



# Solved Paper 2023

## General Studies

### Paper IV

*There are twelve questions. All Questions are Compulsory.*

*Questions 1-6 are 10 marks each and 150 words.*

*Questions 7-12 are 20 marks each and 250 words.*

#### SECTION A

- 1. (a) What do you understand by 'moral integrity' and 'professional efficiency' in the context of corporate governance in India? Illustrate with suitable examples. 10**

*(Answer in 150 Words)*

**Ans.** Corporate governance stands for norms-based working of business enterprises. The Companies Act prescribes the tenets of corporate governance. Corporate governance envisages that enterprises have to not only maximize shareholder value but also promote the interests of all stakeholders. These objectives presuppose that corporate managers need to be both efficient and ethical.

Professional efficiency is thorough knowledge and skill needed for working efficiently in one's occupation. Professional efficiency is not mere nodding acquaintance or general knowledge in an area. It is thorough grounding, state-of-the-art expert knowledge. For example, executives working in frontier technology areas like artificial intelligence or robotics would need such knowledge. Another example would be of those working on bullet train projects or building dams in earth-quake prone zones.

Moral integrity has two aspects: one is financial honesty and the other is intellectual honesty. The former implies that managers will desist from financial wrongdoing and will always protect their company's financial interests. Intellectual honesty ensures that managers will exercise due diligence based on their professional knowledge in furthering their company's interests. **(173 words)**

- (b) 'International aid' is an accepted form of helping resource-challenged nations. Comment on 'ethics of contemporary international aid'. Support your answer with suitable examples. *(Answer in 150 Words)* 10**

**Ans.** International aid to resource-challenged or poor nations has many moral dimensions linked to history and recent practice. According to some writers, such aid is not charity to poor nations but their entitlement. Many poor nations were former colonies of rich nations. They

extracted economic surpluses from poor nations through plunder, taxation, trade, investment and loaning.

In modern times, developed nations agreed to give 1% of their GDP as aid to poor nations. They adopted poverty eradication by 2030 as one of the sustainable development goals. International institutions identified forty-six nations as least developed (LDCs).

Besides being poor, LDCs are economically unstable and have low HDI. LDCs are helped with generous export incentives and investment flows. They get priority treatment during crises like Covid 19 and for dealing with climate change,

As part of climate justice, developing nations have been urging rich nations to bear the bulk of the cost for mitigating damage which climate change caused. For, it was the rich nations which contributed the maximum to carbon build-up and ecological damage.

Ideally, aid should be altruistic, and not be linked to a nation's diplomatic or international power games. World Food Programme is altruistic, but Road and Belt Initiative represent China's global power push. (204 words)

- 2. (a) "Corruption is the manifestation of the failure of core values in the society." In your opinion, what measures can be adopted to uplift the core values in the society? 10**  
(Answer in 150 Words)

**Ans.** Corruption is defined as misuse of public office for private gain. Most acts of corruption are criminal and unethical. Morality reflects core social values.

Two questions arise here. First, a society's core values might have lost savour and no longer act as a moral compass. Secondly, people might have abandoned core social values. Action on both fronts is necessary for tackling corruption.

Normally, a society will follow its core values unless it slides into moral decay. Unfortunately, in modern societies, losses of religious faith, erosion of traditional values and increasing emphasis on financial success have destroyed old virtues. Values like honesty, integrity, work ethic, due diligence, sense of duty and patriotism have to be revived and strengthened. Social trends reflected in consumerism, get-rich-quick mania, new forms of addiction like drug-taking, lax living styles, propensity to immediate desire gratification, and reliance on crude diversions and entertainment—all these need to be discouraged. Cultivation of interest in art, culture and literature will help in refining sensibilities. The incentive structure of a society has to promote its core values.

Parents and teachers have to implant these values in children and students so as to spread these virtues in society. (192 words)

- (b) In the context of work environment, differentiate between 'coercion' and 'undue influence' with suitable examples.** (Answer in 150 Words) 10

Coercion means that one person uses force or threat of force to compel another to do or desist from doing something. It does not usually imply resort to actual physical force but includes arm-twisting, pressure and duress.

For example, a builder is involved in a minor traffic accident. He is not at fault. But the police inspector threatens to charge the builder under a serious offence unless he pays a bribe.

Undue influence in work situations signifies that a person in authority takes advantage of another who works under him. The subordinate functionary is in an unequal position, and vulnerable to pressure from the functionary above him. Pressure or excessive persuasion from a senior functionary will deprive the subordinate of his autonomous decision-making abilities. In government, a functionary has to act in his best judgement while taking a decision or analysing a matter on file. Undue influence deprives him of this right. He is forced to flout public interest and official norms.

A senior executive, who exerts pressure on his subordinate, to make him tweak tender evaluation to favour a particular contractor, exercises undue influence. (186 words)

3. **Given below are three quotations of great thinkers. What do each of these quotations convey to you in the present context?**

(a) **“The simplest acts of kindness are far more powerful than a thousand heads bowing in prayer.” – Mahatma Gandhi** (Answer in 150 Words) 10

**Ans.** The word ‘powerful’ in this context means ‘effective’, ‘fruitful’, ‘productive’ and ‘leading to a desirable outcome’. Gandhi suggests that a large group silently praying reverently is less conducive to fruitful outcome than a single individual or a small group of them performing acts of kindness,

What is Gandhi hinting at? He is pointing to the fact that for achieving any goal, people need to act constructively. Passively praying for a desired outcome will not produce it. It is not uncommon for people to seek boons from gods, and then go into fervent prayer mode imploring gods or perform rituals to propitiate them. Gandhi is urging people to rely on their own inherent powers and act constructively.

Two other aspects of Gandhi’s point need attention. Acts of kindness refer to his concern for the poor and the helpless. True religious feeling consists in actively working for ameliorating their lot than in performing ceremonies and rituals. Further, the poor can be helped by active service and not by pious or empty prayers. However, Gandhi valued prayer as a means of religious discipline and self-purification. (182 words)

(b) **“To awaken the people, it is the women who must be awakened. Once she is on the move, the family moves, the village moves, and the nation moves.” – Jawaharlal Nehru** (Answer in 150 Words) 10

**Ans.** This quotation emphasises the role that women play in promoting social enlightenment. Obviously, woman as a mother exercises the earliest and the most formative influence on the child. The influence of parents precedes that of schools, teachers and other social agencies. It is the mother and father, who decisively and quite early on, shape the mind of the child. The teachings of mothers leave a lasting imprint on their children. They carry such value sets throughout their life. The example of Jijabai shaping the future career of Shivaji is well-known.

If children imbibe appropriate moral values and mindset, they will radiate later widely in society at large. Children grow into larger social units such as family, villages and in fact the whole nation.

Two more considerations are relevant. ‘Awaken’ means to imbue with progressive, modern and scientific ideas. In earlier times, women were illiterate, ignorant, and superstitious. They

did not enjoy the same status as men, and had limited social roles. Here Nehru has in mind the need for women's emancipation and gender equity. His exhortation offers the rationale for gender equality. (182 words)

- (c) **“Do not hate anybody, because that hatred that comes out from you must, in the long run, come back to you. If you love, that love will come back to you to completing the cycle.”**  
**– Swami Vivekananda** (Answer in 150 Words) 10

**Ans.** Swami Vivekananda, in this observation, is pointing out that both hatred and love produce reciprocal and equitable relations. Two mechanisms operate in the two emotions and behaviours.

If we show hatred towards others, it begets hatred in them towards us. Likewise, if we act tenderly towards others, they normally reciprocate with similar feelings towards us. As for hatred, if a person is powerful, the individuals towards whom he spews venom will remain silent for the time being. They will bide their time waiting for his star to decline. They will return his hatred in full measure after his fall, thus closing the circle of mutual hatred. Correspondingly, friendly or affectionate behaviour will create circuits of joyful harmony. This is the Swamiji message: spread love and brotherhood, not hatred.

If a person behaves continually in a hateful manner, obnoxiousness will get embedded in his personality. On the other hand, if one is habitually kind, amiableness will become part of his personality. Swamiji's message is a recipe for individual wellbeing and social harmony .

(172 words)

- 4.(a) What really matters for success, character, happiness, and life-long achievements is a definite set of emotional skills—your EQ—not just purely cognitive abilities that are measured by IQ tests.” Do you agree with this view? Give reasons in support of your answer.** (Answer in 150 Words) 10

**Ans.** Cognitive or intellectual abilities comprise verbal, logical and mathematical skills indispensable for academic learning. Intelligence quotient is a summary measure of cognitive skills. Emotional intelligence governs one's interpersonal and social behaviour. Both IQ and EQ are needed for success in one's life and profession.

Emotional intelligence consists of abilities such as being able to motivate oneself, to persist in the face of impediments, to control oneself and delay gratification, to regulate one's moods, to empathise and hope, and to prevent distress from swamping one's thinking. Without these qualities, even intellectually talented people will not succeed. EQ ensures the flowering of their potential.

Individuals are embedded in relationships in family, social circle, and in office. EQ promotes harmonious interpersonal relations which happiness presupposes. One's ability to gauge the moods, feelings and thoughts of others is essential for working effectively as a team member in an organisation. EQ prevents disharmony within the family and discord with colleagues. Character connotes the moral aspects of an individual. Emotional intelligence includes empathy and factoring in one's behaviour the emotional needs of others. In this way, emotional intelligence is also other-regarding and enhances one's character. (188 words)

**(b) Differentiate 'moral intuition' from 'moral reasoning' with suitable examples. 10**  
(Answer in 150 Words)

**Ans.** Moral judgements may follow two routes. First, moral agents may rely on their intuition, which is an inherent, innate, intuitive sense of right and wrong or of moral appropriateness. Such a judgement does not rely on cognitive or logical processes of inferential reasoning. Nor does it invoke any moral criterion or standard or belief. Some intuitionists postulate a hidden human moral faculty, and regard moral intuitions as indubitable.

Moral reasoning unlike intuitions relies on cognitive processes, conscious thinking, analysis of facts, formulation of moral issues, and application of moral criteria. Utilitarians use criterion of maximisation of utility to decide on the best solution to a moral problem. Followers of Kant analyse moral problems and decide between alternative courses of actions using the criterion of moral agent's duty or obligation. Both schools reject the notion of moral intuition. Rajan's young brother and his wife die in an accident leaving two orphan kids. Rajan decides immediately and without premeditation to adopt the children. His wife initially questions the decision, but then changes her mind from a sense of family duty. Rajan acted unconsciously on moral intuition; his wife relied on moral reasoning. **(190 words)**

**5. (a) Is conscience a more reliable guide when compared to laws, rules and regulations in the context of ethical decision-making? Discuss. (Answer in 150 Words) 10**

**Ans.** Laws are enacted by legislature. Executive frames rules, with legislative approval, for smoothly implementing laws. The regulatory agencies concerned prescribe regulations for the respective spheres they regulate. Laws, rules and regulations are made with public participation and widely publicized.

Conscience cannot be considered a more reliable guide to ethical decision-making than laws, rules and regulations. Unlike them, it is subjective and not objective. Joseph Butler regards conscience as a God-given ability in men and as their ultimate natural moral guide. Conscience works intuitively, and yet its judgments are considered absolutely valid. It is non-empirical, mysterious and almost an occult mental quality. Its judgments can be misinformed and unconsciously self-serving. But it is seen by the concerned moral agent as self-validating and self-certifying. However, a counterview is possible that truly moral men of goodwill will never use conscience as an alibi or excuse for wrong doing.

Ultimately, as ethical judgments of conscience are not based on logical arguments and factual evidence, moral differences among men become irreconcilable leading to moral anarchy. Hence laws, rules and logic being logical and evidence-based are preferable to proclamations of conscience. **(187words)**

**(b) 'Probity is essential for an effective system of governance and socio-economic development.' Discuss (Answer in 150 Words) 10**

**Ans.** Probity signifies adherence to the highest principles and moral norms and complete rectitude. It stands for absolute honesty—impeccable and unimpeachable. Probity in a public servant means that he is incorruptible and abides by the highest ethical ideals. He is even above suspicion like the proverbial Caesar's wife. Naturally, it is an eminently desirable quality in a public servant.

Probity is obviously essential for good governance and socio-economic development. Efficiency and ethics inter alia are two core elements of good governance. Ethical governance presupposes public service marked by probity. Efficiency in government depends on honest civil services. Venal bureaucracy and efficient governance cannot go together.

Probity is a functional necessity for socio-economic development. Government machinery has a major role in promoting and fostering entrepreneurial ventures nurturing economic growth, and in increasing ease of doing business. Honesty and fair play are essential for smooth conduct of business. Quality of life in a society also depends on the honesty, industry and diligence of its members. **(163 words)**

**6.(a) What were the major teachings of Guru Nanak? Explain their relevance in the contemporary world? *(Answer in 150 Words)* 10**

**Ans.** Nanak preached that the route to salvation lies in disciplined meditation on God's name. He regarded salvation as escape from the transmigratory cycle of birth-death-rebirth and as mystical union with divine spirit. He urged the devout to spend time in 'nam smaran' or in always chanting God's name. He had mystical beliefs; he rejected formalism and ritualism in religion. He rejected distinctions based on caste, creed and social hierarchy. He was liberal in his views and ensured equal participation of women in religious activities.

Besides moral earnestness and simplicity, Nanak's teachings are marked by syncretism, liberalism, tolerance and catholicity. These are of great contemporary relevance. So are his emphasis on tolerance and amity between religions. His emphasis on humility, purity, simplicity and gender equality are also relevant in the modern consumerist world. By far the most important of his teachings to contemporary period is the service orientation to religion he gave, and which the 'langar' tradition of Gurudwaras exemplifies. **(158 words)**

**(b) Explain the term social capital. How does it enhance good governance? 10**  
*(Answer in 150 Words)*

**Ans.** The term social capital became popular in social science theory in late 1980s. Social capital refers to features of social organization such as norms, trust between people, and networks (embodying social relations) that can improve the efficiency of society. It refers to the existence of informal rules and norms among a social group that promotes social cooperation. Examples of such norms are telling truth, honouring one's obligations, and reciprocity in behaviour. It signifies concern for associates in a group, willingness to abide by rules, and readiness to punish those who don't. Some norms may be dysfunctional and need to be discarded.

Social capital promotes mutual trust among economic agents, and reduces transaction costs. It enhances transparency and fair dealing, and reduces asymmetry of information among people. It acts as a social lubricant. It is a social counterpart of efficient, ethical, inclusive, transparent and participatory government. Governance seeks to associate civil society and markets in government as part of networking and forging partnerships and sharing values and goals. Social networks are used in delivering services to people and implementing public-oriented programmes. In this manner, the structures, values and ideas associated with social capital are vital for governance. **(196 words)**

## SECTION B

7. You are working as an executive in a nationalised bank for several years. One day one of your close colleagues tells you that her father is suffering from heart disease and needs surgery immediately to survive. She also tells you that she has no insurance and the operation will cost about Rs. 10 lakh. You are also aware of the fact that her husband is no more and that she is from a lower middle class family. You are empathetic about her situation. However, apart from expressing your sympathy, you do not have the resources to fund her.

A few weeks later, you ask her about the well-being of her father and she informs you about his successful surgery and that he is recovering. She then confides in you that the bank manager was kind enough to facilitate the release of Rs. 10 lakh from a dormant account of someone to pay for the operation with a promise that it should be confidential and be repaid at the earliest. She has already started paying it back and will continue to do so until it is all returned.

(a) What are the ethical issues involved ?

(b) Evaluate the behaviour of the bank manager from an ethical point of view.

(c) How would you react to the situation ? *(Answer in 250 words)* 20

**Ans.** (a) The following issues are involved in the case.

- (i) How to assist one's lady colleague, who is in financially strained circumstances and who is facing a medical emergency because of her father's heart disease?
- (ii) Can the bank manager violate rules and put a bank customer's money at risk to assist a bank employee, no matter however genuine or desperate her predicament may be?
- (iii) Should one try to assist the lady colleague or leave her, and hope that she will cope with the emergency on her own?
- (iv) Is there an ethical dilemma facing the bank manager or the lady's colleague?

(b) The bank manager's action is in a way praiseworthy. He proactively helped the lady employee in distress. He did show not only lip sympathy but also arranged the money she desperately needed.

However, it is difficult to ethically support the bank manager's action. Although his end was good, the means he used are unacceptable. Basically, he grossly violated the rules which govern the operation of bank customer's money. It cannot be used without the customer's express consent. Even if an account is dormant for long, there are rules for its operation. The customer may decide to operate his account at any moment. Then the bank manager would face trouble. The bank manager misappropriated and misused the customer's money of which he is the custodian. He grossly violated his fiduciary duty.

(c) The lady's colleagues should try to help her in the following ways:

- By making private donations or loans
- By arranging for her a personal loan with their guarantees
- By trying to source funds from bank's employee welfare programme or from employee union funds.
- By approaching the hospital to take fees in easy instalments. (287 words)

8. A landslide occurred in the middle of the night on 20th July, 2023 in a remote mountain hamlet, approximately 60 kilometers from Uttarkashi. The landslide was caused by torrential rains and has resulted in large-scale destruction of property and life. You, as district magistrate of that area, have rushed to the spot with a team of doctors, NGOs, media and police along with numerous support staff to oversee the rescue operations.

A man came running to you with a request for urgent medical help for his pregnant wife who is in labour and is losing blood. You directed your medical team to examine his wife. They return and convey to you that this woman needs blood transfusion immediately. Upon enquiry, you come to know that a few blood collection bags and blood group test kits are available in the ambulance accompanying your team. A few people of your team have already volunteered to donate blood.

Being a physician who has graduated for AIIMS, you know that blood for transfusion needs to be procured only through a recognized blood bank. Your team members are divided on this issue; some favour transfusion, while some others oppose it. The doctors in the team are ready to facilitate the delivery provided they are not penalized for transfusion. Now you are in a dilemma. Your professional training emphasizes on prioritizing service to humanity and saving lives of individuals.

- (a) What are the ethical issues involved in this case?  
 (b) Evaluate the options available to you, being District Magistrate of the area?

*(Answer in 250 words) 20*

- Ans.** (a) (i) How best to save the life of the woman in labour who losing her blood?  
 (ii) What are the applicable laws and rules as well as applicable professional medical practices?  
 (iii) Is there an absolute total prohibition use of blood for transfusion other than from licensed blood banks?  
 (iv) Who should take a final decision in the matter?

(b) Obviously, all possible attempts should be made to save the life of the woman in labour. There is a medico-legal problem in this case. On the one hand, facilitating delivery along with blood transfusion appears essential for saving the woman's life. On the other hand, the law appears to permit only use of blood from authorized blood banks for transfusion. The law may provide exceptions to this provision in extraordinary situations in which it is impossible to source blood from blood banks. If so, then the doctors can use the blood from the volunteers ready to donate it. They should take all safety precautions possible under the circumstances.

There is another possibility. If it is possible to bring blood through any means to the remote site, it should be done. But this may not be practicable.

Finally, the decision in this case has to be left to the doctors. They are the medical professionals on the spot. They have to assess the gravity of the woman's medical condition and decide on the optimal treatment option. The DM may have studied in AIIMS, but he cannot replace the judgement of the practicing professionals. Unless the law permits it, and authorizes DM to do so, he cannot give immunity to doctors. They have to do the best they can to save the life of the woman.

**(224 words)**

9. At 9 pm on Saturday evening, Rashika, a Joint Secretary, was still engrossed in her work in her office. Her husband, Vikram, is an executive in an MNC and frequently out of town in connection with his work. Their two children aged 5 and 3 are looked after by their domestic helper. At 9:30 pm her superior, Mr. Suresh calls her and asks her to prepare a detailed note on an important matter to be discussed in a meeting in the Ministry. She realises that she will have to work on Sunday to finish the additional task given by her superior.

She reflects on how she had looked forward to this posting and had worked long hours for months to achieve it. She had kept the welfare of people uppermost in discharging her duties. She feels that she has not done enough justice to her family and she has not fulfilled her duties in discharging essential social obligations. Even as recently as last month she had to leave her sick child in the nanny's care as she had to work in the office. Now, she feels that she must draw a line, beyond which her personal life should take precedence over her professional responsibilities. She thinks that there should be reasonable limits to the work ethics such as punctuality, hard work, dedication to duty and selfless service.

- (a) Discuss the ethical issues involved in this case.
- (b) Briefly describe at least four laws that have been enacted by the government with respect to providing a healthy, safe and equitable working environment for women,
- (c) Imagine you are in a similar situation. What suggestions would you make to mitigate such working conditions? *(Answer in 250 words) 20*

- Ans.** (a) The main ethical issue in this case, to use a current American phrase, is 'work life balance'. Or to what extent should one sacrifice one's personal life to meet work requirements? Another ethical issue is the need for senior officers to avoid making such excessive demands on their juniors as may affect their family life.
- (b) Four acts which Government enacted to provide a healthy, safe and equitable work environment to women are the following:
- (i) The Equal Remuneration Act which seeks to provide equal remuneration for similar work done by men and women and to end discrimination against women in job recruitment
  - (ii) The act for prevention and protection of women against workplace sexual harassment and for its redressal.
  - (iii) The Maternity Benefit Act which allows women maternity leave, other benefits, and job protection. (iv) The Companies Act which prescribes minimum representation for women in the boards of companies.
- (c) Obviously, senior officers should refrain from so overloading subordinates as to adversely affect their personal life. They should show special consideration to the problems of young mothers with small children. They should not assign them to jobs with heavy loads, tight deadlines, or those which involve handling unforeseeable emergencies. The concerned employees should seek light assignments with regular and predictable work schedules. Even officers who have ambitious career goals should avoid high pressure jobs if they have inescapable family commitments. **(233 words)**

10. Vinod is an honest and sincere IAS officer. Recently, he has taken over as Managing Director of the State Road Transport Corporation, his sixth transfer in the past three years. His peers acknowledge his vast knowledge, affability and uprightness. The Chairman of the State Road Transport Corporation is a powerful politician and is very close to the Chief Minister. Vinod comes to know about many alleged irregularities of the Corporation and the high-handedness of the Chairman in financial matters. A Board Member of the Corporation belonging to the Opposition Party meets Vinod and hands over a few documents along with a video recording in which the Chairman appears to be demanding bribe for placing a huge order for the supply of QMR tyres. Vinod recollects the Chairman expediting clearing of pending bills of QMR tyres. Vinod confronts the Board Member as to why he is shying away from exposing the Chairman with the so-called solid proof he has with him. The member informs him that the Chairman refuses to yield to his threats. He adds that Vinod may earn recognition and public support if he himself exposes the Chairman. Further, he tells Vinod that once his party comes to power, Vinod's professional growth would be assured. Vinod is aware that he may be penalized if he exposes the Chairman and may further be transferred to a distant place. He knows that the Opposition Party stands a better chance of coming to power in the forthcoming elections. However, he also realizes that the Board Member is trying to use him for his own political gains

- (a) As a conscientious civil servant, evaluate the options available to Vinod.  
 (b) In the light of the above case, comment upon the ethical issues that may arise due to the politicization of the bureaucracy. *(Answer in 250 words)* 20

**Ans.** (a) As a conscientious civil servant, Vinod can consider three alternatives. First, he may decide to make public the materials incriminating the Chairman, which he received from the Board Member. Before making the documents and the video recording public, Vinod would have to make sure that they are authentic. In this way he may win favour of the opposition party, and gain career-wise if that party comes to power. By doing so, he would be compromising with moral norms.

Basically, exposing the Chairman is no part of Vinod's official remit. So long as he is not dragged into any wrongdoing, Vinod should ignore the matter.

As a second option, Vinod may consider bringing the matter to the notice of the chief minister. But the chief minister may not take any action since the Chairman is close to him. It is also improper for officers to approach the chief minister with such unverified materials.

The best option for Vinod is to tell the Board member to seek suitable remedies by approaching a duly empowered authority like Loakayukt.

- (b) If civil servants become politicized, they will be violating the code of conduct which prescribes that they should be politically neutral. If bureaucrats become politically aligned, they would lose their moral standing. They may be dragged into dishonest actions. In the process, they would not only sacrifice public interest but may land in trouble. They will also be violating the higher allegiance they owe to the Constitution. **(246 words)**

11. You have just been appointed as Additional Director General of Central Public Works Department. The Chief Architect of your division, who is to retire in six months, is passionately working on a very important project, the successful completion of which would earn him a lasting reputation for the rest of his life.

A new lady architect Seema, trained at Manchester School of Architecture, UK joined as Senior Architect in your division. During the briefing about the project, Seema made some suggestions which would not only add value to the project, but would also reduce completion time. This has made the Chief Architect insecure and he is constantly worried that all the credit will go to her. Subsequently, he adopted a passive and aggressive behaviour towards her and has become disrespectful to her. Seema felt it embarrassing as the Chief Architect left no chance of humiliating her. He would very often correct her in front of other colleagues and raise his voice while speaking to her. This continuous harassment has resulted in her losing confidence and self-esteem. She felt perpetually tensed, anxious and stressed. She appeared to be in awe of him since he has had a long tenure in the office and has vast experience in the area of her work.

You are aware of her outstanding academic credentials and career record in her previous organisations. However, you fear that this harassment may result in compromising her much needed contribution in this important project and may adversely impact her emotional well-being. You have also come to know from her peers that she is contemplating tendering her resignation.

- (a) What are the ethical issues involved in the above case?
- (b) What are the options available to you in order to complete the project as well as to retain Seema in the organization?
- (c) What would be your response to Seema's predicament? What measures would you institute to prevent such occurrences from happening in your organization?

*(Answer in 250 words) 20*

- Ans.**
- (a) This case presents three ethical issues. First, a competent lady officer is being harassed by her senior due to professional jealousy and insecurity. This has to be stopped. Secondly, the Chief Architect psychologically battered Seema and undermined her professional confidence. Seema should be reassured that no one doubts her impeccable professional credentials and past service record. Thirdly, her service interests should be protected, and the Chief Architect should not be allowed to create circumstances which may force Seema into resignation.
  - (b)
    - (i) An assessment should be made to determine if the project can be completed even without using the chief architect's services. If so, he should be told that if he continues to misbehave with Seema, the project would be taken away from him.
    - (ii) Secondly, the chief architect could be told to behave towards Seema professionally and courteously. An appeal can be made to him to act wisely and gracefully as befits his age. He could be assured of due recognition of his contribution to the project.
    - (iii) A tactical move could be to temporarily assign another project to Seema, and put her in another team.
    - (iv) Seema should be assured that her career would be protected, and that she would no longer face harassment. Her resignation, if tendered, should be rejected.

- (c) To avoid situations of this type, an officer approaching retirement should be asked to complete important assignments well before retirement. His successor, if identified, should work as his understudy. The retiring officer should be told to treat the understudy courteously. If the two quarrel, the understudy should be shifted to another team. (269 words)

12. **You hold a responsible position in a ministry in the government. One day in the morning you received a call from the school of your 11-year-old son that you are required to come and meet the Principal. You proceed to the school and find your son in the Principal's office. The Principal informs you that your son had been found wandering aimlessly in the grounds during the time classes were in progress. The class teacher further informs you that your son has lately become a loner and did not respond to questions in the class, he had also been unable to perform well in the football trials held recently. You bring your son back from the school and in the evening, you along with your wife try to find out the reasons for your son's changed behaviour. After repeated cajoling, your son shares that some children had been making fun of him in the class as well as in the WhatsApp group of the students by calling him stunted, dud and a frog. He tells you the names of a few children who are the main culprits but pleads with you to let the matter rest.**

**After a few days, during a sporting event, where you and your wife have gone to watch your son play, one of your colleague's son shows you a video in which students have caricatured your son. Further, he also points out to the perpetrators who were sitting in the stands. You purposefully walk past them with your son and go home. Next day, you find on social media, a video denigrating you, your son and even your wife, stating that you engaged in physical bullying of children on the sports field. The video became viral on social media. Your friends and colleagues began calling you to find out the details. One of your juniors advised you to make a counter video giving the background and explaining that nothing had happened on the field. You, in turn posted a video which you have captured during the sporting event, identifying the likely perpetrators who were responsible for your son's predicament. You have also narrated what has actually happened in the field and made attempts to bring out the adverse effects of the misuse of social media.**

- (a) **Based on the above case study, discuss the ethical issues involved in the use of social media.**
- (b) **Discuss the pros and cons of using social media by you to put across the facts to counter the fake propaganda against your family. (Answer in 250 words) 20**

- Ans.** (a) Although this case study involves misuse of social media by very young students, it reflects partly the ethical issues that use of social media raises. As happened in this case, individuals can be unfairly targeted, mercilessly bullied and psychologically traumatized. The student's personality, attitude and scholastic performance suffered. Adults suffer similarly when subjected to trolling and vicious attacks. Unfortunately, social media is hard to control. In the present case, neither the headmaster nor the class teacher knew what happened on social media. As false information can be quickly uploaded, and then spreads very quickly and widely, the victims find it hard to counter the lies. As people are gullible, disinformation can play havoc. There is widespread concern in the USA that social media platforms are spreading fake news and influencing the outcome of elections. Further, some social media giants have been accused of deliberately tweaking

their algorithms to favour certain political narratives and political personalities. They are also accused of censoring content. Social media needs to be properly regulated.

- (b) The benefit of uploading facts on social media is that people will know the truth. Such uploads will save the reputation of the victims who have been maligned. They will also expose mischievous elements. In this case, the concerned parents and teachers may take corrective action, especially since the perpetrators are young students.

On the other hand, the clarification may only elicit further misrepresentations and prolong the controversy which may otherwise go cold on its own. In this case, the perpetrators, if unchecked by parents and teachers, may intensify their social media bullying. There is easy wayout in such situations.

**(272 words)**

