SECURE SYNOPSIS

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GS-IV

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NOTE: Please remember that following ‘answers’ are NOT ‘model answers’. They are NOT synopsis too if we go by definition of the term. What we are providing is content that both meets demand of the question and at the same time gives you extra points in the form of background information.
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General Studies Paper - IV

**TOPIC: Human Values – lessons from the lives and teachings of great leaders, reformers and administrators; role of family, society and educational institutions in inculcating values. Probity in Governance: Concept of public service; Philosophical basis of governance and probity;**

Q) “The good for man is an activity of the soul in accordance with virtue, or if there are more kinds of virtue than one, in accordance with the best and most perfect kind.” Comment. (250 words)

Q) “Honesty is for the most part less profitable than dishonesty- Plato”. Comment. (250 words)

**TOPIC : Ethics and Human Interface: Essence, determinants and consequences of Ethics in human actions; dimensions of ethics; ethics in private and public relationships.**

Q) What do you understand by a dual-use dilemma. Discuss with examples. (250 words)

Q) Ethics of Care adopts a different approach and differs from the other major Western ethical theories. Discuss. (250 words)

Q) The key assumption in normative ethics is that there is only one ultimate criterion of moral conduct, whether it is a single rule or a set of principles. Discuss. (250 words)

**Topic–Aptitude and foundational values for Civil Service , integrity, impartiality and non-partisanship, objectivity, dedication to public service, empathy, tolerance and compassion towards the weaker-sections.**

Q) The top echelons of public services in most Westminster countries now face a real pressure to be partisan. Do you agree. Comment. (250 words)

Q) Examine how a neutral bureaucracy can take India forward on the path envisaged by our founding fathers ? (250 words)

Q) “Integrity is choosing your thoughts and actions based on values rather than personal gain.” Comment with an example. (250 words)

Q) How do you think can the value of integrity be realized in public services. Discuss. (250 words)

**TOPIC : Public/Civil service values and Ethics in Public administration: Status and problems; ethical concerns and dilemmas in government and private institutions; laws, rules, regulations and conscience as sources of ethical guidance; accountability and ethical governance; strengthening of ethical and moral values in governance; ethical issues in international relations and funding; corporate governance.**

Q) Understanding ethical behavior in the context of corporate governance requires two levels of analysis: the internal concerns of corporate agency and the emergent effects on social welfare. Discuss. (250 words)

Q) Discuss the Wates principles for improving corporate governance standards for private companies. (250 words)

**Topic– Citizen’s Charters, Work culture, Quality of service delivery**

Q) Though Citizen’s charters have been formulated by many public service delivery organizations, there is no corresponding improvement in the level of citizens’ satisfaction and quality of services being provided. Analyse. (250 words)

**Topic– Codes of Ethics, Codes of Conduct**

Q) What do you understand by a code of conduct. What purpose does it serve. Discuss. (250 words)
Q) A woman died recently, after a short, unhappy life. She wanted her ashes to be scattered in the ocean near a place she lived during one of the brief happy times of her adult life. Her parents and immediate family had already passed away, so she discussed her wishes with her mother-in-law, who said she would comply with her daughter-in-law’s wishes. In her will, the woman gave control of her estate to the mother-in-law. The will stated that the woman’s ashes should be scattered in the ocean, as described above. Instead, her mother-in-law buried the ashes in a family plot near her home, because she wanted to keep the ashes close to her because of her own grief.

Assume that the mother-in-law is legally required to follow the wishes stated in the will, but that no one will check and it is very unlikely that the mother-in-law will have any problem with the law.

1. What are the issues of integrity, ethics and law posed in the case study?  
2. What options does the mother-in-law have, and what should she do and why? (250 words)

Q) A woman is sexually harassed by a top-level senior executive in a large company. She sues the company, and during settlement discussions she is offered an extremely large monetary settlement. In the agreement, the woman is required to confirm that the executive did nothing wrong, and after the agreement is signed the woman is prohibited from discussing anything about the incident publicly. Before the date scheduled to sign the settlement agreement, the woman’s lawyer mentions that she has heard the executive has done this before, and the settlement amount is very large because the company probably had a legal obligation to dismiss the executive previously. The company however wants to keep the executive because he is a big money maker for the company.

1. What are the issues of integrity, ethics and law posed in the case study?  
2. What options does the woman have?  
3. What should she do and why? (250 words)

Q) An international soft drink company has a signature soft drink that it sells all over the world. In India, the version of the soft drink complies with Indian food and health regulations, but is less healthy than the drink sold in the European market where the law is stricter. The soft drink company is obeying the law in India, but it is selling an inferior, less healthy product in a developing country.

1. What are the issues of integrity, ethics and law posed in the case study?  
2. What options does the soft drink company and the government of India have?  
3. What should they do and why? (250 words)

Q) You’re a manager of a nonprofit organisation. Your supervisee has been a planned-giving fundraiser there for five years. Four years ago, his performance was poor because he was undergoing chemotherapy. Since then, it’s improved to average but, in the past few months has declined severely again—He’s raised only half as much money as before. He explains that his cancer has recurred and has spread to his lymph nodes, so he’s in the middle of a six-month round of chemotherapy and his prognosis is not good. He says he prefers to keep working but if you terminate him, he won’t file a claim under the Americans with Disabilities Act. He is his family’s sole source of income and his non-profit salary is modest and so he has little in savings. He’s just getting by.

Discuss the options available to you and what would be your decision. (250 words)

Q) An undergraduate course required for graduation has a reputation for being extremely hard to pass, much harder than similar courses. When posting materials to the class website, the teacher accidentally posts a test with answers indicated at the end. The teacher notices the error immediately and deletes the test, but before she does so a student downloads the test.
The website does not allow the teacher to see whether the test was downloaded, and because she deleted the test with the answers so quickly, the teacher later uploaded the same test without the answers and required students to take the test. The Student Code of Ethics prohibits students from taking a test when there is reason for them to believe they have confidential information regarding the answers to a test they are not supposed to have. Violations of the Student Code of Ethics are punishable.

1. What are the issues of integrity, ethics and law posed in the case study? ________________ 25
2. What options do the teacher and the student have? _______________________________ 25
3. What should they do and why? (250 words) ________________________________ 25
Q) “The good for man is an activity of the soul in accordance with virtue, or if there are more kinds of virtue than one, in accordance with the best and most perfect kind.” Comment. (250 words)

Reference

Directive word

Comment- here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Key demand of the question.

The question wants us to express our knowledge and understanding of the goodness of the virtues for a man and its relation to his happiness and success.

Structure of the answer

Introduction- write a few introductory lines about the meaning of a virtue (according to the Aristotle/ virtue ethics).

Body–

Discuss further about the relationship of being virtuous with happiness and a good living. E.g the good for man is an activity.” The word activity translates from the Greek energeia, which signifies not only physical activity but also mental activity as seemingly inactive as contemplation or daydreaming. The point is that the good life is not an end state that we achieve but rather a way of life that we live; virtues are dispositions to behave in the correct way. They are not themselves activities, but they ensure that our activities will be of the right kind. To live “in accordance with virtue,” then, is to live in such a way that our activities flow naturally from a virtuous disposition etc.

Conclusion– based on your discussion, form a fair and a balanced conclusion on the given issue.

Answer:-

• A virtue is a trait or quality that is deemed to be morally good and thus is valued as a foundation of principle and good moral being. It is a behavior that shows high moral standards.

• Ethics is devoted to discussing the various moral and intellectual virtues. These virtues are dispositions to behave in the correct way. They are not themselves activities, but they ensure that our activities will be of the right kind. To live “in accordance with virtue,” then, is to live in such a way that our activities flow naturally from a virtuous disposition.

• The statement connects Aristotle’s conception of happiness and the good life with his conception of virtue. The word activity translates from the Greek energeia, which signifies not only physical activity but also mental activity as seemingly inactive as contemplation or daydreaming. Good life is not an end state that we achieve but rather a way of life that we live.

• Aristotle is arguing that once we have discovered the function of man we find that happiness is the virtuous activity of the soul. Aristotle treats happiness as an activity, not as a state. He uses the word energeia, which is the root of word energy, to characterize happiness.

• The point is that happiness consists of a certain way of life, not of certain dispositions. In saying that happiness is an energeia, he contrasts happiness with virtue, which he considers a hexas, or state of being.

• Possessing all the right virtues disposes a person to live well, while happiness is the activity of living well, which the virtuous person is inclined toward.
Q) “Honesty is for the most part less profitable than dishonesty- Plato”. Comment. (250 words)

Reference
Reference
Reference

Directive word

Comment- here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Key demand of the question.

The question wants us to express our knowledge and understanding about ethics in general and the value of honesty in particular. We have to express our opinion as to why/ why not honesty is less profitable than dishonesty. We have to support our opinion with proper discussion and presentation of valid and proper arguments/ examples.

Structure of the answer

Introduction– Give a simple definition of Honesty. E.g it is the quality or state of being honest; probity; fairness and straightforwardness of conduct, speech, etc.

Body-

Discuss the benefits of dishonesty. E.g dishonesty can be a good strategy for someone who is trying to maximize short-term profits; It helps in material gains sometimes; it helps in avoiding punishment etc.

Discuss the negative implications of dishonesty and bring out the virtues of honesty. E.g Honesty is a fundamental factor, it helps to builds one’s character. A man of dead conscience is a person of bad character. An honest man is always successful in his practical as well as spiritual life; even telling a small lie risks to damage our reputation but also reduce the proclivity of others to trust us; further, one lie often leads to the need to tell another, more significant lie, which risks even greater negative consequences if discovered; finally, we can’t necessarily predict the consequences of telling even a small lie, and if such consequences turn out to be more significantly adverse than we anticipated, our sense of responsibility and therefore guilt could cause us far more distress than we imagine etc.

Conclusion- based on your discussion, form a fair and a balanced conclusion on the given issue.

Answer:-

- Honesty is not just about telling the truth. It’s about being real with yourself and others about who you are, what you want and what you need to live your most authentic life. Honesty promotes openness, empowers us and enables us to develop consistency in how we present the facts. Honesty sharpens our perception and allows us to observe everything around us with clarity.
- Honesty engenders confidence, faith, empowers our willpower and represents us in the best way for others to see and witness our example. Honesty improves our vitality.
- Honesty is one of the key components to character and one of the most admired traits of any successful responsible person. Honesty is a fundamental factor, it helps to builds one’s character. An honest man is always successful in his practical as well as spiritual life.
- Even telling a small lie risks to damage our reputation but also reduce the proclivity of others to trust us. Further, one lie often leads to the need to tell another, more significant lie, which risks even greater negative consequences if discovered.
- Finally, we can’t necessarily predict the consequences of telling even a small lie, and if such consequences turn out to be more significantly adverse than we anticipated, our sense of responsibility and therefore guilt could cause us far more distress than we imagine etc.

Dishonesty:-

- It allows people to feel better about themselves, to make themselves look better in others’ eyes, and to maintain good relationships.
- Dishonesty is a good strategy for someone who is trying to maximize short term benefits.
- It helps in material gains sometimes; it helps in avoiding punishment etc.
At the same time, lying can also create problems. Lying can be cognitively depleting, it can increase the risk that people will be punished, it can threaten people’s self-worth by preventing them from seeing themselves as good people, and it can generally erode trust in society.

When you lie, you delude yourself into believing what you’re saying.

**TOPIC : Ethics and Human Interface: Essence, determinants and consequences of Ethics in human actions; dimensions of ethics; ethics in private and public relationships.**

**Q) What do you understand by a dual-use dilemma. Discuss with examples. (250 words)**

**Reference**

**Directive word**

*Discuss* this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. We also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

**Key demand of the question.**

The question wants us to write in detail about the meaning of a dual-use dilemma and give some practical examples to make the meaning of the term more clear.

**Structure of the answer**

**Introduction**– Write a few introductory lines about the dual-use dilemma. E.g The dual-use dilemma occurs when a piece of research or technology can both benefit and harm humanity.

**Body**-

Discuss about the dual-use dilemma in detail. E.g The dual-use dilemma is primarily an ethical dilemma for researchers who have to decide whether the ethical benefits are justified given the risks. It also has implications for those involved in funding research, journalists reporting findings and the public who might be harmed by the consequences of dual-use research; It’s important to note the dual-use dilemma assumes the researcher has no intention to produce something harmful – they only intend to do good. The danger lies in the possibility for other people using their work to do harm. Once the technology is created it can’t be unmade. Who is responsible for the unforeseeable consequences? And should researchers contemplate those consequences before getting started? etc.

Give some practical examples of such dilemmas being faced by society or you or someone else. E.g give the example of the recent gene-editing exercise conducted by a Chinese researcher etc.

**Conclusion**– based on your discussion, form a fair and a balanced conclusion on the given issue.

**Background :-**

- Science is primarily used to benefit humanity, but it can be misused, presenting scientists and others with an ethical quandary known as the dual-use dilemma.

**Dual use dilemma :-**

- The dual-use dilemma occurs when a piece of research or technology can both benefit and harm humanity.
- The dual-use dilemma is primarily an ethical dilemma for researchers who have to decide whether the ethical benefits are justified given the risks.
- Challenge posed by the dual-use dilemma is to determine which preventive measures will optimise the benefit-risk profile of science.

**Examples :-**

- Advances in DNA synthesis have enabled cheap and rapid synthesis of some viral genomes. There is concern that further advances and improved methods for delivering infectious agents may bring bioweapons production within the capabilities of terrorist groups.
- Neuro science :-
  - Developments in brain imaging have provided new research and diagnostic tools for scientists and clinicians. There is speculation that advances in neuro-imaging may enable determination of a person’s thoughts or feelings. However, barriers include the complexity of the human brain and relationships between brain and mind states, as well as variation in brain structure over a lifetime and between individuals.
Determining a person’s broad psychological state may be more realistic. There is concern that technologies for imaging psychological states may be used in ways that infringe privacy.

How to tackle dual use dilemma:

- Advocates of risk reduction support education on misuse at all stages of scientists careers, including compulsory education for students. Some highlight the role well-informed scientists could play in lobbying for better preventive policies.
- Others suggest raising awareness will promote debate, create a culture of responsibility and discourage scientists from pursuing or disseminating research posing an unacceptable risk of misuse. Some also advocate public engagement on dual-use issues and awareness – raising among policymakers.

- **Codes of conduct:**
  - Promoting codes of conduct outlining scientists’ responsibilities for preventing misuse of their work. Although there is some scepticism about the direct influence of codes on scientific practice, many believe that they will promote a scientific culture of taking responsibility for how science is used.
  - Strategies to prevent misuse could operate at the level of scientific practice, information dissemination or technology applications.

Q) Ethics of Care adopts a different approach and differs from the other major Western ethical theories. Discuss. (250 words)

**Reference**

**Directive word**

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. We also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

**Key demand of the question.**

The question wants us to write in detail about the ethics of care theory and bring out the differences between it and the other major Western ethical theories.

**Structure of the answer**

**Introduction**– write a few introductory lines about the ethics of care theory. E.g Ethics of Care, also known as Care Ethics, has developed historically from the feminist tradition of recognizing, and requiring, that we can and should respond to marginalized members of the community with care and empathy.

**Body**-

Discuss about the theory in further detail. E.g Carol Gilligan is credited as being the founder of the EoC. Promoted the view that women tended to emphasize empathy and compassion over the notions of justice-based morality; The moral duty of care, which is at the heart of EoC theory, can be contrasted with the legal standard of care, which does not obligate a person to assist others (outside of the narrow class of persons where a legal duty is imposed); The EoC advocates a moral obligation to provide care for marginalized segments of society. Where the carer is the beneficiary of a system established upon and perpetuating historical and/or current inequality, the EoC perspective would call for a heightened duty to care for others etc.

Discuss the differences between the ethics of care theory and the other major Western ethical theories. E.g While deontology and utilitarianism demand impartiality above all, EoC focuses on the moral importance of relationships with families and groups, and on how individuals or societies should respond to a situation or person requiring care; EoC differs from virtue ethics because it focuses on the caring relations rather than the virtues of individuals; In this sense, EoC is a relational ethics, a framework that includes many non-Western ethical approaches such as Chinese Confucian ethics and the African ethics of Ubuntu.

**Conclusion**- based on your discussion, form a fair and a balanced conclusion on the given issue.
Answer:-

Ethics of care:-
- The ethics of care” implies that there is moral significance in the fundamental elements of relationships and dependencies in human life. Normatively, care ethics seeks to maintain relationships by contextualizing and promoting the well-being of caregivers and care-receivers in a network of social relations.
- Most often defined as a practice or virtue rather than a theory as such, “care” involves maintaining the world of, and meeting the needs of, ourselves and others. It builds on the motivation to care for those who are dependent and vulnerable, and it is inspired by both memories of being cared for and the idealizations of self.

How does it have a different approach:-
- The key characteristics of an Ethics of care perspective are:
  - The complexity and variation in degrees of dependence and interdependence between people and institutions over time are acknowledged and considered.
  - Those people particularly impacted by our choices need to be considered carefully in our decision-making. Those especially vulnerable deserve extra consideration, love and care.
  - Rather than relying on a “blanket” or “one size fits all” approach, it is necessary to attend to contextual details of situations in order to safeguard and promote the actual specific interests of those involved.
- The moral duty of care, which is at the heart of Ethics of care theory, can be contrasted with the legal standard of care, which does not oblige a person to assist others.
- The EoC advocates a moral obligation to provide care for marginalized segments of society. Where the carer is the beneficiary of a system established upon and perpetuating historical and/or current inequality, the EoC perspective would call for a heightened duty to care for others etc.

How does it differ from other major Western ethical theories:-
- Ethics of care(EoC) differs from the three major Western ethical theories namely: utilitarianism, deontology and virtue ethics.
- While deontology and utilitarianism demand impartiality above all, EoC focuses on the moral importance of relationships with families and groups, and on how individuals or societies should respond to a situation or person requiring care.
- EoC differs from virtue ethics because it focuses on the caring relations rather than the virtues of individuals. In this sense, EoC is a relational ethics, a framework that includes many non-Western ethical approaches such as Chinese Confucian ethics and the African ethics of Ubuntu.
  - Ubuntu conceptualizes power as deriving from immaterial force rather than from material resources such as wealth, weapons, physical strength or natural resources

Q) The key assumption in normative ethics is that there is only one ultimate criterion of moral conduct, whether it is a single rule or a set of principles. Discuss. (250 words)

Reference

Directive word
Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question.
The question wants us to write in detail about the theories of normative ethics and bring out as to how they assume that there is only one ultimate criterion of moral conduct.

Structure of the answer
Write a few introductory lines about the normative ethics. E,g Normative ethics involves arriving at moral standards that regulate right and wrong conduct. In a sense, it is a search for an ideal litmus test of proper behavior. The Golden Rule is a classic example of a normative principle: We should do to others what we would want others to do to us.
Body

Discuss the most commonly appealed normative principles in applied ethics E.g

- **Personal benefit**: acknowledge the extent to which an action produces beneficial consequences for the individual in question.
- **Social benefit**: acknowledge the extent to which an action produces beneficial consequences for society.
- **Principle of benevolence**: help those in need.
- **Principle of paternalism**: assist others in pursuing their best interests when they cannot do so themselves.
- **Principle of harm**: do not harm others.
- **Principle of honesty**: do not deceive others.
- **Principle of lawfulness**: do not violate the law.
- **Principle of autonomy**: acknowledge a person’s freedom over his/her actions or physical body.
- **Principle of justice**: acknowledge a person’s right to due process, fair compensation for harm done, and fair distribution of benefits.
- **Rights**: acknowledge a person’s rights to life, information, privacy, free expression, and safety.

Conclusion- based on your discussion, form a fair and a balanced conclusion on the given issue.

**Answer:-**

- **Normative ethics** is the study of ethical action. It is the branch of philosophical ethics that investigates the set of questions that arise when considering how one ought to act, morally speaking. Normative ethics is distinct from meta-ethics because it examines standards for the rightness and wrongness of actions.
- Virtue, deontological, and consequentialist (utilitarianism, for example), theories are all instances of normative ethical theories. These theories aim to arrive at standards or norms of behavior, and in doing so provide a framework for ethical thinking.
- Normative ethics addresses such questions as “What should I do?”, thus endorsing some ethical evaluations and rejecting others. They examine the rightness and wrongness of actions. In a sense, it is a search for an ideal litmus test of proper behavior.
- **Single rule** :-
  - The **Golden Rule is a classic example of a normative principle:**
    - We should do to others what we would want others to do to us.
    - For instance since I do not want my neighbor to steal my car, then it is wrong for me to steal her car.
    - The Golden Rule is an example of a normative theory that establishes a single principle against which we judge all actions. Other normative theories focus on a set of foundational principles, or a set of good character traits.
  - **The most commonly appealed normative principles in applied ethics for instance:** :-
    - **Personal benefit**: Acknowledge the extent to which an action produces beneficial consequences for the individual in question.
    - **Social benefit**: acknowledge the extent to which an action produces beneficial consequences for society.
    - **Principle of benevolence**: help those in need.
    - **Principle of paternalism**: assist others in pursuing their best interests when they cannot do so themselves.
    - **Principle of harm**: do not harm others.
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    - **Principle of lawfulness**: do not violate the law.
    - **Principle of autonomy**: acknowledge a person’s freedom over his/her actions or physical body.
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- **Principle of justice**: acknowledge a person’s right to due process, fair compensation for harm done, and fair distribution of benefits.
- **Rights**: acknowledge a person’s rights to life, information, privacy, free expression, and safety.

**Topic– Aptitude and foundational values for Civil Service, integrity, impartiality and non-partisanship, objectivity, dedication to public service, empathy, tolerance and compassion towards the weaker-sections.**

**Q)** The top echelons of public services in most Westminster countries now face a real pressure to be partisan. Do you agree. Comment. (250 words)

**Directive word**

Comment- here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

**Key demand of the question.**

The question wants us to express our opinion as to whether or not top echelons of public services in most Westminster countries now face a real pressure to be partisan. It also wants us to write in detail as to why it is necessary for public servants to be impartial.

**Structure of the answer**

**Introduction**– write a few introductory lines about the meaning of being impartial. E.g To carry out tasks or a mission in a manner impartial to Party Politics, loyalties, advantage or agenda.

**Body**-

Discuss about the Westminster form of government with a shifting political setup and a permanent bureaucracy and discuss the problems of partisanship faced by public servants in such arrangements. E.g

- An increased emphasis on transparency and accountability has seen senior public servants face intense public questioning from parliamentary committees one hand and press on the other.
- Political masters inappropriately pressurize public servants to promote and defend government policies.
- The capacity of public servants to act as custodians of proper practice has broken down beginning with the developments in new public management, when the established balance of power between the political and bureaucratic executive was altered in favour of politicians etc.
- Increasing aggressiveness of the media, who seek out scandals, happily identify public servants, and routinely accuse them of wrongdoing. This pressure has been compounded by the steady concentration of power in the Prime Minister, meaning the only way to survive and thrive at senior levels of public services is to demonstrate and display personal loyalty to the PM by championing the government’s policy agenda and fending off persistent media criticism.
- Erosion of institutions and rise in political advantages associated with partisanship etc.

**Conclusion**– based on your discussion, form a fair and a balanced conclusion on the given issue.

**Background :-**

- Westminster tradition focuses on permanent, “impartially loyal” public services. The idea of a permanent civil service is a cornerstone of Westminster governance.
- Unlike governments that come and go, public services are supposed to endure, providing a source of continuity, reflective experience and stability.
- The governance environment of the twenty-first century has changed in ways that are drawing the once secretive mandarins of Westminster countries into the public eye.
Top echelons of public service now face a real pressure to be partisan:-

- An increased emphasis on transparency and accountability has seen senior public servants face intense public questioning from parliamentary committees
- Politicians stand accused of inappropriately pressuring public servants to promote and defend government policies.
- Senior officials are taking on more public speaking roles that nowadays, senior civil servants speak in public almost as often as ministers.
- Critics suggest these conditions undermine the capacity and willingness of senior public servants to manage the enduring Westminster tension between serving elected governments and remaining non-partisan.
- The capacity of public servants to act as custodians of proper practice has broken down beginning with the developments in new public management, when the established balance of power between the political and bureaucratic executive was altered in favour of politicians etc.
- Increasing aggressiveness of the media, who seek out scandals, happily identify public servants, and routinely accuse them of wrongdoing.
  - This pressure has been compounded by the steady concentration of power in the Prime Minister, meaning the only way to survive and thrive at senior levels of public services is to demonstrate and display personal loyalty to the PM by championing the government’s policy agenda and fending off persistent media criticism.
- Erosion of institutions and rise in political advantages associated with partisanship etc.

Despite the seriousness of these alleged developments, there is a relative dearth of substantial empirical evidence to back up claims of promiscuous partisanship and a collapse of administrative impartiality:-

- In particular, there is a lack of evidence from public servants themselves on whether they recognise the portrait of promiscuous partisanship that has been applied to them.

| Q) Examine how a neutral bureaucracy can take India forward on the path envisaged by our founding fathers ? (250 words) |

**Key demand of the question**

The question expects us to explain what is meant by neutral bureaucracy as opposed to committed bureaucracy and thereafter, using illustrations, explain how a neutral bureaucracy can take India closer to the ideals as enshrined in the constitution.

**Directive word**

Examine – When you are asked to examine, you have to probe deeper into the topic, get into details, and find out the causes or implications if any .

**Structure of the answer**

**Introduction** – Explain about the recent incident where a group of civil servants post retirement have written a letter in public domain flagging certain issues with governance.

**Body**

- Explain what civil services neutrality is and how it differs from committed bureaucracy
- Explain the advantages of having civil services neutrality and how it results in better upholding of the principles enshrined in the constitution.
- Give your view on the role played by retired bureaucrats in flagging issues with governance and how officers who are in service should react in such situations.

**Conclusion** – Give a fair and balanced view on the issue and discuss way forward.

**Background :-**

- Recently a group of civil servants post retirement have written a letter in public domain flagging certain issues with governance.

**Civil service neutrality:-**

- Neutrality in Indian Civil Services means the civil servants should execute duties in accordance to laws and regulations without prejudice against or preferential treatment towards any groups or individuals.
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- While neutrality and commitment can go together, and indeed reinforce each other if properly oriented, they can also become antithetical if not so oriented. Thus, if bureaucrats become committed to one political party, they cannot remain neutral.
- However, commitment to human and constitutional values and national objectives, to service of the people, and to professional ethics and etiquette, is not antithetical to neutrality between classes, cultural groups and political parties. Indeed, commitment and neutrality reinforce each other if they are of the right type.

How can bureaucracy ensure neutrality? -
- At the stage of policy formulation, the role of civil servants is to render free and frank advice which should not be coloured by any political considerations.
- Once a policy or programme has been approved by the elected government, it is the duty of the civil servant to faithfully and enthusiastically see to its implementation.
- There is a need for public officials to play an active role in at least voicing their concerns through interrogating the erring government.
  - Such a role is crucial not only to bring in relief to its very credibility, but it also suggests the role particularly for a socially sympathetic bureaucracy to adopt administrative practices so as to give some relief to those social groups who continue to reel under the constant fear of mob lynching.

Q) “Integrity is choosing your thoughts and actions based on values rather than personal gain.” Comment with an example. (250 words)

Reference

Directive word

Comment- here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Key demand of the question.

The question wants us to express our knowledge and understanding about integrity and form a substantiated opinion as to whether integrity is/ is not choosing your thoughts and actions based on values rather than personal gain. We have to illustrate our opinion and understanding by giving a suitable example.

Structure of the answer

Introduction– Give a simple definition of integrity by comparing it with honesty. E.g While honesty is being true to others, integrity is being true to oneself.

Body-

Discuss about integrity in detail and its relationship with values and personal gain. E.g

- Integrity means- Behaving in an honest, fair, and ethical manner. Showing consistency in words and actions. Modelling high standards of ethics.
- Integrity in its bare-bones essence means adherence to principles. It is a three-step process:
  - choosing the right course of conduct; acting consistently with the choice—even when it is inconvenient or unprofitable to do so; openly declaring where one stands.
  - Accordingly, integrity is equated with moral reflection, steadfastness to commitments, trustworthiness.

Give an example to illustrate your concept and understanding of integrity.

Answer :-

- Integrity is the quality of being honest and having strong moral principles, or moral uprightness. It is a personal choice to hold one’s self to consistent standards.
- As such, one may judge that others have integrity to the extent that they act according to the values, beliefs and principles they claim to hold.
- One can describe a person as having ethical integrity to the extent that the individual’s actions, beliefs, methods, measures and principles all derive from a single core group of values.
An individual must therefore be flexible and willing to adjust these values to maintain consistency when these values are challenged such as when an expected test result is not congruent with all observed outcomes.

**Integrity in its bare-bones essence means adherence to principles. It is a three-step process:**
- Choosing the right course of conduct
- Acting consistently with the choice even when it is inconvenient or unprofitable to do so
- Openly declaring where one stands. **Accordingly, integrity is equated with moral reflection, steadfastness to commitments, trustworthiness.**

The major difference between honesty and integrity is that one may be entirely honest without engaging in the thought and reflection integrity demands.

Integrity can be described as the strength of someone’s honesty and ethical standing. A person with strong integrity is less likely to be influenced by those of a lesser moral value.

- For instance a person finds a wallet on the side of the road pick it up and takes it for himself. When questioned by a family member as to who the wallet belongs the person states his intention that he found it and intends to keep it.
- The person is exhibiting the trait of honesty but not integrity as he makes no effort to return the wallet to the rightful owner. He is stealing essentially even if he is been honest.

Q) How do you think can the value of integrity be realized in public services. Discuss. (250 words)

**Reference**

**Directive word**

_Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand._

**Key demand of the question.**

The question wants us to write in detail about our thoughts as to how we believe, the value of integrity can be realized/ demonstrated in public service.

**Structure of the answer**

**Introduction**– Give a simple definition of integrity. _E.g Integrity means behaving in an honest, fair, and ethical manner etc._

**Body-**

Discuss how integrity can be realized in public services. _E.g_

- Treating others fairly and with respect
- Taking responsibility for own work, including problems and issues
- Using applicable professional standards and established procedures and policies when taking action and making decisions
- Identifying ethical dilemmas and conflict of interest situations and takes action to avoid and preventing them
- Anticipating and preventing breaches in confidentiality and/or security
- Does not acquiesce to inappropriate personal requests for favors, political pressure, or promise of gain
- Displays fortitude to support ethical actions that may negatively impact self or stakeholders etc.

**Conclusion-** based on your discussion, form a fair and a balanced conclusion on the given issue.

**Background:-**

- Integrity can be described as the strength of someone’s honesty and ethical standing. A person with strong integrity is less likely to be influenced by those of a lesser moral value.
Value of integrity can be realized in public services in the following ways:-

- By treating others fairly and with respect
- By taking responsibility for own work, including problems and issues
- By using applicable professional standards and established procedures and policies when taking action and making decisions
- By identifying ethical dilemmas and conflict of interest situations and taking action to avoid and prevent them
- By anticipating and preventing breaches in confidentiality and/or security
- By maintaining confidentiality of sensitive information by establishing new policies and procedures for handling such information
- By establishing open and honest communication with employees
- By addressing concerns with employee behavior in a confidential and respectful manner
- By instilling a climate of trust by admitting own mistakes and taking responsibility for one’s actions.
- By communicating honestly with employees regarding potential changes affecting the organization to ensure staff are treated fairly.
- By promoting a climate of openness and honesty and does not penalize responsible dissent.

**TOPIC**: Public/Civil service values and Ethics in Public administration: Status and problems; ethical concerns and dilemmas in government and private institutions; laws, rules, regulations and conscience as sources of ethical guidance; accountability and ethical governance; strengthening of ethical and moral values in governance; ethical issues in international relations and funding; corporate governance.

Q) Understanding ethical behavior in the context of corporate governance requires two levels of analysis: the internal concerns of corporate agency and the emergent effects on social welfare. Discuss. (250 words)

**Directive word**

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

**Key demand of the question.**

The question wants us to write in detail about the determinants and consequences of ethical behaviour on part of the corporate organisations in terms of the internal concerns of the organisation and its social welfare activities.

**Structure of the answer**

**Introduction**– Write a few introductory lines about the importance of ethics in general and in corporate structure which usually works on purely commercial interests.

**Body**-

- **Discuss the importance and role of internal concerns of the corporate agency in deciding the ethical/ unethical behaviour by the corporates.** E.g Corporate agency is based on the premise that Agents- employees, managers, and directors should behave in the best interests of Principal- owners or shareholders. Two things get in the way of that ideal: managers’ interests, while overlapping with those of shareholders, are distinct. Sometimes agents can help themselves in ways that hurt the firm and its shareholders; Second, shareholders have neither the specific knowledge nor skills possessed by management. That can create a dynamic where even well-intentioned managers may feel compelled to “short-termism,” i.e., acting in ways that look good to shareholders now, but actually undermine value creation over time etc.

- **Discuss the importance and role of the emergent effects on social welfare.** E.g Social welfare is based on the premise that companies should engage in fair dealing with all of their stakeholders—including customers, employees, suppliers, and communities, as well as
shareholders—in accordance with the expectations of the larger society in which they operate; companies benefit from at least nurturing their reputations among all stakeholders, and minimizing their negative externalities (pollution, plant closures, etc.) preserves the freedom of companies to operate with otherwise minimal external constraints etc.

Conclusion- based on your discussion, form a fair and a balanced conclusion on the given issue.

Background :-

- Ethics concern an individual’s moral judgements about right and wrong. Decisions taken within an organisation may be made by individuals or groups, but whoever makes them will be influenced by the culture of the company.

Internal concerns of corporate agency :-

- Corporate agency is based on the premise that employees, managers, and directors (i.e., agents) should behave in the best interests of owners or shareholders (i.e., principals).
- Managers interests, while overlapping with those of shareholders, are distinct. Sometimes agents can help themselves in ways that hurt the firm and its shareholders. Examples include shirking, waste and, in extreme cases, fraud or other self-serving actions that can bring down the company, as have happened in numerous business scandals.
- Shareholders have neither the specific knowledge nor skills possessed by management. That can create a dynamic where even well-intentioned managers may feel compelled to “short-termism,” i.e., acting in ways that look good to shareholders now, but actually undermine value creation over time. Various oversight, transparency, and incentive mechanisms have evolved, and continue to develop, to contain agency costs.

Emergent effects on social welfare :-

- Social welfare is based on the premise that companies should engage in fair dealing with all of their stakeholders including customers, employees, suppliers, and communities, as well as shareholders in accordance with the expectations of the larger society in which they operate.
- The debate about what is fair dealing reflects the larger, ongoing debate about the purpose of corporations in society, but even a shareholder-centric model recognizes that companies benefit from at least nurturing their reputations among all stakeholders, and that minimizing their negative externalities (pollution, plant closures, etc.) preserves the freedom of companies to operate with otherwise minimal external constraints.

Q) Discuss the Wates principles for improving corporate governance standards for private companies. (250 words)

Reference
Reference

Directive word

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question.

The question wants us to write in detail about the Wates principles which are aimed at improving corporate governance standards for private companies.

Structure of the answer

Introduction-- write a few introductory lines about the Wates principles. E.g these are the principles forwarded by the Financial Reporting Council (FRC) of the UK and are a significant step in the direction to address the perceived issue of corporate governance standards in large private companies etc.

Body-

Discuss in points the Wates principles. E.g The code creates an obligation to report to society as a whole as the price they pay for the use of societal capital and the privilege of limited liability”

• Principle one: Purpose
• **Principle two: Composition**

• **Principle three: Responsibilities**

• **Principle four: Opportunity and risk**

• **Principle five: Remuneration**

• **Principle six: Stakeholders**

**Conclusion**—based on your discussion, form a fair and a balanced conclusion on the given issue.

**Background:**

- Recently the Financial Reporting Council (FRC) of UK issued its long-awaited corporate governance standards for private companies which provides a framework to help the companies meet legal requirements and improve and disclose their governance.

- The genesis of the principles lies in the collapse of private company BHS, which led to tens of thousands of employees losing not only their jobs but their pensions.

**Wates principle of corporate governance :-**

- It encourages private companies to adopt a set of key behaviours to secure trust and confidence among stakeholders and benefit the economy and society in general.

- By explaining the application of these Principles, large private companies will also be able to meet their obligations under the Companies (Miscellaneous Reporting) Regulations 2018, part of a package of new regulations that have been issued for private enterprises.

- These regulations require all companies of a significant size that are not currently required to provide a corporate governance statement to disclose their corporate governance arrangements.

**The Wates principles are :-**

- **Purpose and Leadership :-**
  - An effective board develops and promotes the purpose of a company and ensures that its values, strategy and culture align with that purpose.

- **Board Composition :-**
  - Effective board composition requires an effective chair and a balance of skills, backgrounds, experience and knowledge, with individual directors having sufficient capacity to make a valuable contribution. The size of a board should be guided by the scale and complexity of the company.

- **Board Responsibilities :-**
  - The board and individual directors should have a clear understanding of their accountability and responsibilities. The board’s policies and procedures should support effective decision-making and independent challenge.

- **Opportunity and Risk :-**
  - A board should promote the long-term sustainable success of the company by identifying opportunities to create and preserve value and establishing oversight for the identification and mitigation of risks.

- **Remuneration :-**
  - A board should promote executive remuneration structures aligned to the long-term sustainable success of a company, taking into account pay and conditions elsewhere in the company.

- **Stakeholder Relationships and Engagement :-**
  - Directors should foster effective stakeholder relationships aligned to the company’s purpose. The board is responsible for overseeing meaningful engagement with stakeholders, including the workforce, and having regard to their views when taking decisions.

**Topic—Citizen’s Charters, Work culture, Quality of service delivery**

Q) Though Citizen’s charters have been formulated by many public service delivery organizations, there is no corresponding improvement in the level of citizens’ satisfaction and quality of services being provided. Analyse. (250 words)
Key demand of the question

The question expects us to explain the purpose of citizen charters and thereafter, examine why despite the formulation of citizen charters corresponding improvement in service delivery by has not happened. Finally, we need to provide suggestions for improvement.

Directive word

Analyze – When asked to analyze, you have to examine methodically the structure or nature of the topic by separating it into component parts and present them as a whole in a summary.

Structure of the answer

Introduction – Explain what citizen charters are.

Body

Discuss the reasons why despite many public organizations coming out with their charters consequent improvement in public service delivery has not happened. Discuss the findings of 2nd ARC regarding the same

• Lack of training and awareness at cutting edge level
• Top driven approach and not bottom up approach
• Standards/time norms of services mentioned in Citizens’ Charter were either too lax or too tight and were, therefore, unrealistic and created an unfavourable impression on the clients of the Charter. Etc

Give suggestions for improvement

• Internal restructuring should precede charter formulation
• No one size fits all charter
• Involve customers in the creation of guarantees, standards, redress policies, complaint systems, and customer service agreements
• Effective redressal mechanism etc

Conclusion – Summarize your arguments and discuss the way forward.

Answer :-

• A Citizens’ Charter represents the commitment of the Organisation towards standard, quality and time frame of service delivery, grievance redress mechanism, transparency and accountability. The concept of Citizens Charter enshrines the trust between the service provider and its users.
• The basic objective of the Citizens Charter is to empower the citizen in relation to public service delivery.
• The main objective of the exercise to issue the Citizen’s Charter of an organisation is to improve the quality of public services. This is done by letting people know the mandate of the concerned Ministry/ Department/ Organisation, how one can get in touch with its officials, what to expect by way of services and how to seek a remedy if something goes wrong. The Citizen’s Charter does not by itself create new legal rights, but it surely helps in enforcing existing rights.

Despite formulation of citizen charters level of citizens satisfaction and quality of services:-

• According to second there is
  o Lack of training and awareness at cutting edge level
  o Top driven approach and not bottom up approach
  o Standards/time norms of services mentioned in Citizens Charter were either too lax or too tight and were, therefore, unrealistic and created an unfavourable impression on the clients of the Charter.
• The mismatch in aligning public service delivery with citizen’s expectations.
• The organizations looked at the exercise of formulating Citizen’s Charter as a direction from above. It became one of the routine activities and lacked focus.
• The employees responsible for implementing the charter were lacking training and orientation.
• Sometimes, the initiative got hampered due to the transfer/reshuffle of concerned officers responsible for the implementation of citizen’s charter.
• Awareness campaign to sensitize the citizens/clients was not adequate.
• There was no continuous improvement and assessment of performance.
• There was no benchmarking of quality of service delivery and grading them on performance.

**Measures for effective implementation of citizen’s charter:**
• An effective awareness campaigns amongst all the stakeholders has to be designed and delivered innovatively and effectively.
• The mere issuance of citizen’s charter will not alter the mindset of people and staff overnight. So, regular sensitization programmes and persistent efforts are required to effect attitudinal changes.
• The charters should be subjected to both internal and external monitoring, evaluation and review in all the organizations for effecting improvements.
• The charter should also be provided with a necessary statutory backing by passing an appropriate legislation as the Citizen’s Charter Bill, 2011 got lapsed with the dissolution of Lok Sabha.
• **Recommendations of 2nd ARC:-**
  o Citizen’s Charter should be prepared for each independent unit under the overall umbrella of the organization’s charter.
  o Wide consultation which include civil society in the process.
  o Firm commitments to be made.
  o Internal process and structure should be reformed to meet the commitments given in the Charter.
  o Redress mechanism is case of default
  o Periodic evaluation of Citizen’s Charters.
  o Benchmark using end-user feedback.
  o Hold officers accountable for results.

**Topic – Codes of Ethics, Codes of Conduct**

Q) What do you understand by a code of conduct. What purpose does it serve. Discuss. (250 words)

**Reference**

**Directive word**

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

**Key demand of the question.**

The question wants us to give a detailed description of the code of conduct and also bring out in detail, the purpose and advantages of having a code of conduct in place.

**Structure of the answer**

**Introduction**– write a few introductory lines about the Code of Conduct. E.g give a simple but complete definition of code of conduct.
Body

Discuss the purposes a code of conduct serves. E.g it clarifies an organization’s mission, values and principles, linking them with standards of professional conduct. The code articulates the values the organization wishes to foster in leaders and employees and, in doing so, defines desired behavior. As a result, written codes of conduct or ethics can become benchmarks against which individual and organizational performance can be measured; it is a central guide and reference for employees to support day-to-day decision making. A code encourages discussions of ethics and compliance, empowering employees to handle ethical dilemmas they encounter in everyday work; encourages compliance with law etc.

Conclusion— based on your discussion, form a fair and a balanced conclusion on the given issue.

Answer:-

- Codes of conduct represents the set of enforceable rules that should be followed by a person in an organisation. Codes, along with other measures, have helped some companies dig themselves out of scandals, and have helped many companies build a healthier work climate and reputation.
- A Code of Conduct applies the Code of Ethics to a host of relevant situations. A particular rule in the Code of Ethics might state that all employees will obey the law, a Code of Conduct might list several specific laws relevant to different areas of organizational operations, or industry, that employees need to obey.

Purposes it serves are :-

- The Code of Conduct outlines specific behaviours that are required or prohibited as a condition of ongoing employment. It might forbid sexual harassment, racial intimidation or viewing inappropriate or unauthorized content on company computers.
- It is used in an attempt to regulate behavior in very different ways.
- Code of conduct is a set of guidelines that influence employee’s actions.
- Code of Conduct are originated from the code of ethics, and it converts the rules into specific guidelines, that must be followed by the members of the organisation.
- Code of Conduct is addressed to employees only.
- Code of Conduct is focused on compliance and rules
- The organization’s desire is to obtain a narrow range of acceptable behaviors from employees
  - Conduct regulations assert that some specific actions are appropriate, others inappropriate.
  - Code of conduct consists of provisions general to all employees so some acts which are not mentioned might be considered ethical despite their unethical nature. It becomes a legal impediment in governance due to its rigidity which can affect the public servant leading to policy paralysis.
  - A well-written code of conduct clarifies an organization's mission, values and principles, linking them with standards of professional conduct. The code articulates the values the organization wishes to foster in leaders and employees and, in doing so, defines desired behavior. As a result, written codes of conduct or ethics can become benchmarks against which individual and organizational performance can be measured.
  - Additionally, a code is a central guide and reference for employees to support day-to-day decision making. A code encourages discussions of ethics and compliance, empowering employees to handle ethical dilemmas they encounter in everyday.
- Strict code of conduct in financial sector would ensure ethics in the employees and would have avoided and punished instances like recent Nirav Modi scam where ethics of the bank employees was under question.

Conclusion:-

- Code of Conduct is actually extracted from the Code of Ethics. Codes are beneficial for businesses of any size and nature as the codes lays down direction which is helpful for employees, to behave in a particular manner and also making a public image of ethical behaviour.
Q) A woman died recently, after a short, unhappy life. She wanted her ashes to be scattered in the ocean near a place she lived during one of the brief happy times of her adult life. Her parents and immediate family had already passed away, so she discussed her wishes with her mother-in-law, who said she would comply with her daughter-in-law's wishes. In her will, the woman gave control of her estate to the mother-in-law. The will stated that the woman's ashes should be scattered in the ocean, as described above. Instead, her mother-in-law buried the ashes in a family plot near her home, because she wanted to keep the ashes close to her because of her own grief.

Assume that the mother-in-law is legally required to follow the wishes stated in the will, but that no one will check and it is very unlikely that the mother-in-law will have any problem with the law.

1. What are the issues of integrity, ethics and law posed in the case study?
2. What options does the mother-in-law have, and what should she do and why? (250 words)

**Structure of the answer**

**Guidelines**

*Some of the issues raised by this case study include;*

- whether the mother-in-law is acting ethically and with integrity;
- the relevance of her promise to her daughter-in-law, and
- whether the promise is still relevant after the daughter-in-law dies;
- the impact of the law on the mother-in-law, and
- what difference it makes that the mother-in-law’s illegal activity is not likely to be discovered.

*Frame your answer by the help of the guidelines provided but don’t restrict yourself. Try to incorporate the important terms related to ethics in your answer. Be critical and ethically eloquent in your approach.*

**Answer:**

- The issue revolves about the promises, commitment made by the mother in law and how she upholds her promise and what are ethical issues that need explanation if she does not comply with her daughter in law’s request.

The stakeholders involved in this case study are mother in law, daughter in law, law and the society as a whole

1. **What are the issues of integrity, ethics and law posed in the case study?**

   - The commitments people make to other people don’t perish when they do. It’s through words of promises that we keep the memories and legacy of a person beyond mortality. In this case there was no obstacle to doing what the mother in law requested. There was a will. There was a way. The way, this bereaved mother in law might object, would have deprived her of a focus for her grief. The daughter in law’s request deserved compliance.

   - The mother in law while complying to her daughter in law when alive and yet not doing the deed shows breaking of trust and faith despite her intentions.

   - As it is already declared in the daughter in law’s will regarding the ashes ,law can take its course if it is found that mother in law’s has not followed the will.

2. **What options does the mother-in-law have, and what should she do and why?**

   The following options are available for mother in law :-

   - She can just stay quiet. In this case there is no chance anyone might ever come to know that the daughter in law’s will has been compromised. But at the same time over the period of time mother in law may feel guilty that she did not comply to her daughter in law wishes. There is always a risk for her that her act may be found out by legal authorities.
Q) A woman is sexually harassed by a top-level senior executive in a large company. She sues the company, and during settlement discussions she is offered an extremely large monetary settlement. In the agreement, the woman is required to confirm that the executive did nothing wrong, and after the agreement is signed the woman is prohibited from discussing anything about the incident publicly. Before the date scheduled to sign the settlement agreement, the woman’s lawyer mentions that she has heard the executive has done this before, and the settlement amount is very large because the company probably had a legal obligation to dismiss the executive previously. The company however wants to keep the executive because he is a big money maker for the company.

1. What are the issues of integrity, ethics and law posed in the case study?
2. What options does the woman have?
3. What should she do and why? (250 words)

**Structure of the answer**

Some of the issues raised by this case study include initial issues of unethical and unlawful conduct, by the executive and the company; whether the company should allow the executive to continue working because of the revenue he generates, in view of his propensity to harm co-workers, and whether this action is ethical or reflects integrity; whether the company should require the woman to state that the executive did nothing wrong as part of the settlement agreement; whether the woman should agree to this settlement in view of the harm future employees are being exposed to; and whether the woman is prioritising justice for herself over harm to future employees in an acceptable way.

Discuss about these issues and give the best ethical solution possible under such situation.

**Answer:-**

- Although, campaigns like #MeToo acted as an eye-opener, sexual harassment at the workplace still remains behind the closed doors of glass cabins. The above case study involves the woman victim, the senior executive, the company and the other employees who were harassed by the senior executive before as stakeholders.

1. **Some of the issues raised by this case study include**
   - Initial issues of unethical and unlawful conduct, by the executive and the company
   - Whether the company should allow the executive to continue working because of the revenue he generates, in view of his propensity to harm co-workers, and whether this action is ethical or has integrity or even legal is under question.
   - Whether the company should require the woman to state that the executive did nothing wrong as part of the settlement agreement
   - Whether the woman should agree to this settlement in view of the harm future employees are being exposed to
   - Whether the woman is prioritising justice for herself over harm to future employees in an acceptable way.

2,3. **The woman has the following options :-**

   - **She can accept the settlement offered by the company :-**
   - By doing this she not only degraded herself and gave an opportunity for the company and executive that their unlawful acts can avoid legal discourse. This can have repercussions for the future as other employees continue to suffer from such actions of the executive.
   - **She can sue the company and make sure the executive is punished :-**
     1. By suing the company and ensuring that the executive punished the woman has fought for justice against the heinous act of sexual harassment at workplace. This might put some sense in the executive that such actions are bad despite him being a successful executive. The company is also reminded that
its actions of supporting an executive who has done wrong is unpardonable and justice prevails. Her actions also empowers other employees who face similar situations and gives them the courage to fight against such wrongdoing.

2. This course of action would be a precedent for many other companies and senior officers to prevent abuse of power and abide by the company rules and the woman need to follow this option.

Q) An international soft drink company has a signature soft drink that it sells all over the world. In India, the version of the soft drink complies with Indian food and health regulations, but is less healthy than the drink sold in the European market where the law is stricter. The soft drink company is obeying the law in India, but it is selling an inferior, less healthy product in a developing country.

1. What are the issues of integrity, ethics and law posed in the case study?
2. What options does the soft drink company and the government of India have?
3. What should they do and why? (250 words)

**Guidelines for the answer**

Some of the questions raised by this case study include:

- how the issue first arose, including globalization, and why the company and the country would benefit and not benefit from the current position;
- whether the company and country are acting ethically, with integrity, and consistent with law;
- the role that consumers in India and elsewhere play in this case study;
- and the different approaches the company could take to health standards, e.g. establishing its own standard to meet even if that standard exceeds what is required in a particular country.

**Answer :-**

- In the era of globalization there are different standards adopted by different countries. In this light the companies take advantage of the standards set by the developing countries which are mostly inferior to the many developed countries like EU/ US.
- The stakeholders involved in the above case study are the company manufacturing the soft drink, Indian government and the consumers of the soft drink.

1. **Issues of integrity, ethics and law posed in this context :-**
   - The soft drink company even though complying with the Indian law is aware that the drink is of inferior quality showing the utter lack of responsibility from its side and the motive towards profit. This also shows the unethical means adopted by the company neglecting the health of millions of people.
   - Even the Indian government need to realize that Indian food and health regulation standards are inferior to European countries. This can threaten the lives of people.

2. **Options with government:**
   - Government can revise its standards further that put public lives as priority and ensure that the supply of soft drink of the inferior quality is immediately terminated in India.
   - It can avoid taking any action as the adverse effects on the people are not visible.

Options available with soft drink company :-

- Soft drink company need not change its stand as it is following Indian laws.
- Soft drink company can ensure their product in India is of same quality in Europe.

3. The Indian government need to stop the supply of inferior quality soft drink and revise the existing standards even though there are no bad effects of the drink yet visible in India. The proactive stand of the government can send a warning to the companies of not circulating inferior products in India. Also the government need to make people aware of the food safety standards for better transparency.

Soft drink company need to increase the quality of the soft drinks in India as inferior quality product can adversely impact the customers and the company itself in the long run.
Q) You’re a manager of a nonprofit organisation. Your supervisee has been a planned-giving fundraiser there for five years. Four years ago, his performance was poor because he was undergoing chemotherapy. Since then, it’s improved to average but, in the past few months has declined severely again— He’s raised only half as much money as before. He explains that his cancer has recurred and has spread to his lymph nodes, so he’s in the middle of a six-month round of chemotherapy and his prognosis is not good. He says he prefers to keep working but if you terminate him, he won’t file a claim under the Americans with Disabilities Act. He is his family’s sole source of income and his non-profit salary is modest and so he has little in savings. He’s just getting by.

Discuss the options available to you and what would be your decision. (250 words)

**Directive word**

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question, we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

**Key demand of the question.**

The question wants us to write in detail about the possible options available to us in the given circumstances and the ethical implications of those options. It also wants us to discuss as to what should be our response in such situation.

**Structure of the answer**

Discuss the issue in detail and what are the options available. E.g

a) **Retaining him:** Most organizations but especially nonprofits espouse putting people above profits. To let him go when he’s been an acceptable performer and now has to endure treatment for recurred cancer would be hypocritical, especially since you know he is his family’s sole support and he’s saved little because he’s worked for nonprofits. From a pragmatic standpoint, letting him go would hurt the organization’s morale. Besides, with his cancer having recurred and in his lymph nodes, it’s unlikely he’d want or be able to stay employed for very long. Retaining him would be an appropriate “cost of doing business.”

b) **Firing him:** Less money raised means less services to the many needy people the nonprofit services. He’s only one person. Yes he’s an employee but the wise person makes decisions mainly based on what will do the most good, not giving extra consideration to the person in front of you. You can mitigate the toll to staff morale by telling the employees the ethical basis for letting him go and giving them ample opportunity to process it. To help him financially, you might give a generous severance package. That would still save much money compared with keeping him on.

**Answer :-**

- The case study deals with ethical issues based on compassion and empathy vs efficiency and has the following people as stakeholders i.e., the employee, manager, society etc

**The options available are :-**

- **Retain him :-**
  - Most organizations but especially nonprofits espouse putting people above profits.
  - To let him go when he’s been an acceptable performer and now has to endure treatment for recurred cancer would be hypocritical, especially since I know he is his family’s sole support and he’s saved little because he’s worked for nonprofits.
  - From a pragmatic standpoint, letting him go would hurt the organization’s morale.
  - However as his cancer has recurred and in his lymph nodes, it’s unlikely the employee would want or be able to stay employed for very long. Retaining him would be an appropriate cost of doing business as well.

- **Not retain him :-**
  - Less money raised means less services to the many needy people the nonprofit services.
Even though he’s an employee but the wise person makes decisions mainly based on what will do the most good, not giving extra consideration to the person in front of you.

I can improve the staff morale by telling the employees the ethical basis for letting him go and giving them ample opportunity to process it.

To help him financially, I can give a generous severance package. That would still save much money compared with keeping him on.

- I would follow the following course of action i.e., I can give him leave for the duration of the treatment and can ask him to join once his treatment is over :-
  - I would choose to give the employee a holiday and tell him to focus on his health and permit him to join after the treatment is over.
  - The credibility of NGO would only be legitimized due to this course of action as the organisation’s primary goal of welfare to people also means welfare to its employees.
  - I will also ensure that he files a claim under Americans with disabilities act so that he can get compensation or insurance for expenses of his treatment.
  - When the organization is true to its motto and its employees there are greater chances of people donating more to the NGO fund as well.

Q) An undergraduate course required for graduation has a reputation for being extremely hard to pass, much harder than similar courses. When posting materials to the class website, the teacher accidentally posts a test with answers indicated at the end. The teacher notices the error immediately and deletes the test, but before she does so a student downloads the test. The website does not allow the teacher to see whether the test was downloaded, and because she deleted the test with the answers so quickly, the teacher later uploaded the same test without the answers and required students to take the test. The Student Code of Ethics prohibits students from taking a test when there is reason for them to believe they have confidential information regarding the answers to a test they are not supposed to have. Violations of the Student Code of Ethics are punishable.

1. What are the issues of integrity, ethics and law posed in the case study?
2. What options do the teacher and the student have?
3. What should they do and why?  (250 words)

Guidelines for framing the answer

Some of the issues raised in this case study include

- the reasons why the teacher reposted the same test;
- the undue difficulty of the course, and whether that or the teacher’s actions justify a student who uses the answers accidentally disclosed by the teacher;
- the relationship between ethical concerns and the Student Code of Ethics;
- and the relationship of the student to the teacher and fellow students,
- and the effect the student’s actions may have on fellow students etc.

This list is not exhaustive and therefore it is directed to critically study the issue and bring out the issues involved therein.

Answer :-

The case study revolves around the concept of responsibility and integrity of the respective stakeholders (teacher, students and the particular student who downloaded the test)

1. Issues involved:-
   1. Why has the teacher reposted the same test despite being aware that answers were attached to the original test that was posted. This shows the sense of irresponsibility and lack of professional competence of the teacher.
   2. Also in the context of the student who has downloaded the test it is to be seen whether she informs the teacher regarding the issue or she circulates the answers among other students. The latter shows the utter lack of integrity and ethics on the part of the student.
3. The Student Code of Ethics prohibits students from taking a test when there is reason for them to believe they have confidential information regarding the answers to a test they are not supposed to have. Violations of the Student Code of Ethics are punishable.

2. **Options left with the teacher and the student:**

   **Teacher:**
   1. The teacher can reload a new question paper. This will be better as there will be no doubts that anyone has downloaded the test.
   2. The teacher need not upload the new test. This would put some doubts whether the test has been downloaded or not. As one of the students has downloaded the test and the teacher is not aware of it.
   - Also the teacher has the option to ask if any of the students has downloaded the answers. But this option does not ensure clarity as students might not reveal the truth.

   **Student:**
   1. The student need not inform anyone and just prepare the answers downloaded and attend the test. This will not lead to any chaos as teacher and other students are not aware of the issue. But the student can face guilt of cheating and getting marks which is of no use for her in long term. Also the students who have actually worked hard for the exam are affected adversely.
   2. The student can send the answers to other students and this can ensure everyone clear the test but ethical integrity is lacking and in future they don’t gain anything with such utter lack of integrity.
   - The student can go reveal the truth to the teacher.

3. **The course of action:**

   1. The teacher need to ensure that a new set of questions are uploaded as this is the only fool proof mechanism that can ensure the guarantee that none of the students have access to the answers. The teacher need to request the authorities to make the website transparent so that there is more transparency in the system.
   2. The student need to make teacher aware that the answers have been downloaded by mistake and then the teacher can take necessary action by uploading new set of questions. The student is following the code of ethics and he/she will not be punishable for the actions.