

# Ethical Dilemmas.

## Nature

pvt org<sup>n</sup>  
↳ Externalities.

a) Right vs Right.

e) Means vs Ends.

b) Wrong vs Wrong

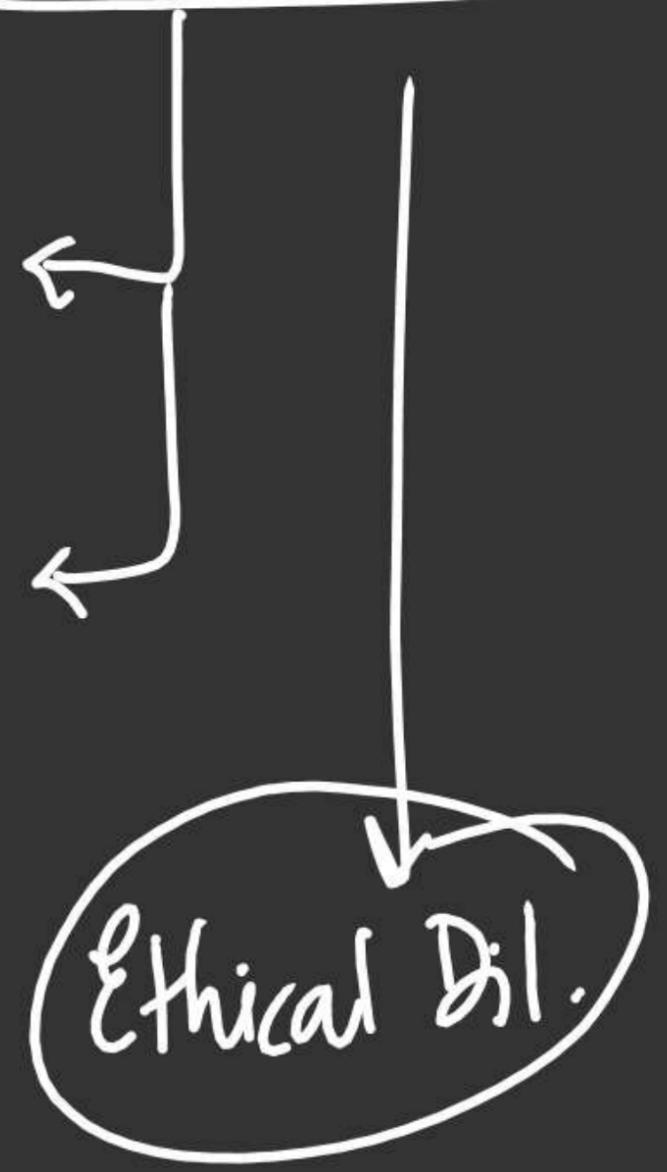
c) Ind<sup>v</sup> values vs Org<sup>n</sup> norms.

d) Ind<sup>v</sup>/personal Duties vs Org<sup>n</sup>-principles or Interests.

Ind<sup>v</sup> Values vs

Org<sup>n</sup>. Int<sup>r</sup>

Negative.  
Neg Impact on the society



↳ profit  
e.g. Liquor policy /  
excise policy on liquor  
↳ Negative consq<sup>n</sup>.

# Personal Duties vs

## Org<sup>n</sup>al Duties.

X

24x7 : Org<sup>n</sup>al Duties.

Compromise

\* Father / Mother

Leadership :

Role model

✓

Ends vs Means

Consequences

End Result.

Beh<sup>v</sup> to be performed

↳ What method is being adopted?

eg Violence vs Non-Violence  
↳ Chauri-Chaura.

↳ Gandhi decided to withdraw the Non-co-op<sup>n</sup> movement.

→ Gandhiji dis-agreed with the means being adopted for the goals.

→ Netaji Subhash Chandra Bose. Goals: Independence.  
\* Axis powers.

Means

vs

Ends.

→ Deontology

→ Duty / obligation

based ethics.

→ Immanuel Kant.

→ All of us have an obligation to perform some duties irrespective of goals.

'Greatest good for greatest no of Ind<sup>v</sup>'

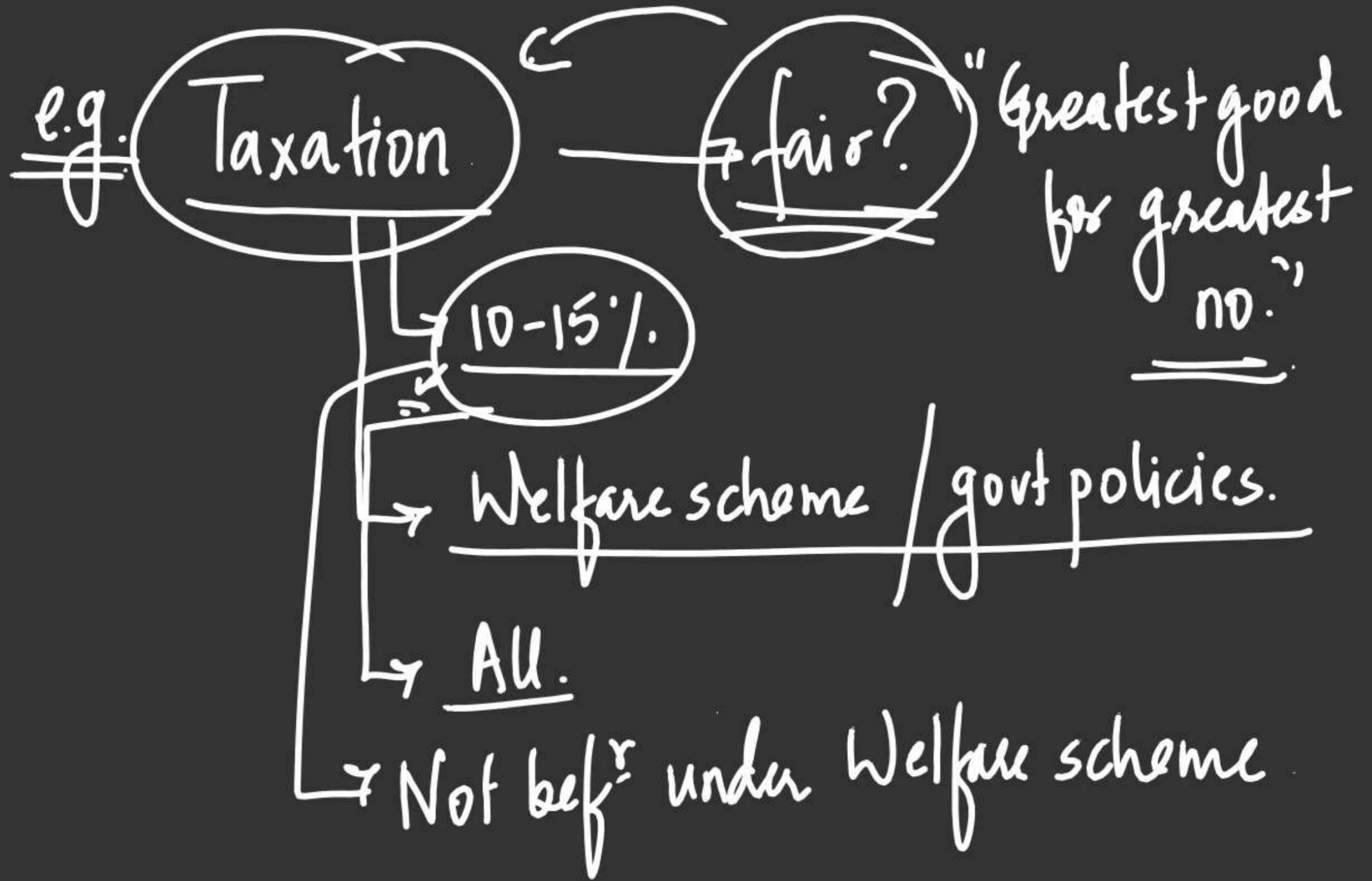
→ Consequentialism.

Teleology.

→ Teleos: Ends / consequence

→ Utilitarian.

→ J. Bentham. / J.S. Mill



eg Mahabharata

↳ Karna's death

Democracy: const<sup>n</sup>: 1 Ind<sup>y</sup> (Elected Representative)

eg Reservation for SC/STs.

↳ Art 29 & 30

↳ Minority rts

↳ All.

Does democracy always favour the majority

# Ethical Dilemmas faced by civil servants.

## (i) Administrative Discretion.

Welfare State: The duties & functions of  
the State increases.

Action arm/  
Executive arm.

↳ The org<sup>n</sup> - which performs  
the function on behalf of the State  
in Bureaucracy.

Because of the increasing duties & functions  
of the Bureaucracy the discretionary powers  
of the Bureaucracy also is enhanced.  
→ Not all powers can be regulated by  
a law.

→ law = rigidity.

# Discretionary powers

e.g. DC:

e.g. NFSA

\* 75% RA.

\* 50% VA

\* 67%

↳ licence for  
weapon.

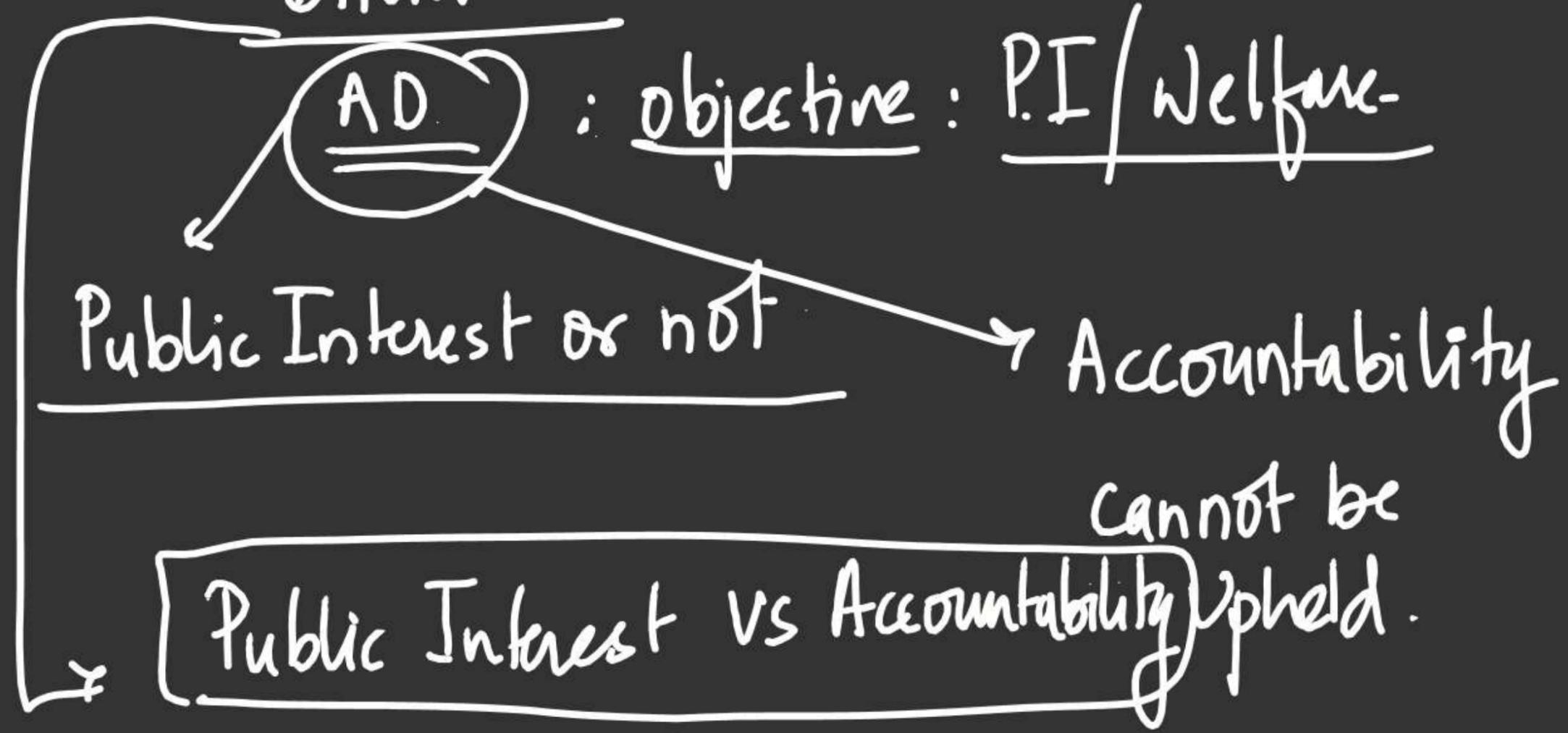
\* CRISIS management

\* During COVID-19.

# Non-discretionary power

e.g. RTI

# Dilemma



## 2 "Administrative Secrecy"

Imp: Protect information which is  
Valuable & in public Interest  
e.g. Budget is a secret doct<sup>m</sup>

Oath of Secrecy.

Secrecy vs Accountability

IAS Haryana

Ashok  
Khemka

Imp. value of admr. / Ethical governance

e.g. Whistleblowing: Act where employee  
leak information of malpractices  
going on in the organisation.

# 3) Policy Dilemma

Neutrality.

