



## GENERAL STUDIES (Test Code : 305)

Name of Candidate  Registration No.

Schedule  Module

Place  Time  Date

Classroom  Distance Learning  Classroom & Distance Learning

### INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1.(a)	16	37
1.(b)	16	
1.(c)	16	
1.(d)	16	
1.(e)	16	
2.(a)	12	21
2.(b)	12	
2.(c)	12	
2.(d)	12	
3.(a)	8	15 1/2
3.(b)	8	
3.(c)	8	
3.(d)	8	
4.(a)	20	30
4.(b)	20	
4.(c)	20	
5.(a)	15	15
5.(b)	15	

### EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

### INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, ID Number and Test Code).
2. Candidates should attempt answer to the part/sub-part of a question strictly within the pre-defined space. Any attempt outside the pre-defined space shall not be evaluated.
3. The candidate need not write anything in his/her answer that derogates the dignity of an individual or an organization.
4. Candidates should attempt all questions strictly in accordance with the instruction given under each question.
5. The candidate should respect the instructions, given by the invigilator.

Maximum Marks : 250

Remarks:

Signature of Examiner *Kapil*

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**GENERAL STUDIES (Test Code : 305)**

**Overall Macro comments / feedback / suggestions on Answer Booklet:**

1. Improve your theoretical part questions
2. Improve Content, Structure and Dimensions  
in some cases
3. Situate your arguments in debates  
as you are doing in case
4. Study questions
5. Add examples and clear theoretical  
understanding to write  
appropriate and adequate  
your case study part is ok  
Keep it up!

**All The Best**

## 1. Answer all five questions:

16 x 5 = 80

(a) Explain the differences between: (i) Ethics and Morality (ii) Values and Beliefs (iii) Opinion and Attitude (iv) Obligation and Accountability.

1. Ethics vs Morality

- Ethics ~~is~~ are a set of <sup>principles</sup> ~~prescriptions~~ about right/wrong behavior according to the general societal norms. They come from outside.
- Morality is a set of beliefs about right/wrong which comes from within - from our conscience.

eg. Professional legal ethics may require us to represent our client to the best of our ability, even if he may be a criminal. But morality may want us not to defend a criminal.

2. Values vs Beliefs

- Values are a set of beliefs we may hold which guide us regarding the morality/immorality of an action. eg. believing in truth & non-violence is a value.
- Belief is any thought we may have about something. It may not necessarily be related to morality. eg. one may

believe that batman exists in real.

### 3. opinion vs. Attitude

- Attitude is an tendency or predisposition to perceive, evaluate, react to a person / thing / situation. It has 3 components - cognitive, Affective and Behavioral.

- opinion is that evaluation we form about something based on our attitude.

- eg. we may have a negative attitude towards corruption. So we may have a bad opinion about someone convicted for corruption.

### 4. Obligation vs Accountability

- Obligation is some action we are required to undertake or do we must pay to someone out of laws or customs. eg. It is obligatory to stay calm / sober in a funeral.

- Accountability is holding ourselves responsible for actions we undertake even though there may be no legal or social obligation. eg. Govt. offices must be made accountable to public.

1. (b) "Indian philosophy elucidates in detail about the ethical character of man". Give a brief account of the basic principles found in Indian Philosophy regarding individual ethics. 16

"Indian philosophy" is actually a combination of many different schools such as Buddhism, Jainism, Upanishads, Gita, Asoka's dharma, Akbar's Din-i-Ilahi, the 6 schools - Nyaya, Visheshika, Yoga, Vedanta, Mimamsa and Bhakti - and many more. Yet there are certain core principles regarding individual ethics which are common to all.

1. Non violence : Jainism, Buddhism, Mahatma Gandhi, Asoka - the king who renounced war, all emphasize it.
2. Universal brotherhood, tolerance and peaceful coexistence : A person must have such outlook. Akbar's sulh-i-Kul, Gandhiji, Asoka's Dharma, Bhakti (we all are children of God), Vivekananda - all preached it.
3. Inner peace / virtuous life : A man must

not engage in one's indulgence. Its not the body, but the soul and the knowledge which is supreme. Vedanta, preached it, Buddha gave the 8-fold middle path, Jainism had 5 vows, Bhakti spread the love of God.

4. Sense of duty: A man must do his duty, without fear or favor. Bhagwad Gita emphasises it beautifully.

5. Truth: One must have great faith in truthfulness and honesty. Gandhiji's message still rings fresh.

6. Quest for knowledge: One must always strive for more knowledge. Real knowledge is the knowledge about self.

7. Respect for elders and teachers

8. Shun anger, pride, greed.

Write  
Conclusion  
also  
Else  
Content  
and  
structure  
is  
7

1. (c) "The basic problem with administrative ethics is: how can officials be granted scope for dissent without undermining the capacity of the organization to accomplish its goals". Evaluate this statement and suggest measures in the context of Indian administration. 16

• This statement seems to suggest that dissent is harmful for an organisation. There should be unquestioning obedience and a dictatorial structure so that the organisation can smoothly work to achieve its goals, without delays caused.

• But this is not true. Giving officials the scope for dissent doesn't imperil the organisation's capacity. In fact, it is good, because only then all the pros and cons of a policy action can come to light. It promotes transparency and prevents corruption / arbitrary action. eg. if the former coal secretaries had not dissented, the arbitrary allocation of coal mines would have continued.

- Dissent also serves to provide checks and balances. without it, there can

be no democracy.

### REAL PROBLEMS

• People accuse that scope of dissent gives a virtual veto power to everyone and thus leads to policy paralysis. But the real culprits are:

- Highly distorted work culture and incentives structure: Presently, it appears that there are no incentives to take risk. Because, if successful, there is no reward & if failed, there will be punishment.

- focus on procedures, not on outcomes:

This has come to be because there is no accountability at any level.

- Growing culture of arbitrarily punishing honest officers: like Mrs. Nagpal, Mr. Khemka

### CORRECTIVE STEPS

- Strong measures to protect bonafide decisions and actions to be taken only against malafide actions.

- Restructuring incentives system to focus on outcomes and reward performance.

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This document is personalised for Gaurav Agrawal (crazyphoton@gmail.com)

How judiciary will improve other decision making  
How judiciary will make supplementary rules through delegated legislation

Add this part  
Shows that how bureaucrats use discretion as dissenting authority will improve other decision making

7  
else Content structure and orientation is ok



1. (d) What are the obstacles and common biases that influence our decision-making process and result in unethical conclusions? 16

OBSTACLES AND BIASES AFFECTING ETHICAL  
DECISION MAKING

1. Line of personal benefits: we may take an unethical decision as we may envision some personal benefits flowing from it. eg. a civil servant may toe the line of the minister, so as to obtain good postings.
2. Work culture: sometimes the work culture may be such that it doesn't reward merit. Good work may actually be punished. eg. Durga Shakti Nagpal & Ashok Khemka cases.
3. Lack of courage / servile mentality: we may fail to question the grounds on which superiors made decisions out of fear. eg. ASI digging up 'treasure' in Unnao on the personal whims of a minister who chose to believe a sadhu's dream!
4. Misplaced loyalty: sometimes we may be so loyal towards our seniors that we may even support their unethical acts / requests.

5. Stereotypes : we may sometimes let our biases and ~~stereotypes~~ cloud objectivity and justice. eg. arrest of many muslim youth after terror attacks without any reasonable evidence

6. Lack of accountability : we may sometimes feel that we are not accountable to general public and act arbitrarily.  
eg. ~~Mumbai police~~ <sup>Govt. arresting</sup> Anna Hazare in 2011 ~~for~~ after not allowing him to protest.

7. Organizational structure : sometimes the structure of the organization may be such that adherence to procedures become an end unto themselves. No one cares about the outcomes.

eg. we may see that gross injustice is being committed to a ~~very~~ <sup>very</sup> poor person. yet may not help him due to our preference to ~~stick~~ to some archaic procedures.

8  
god  
amner

1. (e) The more direct challenge to administrative ethics comes from those who admit that morality is perfectly possible in private life but deny that it is possible in organizational life." Evaluate. 16

Morality possible in private life...

- It argues that personal life is more stable, more predictable. We have people around us who love us, will back us in need. So we can afford to be moral in personal life.

... Not possible in professional life.

- This is because, in organisations, there is high competition. It's a big hard world out there full of all kind of people who are willing to take every shortcut to succeed. So one can't afford to have moral considerations if one has to stay competitive.

- Also, one has to serve organizational needs / national interests, which have to take precedence over personal moral considerations.

- There are also so many pressures and influences at work which make staying more extremely difficult.
- However, this is not true. It is equally possible to stay moral in work life.
- Not everybody is a backstabber in professional life. There are good people as well. If we are moral in our dealings, we will make some great relationships and friendships as well. This would aid in our career.
- Ethical behavior would help build a good reputation for us as well as organisation which would benefit in long term.
- Unethical competitors will lose out.
- Ethical behavior will enhance public trust in an organisation, which in turn would enhance an efficiency.
- Ethical behavior would also help build a better culture & weed out corruption.

⑦  
improve  
initial  
part of  
reasoning  
show  
how  
individual  
morality  
and  
organisation  
overlaps  
and

envelope  
each  
other

in short and longer term

2. Answer all four questions:

12 x 4 = 48

(a) "We not only stand up for what we believe in, we also believe in what we have stood up for." Comment.

- It is natural for people to ~~put~~ express their strong views / beliefs in public and if ~~there~~ is any opposition, then to stick to it. for eg., we may believe that women should be treated as equals and thus oppose a ~~khap~~ panchayat order asking them not to use mobile phones and wear jeans.
- At the same time, we tend to become tied by our public stands. They tend to be sticky and shape our attitudes.
- Once we have taken a public stand, it ~~takes~~ <sup>causes</sup> great deal of dissonance in us to change it.

5  
give  
example  
of  
those who  
stood by  
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believe  
and  
of those  
who  
believe  
what  
they  
stood  
for

This is because it comes to be seen as a defeat and /or affect our credibility.

- So the easier way to remove the dissonance is to change our belief attitude - by selective filtering / biases eg. Mohd. Ali Jinnah was earlier secular. But he got elected from a muslim seat & came to be seen as a muslim leader. So gradually he became pro-muslim.

2. (b) Comment on the utility of emotional intelligence in public service. 12

Emotional Intelligence (EI) is the ability to understand and manage ours as well as others' emotions. Its utility in public service is as follows:

1. Dealing with subordinates : Govt. offices and programmes often suffer from lack of resources and lack of monitoring. So if they have to succeed, it is essential that the employees go that extra mile. But this will happen only if we understand and manage their

emotions because office rules and procedures can get us only limited effort.

2. Dealing with general public: Emotions are more effective in carrying our message to public than reasons. So understanding & managing it is imp.
3. Working across departments: ~~Such~~ projects involving multiple depts, many depts. will raise an objection / not cooperate fully only because they see us "intruding their space" or they want to protect their turf. Rules and regulations only won't help us in avoiding delays. Hence EI is needed.
4. Working with colleagues and seniors / ministers: Here we have no command authority and only persuasion can get our work done. Again managing emotions is likely to make our message more persuasive than pure reason.

6

2. (c) Merely announcing Citizen's Charter will not change the way we function. It is important to create conditions for generating a responsive climate". Discuss the statement in the context of Indian administration. 12

Citizen charters have been around for years now in India, yet they have hardly changed anything. The reasons and remedies are as follows:

1. Charters need to be clear & simple.
  - They must give a clear message in simple words.
  - They must be in local language as well
  - They must clearly define what specific services the organisation provides and in what clear time frame.
  - They must not contain generic statements / mission statements & goals.
  - If a service has multiple steps, the timeframe of each step must be defined
2. Charters must have legal backing and strong grievance redressal mechanism:
  - This is where the Grievance redressal bill comes into play. The grievance redressal must be time-bound, transparent & easily accessible.



3. Steps must be taken for increasing citizen participation

- Charter & grievance redressal must be displayed prominently.
- Institutional mechanism must exist to capture citizen feedback.

4. Periodic review: The citizen feedback so captured must be used to review the organizational processes to make them more citizen friendly. Charter should be thus periodically updated.

2. (d) "Refugees are not identified as participants in the ethical debates concerning their own fortunes". Illustrate. 12

The ethical debate on refugees has two angles. One is the humanitarian angle where we have to help the refugees who are already in distress and have had their whole lives shattered. Other side

is the welfare of our own people.

Refugees are a drain on our resources. They harm our law and order situation, affect our labor and consume our resources. So our own population becomes worse off.

- But what is common in all this is that nowhere any attempt is made to hear their own version.
- No attempt is made to understand the conditions which forced them to become refugees. & remedy them.
- They are just viewed as objects who need our help and sympathy or are just viewed with mistrust.

eg. Bangladeshi refugees in Delhi are viewed with mistrust. Tibetan refugees are seen with sympathy.

Sometimes the host govt. use the refugee ~~excuse~~ to create pressure at international level and serve their own interests. eg. Turkey using Syrian

refugees as an excuse to call for international action against Syria.

Arrest/detention  
- nowhere are the refugees given voice, right to self governance. They are just seen as an 'issue'.

give example and ethical consideration

Give the  
perceptual  
understanding  
of  
humanitarian  
thinking

Refugees  
as

- \* Burden → deport them
- \* Asset → employ them
- \* Threat → international action
- \* Fellow Human being or Asset → Arrest/detention

4

behind  
each  
proximity  
of  
perceptions

3. Answer all four questions:

8 x 4 = 32

(a) What are the reasons behind the deteriorating standards in the work culture of Indian administrators?

1. No clear guidelines to reward merit / punish bad performance. Transfers and postings are arbitrary and based on the officer's proximity to the politicians. Caste / religion etc. are other considerations. This seriously lowers morale.
2. Excessive and arbitrary political interference even in day to day matters. Eg. in Muzaffarnagar. in Durga Naggal case.
3. Political vendetta to harass honest officials. eg. Khenka, P.C. Parakh.
4. Lack of accountability in govt. schemes and administration.
5. Job and perk security, even if one doesn't perform.
6. focus on procedures and no concern about outcomes.
7. Contemptuous attitude of govt. officials towards general public.

3. (b) Should values and ethics be imparted through education or is it a task that is best left to the family alone? 8

The role of family in imparting values & ethics is very important. But the role of education ~~can't~~ be undermined.

- As the child grows, he grows out of the sphere of family influence slowly
- He begins to spend a substantial amount of time outside family, in school, getting educated. So education becomes imp. in inculcating values.

Education also offers a deeper and wider perspective than what family can offer. ~~Education~~ tells us about lives of many great people, historical events through which we can learn.

- family can't teach so much.
- If family atmosphere is not conducive / child is neglected by parents / parents themselves are criminal or corrupt, education becomes even more imp. a source.

Show  
the  
relationship  
in  
Structural  
Functional  
and  
Springboard  
sense between  
Family  
School  
And  
Society  
at  
large

3 1/2  
Improve  
Structure  
of  
Argument  
Content  
is OK

3. (c) Discuss the recommendations of Narayana Murthy Committee on Corporate Governance? 8

Recommendations of SEBI appointed Narayan Murthy Committee.

1. Whistleblower policy: Every employee must be able to access the 'audit committee' bypassing his superiors on any unethical practices he sees. eg. could have helped in Ranbaxy case
2. Audit Committee: should comprise of the non-executive directors.  
Thus the above 2 put a strong ethics mechanism in place.
3. Non executive directors: should be limited to 3 terms of 3 years each.
4. Analyst reports: must disclose if his firm has any relationship or holds debt/equity of the company concerned. This is expected to improve credibility of the financial reporting.
5. If management makes an accounting treatment which differs from what is followed in industry, then it has to give reasons in annual report.
6. Contingent liabilities & related party txn. must be reported.

3. (d) Which Indian administrator has inspired you the most and what moral lessons have you learned from his/her life? 8

Most administrators, except those in high offices, function anonymously. Still, the one I would pick is ~~Mr.~~ <sup>Dr.</sup> Subbarao, former RBI Governor and 71 batch IAS officer

### Moral lessons

One needs to be fearless. One should be dedicated towards the duties of the office. There would be many pressures to deviate, but fearlessly one must work to uphold the office dignity and serve public interest. eg. He was ~~into~~ <sup>under</sup> immense pressure from industry and even finance minister to cut interest rates, but he resisted it and did what RBI should have done in rising inflation.

- One must ~~empathise~~ <sup>empathise</sup> with poor <sup>& weak</sup> eg.

under him, RBI worked tirelessly for financial inclusion, consumer protection.

- One should be transparent. eg. under him, RBI increased its disclosures & guidances.

- One should be honest, objective, be ready to open minded.

Eventual  
I am not against you

argument  
admission  
Contact

write some other person or on cut down

He is more of

less independent to take decision

if he almost equal to any minister

it's ok

4

\* E. Shreedharan

\* Patel

\* Nellore

\* P. S. Appu

\* Menon

Or any one you like but done outstanding work

not routine administrative job

## 4. Answer all three questions:

20 x 3 = 60

(a) Tarun, a data analyst for a major casino, is working after normal business hours to finish an important project. He realizes that he has some data missing that had been sent to his coworker Robin. Tarun had inadvertently observed Robin typing his password several days ago and decides to log into Robin's computer and resend the data to himself. Upon doing so, Tarun sees an open email regarding gambling bets Robin has placed over the last several days with a local sports book. All employees of the casino are forbidden to engage in gambling activities to avoid any hint of conflict of interest.

Tarun knows he should report this but would have to admit to violating the company's information technology regulations by logging into Robin's computer. If he warns Robin to stop his betting, he would also have to reveal the source of his information. What should Tarun do in this situation?

- Tarun should report the matter.
  - This is because ~~this~~ is a serious violation and may have caused great damage already. So warning Robin is not enough.
  - If we don't ~~now~~ report the matter, we become complicit in the wrongdoing.
  - The following ~~ethical reasoning~~ can be made behind the decision:
    1. Utilitarian / consequential approach: Not saying anything ~~will~~ benefit us and Robin. But it will harm the interest of the casino as a whole. So utility loss would be maximum.
    2. Deontological ethics: Its our duty to

do the right thing. And the right thing here is to be brave enough to face all consequences and report the matter. That is the path of truth.

3. Kant's categorical imperative: Applying the test of universality, if everyone starts hiding such wrongdoing, the casino's policy will become ineffective and great harm may come to it some day. So we would want everyone to report the violations. So should we.
4. Rawls's veil of ignorance test: Before making coming into this situation i.e. ex ante, we would have voted for reporting of such events for everybody's good. So reporting is the right thing to do.
- Warning Robin is not enough because:
    - This is a serious violation, not a minor one.
    - After warning, we have no means to ensure compliance. Robin will change his password and if he chooses not to change ways, we will



have no ways of monitoring.

~~Start~~

• Blame for logging into his computer

- Yes, we should accept our mistake and be ready for the punishment. But at the same time, we should also assertively put forward the following:

1. That there was an urgency. An important project was at stake.
2. All this was done for the casino only. There was no malafide intent nor any personal benefits.
3. ~~As~~ You have highlighted a serious flaw in IT ~~regarding~~ safety. IT team should work to train the users to enter their passwords more discreetly else tomorrow someone can grossly misuse it.

4. (b) The mood at Gramin Sarvoday High School is tense with anticipation. For the first time in many years, their basketball team has made it to the state semifinals. The community is excited too, and everyone is making plans to attend the big event next Saturday night. Jayendra, the varsity coach, has been waiting for years to field such a team. Speed, teamwork, balance: they've got it all. Only one more week to practice, he tells his team, and not a rule can be broken. Everyone must be at practice each night at the regularly scheduled time: No Exceptions. Bishan and Mohan are two of the team's starters. From their perspective, they're indispensable to the team, the guys who will bring victory to Sarvoday. They decide—why, no one will ever know—to show up an hour late to the next day's practice.

10  
good  
Reasoning  
and  
analytic

Jayendra is furious. They have deliberately disobeyed his orders. The rule says they should be suspended for one full week. If he follows the rule, Bishan and Mohan will not play in the semifinals. But the whole team is depending on them. What should he do? 20

This ~~is~~ reminds us of the suspension of 4 cricketers including Shane Watson during Australia's tour of India early this year. Let us look at the effect of suspension:

1. These are valuable players. Team will be weak ~~to~~ without them.
2. But much more importantly, suspension will lower the morale of the entire team. There will be a rift in the team, players will feel insecure, there will be allegations and counter-allegations, outside interference, controversy. The end result - entire team would lose focus.

This would happen even if they are not so important players.

3. Team is more important. Rules exist for the sole purpose of benefitting the team.
4. We ~~are~~ are the coach. Our duty is to

ensure long term and near term benefit  
of the team.

5. We cannot apply ~~rules~~ mechanically like a robot. We have to apply discretion in team's interest.

• The team interest would be better served if we can make these two players realise their mistake so that they genuinely learn and don't repeat it in future.

(b) At the same time, others should also not repeat this mistake.

- The purpose of rules is not retributive. It is to protect team interest by acting as deterrent. We should maintain the deterrence value and if we can ensure (a) and (b) above without creating such a big controversy, team would be better off.

• So we should,

(1) Have free and frank conversation with the two players. We should try to understand their emotions, their

anxieties. Normally gifted people want a recognition and some freedom. We should accommodate <sup>their genuine concerns</sup> that as far as possible without hurting the team.

2. At the same time, to ensure deterrence and give a strong message so that they don't repeat it, we should ask them to submit a written letter that they broke the rule knowingly, and are sorry for this. But should they do it again, they will be suspended.

4. (c) You head the public relations department of the state's largest bank. The department is responsible for putting together a quality service recognition program. Your bank's public relations agency is designing the advertising specialty components for the program targeting the bank's 10,000 employees. Your spouse owns X Promotions, the largest advertising specialty firm in the state. The company offers the best prices for large orders. X Promotions has supplied products for a number of other accounts of the public relations firm. This is the first time, however, that the public relations firm has used X Promotions for a bank project. The public relations firm does not know that your spouse owns X Promotions. You have not suggested the use of X Promotions. The public relations firm has made its recommendations to you, including using X Promotions as the vendor for the quality service recognition program. What should be your next course of action - with the public relations agency, your management team and your spouse? Also, answer the following:

1. The ethical issue and/or conflict involved.
2. Internal/external factors that may influence the decision.
3. Identify key values.
4. Identify the parties who will be affected and define the public relations professional's obligation to each.
5. Select ethical principles to help the decision making process
6. Make a decision and justify.

20

Perception is as important as the reality.

1) Ethical Issue / conflict involved : There can be a perceived conflict of interest here. Even if we don't do anything wrong, our decision can be challenged on the conflict of interest ground. It would fail to stand the test of impartiality and fairness - even <sup>it</sup> in perception.

2) External / external factors influencing decision

- Despite strong track record, the company has no proven record for banks. So if we decide in its favor, our decision can still be challenged easily.
- The co. is owned by an spouse. So anyone can see a conflict of interest here and challenge our decision.
- It may also spoil any long standing reputation of our's as well as bank's integrity we may have.

3) Key values : The key values here are :

- disclosure ; - impartiality ; - integrity
- openness ; - objectivity .

#### 4. Key parties involved & our obligation:

- the bank: our obligation is to ensure its best interests, serve it honestly, prevent any bad reputation.
- the PR agency: They are our vendor. our obligation is to ensure an environment where they can work honestly and efficiently.
- the spouse: our obligation is to protect him/her from harm which includes a loss of reputation and hence business later on.

#### 5. Ethical principles:

- deontological: it's our duty to prevent any disrepute coming to the bank. If this case is exposed, it would cause serious disrepute.
- Impartiality, objectivity and openness: It's our duty that all our decisions should pass the above criteria. But if we stay silent on this issue, these conditions would be violated.
- Consequentialism: staying silent may create serious long term harm to all parties involved, including us.

6) Decision : We would disclose the information that X Promotion head is our spouse to the P.R. company. We would also disclose the entire case to our management, tell them we have a conflict of interest here and rescue us from the decision. We would request them to appoint someone else to take the decision or themselves. We would ask the spouse to also disclose the conflict of interest to the P.R. company.

10  
good  
analysis

5. Answer the following two questions:

15 x 2 = 30

(a) In an unexpected turn of events, you find a bag full of money. You somehow come to know that this is black money, earned through unethical acts. Due to all pervasive corruption, you are facing a dilemma on handing over the money to the administration. You have a very close and honest friend who runs an orphanage. The orphanage is in a very petty situation due lack of finance. To whom would you give the money and why?

- The conflict here is that we know the right thing to do in such situations is to hand over the money to the administration. But due to corruption, it is likely to get lost and be misused.

- On the other hand, giving the money to the orphanage would ensure good for so many children. This consequentialism requires us to hand over the money to the orphanage.

- However, one thing it fails is the test of universality. Do we want all people who find such money to spend it as per their choice? we may chose to spend on orphanage, but others may not. They may spend it on personal gratification.
- ~~So~~ If all of us started to skirt away from our obligations like this, the administration may not get enough money.
- So the right thing here is to give the money to administration.
- But at the same time, we should do something about the corruption as well. We should do our best to ensure that the money is not lost in corruption.
- So perhaps what we can do is to get proper written records generated



while submitting the money. We can get it all inventoried and recorded.

- 7½
- Once the entries are there in written, it becomes relatively difficult to indulge in corruption.
  - we can also try to meet senior officials and tell them about it, so that the money is not lost at lower levels where there is less accountability.

5. (b) You are the public relations professional for a housing developer. Your company's next project is a multi-family housing complex for middle-income families. While gathering information related to the project, you find that land for the housing complex was the site of a landfill. A government agency's report shows very low levels of contaminants that are not life threatening. You discuss this information with your supervising boss, who is not a public relations professional, and request him to recommend ways to explain the landfill history in promotional materials. Your boss tells you that the landfill information is not to be included in the materials. He does not want this issue to be proactively discussed. What would you do in this situation?

15

- The conflict here is that disclosing the landfill information may create some doubts in minds of potential buyers and affect the project financially.
- However not disclosing is simply unethical.
- One can argue that the level of co-

contaminants present are low. Hence this doesn't create a legal obligation for a disclosure.

- Moreover, what is legal may not always be ethical.
- The ethical principles involved here are:
  - consequentialism: If we hide the info. today and it surfaces after some years, it will create a huge controversy in to this environment of mistrust and will affect the company even more - financially as well as reputation.
  - deontological ethics: As a company, its an duty to disclose all material facts to the consumers. This is a material fact. Even as a PRO, it is our duty to not allow something which can cause grave harm to public relations of the company. So we have to disclose.
  - universality test & veil of ignorance test:

If we ourselves are the consumers or didn't know whether we would be consumers or builders, we would require a disclosure. So disclosure is the ethical thing.

- However, along with disclosure, ~~we~~ we should also provide ~~info.~~ scientific info. to the public to ~~to~~ calm their fears. To this extent we should share the gent. report & give adequate publicity to its relevant conclusions.
- A small ~~sacrifice~~ today will build public trust and save us from a catastrophe tomorrow.

7½

good answer

