

This toolkit consists of ideas / phrases keywords than can be used as a checklist to generate ideas / arguments for answering Case Studies in Part B of GS Paper IV.

Keywords / Ideas

- Identifying one's *dharma*
- Misplaces Sympathy for the ..
- Ethical dilemma / *dharma sankata*
- Against Professional ethics
- *Anekantavada* of Jaina
- *Ekum Sat Viprah Bahuda Vadanti* / Swami Vivekanand
- Against Professional integrity
- Permanent impairment of moral values
- Against Moral integrity, intellectual integrity
- Niti & Nyaya
- *Dharmo Rakshati Rakshita* - Law protects those who uphold it
- *Vasudhaiva Kutumbakam*
- *Swadharma vs Sadharan Dharma*
- *Nishkam Karma*
- *Sarva Dharma Sama bhavah*
- Glass ceiling / Glass cliff
- Triple Bottomline - People / Profit / Planet
- Culturally induced selective blindness
- Demographic dividend / demographic liability
- Opportunity in Disaster - *Apada mein Avasar*
- Control the controllables
- Public oversight over governance / administration
- Collegiality Principle;
- *Sevottam* Model
- Compassionate Capitalism / Triple Bottom Line
- Wealth Creation vs Wealth Distribution
- Zero Tolerance to Corruption / misplaces sympathy for corruption
- Public service code / public service ethics
- National Interest
- Categorical Imperative
- Public / Societal Interest
- 3E - Efficiency, Economy, Effectiveness
- Responsiveness to public demands
- *Saytameva Jayate*

Virtues/Values

- Virtues of Public Service by Nolan Commission on Standards in Public Service - Leadership, Openness, Honesty, Selflessness, Accountability, Integrity, Objectivity

- Justice tempered with kindness
- Equity, Equality, Natural Justice
- Social Justice;
- Compassion, Kindness, Empathy,
- Organisational / Personal Discipline
- Impartiality, Non Partisanship
- Neutrality, Anonymity of the Civil Servant
- Emotional Intelligence / Aptitude / Attitude
- Courage of Conviction
- Making reasonable profit

Constitution - Fundamental Rights

- Article 14 - equality
- Art 15 - against discrimination
- Art 17 - untouchability
- Art 21A - Right to education
- Art 19 - Freedom of Speech and expression

Constitution - Fundamental Duties

- 51A(a) to Abide by the Constitution and respect its ideals and
- 51A(b) to cherish and follow the noble ideals - national struggle for freedom
- 51A (e) to promote harmony, spirit of common brotherhood;
- 51A (e) to renounce practices derogatory (day-row-gate-a-REE) to the dignity of women;
- 51A (g) to protect and improve the natural environment
- 51A (g) to have compassion for living creatures;
- 51A (h) to develop the scientific temper
- 51A (h) develop humanism
- 51A (h) spirit of inquiry and reform
- 51A (i) to safeguard public property
- 51A (i) abjure violence;
- 51A (j) to strive towards excellence / eggjellence
- 51A (k) parents to provide opportunities for education to between 6-14 years;

Constitution - Directive Principles of State Policy

- 44 - secure Uniform Civil Code for all citizens
- 43A - participation of workers in management of industries
- 48A - to protect and improve environment
- 51 - promote international peace and security, respect for international law;
- 39 - equitable distribution of material resources of the country
- 39 - prevention of concentration of wealth in hands of few, equal pay for equal work

Value Conflicts

- Personal vs Professional Ethics
- Loyalty to one's kith and kin vs Rule of Law / Righteousness / Truth
- Private profit vs public interest
- Rule of Law / Legality / Equality / vs positive discrimination / affirmative action
- People / Growth / Development vs Planet / Environment
- Profit vs People / Planet / Society
- Public welfare/interest vs Personal Welfare/interest
- Transparency vs. Privacy/ Reputation
- Dedication to work vs commitment to family/friends
- Integrity vs. Family/friend/personal wellbeing
- Compliance/Obedience vs. Conscience
- Use of force (e.g.; police) Vs. non-violence as a value
- Impartiality/ Non-partisanship vs. Personal ideology, philosophy and principles.
- Bureaucratic anonymity vs personal fame
- Nishkam Karma vs. desire for better future for self and family progress
- Secularism vs. spirituality/religion
- Religion Vs Reason / Public Sentiment / Public Faith
- Conservative/ Rural / Traditions Vs. Modernity/innovations / progressive values
- Organizational interest VS National interest

7 Sins of Gandhi

- Wealth without work.
- Pleasure without conscience.
- Knowledge without character.
- Commerce without morality.
- Science without humanity.
- Religion without sacrifice.
- Politics without principle.

Steps to resolve ethical dilemma Questions

1. Gather Facts of the case / Be objective
2. Identify the parties involved - those affected by the event / decision
3. Identify the decision maker(s)
4. Identify the Value Conflicts / Ethical Dilemmas - Mention them
5. Identify what rights are violated - Mention them
6. Remove any personal biases (Most important)

Note : Types of Rights : Natural Rights, Legal Rights, Constitutional Rights, Political Rights, Civil Rights, Moral Rights

Various Formats of Case Study Answers

1. **Format #1 - Quote**
 - a. Begin with a quote that hits the topic
 - b. “Power Corrupts and Absolute Power Corrupts Absolutely”
2. **Format #2 - Begin with an analysis**
 - a. Analyze the case at hand in the first paragraph itself
 - b. Then proceed to answer the questions
 - c. Your comment comes in the beginning to attract the attention of the examiner.
3. **Format #3 - Summarize the whole case**
 - a. Summarize whole case without getting into the specifics
 - b. Imagine if you were to describe the case to a non-interested person, how would you say it in less time, without him losing attention
4. **Format #4 - Begin with Principles Involved**
 - a. Identify what are the principles involved
 - b. Begin with the importance of those principles
 - c. E.g. “The above case represent a conflict between loyalty vs...”
5. **Format #5 - begin with Parties involved**
 - a. Identify the stakeholders
 - b. Represent them with a diagram

Try to apply the above concepts to the case studies given below

Sample Case Study #1

Newspapers have reported that a certain village in Uttar Pradesh has seen a drop in school attendance. When the District administration came to know about this, they sought a report from the Principle. The Principle informed that the drop has been because of students boycotting the mid-day meal scheme. A Dalit woman has been hired to make meals for the odd 140 students in the school. However, the parents of the children have protested against this. They have asked children not to eat meals cooked by the the lady. This has led to drop in attendance.

The principle further reported that several school monitoring committee meetings where parents also participate have taken place but to no avail.

Based on the case study above answer the below questions

- (1) What are the ethical issues involved in the case above?
- (2) As a District Magistrate what will you do to handle the situation?

Sample Case Study #2

As a senior officer in the Finance Ministry, you have access to some confidential and crucial information about policy decisions that the Government is about to announce.

These decisions are likely to have far-reaching impact on the housing and construction industry. If the builders have access to this information beforehand, they can make huge profits. One of the builders has done a lot of quality work for the Government and is known to be close to your immediate superior, who asks you to disclose this information to the said builder.

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the options which you would adopt, giving reasons.