

U.P.S.C.

Medhys Anand.

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न लिखें
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in this part)

leaders with fortitude are known by everyone and they are the people to turn to when crisis arises. Discuss

Fortitude refers to moral strength or moral courage in enduring pain or adversity. leaders with fortitude have high

Adversity Quotient

leaders with fortitude are people to turn to in case of crises as:-

1) lead by example - They are often not hesitant to show others the way without thinking of the consequences.

Ex - Lal Bahadur Shastri himself went on fasting, when there was food crisis in India, before preaching to others.

2) have high EQ - enabling them to understand themselves and others in a better manner. This enhances their reach. Ex - Mahatma

Gandhi was the only non-blindfolded person who was allowed in a gathering of Muslim women.

(3) have capacity to bring social change :-

By sheer strength and will power.

Ex - Raja Ram Mohan Roy could ban sati despite all challenges.

(4) Endure Pain without fuss -

Ex - Nelson Mandela spent 2 decades of his life in Jail just for his cause.

But, fortitude with wrong morals may not be the best of the combination :-

① Can lead to mass killings

Ex - Adolf Hitler was a strong headed anti-semitic

② can be a source of religious intolerance

Ex - Aurangzeb's policies

③ Poor governance and marginalization of communities

Ex - Sri Lanka's policy against Tamils.

Thus, fortitude along with an ethical compass can sow a barren field, but without the compass it is merely wild fire.

Q.1b) In the wake of changing social landscape in the country, value ed is as imp. as tech ed for youth to become not only skilled but morally strong professionals. Discuss.

Inculcating values alongwith knowledge from formative years of socialisation will ensure social stability in the wake of fast changing social landscape.

Need to build morally strong professionals in the wake of changes

fast changing technology
⇒ digital divide

Exclusion error
Ex - LGBTQ

Injustice to marginalised
Ex - Tribals

changing demography
Ex - geriatric care

Role of value Education in changing era :

(1) Supplement knowledge to ensure justice to all. Ex - Online harassment of women can be stopped by it

(2) build character of people - will reduce

crimes in society

Ex - Recent Shreatha Walker case highlights

degradation of moral character in people

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(3) to build EQ - The rising stress and anxiety in society requires people to have strong moral foundations, to understand their emotions

[Ex] - Rising cases of suicides, even among celebrities (Sushant Rajput)

(4) Ensure building up of moral character and thereby increasing social cohesion
⇒ will reduce instances of mob lynching, cow vigilantism

(5) Will aid law - Integrity will be ensured in thoughts, actions and belief.

Ex - following CSR norms

But, skill education is equally important

- ↳ technical expertise ⇒ better decision making
- ↳ ensure perfection
- ↳ build up fortitude
- ↳ enhance strength of character

As Gandhiji said, moral principles can reach places where, physical army cannot. Thus value Education, as a tool, must be given to all.

2a) While impartiality has been identified as one of the key ethical values for public service, it should not be seen as precluding compassion in public service. Discuss.

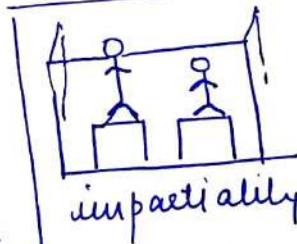
Impartiality is the ability to choose between two options without being biased and based on objectivity. Compassion, is to understand other's viewpoint and act empathetically on it.

Public service to be done by mixing
Impartiality + Compassion, as

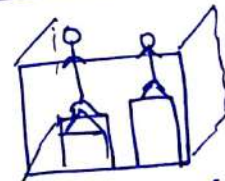
(1) Ensure social justice - Equity in governance

requires both.
Eg- Affirmative action to undo
historical injustice,

- prevents social
darwinism



impartiality



Impartiality
+ Compassion

(2) Last mile delivery of public service ensured

Ex- home delivery of Identification documents
to old age people, divyangjans $\Rightarrow$ classic
case of Impartiality + Compassion.

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③ Prevents social exclusion - as it imbibes everyone's good will while decision making.

Ex - allowing PDS to an elderly woman, whose fingerprints aren't matching with adhar database

④ To uphold Gandhian Philosophy - promoting antyodaya through sarodaya. Ex - Universal Healthcare system, but with special emphasis on women.

⑤ Will influence societal functioning

Ex - Compassionate corporate governance to be incorporated in working.

But, sometimes impartiality has to preclude compassion → ① in competitive exams -

impartiality is must
↳ ② in case of delivering justice

Ex - a judge can't favour a party on compassionate grounds

↳ ③ allocating jobs - impartial judgement of skills over someone's family background.

Thus, Public service delivery requires a judicious mix of impartiality and compassion to fulfill the tenets of Nishkama Karma.

The power, which administrators wield, can bring the nation great dividends if rightly used, but can bring harm & disrepute if abused. Elaborate.

Power refers to influencing decisions of others against their will and administrators legally hold that power.

Benefits of Right use of administrators power for the nation -

(1.) Effective Diplomacy - Indian leaders through our soft power have ensured bounties for our nation.

Ex - Exemption from USA's CAATSA Act.

(2.) Economic gain - by influencing economic decisions using negotiation skills. [Ex] - India's plan of not joining RCEP.

(3.) Social Justice - by rising against social inequalities and solving them.

Ex - Abraham Lincoln's efforts to eradicate poverty.

(4.) Climate change - with powerful leaders, effects of climate change can be effectively dealt with. [Ex] - Panch amit targets of India.

- (5) Inclusion of vulnerable - leaders like B.R. Ambedkar ensured that Dalits get their rightful place in society.
- (6) Effective legislations - leaders can steer policies toward liberal thought.
Ex - Prevention of child labour Act, Sarda Act

Abuse of Power by administrators

- (1) Lack of respect for laws
Ex - blatant corruption and abuse of public money.

- (2) harm the country's name
Ex - Donald Trump retreating from all treaties.

- (3) Injustice and abuse of power
Ex - Targeting a particular community against another

- (4) Poor governance
Ex - Britisher's policies led to severe famine.

Thus, as understood by 'virtue' ethics, the result of decisions by an administrator depends largely on virtue applied.

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Analyse ethical implications of commerce space exploration, especially with entry of private sector in recent times.

The recent National Space Policy, 2023 aims to enhance engagement between govt and Non-govt entities, which is bound to raise ethical questions.

Ethical implications of Commercial Space Exploration

(1) Profit vs Greater Good

Using utilitarian principle, private sector should engage in missions which serve larger public interest.

Ex - SpaceX's plan to enhance internet in underserved areas by prt satellite installation

(2) The 'Harm' Principle

Companies should reduce the harm - environmental and social both of

launching spacecraft

⇒ have a moral responsibility to serve moral good.

- (3) Summum Bonum - "The greatest good" while deciding priority of missions, this principle must be adhered to.
- (4) Moral Responsibility to reduce the space debris of the nation by using modern technologies
- (5) Disaster's Responsibility - In case of a mishap, actus reus and mens rea (the act and the intention behind it), both should be seen.
- (6) Transparency - about technology used, dumping of e-waste, all must be effectively seen.
- (7) Adversity Quotient of contract b/w govt and Non-govt entity must be clear
- (8) No Divide in service availability
Ex - No incentives for the well off
- Thus, with entry of pvt players, a clear citizen charter with legal backing can ensure 'Sabka Saath, Sabka Vikaas'

(b) While AI has the potential to radically transform and disrupt our world, the right ethical choices can make AI a force of good for humanity. Discuss with examples.

Artificial Intelligence is the mimicing of human intelligence by machines. It has to be seen how machines would be able to understand ethicality of a situation.

AI disrupting
our world

→ Eco-chamber effect -
ideology of one kind
creating mistrust

→ spreading fake news
{Ex - Palghar lynching}

→ Medicine: What if AI
diagnosis incorrectly and
the patient dies?

→ Panopticon state: Always
listening to all our
conversations. How to ensure
privacy?

→ fending humans against each other
Ex - inciting feelings of one community
against another.

AI - making ethical choices - good force for humanity

(1) Helping the vulnerable sections

Ex - MANI app helping blind divyangjans to identify currency note.

(2) Creating social harmony

by filtering out targeted abuse towards a community

(3) Designer issues

Ex - for driverless cars, how to manage in case an obstacle comes

(4) Healthcare -

Ex - to choose if euthanasia would be a better option for a passive patient.

(5) Service to humanity

Ex - e-Praman Pater to gain pension online, BHIM app for easier money transfer.

AI should be used as a means to serve humanity (Kant), instead of it becoming an end in itself.

What do you understand by 'social accountability' Explain its significance & discuss critical factors responsible for success of any social accountability initiative

Social Accountability refers to answerability of an institute / person about the acts it carries out. It is an important component of good governance

Significance of 'Social Accountability'

(1) Builds an attitude of mutual trust between citizens and administrators.

Ex - Armstrong Paine could crowdfund money for building a road in Manipal because of social accountability.

(2) Enhances commitment to public service

delivery
Ex - NGNREGA's social audit ensures it serves the population well.

(3) Builds Emotional Quotient

Since works are judged, they become more inclusive and empathetic

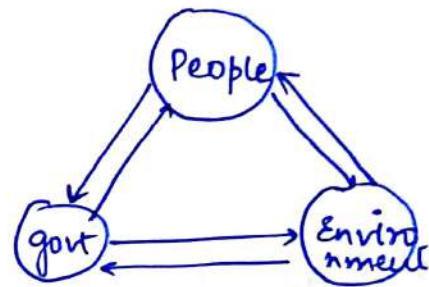
(4) Impartiality and Integrity - ensured
Ex - grant of mineral lease requires
Gram Sabha's approval $\Rightarrow$ whole process
becomes transparent.

(5) Better service delivery - due to
checks and balances present.

CRITICAL FACTORS FOR SUCCESS OF SA

(A) People

- ① aware of rights
- ② Technically sound
- ③ demand justice



(B) Govt

- ① more transparent
- ② Ensure openness

(C) Environment

- ① of openness
- ② Promote disclosure
- ③ Abstain from secrecy unless dire consequences are there.

Thus, 'social accountability' is a tool
to ensure governance 'of the people',
'by the people' and 'for the people'.

- (6) Corruption is a challenge to democracy & citizen's estimations of corruption are one of the main criteria for its wideness & harmfulness. Discuss.

Corruption refers to mis-utilization of resources - either material or financial for reasons, other than what, they were meant for.

Corruption as a challenge to democracy

- (1) Bypasses law and legal morality

Ex - one can get a license for an illegal work by paying extra bucks.

- (2) Drains resources - Parallel economy is created and it goes against utilitarian principle $\Rightarrow$ doesn't do maximum good for maximum people.

- (3) Attitude of mistrust - When public money doesn't result in improved public service delivery.

Ex - Potholes on a road $\Rightarrow$ dissuades citizens from timely paying of taxes (attitude of mistrust develops).

(4) vicious cycle of Public and govt. attitude - both feeding each other and resulting into negative externalities.

Citizen's attitude to corruption $\Rightarrow$ harmful

(1) Corruption becomes part of ethos, a routine work. Ex - Paying the Postman on delivery of Passport.

(2) Erodes respect for integrity - An honest worker is seen as a roadblock to quicker work.

(3) Threat to whistle blower - as people assume that work should carry on as it was. Ex - Killing of Satyendra Dube

Other reasons $\rightarrow$ All societies are corrupt-

$\rightarrow$ Britishers inculcated this habit (Divide & rule)

$\rightarrow$ India has a rich history of honesty ranging from Hrishchandra to Lord Ram.
So, other foreign influence embedded corruption.

Thus, to conclude as Gandhiji said there is enough for everyone's need, but not for their greed. It should be the basic maxim while dealing with corruption.

Work from home culture has led to many ethical concerns in prt orgⁿ. In light of this do you think it is ethical for an employee to practice moonlighting? Discuss

Covid-19 brought in brought in Work from Home (WFH) culture to work ethics centrality to ensure social distancing

Ethical Concerns related to WFH

- (1) Extra hours of work - Companies tend to engage employees ahead of office timings.
Ex - late night zoom calls. $\Rightarrow$ Effect on mental health
- (2) Social Isolation - Lack of social interaction will lead to reduced sensibility among workers.
Ex - rising HIKIKOMORI in Japan
- (3) Effect on social structure - While families became closer due to more time spent, dual burden fell on women $\Rightarrow$ spent time on household chores.

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Moonlighting - Ethical : "The Second Shift"

- ↳ rising cost of living
- ↳ ensures full utilisation of potential
- ↳ Right of Employee to choose
- ↳ ensures diversity of experience to employees

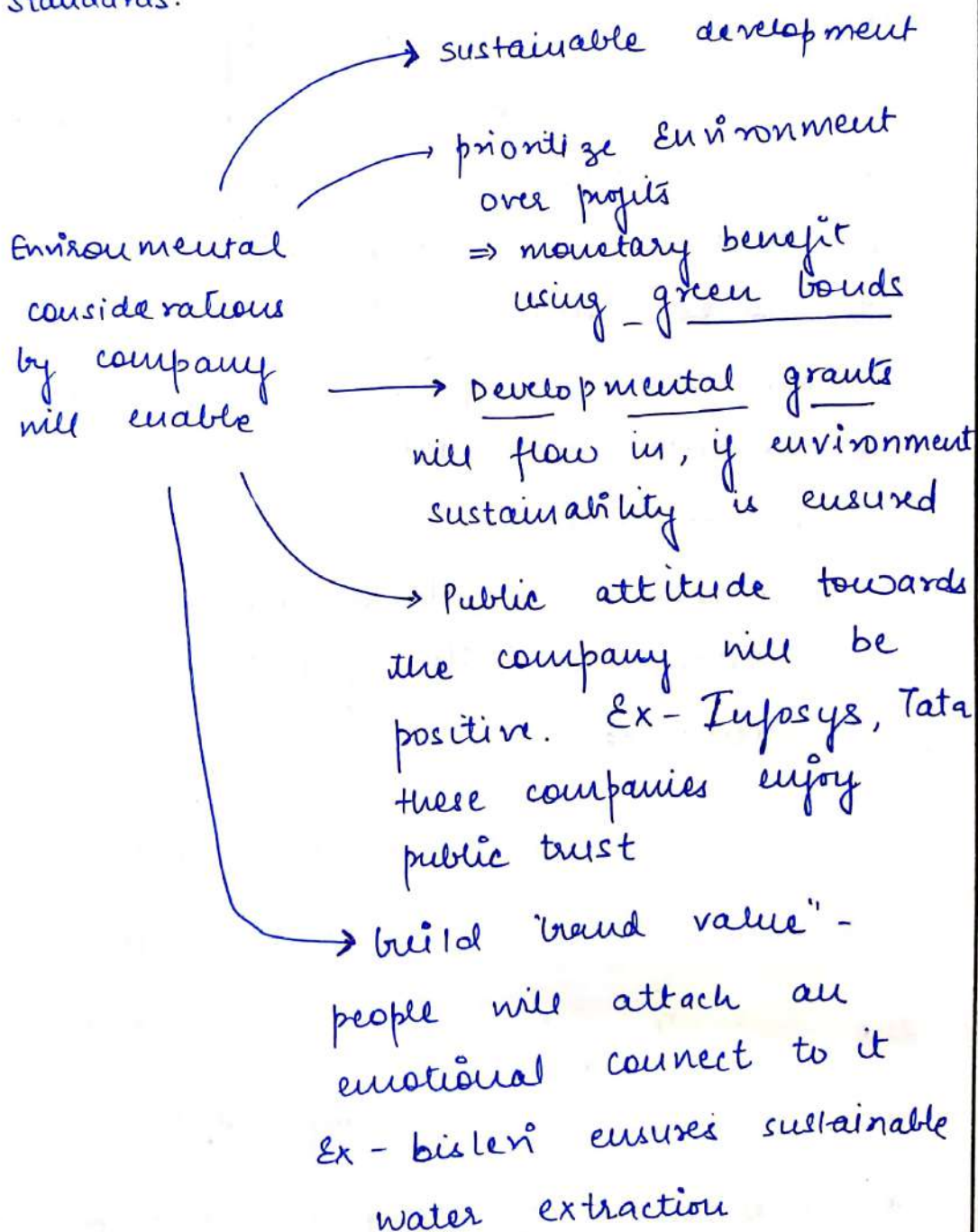
Moonlighting - Unethical

- ↳ against professional integrity
- ↳ what if the two companies are rivals $\Rightarrow$ poor corporate governance
- ↳ lack of dedication to one employer
- ↳ only economical connect b/w employer and employee
- ↳ employees just a means to an end (against Kant's principle)

Thus, 'Work from Home' culture should be seen through the lens of "wealth without work" as a sin and managed accordingly.

5b. Do you agree that ESG considerations for a corporation create immense value for the business?

ESG considerations of business will ensure that the 'brand' value of the company gets build up based on ethical standards.



Social & Governance → ensures social justice is delivered

Ex - paying minimum wages to contractual workers

↳ Responsibility to society

Ex - Developmental work under CSR ⇒ enhance brand value

↳ maintain professional integrity -

[wealth without work is a sin: Gandhiji]

↳ bring transparency and accountability -

in governance ⇒ public will want to invest and buy from such a firm

↳ ethical corporate governance principles will enhance risk taking aptitude of the company.

↳ Ensure laws of the land are ensured
⇒ can collaborate with govt to achieve good governance

Thus ESG considerations will ensure

Nishkama Karma is ensured in

the corporate governance, which should

be accompanied with Uday Kotak's

recommendation of having an Ethics Committee in corporates.

6a. While there are multiple institutions to ensure fairness in IR, states often put aside moral values & directions of these institutions for their own interest. Discuss with examples.

Multitude of institutions at international level like Brettonwoods institutions - WTO and IMF along with UN, and its agencies are at work to ensure fairness at international level

Reasons for putting aside moral values at international fora -

① Ethical conflict - Nations put their own interest over the common good, whilst international agencies remain mute spectators.

[Ex -] Russia - Ukraine war and inability of UN etc to stop it.

② Economic Power - often nations due to their economic prosperity are able to twist norms as per their own convenience.

[Ex] China's debt trap policy with Sri Lanka => still nobody can do anything about it

- ③ Limited Resources - Unequal distribution of essential minerals & oil $\Rightarrow$ Countries choose resources over ethics. Ex - India's oil import needs require it to take oil from Russia (despite its role in Ukraine).
- ④ Relatively weak institutions - UN has never been able to counter China, US in their misadventures, as they are the main economic contributors to it and part of permanent membership.
- ⑤ Lack of grievance redressal - Countries like USA have ensured that WTO's Adjudicatory bodies remain defunct $\Rightarrow$ moral apathy.

Way Forward $\rightarrow$ Prioritise ethics over mere interest

- $\rightarrow$ Empower agencies of UN
- $\rightarrow$ Ethics committee at international level with representation from both developed & developing nations
- $\rightarrow$ ensure that Justice and international integrity is kept above national interests.

Thus, Vasudeva Kutumbakam should be the spirit while taking decisions on international forums.

(6b) Discuss various ethical issues that can arise when a foreign funded research project conducts medical research in developing countries.

Foreign funding in medical research while bringing in more technology and finances also increase the ethical considerations related to it.

Ethical issues of foreign funded research in developing countries

(1) Who benefits - The proceeds from traditional medicine and its benefits should go to the local population.
{ as prescribed in international ethics on fair access and benefit sharing under convention on biodiversity }

(2) Responsibility - In case of mishap or release of contaminants in developing nation - who will take accountability for it and bear the financial consequences

(3) Ethical concerns - In case of research

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on human subjects, how will 'No harm' principle be applied on them.

(4) Compensation - In case of utilization of resources, how will adequate compensation be provided.

(5) Grievance Redressal - In case of abuse of power by foreign research, who will act as adjudicating authority

(6) Moral Myopia - Experiments on babies might be moral in China, but in case dangerous medical researches are done in India, how to control them will remain a challenge.

(7) Security challenge - Such research can veil a bioterrorism attack Ex-Covid. There would be practical challenges in securing nationals against it.

Thus, Bio-ethics circular will have to concretely layout the scope of such research to minimise chances of bio-terrorism.

(6)

Discuss teachings of Guru Nanak Dev relevant to youth of today.

Guru Nanak Dev was the first Guru of Sikhism who laid out the essence of Sikhism as we see it today.

Teachings of Guru Nanak relevant to youth as

(1) Tolerance - With rising polarities on axis of Caste, Religion, region etc need to imbibe tolerant attitude in youth.

(2) Gender Equality - Tenets of Equality are taught in Vandis of Sikhism, where women can also do aurat chakking. Youth can learn from it, tenets of gender Equity.

(3) Compassion to Poor - Langars for food and opening shelters in Gurdwaras are an excellent way of incorporating attitude of compassion in Youth.

(4) Emotional Intelligence is developed - when despite reaching high in life,

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people engage in Seva → cleaning footwear, making chapatis ⇒ they get to know themselves as well as others better.

(5) Attitude of giving - In a highly materialistic world, Youth can learn to derive happiness from an attitude of reverence for all that they have and using tenets of "sharing is caring".

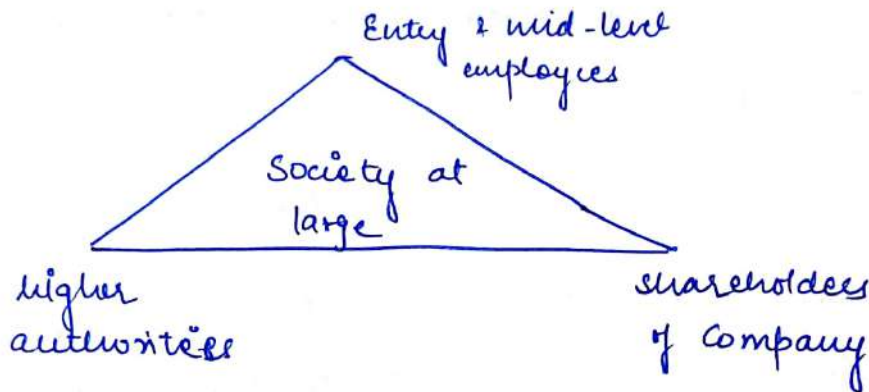
(6) Ensure Sarvodaya - redistribution of wealth as a better way than crony capitalism by startups by Youth.
Ex - CSR activities.

(7) Respecting Diversity - Gurm Nanak Dev Ji would allow tenets of all religions to flow in his religion & youth can learn ways of dealing with diversity -

Thus, Gurm Nanak Ji's sense of code of ethics in daily life can be a life changer for youth of today both physically & spiritually.

After 'the Great Resignation', the recent trend has shifted to "Mass layoffs" - which is a ^{severe} hit to Professional integrity of corporates.

(a) Stakeholders involved -



Ethical issues surrounding mass layoffs :-

- (1) Profit Motivation vs moral responsibility to employees.
- (2) Inefficient use of Power differentials in society → who decides who will get laid off (will promote psychopathy)
- (3) Reflects Poorly on Professional integrity
- (4) Moral pain for employees losing their jobs → how are they supposed to Trust and bond with next job (moral dilemma)

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- (5) Clear violation of Kant's philosophy of not using man as a means to an end.
- (6) Will increase alienation in working, as a virtuous employee would be losing out on his personal life $\Rightarrow$ only to get sacked.
- (7) Youth will consequently have less dedication to public service as they won't have an attitude of positivity towards work culture.

(b) Reasons behind irresponsible conduct -

- (1) Lack of professional integrity
- (2) See employees merely as means to achieve the goal of profitability.
- (3) Inability to see the 'golden mean' in this situation and taking adverse step of mass layoffs
- (4) Prioritise others' sufferings over reducing their own comfort

(5) Forgetting their duty of service to humanity by prioritising their own profits

(6) Lack of resources and capital - Prefer layoff than going bankrupt.

(c) Measures to tackle these problems

(1) Follow ethos of compassionate capitalism.

Ex - Reduce pay of all employees, don't remove employees from payroll

(2) Find a Madhyamarg - between mass layoffs and full employment.

Ex - keep them on lesser pay for some time till company recoups.

(3) Moral integrity would require that they ensure these workers' good, as they have resources to cater to them.

(4) Take help from civil society and govt to ensure their wellbeing.

(5) 'Yatho Prajo Tatho sabho' → Corporate leaders can lead by example and forego their salaries during dire times.

Thus, the startup culture should ensure that work is accompanied with ethics to ensure that workers aren't alienated from their jobs.

Ans 8

The dual burden on women have led to such instances gaining pace in the recent decade, like policewomen bringing their kids to office.

① If act was justified :

Yes: ① Biological need - child has to be breastfed.

② Importance to work - if a civil servant is off duty, huge amount of pending work will remain.

③ Highest workmanship of professional integrity.

- (4) International example - Jacinda Ardern, New Zealand's PM did the same.
- (5) Always a challenge for new mothers to balance her office & the child
⇒ criticism of it will make her life hell
- (6) Trying to find a middle ground for the same

No

- ↳ (1) child will be prone to disease and pathogens and without the child's immunity getting developed ⇒ challenge.
- ↳ (2) Even for Rupa - it might not be the best available option as she would be low on energy and immunity.
- ↳ (3) Work is a means to an end, not an end in itself. She should first prioritize herself and the child.

Overlap between personal and professional duties:-

- (1) Actor - Since the actor is common (i.e. Rupa), there is bound to be an overlap.
- (2) Essence of life - is to make a balance between personal and professional life
- (3) Better use of legal mandate - Utilize maternity leave and simultaneously do the most essential task at hand in office
- (4) Natural requirement - Formative years of child's development requires that mother is there for feeding the child.
- (5) Role of society - Society should ensure that entry of a woman into motherhood is made easier by invoking societal alternatives.

(b) Work culture in India hinders working mothers -:

- (1) less availability of crèche in offices
- (2) Informal sector women remain largely outside legal avenues available for formal sector women
- (3) less responsibility of father to take care of child.
- (4) As in this case, balancing of child rearing and professional commitment is seen as a publicity stunt
- (5) Nuclear families proliferance has further accentuated the problem.
- (6) Poor infrastructural mechanisms further put burden on working women.
- (7) Work culture - support from seniors and juniors is a must to ensure that a lady is able to take care of the child.

Work culture - enabling working mothers to fulfill their role -

① Maternity act and such laws enable working mother's responsibility is fulfilled.

② Mostly colleagues are supportive.

Ex- Elderly women bringing in good food for new mothers is part of Indian Ethos.

③ Examples of efficient work culture is APJ Kalam taking officers kids for movies to fulfil his familial obligation.

④ Often extended families help in raising the child, which adds on to good work culture.

Thus, balancing work and personal life is a new challenge posed by modernity and work ethics should mould itself to make this job easier.

Ans 9

Cases of misconduct in office have been on a rise despite POSH act in force. Meera's case is a classic case of ethical dilemma's faced by a woman in pursuing such cases.

(a) Main stakeholders in the case

Meera - victim

Boss - perpetrator of offence

Meera's Mother - who is in dire need of medical attention

Me - things are unfolding in front of me and I personally know both my boss and Meera and their attitude and behaviour

Society at large - any action has huge repercussions on society at large and what Meera does today will have an example for future generations to follow.

(b) Issues related to integrity and ethics
in this case

- ✓ should Meera choose financial need over self respect.
- ✓ Professional integrity vs Moral standards
- ✓ future repercussions, if no action is taken on the boss despite her complaint
- ✓ fear of being branded as troublemaker
- ✓ poorly reflected on Me, if I remain a bystander
- ✓ manipulation by my boss → asking Meera to accept money.
- ✓ self respect or mother's life - what should be kept on higher pedestal
- ✓ An example for future - strict action now will dissuade the boss from repeating it in future.

options available to Meera

(1) Accept the money, take the complaint back

Pros

- ✓ mother's health bills taken care of
- ✓ no future repercussions on career

Cons

- ✓ Crisis of conscience
- ✓ Branded as liar and greedy
- ✓ against her Dharma

(2) Don't accept the money, let the complain proceed

Pros

- ✓ Moral integrity upheld
- ✓ Self Respect ensured
- ✓ keep such offenders at bay
- ✓ Moral compass towards justice

Cons

- ✓ Effect on her career
- ✓ Mom's health bills compromised.
- ✓ Boss has good reputation - he might go scotfree

Meera should choose 2nd option and that will

- 1) Ensure no other woman faces this situation
- 2) Ensure she doesn't have to face crises of conscience.
- 3) Her mother's health expenditure can be met by crowdfunding
- 4) Self respect should be kept at highest pedestal.
- 5) Uphold "Sheelam Param Bhushanam" character is the highest virtue.

Thus, to keep attitude-belief coherence, Meera should take the road less travelled and stay strong over her commitments.

Ans 10 Such day-to-day ethical dilemmas are part of life and it is on the virtue of the actor to solve it.

(a) Ethical dilemmas faced in this content

- (1) Profit of company vs moral value
- (2) My own job vs Ethical value
- (3) Professional integrity vs. commercial motive
- (4) Fighting off competition vs Taking the moral high ground
- (5) Sticking to code of Pharma vs Ensuring business for the company

(b) Option available

- (1) Allow business as usual

Pros	Cons
① Profit for the company ② achieving the target	① Crisis of conscience ② losing out on morality

② Disallow unethical practices

Pros	Cons
✓ Ethical high ground ✓ No crises of conscience	✓ base out on profit ✓ will not be able to remain competitive

Choose 2nd option because

- (1) Professional integrity specially in healthcare sector is a must
- (2) Ensure public trust is maintained on the company.
- (3) Ethical advertisement practices will ensure "brand image" creation
- (4) Report unethical practices of other companies to ensure survival.

(C) Ethical alternatives

- (1) Give free samples to patients
 - (2) Engage in healthy competition
 - (3) Report any unethical practice if done by any other company.
 - (4) Collaborate with NGOs to ensure that a brand name is created for your company.
 - (5) Ethical lobbying to ensure that other competitors don't use wrong techniques
 - (6) Form an ethics committee which keep a check on all companies
- Thus, to ensure public trust on pharma company, it should lead in adhering to moral standards.

Ans II.

"Civil Servant celebrities" are a new phenomenon that can be seen across platforms like Twitter, Fb etc. This case study highlights the vagaries related to such a trend.

Ethical issues involved

- ① Civil Service neutrality gets compromised
- ② Civil servants opacity to public as they are the executive - it becomes difficult.
- ③ Professional integrity is affected as they take populist measures
- ④ Generosity for the cameras rather than for social justice
- ⑤ Dangerous for their personal lives as well
- ⑥ If they are hounded in future, that will adversely affect their health and work.

⑦ Changes subject-object relationship -
Civil servants no more act as
servants.

⑧ Jeopardizes public trust by
misleading future aspirants towards
a toxic work culture.

⑥ Effective Use of Social Media

① Highlight good initiatives : Positively
change attitude of people towards
the steel frame.

② Not a fashion show - Civil servants
should refrain from making a "model"
out of their personalities.

③ Use it to learn best practices

Ex. IFS Praveen Kaswan posts pictures of
wildlife and best conservation methods
associated with it.

(4) Deliver Public services

Ex - IPS Annu Bhatia through India
cared ensured that an infant got
camel milk delivered to her house
(due to her genetic disease) during Covid.

(5) Enlarge societal / organizational
aims

Ex - IRTS officer Sanjay Kumar frequently
posts of recent developments in Indian
railways.

Thus, social media is a double
edged sword which can make or
break (SDM Jyoti Maurya) a person's
personal life.

Ans 12 With decriminalization of section 377, we have inched closer to giving due respect to transgenders, but behaviourally we have a long way to go as highlighted in this case study.

(a) Ethical issues involved

- ① Rights of (transgender) Miss A vs strong attitude of elder people
- ② Moral responsibility to provide a safe working condition for A vs Image of the company
- ③ Immediate relief reqd to A vs longterm attitudinal change in employees
- ④ Rights of a human being vs unnecessary targetting her for being 'something'.

(b) Options available

① Accept resignation

Pros

- relief to Miss A
- solⁿ to the persistent problem

Cons

- Injustice to Miss A
- company's reputation compromised.

② Reject resignation & take no action

Pros

- upholding diversity
- company's name will remain high

Cons

- Miss A would be left discriminated
- free hand to others

③ Give formal notice to others to behave well

Pros

- Justice will look like its been done.

Cons

- cold war b/w Miss A and others
- she would still be uncomfortable

④ behavioural change - take both short term & long term measures

Pros

- ✓ ensure acceptance of diversity
- ✓ build trust

Cons

- ✓ time required
- ✓ may not give instant relief to Miss A

③ It would be wise to choose option ④ as:

- (1) Give time to others to accept change - strong attitudes require time to change.
- (2) Ensure that immediate problem of Miss A is solved by talking to others about her problem
- (3) hold seminars to make people aware about behaving well in face of diversity.

(4) operand conditioning - ensure
to those who behave well.

(5) Use techniques of persuasion -
speaker, message, technique should be
apt to ensure people adhere to
them.

(6) Ask Miss A to explain her point
of view to others.

Thus, such situations require not
just organizational change but also
attitudinal changes in their
behaviour by effective training
and persuasion.