

NEXT IAS

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CASE STUDIES MODULE

- *33 uniquely designed case studies*
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CASE STUDY MODULE

The ethics paper is one of the most feared as well as one of the most scoring papers of UPSC Mains. People have marks in all the ranges from low to high and nobody seems to know what went wrong/right for them. The Case Studies Part of the Ethics Paper is very crucial in deciding your score and this module will help you score better.

The secret to scoring good in Case Studies Part is to stick to the word limit (keep it at a maximum of 325 words) and to write only the 'most relevant' things.

Using this Module: This module has divided the UPSC syllabus of Ethics Paper into 5 parts and case studies on every part are there. We begin each part with a Case Study and its rough and final answer followed by a UPSC Previous Year Case Study and its answer. Then we have some more case studies with hints for answers for your practice. In the end we have some International Case Studies for practice.

The Approach: As soon as you face the question read it in full with an unbiased mind. Try and get to know the problem and make an 'Event Map' of all the possible alternatives both -ve and +ve. We need to identify the best option in a given situation and prepare a good defence of our choice so as to get hold of the examiners thought process and to establish a connect with him/her.

There is a specific type of questions that have started to come up these days and are expected to feature more in the coming years which are multifactorial/multidisciplinary. These questions involve a number of events taking place at the same time and we have to cover all these events one by one and in priority order This becomes very tricky as something that has top priority according to you may not be that important in the mind of the examiner. So here again you need to think broadly and try to cover all relevant facts in the word limit/ space provided.

The answer must be crisp, short and to the point. Using more of theory in answers to case studies does not help a lot hence use simple language and terms. Select the best option of all which is practical and not the one which is difficult to implement or sounds odd. Don't be too bureaucratic in your answers just be practical. Whatever stand you take give it a convincing defence and stay in the word limit.

Hope this module helps you improve your performance.

This is how we divide the UPSC syllabus, we have omitted certain parts of the syllabus which are not relevant from Case Studies point of view:

- PART I: Ethics and Human Interface:** Essence, determinants and consequences of Ethics in human actions; dimensions of ethics; ethics in private and public relationships. Human Values – lessons from the lives and teachings of great leaders, reformers and administrators; role of family, society and educational institutions in inculcating values.
- PART II: Attitude:** content, structure, function; its influence and relation with thought and behaviour; moral and political attitudes; social influence and persuasion.
- PART III: 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.
Emotional intelligence-concepts, and their utilities and application in administration and governance.
- PART IV: 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.
- PART V: Probity in Governance:** Concept of public service; Philosophical basis of governance and probity; Information sharing and transparency in government, Right to Information, Codes of Ethics, Codes of Conduct, Citizen's Charters, Work culture, Quality of service delivery, Utilization of public funds, challenges of corruption.

Good Luck

Dr. Gaurav Saini

Case Study Module: Part-I

Ethics and Human Interface: Essence, determinants and consequences of Ethics in human actions; dimensions of ethics; ethics in private and public relationships. Human Values – lessons from the lives and teachings of great leaders, reformers and administrators; role of family, society and educational institutions in inculcating values.

Case Study:

You are the Head Prefect of St. Xavier High School. Incidents of cracker bursting in the school campus are on the rise and the Principal has warned that strict action will be taken against those caught involved in these incidents. You as the head prefect are responsible for keeping a watch over students and to take proper action in this matter. While on your way to the school one morning you overhear your younger brother and his friends planning to burst crackers during recess. You immediately intervene and seize all their crackers and warn them that very serious action will be taken against them if they are caught and they should not indulge in such acts. They all are very afraid of your warning and are ready to comply. But the same day during recess there are again incidents of cracker bursting in school. You are immediately alarmed and raid the classroom of your brother and his friends where you find evidence that some of his friends are involved in this act

- (a) What action will you take?
- (b) You know that the Principal is very serious on this matter and can award severe punishment to those involved which can affect their scores in the upcoming Board Exams. You don't want them to suffer this way. What will you do to ensure that such a thing does not happen.

Rough Answer:

Here there are various issues involved like :

1. Role of educational institutions in inculcating values in oneself.
2. Leadership values.
3. Being fair and Just.
4. Empathy.

Now we have to prioritize these issues and act accordingly. So to answer the 1ST part ie what action

will you take?

You have two options here :

1. Report the matter to the principal with names of those involved.
2. Try to make the group understand and close the matter there itself.

This morning only you had warned the group of the consequences of such an act. Hence the second option has lesser chances of success. Moreover it will give the Principal a message that you are not efficient enough in your job as the Head Prefect as you are not able to catch the culprits.

So as your duty you need to report this matter to the Principal.

Now to answer the second Part :

You understand that the Principal is very strict in this matter and can award severe punishment to the students which can even hamper their performance in the upcoming Board Exams, so you can speak about this concern of yours with the Principal and request him to be very fair and just in this matter. You can request the Principal to involve the student body while deciding the punishment for those involved. You should try to ensure that any form of punishment awarded has no effect on the studies and performance of those involved in the upcoming exams.

FINAL ANSWER:

The immediate action that I will take in this matter is to find out the names of all those involved in today's incident and report the same to the Principal (with my views and special request). This has to be done as –

- despite a warning issued this very morning the students have resorted to this act hence they seem to be in no mood to listen to the Head Prefect.
- Moreover as the incident has already taken place so the culprits will be caught one way or the other.
- as the Head Prefect it is my duty to report them to the Principal without further wait.

I being a student myself understand the importance of the upcoming Board Exams and I also understand that the Principal is very strict in this matter and can

award severe punishment to the students which can even hamper their performance in the upcoming Board Exams, so I will

- speak to the Principal about this concern of mine and request him to be very fair and just in this matter.
- request the Principal to involve the student body while deciding the punishment for those involved.
- try my best to ensure that any form of punishment awarded has no effect on the studies and performance of those involved in the upcoming exams.
- suggest the Principal some solutions which have no ill effects on the culprits performance in upcoming exams and will be a lesson for other students to stay away from such acts like public apology by the culprits in the school assembly and suspension for a small period from the school and recovery of damages from the culprits.

UPSC Case Study 2016:

You are a young, aspiring and sincere employee in a Government office working as an assistant, to the director of your department. Since you've joined recently, you need to learn and progress. Luckily your superior is very kind and ready to train you for your job. He is a very intelligent and well-informed person having knowledge of various departments. In short, you respect your boss and are looking forward to learn a lot from him.

Since you've good tuning with the boss, he started depending on you. One day due to ill health he invited you at his place for finishing some urgent work. You reached his house and you heard shouting noises before you could ring the bell. You waited for a while. After entering, boss greeted you and explained the work. But you were constantly disturbed by the crying of a woman. At last, you inquired with the boss but his answer did not satisfy you. Next day, you were compelled to inquire further in the office and found out that his behaviour is very bad at home with his wife. He also beat's up his wife. His wife is not well educated and is a simple woman in comparison to her husband. You see that though your boss is a nice person in the office, he is engaged in domestic violence at home. In such a situation, you are left with the following options. Analyse each option with its consequences.

(a) Just ignore thinking about it because it is their personal matter.

- (b) Report the case to the appropriate authority.
 (c) Your own innovative approach towards the situation. (250 words)

Answer:

Option A – Ignoring the situation because it is a personal matter.

The consequences of just ignoring this matter are:

1. The sufferer in this case will continue to be harassed.
2. The boss will think that you are a no nonsense guy who minds his own business. This may make a positive image of you in front of him.
3. My conscience will tell me to take some action in this regard. So merely ignoring the matter will not let me sleep in peace

Option B – Reporting the case to appropriate authority.

The consequences of this option are:

1. The sufferer in this case may/ may not be provided some relief.
2. The boss may / may not change his actions but he will definitely be angry upon me for bringing his personal matter in the open without even speaking to him about it.
3. I will be temporarily satisfied that I have done my duty of reporting this matter but the thought that what final action will be taken in this regard will not let me sleep in peace

My approach towards this situation:

The dignity and safety of a woman is involved here so there is nothing to be ignored in this matter and something needs to be done. But just reporting this to the authorities will not suffice as there is no guarantee that a solution will be found and moreover the boss may take this action of mine in the wrong sense. Instead I will do the following:

1. Talk to the boss about this matter outside the office and try to make him understand that his actions are not worthy of his personality.
2. Take my wife to the boss's house so that the boss's wife is comfortable to talk over this matter and try and find a solution.
3. Ask the boss to take professional help in this matter if it helps.
4. Very politely make him understand that his actions need to stop or otherwise I will have to report this matter to the authorities.

Other Case Studies on this topic

Case Study 1:

Ajit is a great athlete who has won several medals at a very young age, everybody says he will be the future medal bagger for the country. Just a week before his trials for national camp, Ajit's father has to undergo an emergency surgery during which Ajit donates blood to his father. After a while when he returns to practice he feels a bit lethargic and his coach notices this, he asks Ajit about this to which Ajit narrates the whole blood donation incident. Upon learning this the coach advises him to take 'erythropoietin' a drug which helps restore the RBC's. Ajit has no clue about it so he comes back home and does a research about the drug on the internet and comes to the conclusion that though the drug is a banned substance but testing facilities for the drug are so rare and sophisticated that they are not available in the country for testing samples of those participating in the National Trials. Ajit starts considering the idea of using the drug but at the same time is afraid too. He comes to you for help and advice.

- What advice will you give to Ajit and why ?
- How will you do this?

Hints for Answer:

Tell Ajit not to do this as:

- it is against sportsmanship.
- once started he will fall into this vicious cycle.
- instill confidence in Ajit that a sportsman like him does not need these measures to win.
- tell him examples of players who have ruined their careers because of this and also of those who have fought against all odds to rise up.

Case Study 2:

You are a working mother and while you were away, your 10 year old son stole ten rupees from your pocket and bought chocolates for himself and for his 8 year old sister. Your daughter tells you and your husband about her brother's generosity with a happy face. Your husband has been strict with your children, especially with his son whom he considers a spoilt kid. This has been a topic of debate and many a times he has asked you to quit your job and take care of your children instead. Knowing his son stole from his pocket, he is enraged and slaps his son in front of you and your daughter.

- Identify ethical issues in the case.
- Explain what you would have done if you were in your husband's place.

Hints for Answer:

Children learn from their parents and can learn things in different ways. Punishment is not a way to make them learn always. It should be used only in desperate situations.

I would have made the child aware of the wrong that he had done and would have made him understand that stealing is a crime and he should not repeat this.

Case Study 3 :

As a new faculty member at a noted university you are teaching a graduate level engineering course. The course requires that a term project, including a written report, be worked out in the department's computer laboratory. Much to your dismay, you discover that more than half of the students (7 out of 12) in the course have turned in identical project reports. The font styles are different, but the wording and punctuation are identical, including numerous spelling and grammatical errors.

The project was comprehensive and constitutes a significant portion of the final grade for the course. Grade reports are due tomorrow. Your boss, the head of the department, has already left town and cannot be reached. His parting words to you were to grade the new graduate students generously, since they depend on good grades for scholarships, assistantships and student visas.

Furthermore, you have heard him say that the department needs to keep its numbers up to get laboratory space and faculty salaries (including yours) from the university, and the graduate program is vital to this end.

What will you do in this situation?

Hints for Answer:

Such activities are a mockery of the whole education system hence will not tolerate this.

I will make them understand their wrong doing and tell them that they may have escaped it here in class but in real life they cannot always run away from responsibilities and hence they need to pay attention and learn to follow the rules.

Will ask for an extension of deadline and ask students to resubmit the projects.

Will try to allot them topics beforehand.



Case Study Module: Part-II

Attitude:

Content, structure, function; its influence and relation with thought and behaviour; moral and political attitudes; social influence and persuasion.

Case Study:

You are sitting with your friend in the university cafeteria and reading the newspaper he reads the news report of how girls from a particular community are being forced to stay indoors and deprived of the educational opportunities by the self proclaimed protectors of the community. Your friend reads the article and expresses his views that how that particular community is backward and how they protect their women while the men from the same community openly rape and maim women from other communities. He goes on to say that this community should be dragged out into the slums instead and taught a lesson. He further says that if the country needs to progress wiping out such community is essential. You are very surprised to hear such words from your dear friend and a co aspirant for the Civil Services. You completely disagree with his views and you decide to counter him.

How will you try and make him understand that he is wrong.

What according to you are the reasons for such misunderstandings among even the well educated members of the society. What can be done to improve this situation.

Rough Answer:

To answer the 1st part:

Here the main issue involved is the hatred in the mind of your friend against one particular community, which is wrong and as your friend is an aspiring civil servant so having such an attitude is further wrong.

So I need to make him understand that this is not the case and we must dig deeper into the reasons for this and ponder upon them.

So before going any further I will try and get to know the reason why he has such an attitude towards this issue. It can be because of some personal experience, reading some literature, through media, through various other sources. As this will lead me to the root cause why my friend has such an attitude towards this issue then I will counter him and make him understand that how and where he is wrong through examples from other's experiences, examples from history, examples from other countries and areas etc. I would try and make him understand that all humans are born the same and we need to work together if we want the nation to progress. Further I will ask him that as an aspiring civil servant isn't it his duty to treat all people equally and abide by the ideals of the constitution of our great nation.

To answer the 2nd part:

The reasons for such misunderstandings are –

1. Communal thinking of the self proclaimed leaders of the community and their support by the political class.
2. Media spreading wrong information and rumors giving fuel to the fire.
3. Lack of interaction among various communities at any level

To improve this situation we need to act on both short term goals and long term goals.

UPSC Case Study 2015 :

You are the Sarpanch of a Panchayat. There is a primary school run by the government in your area. Midday meals are provided to the children attending the school. The Headmaster has now appointed a new cook in the school to prepare the meals. However, when it is found that the cook is from Dalit community, almost

half of the children belonging to higher castes are not allowed to take meals by their parents. Consequently the attendance in the school falls sharply. This could result in the possibility of discontinuation of midday meal scheme, thereafter of teaching staff and subsequent closing down the school.

1. Discuss some feasible strategies to overcome the conflict and to create right ambience.
2. What should be the responsibilities of different social segments and agencies to create positive social ambience for accepting such changes?

Answer :

1. Some strategies to overcome the this issue are :
 - As the sarpanch I will call a meeting of the Gram Sabha and will raise this matter there.
 - I will try to bring out the importance of education and the contribution of Mid Day Meal Scheme towards promotion of education in front of the Gram Sabha.
 - Then I will emphasise the fact that all humans are equal and this trivial matter of meals being cooked by the member of a particular community should not be a hindrance to the overall larger objective of spreading education.
 - I will ask the gathering to look into the teachings of the leaders of our nation like Mahatma Gandhi and Dr. B R Ambedkar who almost a century back were more open than us and hence we should learn from them.
 - I will take help of the village priest and other elders of the village to understand the importance of this issue and take the right steps in this regard.
 - Finally will try to invite all the members of the Gram Sabha for a meal at the village school in the coming week and put this issue to rest forever.

The responsibilities of various social segments and agencies in this issue are :

1. Leaders of the Higher Caste's : understand this issue and ask their community to remain aloof of such issues in the 21st century.

2. Local Politicians :promote the larger cause of education and hence persuade the villagers to do the right thing.
3. Gram Panchayat : take this issue seriously and resolve it in the way it should be resolved.
4. Members of other caste's : support the cause and not join the protesting casts.
5. Government Authorities : Provide the right kind of help for eg.in case of non resolution of the issue a visit by the District Collector and his persuasion of the protesting casts can help resolve the issue.

Other Case Studies on the topic :

Case Study 1:

You are the District Collector of Jaipur and are responsible for a number of jobs . Jaipur being a capital city is always on radar of the politicians. One particular file about the complaint of residents of Malviya Nagar Colony has come to you multiple times saying that street vendors have blocked the main road and this has led to occurrence of daily traffic jams and petty fights over blocked roads in the area. Despite multiple warnings the street vendors are not ready to shift. The file that has come to you says that they need to be shifted with help of the police and permission for the same is being sought from you. You being very busy sanction the file and send it away for action. The next day you come to know that the police party that had gone to Malviya Nagar Colony to evacuate the street vendors has been very brutal in its action and has caused a lot of loss of goods of the street vendors when they were being forcibly dragged away. You start getting calls from politicians regarding this action of yours, also there is a sit in protest by the street vendors in front of your office.

- (a) Your senior summons you for an explanation. What will be your answer.
- (b) Could this problem be handled in a better manner by you? If yes then how ?

Hints for Answer:

Will conduct an enquiry into the issue and report to the seniors with the detailed findings.

Will own up any mistake if found guilty or if the whole operation is conducted in a wrong manner.

Like every matter this could also have been handled in a softer manner by:

- Instructing the police party to be careful.
- Giving one final chance to the street vendors to shift base.
- By being present or sending a representative when the action was being implemented at the site.

Case Study 2:

A few years back the government decided to name a road in the honour of late President APJ Abdul Kalam. The final decision taken in this regard was to change the name of Aurangzeb Road to Dr. APJ Abdul Kalam Road. This step of the government immediately sparked a controversy, every news channel held debates to discuss this matter. Some argued that it was deliberately done, some said that the rule of Aurangzeb in the Indian History was questionable and he did not deserve the kind of recognition he was being given and the government had done the right thing. All in all this became a national issue. In the end no decision was taken to reverse this step and the road still is named Dr APJ Abdul Kalam Road but no one seems to question this now.

- What are your views in this issue. Should such steps be taken?
- Are explanations like the one given in this case to change the name of the road justified? Why/Why not. Explain.

Hints for Answer:

This problem had a simple solution that was naming a new road in the honour of the Late President rather than changing the name of an old road.

Moreover the name that is being replaced is a part of the history of our nation and the reason given for doing so is absolutely blunderous. There are a number of roads named after the British. In this way every road named after them should be changed, which is not possible and also may not be the right thing to do.

Case Study 3:

I would say that if the village perishes India will perish too. India will be no more India. Her own mission in the world will get lost. The revival of the village is possible only when it is no more exploited. Industrialization on a mass scale will necessarily lead to passive or active exploitation of the villagers as the problems of competition and marketing come in. Therefore we have to concentrate on the village being self-contained, manufacturing mainly for use. Provided this character of the village industry is maintained, there would be no objection to villagers using even the modern machines and tools that they can make and can afford to use. Only they should not be used as a means of exploitation of others.

— M. K. Gandhi

You as a district collector are assigned the job of converting 5 villages in your district to model villages by 2019. What will be your approach in this matter.

Taking Example of one village explain what measures will be undertaken by you to make it a model village by 2019.

Hints for Answer:

Identify main problems in my area and select the villages which need the most help.

Target these things one by one –

- Education
- Health
- Communication
- Employment
- Use of Technology

Case Study Module: Part-III

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.

Emotional intelligence-concepts, and their utilities and application in administration and governance.

Case Study :

You are the Deputy Superintendent of Police (DSP) in a town. There is a case of molestation of a girl student by two youth. The matter gets escalated and there arises a situation of inter community clashes. The girl belongs to the same community as you. You are approached by the members of your community to make the case a difficult one for the accused to teach them a lesson and to show that your community is not the one to be messed with.

You too want to teach the accused a lesson and give away the message that such incidents will not be tolerated at any cost but at the same time you don't want to give this case a 'caste angle'.

- (a) What action will you take?
- (b) Suppose there are media complaints against you branding you as taking sides for the good of your community. How will you deal with this?

Rough Answer :

To answer the 1stpart :

This is a serious issue and has to be tackled aggressively. Such incidents lead to development of a particular ideology in the society and hence need immediate and quick action. But this issue is also associated with an unwanted 'caste angle'. So this has to be handled very tactfully and there should be a positive social change with whatever step we take even if certain elements try to give this issue a 'caste angle'. We have to be objective and impartial in this matter.

So the action that will be taken is -

- immediate arrest of the accused and proper enquiry of the matter.

- I will also speak to the leaders of both the caste's and ask them to maintain peace and warn them of serious action if they do not comply to this request.
- I will see to it that the case is disposed of quick and the punishment awarded shall be within law and will leave a message for others not to indulge in such crimes in the future.
- Ensure that the whole process is within law and no injustice is done.
- Politely ask the members of my community approaching me never to do so in the future and assure them of just action as per law.
- Keep the senior authorities informed of all developments.

To answer the 2ndpart :

Such image tarnishing incidents can happen at any stage of a civil servants career and hence these are not to be worried about if you have done the right thing. We are there to serve the government and our actions should be lawful and for the general good of the society and the nation. Until these conditions are met we need not worry about anything. I need to be tolerant in this matter. I am answerable to the authorities and not to the media and hence I shall continue to serve as I have always done and such reports will have no effect on me.

FINAL ANSWER:

- (a) This incident has to be handled very tactfully and there should be a positive social change with whatever step we take even if certain elements try to give this issue a 'caste angle'.

So the action that I will take is -

- immediate arrest of the accused and proper enquiry of the matter.
- I will also speak to the leaders of both the caste's and ask them to maintain peace and warn them of serious action if they do not comply to this request.
- I will see to it that the case is disposed of quick and the punishment awarded shall be within law and will leave a message for others not to indulge in such crimes in the future.

- Ensure that the whole process is within law and no injustice is done.
 - Politely ask the members of my community approaching me never to do so in the future and assure them of just action as per law.
 - Keep the senior authorities informed of all developments.
- (b) I am well aware that such image tarnishing incidents can happen at any stage of a civil servants career and hence these are not to be worried about if you have done the right thing. I am there to serve the government and my actions should be lawful and for the general good of the society and the nation. Until these conditions are met i need not worry about anything. I am answerable to the authorities and not to the media and hence I shall continue to serve as I have always done and such reports will have no effect on me.

UPSC Case Study 2016 :

Suppose you are an officer in-charge of implementing a social service scheme to provide support to old and destitute women. An old and illiterate woman comes to you to avail the benefits of the scheme. However, she has no documents to show that she fulfils the eligibility criteria. But after meeting her and listening to her you feel that she certainly needs support. Your enquiries also show that she is really destitute and living in a pitiable condition. You are in a dilemma as to what to do. Putting her under the scheme without the documents would clearly be violation of rules. But denying her the support would be cruel and inhuman.

- Can you think of a rational way to resolve this dilemma?
- Give your reasons for it. (250 words)

Answer:

- A. To rationally resolve this dilemma I will do the following –
- Will help her get the relevant documentary proof to make her eligible for the scheme for this will speak to the authorities/officer concerned.
 - Will try to take help of some NGO to get her the required documentary proof and to help her out with other things.
 - Will assign to her any temporary benefits of the scheme if that is possible.

- Will report such cases to the higher authorities and put in a proposal to handle such cases in a different manner. Eg a simple certification from a government hospital can suffice as the age proof to consider a person in the senior citizen category.
- B. The scheme is intended for the benefit of people like the lady in question so if they are denied its benefits then what will be the use of such schemes. Hence it will be my duty to resolve this dilemma in the best possible way. The methods that I have mentioned above will help resolve this issue -
- The authorities/officer or the NGO can help the old lady to get the required documentary proof which will be useful for her in other areas also.
 - The temporary benefit(if that's a possibility) given to her will take care of her immediate needs.
 - Reporting such cases and writing to the authorities to carve out a solution to such cases will help in tackling such cases in the future.
 - If we are not able to help this lady out then it will be a policy failure and it is not a good sign for the nation and the society. Hence it must be ensured that the lady and all other such cases are attended to with care and empathy.

Other Case Studies on this topic:

Case study 1 :

You are a strict boss and a no nonsense man who is known to get things done whatever it takes to do so. These days you and your team are working on a very important and sensitive project who's completion deadline is nearing and a lot still needs to be done. This has made you even stricter and dedicated to your work and you as well as your team are putting in a lot of effort to meet the deadline at any cost. You happen to notice that one of your team's assistant manager Priyanka is visibly sad today and is not able to focus on her work properly. You scold her once and ask her to pay proper attention to work. During the evening tea break you find Priyanka crying at her desk. You are immediately concerned about this and speak to her about the matter. She tells you that it's her daughter's birthday today and she wanted her

mother to be home early and also get her a special gift which Priyanka is not able to arrange due to her busy work schedule. Upon enquiry that why didn't she ask for a leave today she replies that she was afraid of asking for a leave and did not want to fail me and the team.

You are a nice person at heart and become concerned that how harsh you have been to your team in the past few days. You decide to change this situation.

What actions will you take and why ?

Hints for Answer:

Things to be done in this case are:

- Immediately ask someone to arrange for the gift Priyanka's daughter wanted.
- Also get her something from the side of the whole team.
- Send Priyanka home
- Call a team meeting the next day and appreciate them for their hardwork
- Tell team that they shall maintain a good work life balance and the company supports them in doing so.

Case Study 2 :

There is a peon working in your office who is old and does not appear to be mentally sound, the whole staff is irritated because of him. He appears to be good for nothing and is considered a burden to the office. Your staff has advised you many a times to shift him to some other branch office and get someone else in his place who is efficient and hardworking. You feel that doing so will then hamper the working of the branch office where there is more work to be done per person as compared to your head office. You also know that he is the father of 3 unmarried daughters who are all university students and the peon has always strived hard to educate the girls. His retirement is due next year. Your staff is so irritated by him one day that they lock him up in a room. When you arrive at the office the staff comes to you with this issue and demand some action in this matter. You are yourself fed up with this matter and decide to take action this time.

(a) What action will you take?

(b) What will be reason for your action.

Hints for Answer:

Ask the staff for an explanation in this matter as to why have they taken this step. Will then call the family members of the peon and talk to them and make them understand the problem and tell them to get him treated if he has some issues. Send the peon on leave for some days.

This will help him get treatment for his condition.

The staff will be pacified that he has been sent off.

The explanation will deter the staff from doing such a thing in future.

Case Study 3:

You are the Principal of a famous City School. Your son also studies in the same school and is a state level athlete. As the Board Exams are nearing you call for the attendance of the students and you find that you son's attendance is dismally low and even if he attends all the remaining classes for the year he will not be able to fulfil the minimum attendance criteria and will not be allowed to sit for the Board Exam. This is the case with many students who are on the school sports team. If these students are not able to give the exam this will impact their future and the coming generation of students would thus not be taking up sports because of this incident. You decide to act in this manner and do whatever it takes to see to it that the students don't miss their exam.

(a) What are the options available to you?

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

(c) Will you be willing to fake attendance of these affected students if need be?

Hints for Answer:

Conduct extra classes

Conduct special tests for which bonus attendance will be awarded

Get the records checked whether they have been granted proper leave for participation in the sports events and get any disparity corrected.

I will not fake attendance at any cost otherwise students will be using this as a chance to escape studies.

Case Study 4 :

Keshav has recently finished his engineering degree and has been hired by a firm, Artemis, that currently focuses on structural design projects but wants to expand its range of services to include hydraulics projects. Keshav has a six-month contract and, after that, the company will decide whether they keep him as an employee of the firm.

It is Keshav's first job and he will be in charge of Artemis's new hydraulics division. After a month, Keshav has not yet been in the field, but this situation changes. Keshav's boss tells him that they have found a project, but it has to be completed in less than a month. The project consists of building a storage tank and several pipelines that connect with the water supply system for the town X near the Indo-Bangladesh border.

The project seems straightforward, but Keshav spends all weekend studying and reviewing the entire project and its calculations. Under direction from his boss, on Monday morning Keshav picks up thirty migrant workers and goes to the town to begin work on the project.

During the first week the work is clear-cut, and the project progresses quickly. Keshav spends a lot of time with the workers — having lunch, working side by side with them, or simply talking. In time he realizes that majority of the workers are illegal immigrants. He also learns that the workers do not have any type of worker's compensation or other medical insurance. They tell him that they earn three or four times the wages they earned in Bangladesh and their families depend on this money.

Keshav sympathizes with the workers and becomes increasingly concerned about safety on the construction site as well as the potential liability associated with a government investigation related to hiring illegal immigrants. However, Keshav balances this concern with the realization that the men need to earn money and support their families. Besides, the workers are doing a good job.

During the final week of the project, the main task is the completion of the storage tank. This tank is a concrete structure, which should be completed in five days. As the workers have no experience in working with such complex construction, Keshav is concerned about their ability to safely and correctly complete the project. He thinks Artemis should increase jobsite safety measures and/or hire appropriately-qualified workers to complete the tank construction.

Keshav meets with his boss and recommends that Artemis hire qualified workers and implement additional jobsite safety measures. Keshav's boss smiles upon hearing the proposals and gives Keshav an ultimatum: Keshav must finish the project with the workers he has. Furthermore, Keshav must forget the Bangladeshi's situation because they should be grateful they have a job, and if they are not grateful, there are plenty of other workers who would happily take their place.

Keshav does not know what to do. On the one hand, he knows that an accident could happen during the tank construction and he feels it is not fair to risk the health of the workers. But on the other hand, he knows that the Bangladeshi's want their jobs. In addition, if he successfully completes this job on time, he can get a permanent contract with the firm.

- (a) What options does Keshav have in this situation?
 (b) What should he finally do and why?

Hints for Answer:

Options are:

- Do the job
- Not do the job

He should:

- raise this concern once again
- give this in writing to the company and only then go ahead.
- be extra careful while the work is going on.
- This will benefit all the stakeholders.
- If he refuses to do the job someone else will do it and these very workers will be used and the other party may not be as vigilant as Keshav.

Case Study Module: Part-IV

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.

Case Study 1:

You are the newly appointed CEO of Bharat Solar Pvt. Ltd. A leading company in solar power generation, the company was once the market leader in solar power generation but since few years it has been facing stiff competition from other similar players. As part of a cost cutting measure many employees of the company have been made to quit in the past few months which has had a negative impact on the morale of the employees as there is fear among them that they can be asked to pack their bags any day, this has in turn led to fall in their performance at work and ultimately the company is the one which suffers. As soon as you join the company you address all the employees to work more efficiently and not to be worried about losing the job. Gradually you are able to connect with them and in the coming months their performance improves, they start trusting you and respecting you for your style of working. But the whole solar power generation sector is going downhill and hence nothing much can be done and in the Annual General Meeting of the company it is decided that some more job cuts will have to be made. You as the CEO know that this will be unfair to your hardworking employees but nothing much can be done and this step has no alternative solutions.

- A. How will you disclose this news to your employees?
B. After this decision you may lose respect among your employees and their performance can go

down what will you do so as to ensure that such a thing does not happen?

Rough Answer:

This is a very common problem in the private sector. This problem tests your overall managerial skills. Yes it will be a harsh decision to just put off some of your hardworking employees but it has to be made. So what one can do is

- Try and haggle with the board a justified let off package for employees who are to be let off.
- give out this news in the best possible manner

Regarding losing respect among the employees after this decision we need to focus on the overall good of the company and hence have to take such harsh decision. We need to make the employees understand the necessity of such a decision and show them that the best possible thing has been done for them. At the same time we need to motivate them to work even harder and smarter to sustain their jobs.

Final Answer:

This decision is a harsh one and hence those affected and their colleagues have to be handled in a sensitive manner. To disclose this news I will try and personally meet each and every individual affected and make him understand why such a decision had to be taken. I will personally see to it that they are compensated properly and timely after this decision. I will assure them that they have been given the best possible deal and if possible will suggest some other job opportunities that they could make use of.

As an aftereffect of this decision the other employees of the company may lose hope and their performance may go down. To ensure that such a thing does not happen I will

- Talk to them and make them understand that such decisions have to be taken sometimes but the best employees and the most efficient ones never suffer

and hence each and everyone of them needs to improve and become more efficient.

- Make them understand that the number of those let off has been kept at the minimum and they have been given a decent let off package too.
- Make them pledge that they will work with more enthusiasm from now on.

Case Study 2:

Vishnupur is a small village located 35 kms from the district headquarters. It has a secondary school only and the nearest senior secondary school is 8 kms away. Due to this the children of Vishnupur village suffer a lot and many give up studies after class 10th especially the girl students. You have newly been appointed the DC of the district where Vishnupur is located, the village panchayat comes to your office with a representation to upgrade the school to senior secondary level. Upon further digging into the matter you find that in the past a survey was done to look for the feasibility of upgrading the school to senior secondary level but enough justification was not available and hence the proposal was put to rest. Children of Vishnupur are the real sufferers of this and you want to help them.

- What can you as the DC do to solve this issue?
- Can systems like open schooling and NGO's play any role in such situations. How ?

Answer :

A. I know the importance of education in the progress of self and the nation and hence it will be my priority to solve this problem for the people of Vishnupur village. As the DC in this scenario I will take the following measures :

- Reconduct the survey and look for feasibility of upgrading the school at present.
- If feasibility not found then will get the village arranged a special bus service to take the children to the nearest school.
- Club villages with similar situations into one and get atleast one school of any such village upgraded to senior secondary level which will be able to serve a group of such villages.
- Explore options like open schooling and take help of NGO's etc.

- Also explore options like using the panchayat infrastructure to set up e-classes for the students.

B. System's like Open Schooling and NGO's can play a very crucial role in such a scenario. They can be used to provide alternate options here eg. the students can be enrolled in the open schooling program and at the year end a 2 month crash course can be conducted for the students to help them with the examinations of the open schooling system. NGO's can help in organising these camps by providing volunteers willing to teach the students. This way they will be able to formally pass senior secondary level and will be eligible for admission to college too.

UPSC Case Study 2013 :

You are working as an Executive Engineer in the construction cell of a Municipal Corporation and are presently in-charge of the construction of a flyover. There are two Junior Engineers under you who have the responsibility of day-to-day inspection of the site and are reporting to you, while you are finally reporting to the Chief Engineer who heads the cell. While the construction is heading towards completion, the Junior Engineers have been regularly reporting that all construction is taking place as per design specifications. However, in one of your surprise inspections, you have noticed some serious deviations and lacunae which, in your opinion, are likely to affect the safety of the flyover. Rectification of these lacunae at this stage would require a substantial amount of demolition and rework which will cause a tangible loss to the contractor and will also delay completion. There is a lot of public pressure on the Corporation to get this construction completed because of heavy traffic congestion in the area. When you brought this matter to the notice of the Chief Engineer, he advised you that in his opinion it is not a very serious lapse and may be ignored. He advised for further expediting the project for completion in time. However, you are convinced that this was a serious matter which might affect public safety and should not be left unaddressed. What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and finally suggest what course of action you would like to take, giving reasons. (20 marks | 250 words)

- (i) Follow the advice of the Chief Engineer and go ahead.
- (ii) Make an exhaustive report of the situation bringing out all facts and analysis along with your own viewpoints stated clearly and seek for written orders from the chief Engineer.
- (iii) Call for explanation from the Junior Engineers and issue orders to the contractor for necessary correction within targeted time.
- (v) Highlight the issue so that it reaches superiors above the Chief Engineer.
- (v) Considering the rigid attitude of the Chief Engineer, seek transfer from the project or report sick.

Answer:

The merits and demerits of all the options are as follows:

(i) Merit:

- The boss will be happy.
- Relaxed office life.
- May have an extra income.

Demerit:

- Can lead to a mishap, lives can be lost.
- Your conscience will not let you sleep peacefully if you are part of this.

(ii) Merit:

- You will be content and satisfied having done your job to the best of your abilities.

Demerit:

- Your boss may get angry and make your office life difficult.

(iii) Merit:

- You will be content and satisfied that you are doing the right thing.

Demerit:

- Your boss may get angry and make your office life difficult.
- You may start getting threat calls from the contractor.

(iv) Merit:

- Can get the real issue solved.
- Can put you in the good books of the superiors.

Demerit:

- Can backfire as the superiors may be angry because of you not following the proper channel to reach them.
- They can be part of this corruption racket too and your action may have no effect.

(v) Merit:

- You will be saved from any future responsibility.
- You will not have to indulge in this corruption.

Demerit:

- You will not be at peace as this option is not for the public good, it just satisfies you for the moment but the thought will always be there to pinch you if something goes wrong.

The final action that i will take in this situation is

- Talk to my immediate superior about the gravity of this situation again any try to make him understand about the consequences of not taking any action now.
- If no action is taken i will approach the senior authorities through proper channel and will put my views in front of them, as this will be an official communication hence it will be put in records and in future can be used as evidence if something goes wrong.
- If still no solution is found i will politely ask the authorities that i can't be a part of this project.

UPSC Case Study 2014 :

Suppose you are the CEO of a company that manufactures specialized electronic equipment used by a government department. You have submitted your bid for the supply of this equipment to the department. Both the quality and cost of your offer are better than those of the competitors. Yet the concerned officer is demanding a hefty bribe for approving the tender. Getting the order is important both for you and for your company. Not getting the order would mean closing a production line. It may also affect your own career. However, as a value-conscious person, you do not want to give bribe. Valid arguments can be advanced both for giving the bribe and getting the order, and for refusing to pay the bribe and risking the loss of the order. What those arguments could be? Could there be any better way to get out of this dilemma? If so outline the main elements of this third way, pointing out its merits.

Answer:

The arguments for giving the bribe are :

- Will benefit the company.
- Will benefit my career as i have brought business to the company.
- Bribing is a common thing in government setup.
- You are atleast supplying the best instruments here so doing no harm in the working.
- Not paying a bribe can affect the company's revenues.
- If you will not pay the bribe someone else will.

The arguments for not giving the bribe are :

- Will be a violation of personal and company values.
- Will become a regular phenomena in the company's working.
- When we are supplying the best equipment then why shall we pay bribes.
- The person asking the bribe is not the ultimate authority, there are ways to not pay the bribe and get the contract too.

A better way to get out of this dilemma can be

- First talk to the concerned official must be politely told that my company does not involve in such corruption as we are the ones who provide the best services and hence we don't need to bribe anyone to get the contract.
- Also this meeting shall be recorded and the officer concerned must be told that the company can take the legal action if their rightful claim to the contract is denied.
- This way we will not have to pay the bribe but we may have to go for some legal action but in the end we will be the one's who have not compromised on our values.

Other Case Studies on this topic:**Case Study 1:**

As close neighbours, India and Nepal share a unique relationship of friendship and cooperation characterized by open borders and deep-rooted people-to-people contacts of kinship and culture. There has been a long tradition of free movement of people across the borders. Approximately 6,00,000 Indians are living/domiciled in Nepal. These include businessmen and traders who have been living in Nepal for a long

time, professionals (doctors, engineers, IT personnel) and labourers (including seasonal/migratory in the construction sector).

The India–Nepal Treaty of Peace and Friendship of 1950 forms the bedrock of the special relations that exist between India and Nepal. Under the provisions of this Treaty, the Nepalese citizens have enjoyed unparalleled advantages in India, availing facilities and opportunities at par with the Indian citizens. The Treaty has allowed Nepal to overcome the disadvantages of being a land–locked country.

But in the recent years we have seen increased intervention of China in Nepal and India's role being sidelined and also sometimes blamed to be meddling with the internal affairs of Nepal.

- Under these circumstances how do you propose to bring about a positive change in the Indo Nepal Relations. How?
- Do we need to counter the increased Chinese presence in Nepal as it may be a future threat for our country?

Hints for Answer:

More attention needs to be paid to our neighbours.

Start some more joint programmes for the benefit of both the nations like highway projects, trade treaties, power generation projects etc.

Chinese presence has to be handled in a very smart way.

Case Study 2 :

In the Asia Cup Cricket Final a man was seen near the side screen using his mobile phone which was causing distraction to the Indian batsman on strike. Then ultimately the batsmen got out and the man using the mobile phone was blamed for it. Eventually India also lost the game. The man near the side screen seats who was using the mobile phone was escorted by security guards from the stadium after he was threatened and cursed by angry fans and pelted with food and debris. The hapless fan's identity was unknown. But he became recognizable through televised replays as the young man in glasses, a blue cap and earphones who was waving his mobile and was blamed for costing India the Asia cup.

- (a) Given the potential danger to the man, should he be identified by the media?
- (b) What according to you is the status of media ethics in India? Give examples of good media ethics and bad media ethics that you have recently come across.

Hints for Answer:

The man should not have been identified by the media.

Give some facts about media ethics in our country. Quality of news, freedom of speech, paid news etc.

Case Study 3 :

In city X a coastal city, as per Supreme Court directive, a demolition drive is going on to clear 'illegal' buildings that are built near the coast. City X Development Authority, a government agency has itself allotted sites to beneficiaries as per its rules. Its mistake is that it didn't take permission from all the departments concerned before creating layouts. Now, these layouts have developed into fully residential areas and residents who have been residing there for decades face uncertain future – if government doesn't intervene their homes will be flattened and they (both rich and poor) will be made homeless.

- (a) In your opinion, should the demolition of these residential areas continue?
- (b) What should government do in this situation?

Hints for Answer :

The demolition should not continue

The government should –

- Try and evict only the most necessary encroachments and that too after proper compensation
- Rap up the authorities for this fault
- Take care that such mistakes are not repeated in future.

Case Study 4 :

Rachna is the environmental compliance manager for a small plastics manufacturing company. She is currently faced with the decision whether or not to spend money on new technology that will reduce the level of a particular toxin in the wastewater that flows out the back of the factory and into a lake.

The factory's emission levels are already within legal limits. However, Rachna knows that environmental regulations for this particular toxin are lagging behind scientific evidence. In fact, a scientist from the university had been quoted in the newspaper recently, saying that if emission levels stayed at this level, the fish in the lakes and rivers in the area might soon have to be declared unsafe for human consumption.

Further, if companies in the region don't engage in some self-regulation on this issue, there is reason to fear that the government — backed by public opinion — may force companies to begin using the new technology, and may also begin requiring monthly emission level reports (which would be both expensive and time consuming).

But the company's environmental compliance budget is tight. Asking for this new technology to be installed would put Rachna department over-budget, and could jeopardize the company's ability to show a profit this year.

- What are the merits and demerits of the options available with Rachna.
- Why might the companies in this region prefer for the government to impose new regulations?

Hints for Answer :

If Rachna decides to use new technology then-

Merits: environmentally more healthy step

Demerits: lead to a dip in the company's profit

If Rachna drops the idea of using the new technology then-

Merits: save money for the company

Demerit: environmentally not safe

Companies will not try to use this new technology as they are not required by law to do so and hence their present systems are good enough by law so why spend money on new technology and lead to a dip in the profits.



Case Study Module: Part-V

Probity in Governance: Concept of public service; Philosophical basis of governance and probity; Information sharing and transparency in government, Right to Information, Codes of Ethics, Codes of Conduct, Citizen's Charters, Work culture, Quality of service delivery, Utilization of public funds, challenges of corruption.

Case Study 1:

You are the Managing Head of XYZ Bank which is a public sector undertaking. Your branch faces heavy footfall in the 1st week of every month as it's the time of credit of salaries into the accounts. Sometimes due to the heavy rush other functions suffer. One day old man barges into your office and starts shouting at you for the poor management of affairs in the bank branch. He is visibly very angry and disturbed and starts abusing you and the system and says that when timelimits mentioned in the citizen charters can't be followed they should be better done away with. He says when senior citizens like him are not treated with respect what must be the case with the common folk? He starts tearing his passbook and cheque book in your office and threatens you with legal action for your insufficiency. A scene is created in the office premises at the peak hours.

What will you do in such a situation?

The old man here was right in his comments about the state of citizens charters. What can be done to improve this?

Rough Answer :

In this situation following things need to be taken care of :

- The old man must be calmed and attended to.
- His grievance has to be handled
- His passbooks and other documents he has torn are to be replenished
- He must be made aware of the situation and a proper apology must be extended to him

We will handle each point in a bit detail one by one.

Regarding the second part of this case study we know that this is true and hence we will try and see

- what citizen's charters were meant for
- what is the problem with citizen's charters at present
- some suggestions to improve this situation.

Final Answer :

In such a situation I will proceed in the following way:

- I will first calm down the old man and invite him to my cabin for sorting out his matter and make him feel relaxed and comfortable by offering him some tea/coffee.
- Will listen to his grievance and get it solved also will get his passbooks and other documents replaced.
- Will tender him a verbal apology for the inconvenience caused to him and call the concerned staff and ask them to be careful and sensitive to customers.
- Also will make him understand the work pressure in the initial days of the month and ask him to be a little more patient in the future.
- Assure him that the citizens charters and other timelimits are followed in full spirit but sometimes it becomes difficult to do so in heavy rush and due to staff shortage.

Citizens Charters were formulated as a measure to refocus public services towards the needs and expectations of the end users. But it can be said that the objective of increasing transparency through citizens charters has not been achieved due to major flaws in design and implementation of the charters.

Some ways to improve the present situation are –

- Involving all stakeholders in preparation of citizens charters like govt. servants, citizens, NGO's, external consultants etc.
- Defining a format and word limit for citizens charters as presently they are lengthy and use a language that is difficult for the common people to

understand.

- Citizens and Staff both need to be made more aware of the value of the citizens charters.

Case Study 2 :

You are the Senior Superintendent of Police in District X, in the month of January an internal fund estimation exercise is going on in your office. It is found that 5 lakhs worth of funds are lying unutilized under the welfare head, this amount will lapse in 30 days if not utilized. You are advised by the junior staff that this money should be utilized to renovate your office as it is not in a good shape for a person of your status and position. You are of the opinion that this fund can be used for some other purpose or shall be returned. To this the staff says that government funds must never be returned as this will give out a message that funds are not required under that particular head and the next year's grant under that head will be cut which will not be good. Using this fund at some other place will also take some time but this fund has to be utilised in 30 days.

- (a) What are the merits and demerits of the 3 options. What will you finally do?
- (b) The funds are available under the head of 'welfare' and have to be utilized in 30 days hence constructing something for other offices or purchasing something for other offices will take time. Where can such funds be used in such a situation if you want to make the best possible use of these funds?

Answer:

- A. **Option 1:** Using the funds for renovation of my office.

Merits:

- Comfortable working atmosphere for me.
- Funds will atleast be utilised somewhere and not get lapsed.

Demerits:

- I will be thinking about not using the funds at a productive place and will lose peace of mind over it.
- Doesn't make me any different from others.

- B. **Option 2:** Returning the funds

Merits:

- If the funds are not being used at a proper place it is better to return them.

- I will be satisfied that no unnecessary spending was done.

Demerits:

- The juniors may be right and the next year's allocation under that head may be cut.
- Atleast something productive could have done instead of returning them.

- C. **Option 3:** Making alternate use of these funds.

Merits:

- I will be content that a proper and better use of the funds is done.
- Funding something else will add more to the department.

Demerits:

- Finding the right place to spend these funds may be difficult.
- Chances of improper spending and later audit objections are there.

My final decision in this situation will be to use these funds available under the proper head in the best possible manner that will add to my department's working. The head mentioned here is 'welfare' and as very less such activities are done under this head in the police department so I will refer to the rules and look for options available for using these funds.

Some areas where these funds can be used are :

- Organizing some event for the family members of the police personnel.
- Felicitating children of police personnel who have performed good in studies.
- Call a meeting and ask for views as to where to use these funds.

Using the funds this way will be better for the department as it gives out a message that the senior authorities care for the staff and their families. The staff will be getting a morale boost after such events.

UPSC Case Study 2013:

A Public Information Officer has received an application under RTI Act. Having gathered the information, the PIO discovers that the information pertains to some of the decisions taken by him, which were found to be not altogether right. There were other employees also who party to these decisions. Disclosure of the information is likely to lead to disciplinary action with possibility of punishment against him as well

as some of his colleagues. Non-disclosure or part disclosure or camouflaged disclosure of information will result into lesser punishment or no punishment. The PIO is otherwise an honest and conscientious person but this particular decision, on which the RTI application has been filed, turned out to be wrong. He comes to you for advice. The following are some suggested options. Please evaluate the merits and demerits of each of the options:

1. The PIO could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior.
2. The PIO could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO.
3. The PIO could weigh the consequences of disclosing the information truthfully, including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information.
4. The PIO could consult his other colleagues who are party to the decision and take action as per their advice.

Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons.

Answer:

A. Option 1

Merits:

- Will be the right thing to do as involving seniors in this matter of conflict of interest is important.

Demerits:

- Can lead to actions against self for not taking proper decision.

B. Option 2

Merits:

- We will not be the one to handle this problem and it will not be our concern anymore
- Other officer appointed for this job may miss the details which can prove our fault.

Demerits:

- Will be nothing but running away from responsibility which is not a good character for a civil servant.

C. Option 3

Merits:

- Helps us save ourselves in this matter.

Demerits:

- It is in violation of the spirit of the RTI Act and not expected of a civil servant.

D. Option 4

Merits:

- Involving others can help him reach a solution

Demerits:

- Others can force him to not do the right thing to save themselves.

In this case I will advise my friend (the PIO) to do the right thing and disclose the right information in spirit of the RTI Act, I will advise him to consult his colleagues and seniors in this regard and then take a decision. I will try and make him understand that hiding the facts will amount to another mistake and if exposed in future can lead to more severe punishment. I will tell him that he should not be afraid of any action being taken against him if he gives out the right information because he will be given a chance to explain his stand later. So he should go ahead and do the right thing by giving out the right information.

UPSC Case Study 2016 :

A fresh engineering graduate gets a job in a prestigious chemical industry. She likes the work. The salary is also good. However, after a few months accidentally discovers that a highly toxic waste is being secretly discharged into a river nearby. This is causing health problems to the villagers downstream who depend on the river for their water needs. She is perturbed and mentions her concern to her colleagues who have been with the company for longer periods. They advise her to keep quiet as anyone who mentions the topic is summarily dismissed. She cannot risk losing her job as she is the sole bread-winner for her family and has to support her ailing parents and siblings. At first, she thinks that if her seniors are keeping quiet, why should she stick out her neck. But her conscience pricks her to do something to save the river and the people who depend upon it. At heart she feels that the advice of silence given by her friends is not correct

though she cannot give reasons for it. She thinks you are a wise person and seeks your advice.

- A. What arguments can you advance to show her that keeping quiet is not morally right?
- B. What course of action would you advise her to adopt and why?

Answer:

- A. In this case I will -
 1. Appreciate her for her courage and concern for the overall good of all in this case.
 2. Tell her that she is doing the right thing and she should not be afraid to do so.
 3. If she keeps quiet she will not be able to stay at peace from the inside, this ignorance of her's will haunt her time and again.
 4. Even if she has to face some consequences she can always get a new job but at least she will be content at heart that she did the right thing.
 5. The feeling of being the lifesaver for so many people is above everything else in life and hence she should go ahead and raise her voice in this matter.
- B. I would advise her to -
 1. Raise this matter in front of the higher authorities in the company expressing concern over this and showing the consequences of this action on the company and the people affected.
 2. If things don't work out then she can write to the top most authorities of the company about this.
 3. If still things don't work out she should report this matter to agencies looking after such issues like the concerned government department, NGO's etc or take help of Media.

This way she will surely reach her aim of bringing justice in this matter and if in this way she happens to lose her job I will make her understand that she is an intelligent and courageous young graduate and can easily find another job and keeping a job like this and losing mental peace is not the right thing to do.

Sample Case Studies

Case Study 1:

It is often seen that honest officers who expose scams or who go after the corrupt are frequently transferred to

'not so good' posts as punishment. This causes a lot of mental harassment to the officer and to his family as well.

If you are at the receiving end of such a situation, will you be ready to face such frequent transfers to uphold law and impart your duty as per rulebook?

What is needed to endure such harassments?

Assuming your family suggests you to 'compromise' with the ruling class and stay in a place for long time so as to live a peaceful life and provide good education to your children, what will you do? Discuss.

Answer:

The honest officers who expose scams or who go after the corrupt are frequently transferred or face harassment from above. As a public servant I will be ready to face such frequent transfers to uphold the rule of law. However this persistence and commitment needs a mental preparation to endure such harassments. It is possible when:

- An individual has very high personal morals and he lives by the principles of honesty and integrity. These will always help him face such situations boldly.
- One needs to be dedicated to the job and have respect for law along with patience and perseverance.

I will be ready to face such transfers but at the same time I will do the following:

- Ask for justifications and reasons of transfer, I will clearly present my case, my proceedings, my progress of assignments and wait for the decision and accept whatever is headed my way.
- Clearly document my work before leaving.

If my family suggests me to 'compromise' with the ruling class and stay in a place for long time so as to live a peaceful life and provide good education to my children

.I will not give away to the demand. I will

- talk to my family and tell them the relevance of the sacrifice they are making for a good and genuine cause.
- tell my family that when the children will grow up and need stable education, I will try some stable position without making compromises.

- If in my course of duty the situation become unbearable then I will report to judicial system and exit the system for good as a last resort. For any situation other than that I will not bend to favour ruling class in an illicit manner.

Case Study 2 :

You are a senior officer in the Ministry of Public Works Department, you have access to important policy decisions and upcoming big announcements such as road construction projects, new townships etc. before they are notified in the public. Your son is a land dealer and realtor. The Ministry is about to announce a big housing scheme. Once it is announced, the land price in the vicinity would see a steep hike. You have access to maps and know the dimensions of land to be acquired. Your son wants to know the complete details and he is insisting you about this. He wants to buy the land at present rates which is very cheap in and around the soon to be announced project. He is trying to convince you by saying that he would purchase land confidentially and there would be no problem in future for you. You are aware that many colleagues in the Ministry as well as the Minister and his aides have already shared this information with their relatives who are also into the land business. In fact, the minister has asked you to do the same so that your son also makes huge profits. Your good friend and colleague in the office has also tried to convince you by saying that your son is buying land legally and there is no harm in it.

- In this situation, what will you do?
- Explain what are your responsibilities as a public servant in this case.

Hints for Answer :

Will not disclose any information

Ask son to follow proper laws and not to ask for such favours ever again

As a public servant I am responsible to the government and should do my duty with utmost dedication and without bias.

Case Study 3 :

You are a management graduate from IIM Ahmedabad, after a successful career in the private sector you wish to join the civil services. You clear the civil services examination and after a few years in service you are appointed as the Marketing Head of a top Pharmaceutical PSU. The PSU has been recently asked by the Government to increase its revenue and become self sustainable in 5 years. Your management background is the reason you have been posted in this PSU. Upon joining you find that one of the main reasons for slow performance of the PSU is that the marketing executives are not capable enough to properly market the products manufactured by the PSU. You are of the opinion that they need a formal training in marketing skills to perform better and help improve the quality of service delivery. You put forward this plan to the top management which approves the same but the budget allotted is not sufficient to engage a good B School to conduct a training programme for the marketing executives. In the budget allotted only average B schools can be hired which is not acceptable to you as being from the same background you know the reality of such B schools.

- What options do you have in such a situation?
- What will you finally do?
- Will you agree to this proposal of conducting the training through an average Business School. Explain your stand.

Hints for Answer :

Will not settle with an average school for this training and will try to re negotiate terms with the established schools using my alumni contacts and try to bring the expenditure to lowest possible figure.

Maybe send a limited number of employees every year for training. Compromising with an average B school is not going to bring the needed change in this situation.

International Case Studies for Reading and Practice

Case 1: Apple vs. FBI

The dispute between Apple Inc. and the Federal Bureau of Investigation (FBI) has, once again, brought to public attention the tension between privacy and national security. After the 2015 San Bernardino shooting, the FBI ordered Apple to provide anti-encryption software to access the information locked inside an iPhone 5c belonging to one of the shooters.

In February of 2016, Apple publicly refused to comply with the Federal order, citing the protection of customers' data from "hackers and criminals" and noting that they even "put that data out of our own reach" because it is "none of our business."

It is unclear precisely what information the FBI might be interested in on the shooter's phone, but the encrypted information included emails, calendar data, text messages, photos, and contacts.

A host of tech companies, like Yahoo! and Facebook, along with the American Civil Liberties Union, publicly supported Apple's position. Even the U.N. Human Rights Chief expressed dismay for the FBI order, citing "the potential for 'extremely damaging implications' on human rights, journalists, whistle-blowers, political dissidents and others. He said such an order is "potentially a gift to authoritarian regimes."

On the other hand, families of victims and attack survivors have criticized Apple's intransigence. Victims' families and friends are concerned that setting obstacles for the investigation hinders their chance at closure as well as finding accomplices to the crimes.

According to the executive director of the National Sheriff's Association, Jonathan Thompson, Apple's refusal to comply with FBI orders puts "profit over safety." "This has nothing to do with privacy," he continued, "It's all about money and their brand."

Federal authorities say they are concerned with national security. They contend that such encryption technologies make it more difficult for them to solve cases and prevent terrorist attacks. In response to concerns about the government overstepping its bounds, officials say this is a "one-off request" and should not be regarded as setting a precedent. Decisions about which information to gather and from whom are not taken lightly and follow strict protocols before an investigation proceeds. The FBI concluded that Apple's concern for its customers' privacy cannot legitimately justify obstructing the pursuit of threats to public safety.

Was Apple's stand right in this case?

Privacy or National Security ? What shall be given priority?

Case 2 : Game of Drones

As a result of the terrorist attacks against the United States on September 11, 2001, the US military ramped up development of a lethal force of aerial drones. Fleets of American unmanned aerial vehicles (UAVs) stationed around the globe have become the weapons-of-choice against known and suspected terrorists in a number of countries. The program to hunt down and take out terrorists was first revealed to the American public in 2013. It was made public by a government whistleblower, as reported in the book, *The Assassination Complex*, by Jeremy Scahill along with reporters for the intercept.com website.

The book and subsequent coverage by the news media generated concern about the way the US government was deciding which of the reported 460,000 people, suspected as terrorists by the CIA and the military, were being added to the list of potential drone targets. A panel of national advisors is responsible for selecting those to be added to the kill list, sometimes reportedly

listing individuals who had merely drawn the attention of authorities by their posts on social media. The President is ultimately responsible for signing off on their fate as clear and imminent threats to American lives.

At the time, one of those names belonged to an American citizen, Anwar al-Awlaki. Legal experts noted that he was not being accorded due legal process, including the right to stand trial for his alleged activities. In October of 2011, he was killed by a drone strike in Yemen. Two weeks later, his son, Abdulrahman al-Awlaki, who was also a US citizen but not on a kill list, also died in a US drone strike against someone else, thus becoming collateral damage in the war on terrorism.

While scores of intended targets have been killed, so have hundreds of innocent victims, according to the Bureau of Investigative Journalism.

Aside from Constitutional and moral questions raised by the drone program, a Defense Department task force has concluded that, rather than killing terrorists, it would be preferable to capture them along with any material. Furthermore, many US commanders have been quoted as saying drone attacks have led to increasingly radicalized terrorists and the recruitment of new members to their ranks.

Is it justified to kill suspected terrorists with such sophisticated weapons and risk innocent lives in the process?

Case 3 : Tusk Tusk

The World Wide Fund for Nature estimates that poachers kill 100,000 elephants each year for the tusks, one African elephant being killed every fifteen minutes. In 1990, the government of Kenya tried to persuade the Convention on International Trade in Endangered Species (CITES) to add elephants to its list of protected species. To illustrate their message, Kenya set twelve tons of ivory on fire. The dramatic blaze succeeded in its purpose: CITES added elephants to the list of protected species, thereby prohibiting trade in ivory except under special circumstances. Further, officials claimed that the blaze significantly reduced the level of poaching in Kenya by showing that elephant tusks have no monetary value; the only real value of elephant tusks is to the elephant.

Other countries followed Kenya's strategy of attacking the market by destroying the ivory. In 2012, Gabon burned its entire stockpile. In 2013, the Philippines became the first non-African country to burn its stockpile, thereby ensuring that their ivory couldn't re-enter the market through governmental corruption or lax oversight. Even the United States joined suit in 2015 when conservation groups organized a public burning of one ton of ivory items in Times Square, donated by people who no longer felt comfortable owning ivory. Kenya followed up its first burning with other such displays, and in April 2016, it conducted its fourth and largest public burning of ivory. It stacked 105 tons of ivory worth more than \$100 million on the black market into mounds ten feet high and twenty feet wide. This dollar figure is more than Kenya spends in a year on its entire environmental and natural resources agency.

The Kenyan strategy has met with some criticism. Destroying so much ivory only makes it more scarce, which is likely to increase both its value and the motivation for further poaching. The fires themselves consume much fuel and produce much pollution, which leads some critics to say that simply crushing the ivory would be better, though less spectacular. Some critics say that tracking down the traders would be wiser, perhaps by introducing into the market artificial but realistic tusks containing implanted GPS chips. After all, it makes little sense to destroy something as beautiful as ivory when not all of it comes from poaching; some comes from elephants that die naturally.

Other African countries have adopted very different strategies to protect their elephants. In 2008, South Africa, Zimbabwe, Namibia, and Botswana together raised \$15 million by auctioning off 102 tons of ivory. They then used the money for elephant conservation. Furthermore, instead of following Kenya's approach of denying any economic value to the ivory, these countries focus on the high economic value of the living animals. The government of Botswana, in particular, launched a campaign to convince its citizens that elephants are more valuable alive than dead. A single elephant is worth approximately \$1.6 million in tourism over its lifetime, which is seventy-six times more than the tusks would fetch on the black market.

What is your view on Kenya's strategy to deal with this issue ?

Suggest some ways to counter illegal poaching?

Case 4 : Patent Rights

Hepatitis C is a stealthy blood-borne disease, displaying no visible symptoms for years, while insidiously destroying the liver over time. The Hepatitis C virus (HCV) causes inflammation of the liver, and can lead to serious liver damage such as scarring (cirrhosis), liver cancer, and liver failure. Unlike Hepatitis A and Hepatitis B, there is no vaccine for Hepatitis C.

The traditional course of treatment for Hepatitis C lasts up to 48 weeks, with a drug cocktail that includes interferon or ribavirin. Almost all patients universally suffer debilitating side effects from interferon or ribavirin.

Created by Gilead Sciences, Inc., Sovaldi received a US Food and Drug Administration (FDA) Priority Review and Breakthrough Therapy designation. This designation is granted when a new drug demonstrates a significant improvement over other therapies in at least one aspect of treatment outcomes. In this way, a promising drug can move more quickly to market. Sovaldi evidenced several improvements over the standard treatment: reduction of treatment time to twelve weeks, reduction or elimination of interferon for most patients, and a cure rate of up to 90%.

Despite its efficacy, access to Sovaldi is limited by its price. At \$1000 per pill, the twelve week course of treatment costs \$84,000. Many insurers are unwilling to add Sovaldi to their formularies because of the sheer number of those with Hepatitis C. Gilead announced that it would allow pharmaceutical companies in 91 developing countries to make low-cost versions of Sovaldi. Still, affordability remains an issue, even when Gilead offers deep discounts. For example, although Gilead offered India a 99% discount, the \$840 cost of treatment exceeds India's per capita annual income (\$616 in 2012). In January 2015, India's patent office denied patent protection to Sovaldi, stating that the drug did not evidence an improvement over existing treatments. The decision allows local pharmacists to make cheaper generic versions of the drug.

Some accuse Gilead of making a cost-prohibitive drug that sick people desperately need. Dr. Andrew Hill of Liverpool University estimates that the cost of producing Sovaldi is somewhere in the range of \$68–\$136 per pill. Critics note that Sovaldi brought Gilead over \$10 billion in its first year on the market. Others defend Gilead's actions. Pharmaceutical companies like Gilead create and bring new drugs to market. Research, development, and clinical trials are expensive, and drug companies

need to be able to profit from their efforts. A 2013 study by Forbes places the cost at about \$5 billion for each new drug that comes to market, a cost that reflects the failure of 95% of experimental drugs for reasons either of safety or effectiveness. Profits provide incentive for further research and development. Companies have an obligation to provide return on their investment to shareholders. Supporters of Gilead's pricing policy point out that even at \$84,000 for a course of treatment, the cost savings compared with a lifetime of traditional treatment are significant. Sovaldi costs significantly less than a liver transplant or treating complications of liver failure.

Are companies like Gilead at fault for such high cost of certain drugs?

What can be a solution to such problems?

Case 5 : Auto Autos

Self-driving cars are being tested, and the results look good. For a few years now, auto manufacturers have been developing a variety of crash-prevention features for new cars, such as forward-collision warning systems (which alert the driver and even brake the car when it gets too close to the car in front), blind-spot monitoring systems, and lane-departure warnings. Such technologies most likely will be integrated into fully automated cars when they are developed.

Since a vast majority of current accidents are caused by human errors, many advantages will probably accrue as more and more cars become self-driving. Traffic congestion should also be eased as the new cars will not hesitate or become confused, they will maintain a steady and safe speed, and they will select alternate routes to avoid heavy traffic, accidents, or construction.

Some issues remain murky, however. If a self-driving car does get into an accident, who is liable, the driver or the automaker? Arguably, the driver may still be at fault were he or she fails to override the car's actions manually when possible. The manufacturer could also be in an especially vulnerable position if a death were found to be caused by a decision programmed into the car. If a car, for example, swerves to avoid hitting another car and hits a pedestrian instead, the car will have done so because it was programmed to save the driver's life at the expense of a pedestrian's.

Besides legal dilemmas, there are knotty ethical ones

as well. Were every car on the road to drive itself, there would still be hazards caused by cyclists, pedestrians, pets, road conditions, and obstructions. Such hazards call for value-based decisions and someone has the task of selecting those values that will determine the car's actions. Obviously, if a car cannot brake in time to avoid hitting either a person or a dog, the car will hit whichever one it has been programmed to hit. As cars are programmed to be better able to identify and categorize objects around them, even more nuanced action alternatives may be available. If killing one or another person is unavoidable, should both persons be rated identically, or should children be favoured over adults? Women over men? People in suits over people in jeans? Asians over Hispanics? People in the car's address book over all others? The car itself over every non-human?

Is the development of such technologies important?

Discuss whether the recent statements by our Transport Minister in this regard were justified?

Case 6 : \$15,000 Baby

In 2014, Apple and Facebook announced that they would add egg-freezing to their employees' compensation packages—a generous financial incentive to women interested in the procedure, as each round of egg retrieval can cost between \$10,000 and \$15,000. Though in the past eggfreezing was often used by women who underwent perimenopause early or by those who received chemotherapy, today this new perk might be used to attract young female employees interested in delaying motherhood. As companies struggle to hire and retain women, offering egg-freezing benefits may allow employers like Apple to hold on to some of its most ambitious employees: women who want to “have it all,” with both a career and motherhood.

Both Apple and Facebook have explained that they are simply responding to employees' demands, with Apple adding that the company wants to make sure that its female employees “do the best work of their lives as they care for loved ones and raise their families.”

Though egg-freezing is no longer an experimental technology, it does come with risks. Before eggs can be harvested via outpatient surgery, women have to inject themselves with strong hormones. When women

decide to use the eggs, there is only a 30% chance that the implanted zygote will result in the birth of a child. Moreover, the older women get and the more rounds of egg retrieval they undergo, the lower the odds of success. For this reason, the American Society for Reproductive Medicine has declared that they “cannot at this time endorse its widespread elective use to delay childbearing.”

Policies that support childbearing and childrearing as a human need emphasize paid leave and view family life not as a hindrance but rather as something that can be compatible with high performance at work. However, instead of empowering women and allowing them to take control of their fertility, egg-freezing may pressure women to delay motherhood in order to be perceived as “serious employees.” If the intention is to make the workplace more amenable to women, companies could instead address the systemic problems faced by working mothers, such as “the limited availability of subsidized care for preschool children, the resistance of corporate culture to flexible or reduced hours for the parents of young children, the lack of federally mandated, paid family leave.

What are your views in this case. Should such services be provided even when they are optional?

Case 7: Artificial Intelligence

I.J. Good, a brilliant early researcher into artificial intelligence (AI), wrote in a 1965 article, “Let an ultraintelligent machine be defined as a machine that can far surpass all the intellectual activities of any man however clever. Since the design of machines is one of these intellectual activities, an ultraintelligent machine could design even better machines; there would then unquestionably be an ‘intelligence explosion,’ and the intelligence of man would be left far behind. Thus the first ultraintelligent machine is the last invention that man need ever make provided that the machine is docile enough to tell us how to keep it under control.”

Scenarios in which highly advanced machines threaten the survival of humanity, once the exclusive domain of science fiction, have increasingly generated interest and concern. If machines become “smarter” than humans, and capable of redesigning themselves, their evolution could quickly spiral out of control, producing

what researchers now refer to as a “technological singularity.”

For instance, the home page of the Machine Intelligence Research Institute (MIRI) announces that the institute’s researchers are trying to make sure that intelligent machines will not develop in unintended, harmful ways. MIRI researchers are focusing on the notion of a machine using principles rather than genetic algorithms (GA) to reason about its own behavior by. One might argue, however, that a superintelligent machine would by definition be able to outsmart its human nannies.

Simply building a known theory of ethics into a superintelligent machine might not ensure that it will treat us well, and may even kill us. Muehlhauser and Helm from MIRI point out in a 2012 document that, were a machine “superoptimizer” to optimize one of the familiar moral theories, the results might be far from desirable. Optimized hedonistic utilitarianism might lead the machine to hook us all up to machines that continuously administer chemical or neurological experiences; while optimized negative utilitarianism (to minimize suffering, rather than maximize pleasure), might lead it to euthanize all humans painlessly, “no humans, no suffering.”

What are the ethical issues involved in developing these ‘super intelligent’ machines.

Shall their development be pursued in times when many companies have given up their development due to these machines going out of hand at developmental stages itself.

Case 8 : The FBI’s trap

John, an 18-year-old college freshman, tackled a history assignment that required research about people who affected change through civil disobedience. Sitting at his computer in his dorm room, John trolled through websites of rights, advocacy, radical, and militant groups. He followed a winding path that led him to groups like Greenpeace, Human Rights Watch, the National Urban League, the Black Panthers, and Students for a Democratic Society. He went on to sites of radical religious and nationalist groups and organizations like Lashkar-e-Taiba, ISIS.

John eventually ended upon the website of the radical group, FundoAuctoritas.org. John’s family is only slightly religious and does not attend services regularly, nor do they discuss religious beliefs or moral values at home. John, a typical angst-ridden and confused teenager, feels the pull towards a belief system--any belief system--that can make sense of the world for him. As John made his way through posts on website, he was excited to find a local group that claimed to meet clandestinely twice a month to plan “events”. John went to the website every night for the next few weeks. The site, however, was actually constructed and maintained by the FBI to find people with terrorist-leanings. He eventually started blogging about the perceived injustices in his school, his family, and his community. An FBI agent, posing as a local member of Fundo Auctoritas, started discussing upcoming “events” with John. The agent fed John fictional but convincing-looking news stories that noted the exploits of Fundo Auctoritas

It took a few more weeks for the agent to convince John that Fundo Auctoritas’s causes were just, and that he should participate in the next planned “event”: a bathroom bomb to be detonated in a local Dallas mall. The agent told John that the explosive device would rupture pipes and flood the mall on a busy Saturday afternoon. As people fled, they would be showered at the exits with propaganda for Fundo Auctoritas, dispensed from containers concealed on the mall’s roof. The containers were triggered to deliver their payloads 30 seconds after the bathroom bomb.

The agent told John that the bomb might hurt people, even though that wasn’t the primary intent. John knew (as did the FBI agent with whom he had been conversing) that the mall in question was the hangout for the popular clique from his old school: a group of teenagers he hated for bullying and embarrassing him most of his school days. He assured the agent that he was OK with some collateral damage to further the just causes of Fundo Auctoritas.

When John arrived at the pre-arranged meeting place outside the mall to assist in Fundo Auctoritas’s event, he was met by FBI agents and charged with felonies under the Patriot Act.

Are such methods of hunting down potential threats justifies?

What can be some ways to stop such radicalization of the youth.

Case 9 : Climate Change Dilemma

The potential for climate control has raised both scientific and ethical alarms that have not been fully explored. Intuitively appealing, scientists tout techniques for engineering Mother Nature to mitigate problems stemming from man-made global warming, and to make life more pleasant. In recent years, however, one high profile project drew attention to the potential scientific, ethical, and political implications of climate manipulation.

Stratospheric Particle Injection for Climate Engineering (SPICE) is a project sponsored by several UK universities and funded by the UK government. In 2011, SPICE was set to test a technique to manage radiation by pumping water up a one kilometer long hose to see if water molecules would deflect radiation from earth and have a cooling effect. Just before

its implementation, the UK honored a request by the international organization, ETC (Action Group on Erosion, Technology and Concentration), and other environmentalists across the globe, to put SPICE on hold. ETC and others advocate taking a step back to develop best practices for proposing and implementing projects like SPICE. They want to develop guidelines for vetting future geoengineering projects, guidelines that address scientific efficacy and anticipate possible unintended consequences such as induced droughts or altered rainfall patterns.

Some worry about the political possibility that developing mitigating solutions for global warming will give governments an excuse to loosen emissions controls.

In addition to managing solar radiation with water or particles that reflect sunlight away from earth, geoengineering techniques are being developed to reduce carbon dioxide in the environment. As global warming becomes a more serious threat, so too do potential remediations. Resolving the thorny issues that surround climate geoengineering is crucial.

Should permission for such projects be given. Comment.

