severe earthquake. Incidentally there are large number of civilian villages near the Line of Control in Pakistan where the impact of the earthquake is very high. You know that Pakistani army camp on the border has inadequate infrastructure to rescue the civilian villagers. Your army camp is fully equipped with the adequate amenities.

The government of Pakistan and other international agencies immediately ask for the help from the Indian government. There is lot of resistance in the government and among high army officials about giving help to Pakistan. The high officials in the government and in the army have called for the urgent meeting on this issue, but it would take them long to decide on the issue. You are well equipped with the rescue infrastructure and taskforce and know that a swift action by you can save hundreds of lives of the civilians across the border.

What would you do?

Hint for Solution:

1.
The ethical delima is between the tenets of Humanity and National interest.
 2.
The infrastructure and the task force is the property of nation, should Avinash use them for the hostile nation that too without the consent of the democratic leadership (government) that actually represent the will of the nation?
 3.
What would India have expected from Pakistan had this type of disaster would have had happened in India?
-

Face of the nation , Tracking the history of the Indian rupee





[hindu]

Tracing the designs on currency notes, even as the demand to imprint B.R. Ambedkar's image on it picks up

From the barter system and Hundies predating 18 century India to the crisp bank notes and smartcards of today, the banking system has come a long way.

The currency note for its part has undergone several transformations to evolve as a reliable financial instrument.

The motifs and designs on currency notes are chosen carefully to reflect a certain philosophy of the era. Over time, the image of Mahatma Gandhi has become a fixture on one side of the note while on the other side the images keep changing from that of the Parliament, the Himalayas, a farm tractor or a collage of animals – a tiger, hippopotamus and elephant.

A section of civil society has questioned this and is demanding that the image of Babasaheb Ambedkar, who drafted the Constitution of India, should also be embossed on currency notes.

One of the earliest images to be used on a currency note was that of a vignette of a female figure reclining on a bench on the quayside. Republic and British India imprinted images of Lords, statues of Mountstuart Elphinstone and John Malcolm and images of governors such as Sir Thomas Munroe, the Governor of Madras.

When the colonisers left the country, symbols for an independent India had to be chosen. "At the outset it was felt that the King's portrait be replaced." The Lion Capital at Sarnath was chosen through consensus and in 1953 Hindi was displayed prominently on the new notes. In 1969 a commemorative design series in honour of the birth centenary celebrations of Gandhi was issued depicting a seated Gandhi with the Sevagram Ashram as the backdrop. The 1980s saw a completely new set of notes issued. The motifs on these notes marked a departure from the earlier motifs. Emphasis was laid on symbols of science and technology (Aryabhatta on the Rs 2 note), progress (the oil rig on Re 1 and farm mechanisation on Rs 5) and a change in orientation to Indian art forms on the Rs 20 and the Rs 10 notes (Konark wheel, peacock). For a nation obsessed with personalities, it might have been wiser to continue with this series of notes but it was not done so. In 1987, the Rs 500 note was introduced with the portrait of Gandhi while the water mark continued to be the Lion Capital, Ashoka Pillar.

It was only in meetings held in 1993 and 1994, that the recommendations to print the portraits of Gandhi in the water-mark area and on the right side of the banknote were made in terms of resolutions passed by RBI's Board of Directors. This was then approved by the Finance Ministry and in 1996 a Gandhi series was launched that continues to this day.

The Reserve Bank of India, the only authority to print currency notes in the country, states on its website that its notes reflect the changing socio-cultural ethos and the world-view of the times, "buccaneering mercantilism, colonial consolidation, domineering imperialism, the grandeur of empire, to the symbols of National Independence followed up by allegories of progress and finally in the latest series, reminiscing Gandhian values."

On September 24, this year – Poona Pact Day – a roundtable conference was held in the Capital demanding that Ambedkar’s image also be imprinted on currency notes.

“Throughout the country, statues of Ambedkar are being vandalised. Somewhere they break the hand, sometimes the nose and sometimes the head. But if we print Ambedkar’s face on Rs 1000 note, then nobody will tear it. Like this, we can maintain our dignity,” said Dalit Pandiyan, National Convenor, Dalit Liberation Movement who has been spearheading the movement since few years now.

Leila Passah, General Secretary of YWCA – India said that Ambedkar would have gone beyond putting his image on currency notes but talking of dignity and rights of Dalits, she said the need of the hour was to agitate in whichever way possible.

“People are no longer listening to our *dharnas* or rallies in Jantar Mantar. The bill or the note is not the main issue here. We are fighting for the values instilled by Ambedkar. He fought for social justice for all regardless of where they come from. The constitution provides safety and dignity to all,” said Leila. Citing the recent cases of violence against Dalit women in the hinterland especially Haryana, she said that Ambedkar had challenged the legal system and turned the wheel of law as far as women were concerned.

A Right to Information query has revealed that there are close to 50 individuals and organisations that have requested that images of other national leaders on currency notes.

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