



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 2370)

Name of Candidate	Anju	Registration Number	1188680
Medium Hindi/Eng.	English	Date	11/09/2024.
Center	Jaipur		

INDEX TABLE		
Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
3(c)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(a)	10	
6(b)	10	
7	20	
8	20	
9	20	
10	20	
11	20	
12	20	

Total Marks Obtained:

Remarks:

## INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).  
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are **TWELVE** questions printed in **HINDI & ENGLISH**.  
इसमें बारह प्रश्न हैं हिन्दी और अंग्रेजी में छपे हैं।
- All questions are compulsory.**  
सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.  
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.  
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
- Word limit in questions, if specified, should be adhered to.  
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
- Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.  
उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

Is student recommended for One-to-One mentoring?

Recommended

Strongly Recommended

16-B, 2<sup>nd</sup> Floor, Above National Trust Building, Bada Bazar Marg, Old Rajinder Nagar, Delhi-110060

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp. Punjab & Sind Bank), Dr. Mukherjee Nagar, Delhi-110009

## EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

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All the Best

खंड A / SECTION A

निम्नलिखित प्रश्नों के उत्तर 150 से अधिक शब्दों में न दें:

Answer the following questions in not more than 150 words each:

1. (a) क्या नैतिक विवेक हमेशा नैतिक निर्णयन में कानूनों, नियमों और विनियमों का पूरक होता है? उपयुक्त उदाहरणों के साथ अपने उत्तर की पुष्टि कीजिए। (उत्तर 150 शब्दों में दीजिए)

Does moral conscience always complement laws, rules, and regulations in ethical decision-making? Support your answer with suitable examples. (Answer in 150 words)

10

Moral Conscience is the inner compass of an individual which help him guide in difficult situations

Moral Conscience complementing laws, rules & regulations in ethical decision making

- ⊙ Conscience helps in strengthening of will and provides extra motivation

eg) Search for a criminal for a heinous crime like rape (eg. Nirbhaya case)

- ⊙ Moral Conscience provides strength to character and help making strong decisions

Eg) V.P Singh decision of going forward with Mandal Commission recommendations despite protest

However, often moral conscience weakens implementation of laws, regulations

Eg) A doctor not subscribing to xenotransplantation ethics while his job rules ask him to conduct the surgery.

Eg) A police officer get shoot at sight order from senior, but he is in a public place.

Thus, conscience can strengthen as well as weaken ethical decision making because conscience is individual's own moral compass. which could be different from others.

As a society, our goal must be to make laws which correctly adhere to public conscience to a larger level.

1. (b) भारत जैसे देश में समाज के कमज़ोर वर्गों के प्रति करुणा का भाव अनिवार्य है और इससे समझौता नहीं किया जा सकता है। उपयुक्त उदाहरणों के साथ परीक्षण कीजिए। (उत्तर 150 शब्दों में दीजिए)

Compassion towards weaker sections of society is essential and non-negotiable in a country like India. Examine with suitable examples. (Answer in 150 words) 10

Compassion is the deep awareness of the suffering of others with a wish to relieve it.

Example: opening door for a pregnant lady with her hands full.

Compassion towards weaker sections - non negotiable in India

→ ① India is highly unequal country → Many suffering from poverty (≈ 15 crore Indians)  
↳ SDG Index

→ ② Highly marginalised sections like SC, ST, face discrimination in day to day activities

→ ③ governance of India requires deeper understanding of issues of weaker section

- ④ Looking out for poor and fellow citizens requires compassion - eg) PDS for poor sections of society
- ⑤ Compassion is made compulsory in conduct by religious thread of Indian society  
eg) Buddhism & Jainism emphasize on Compassion
- ⑥ India founded on the bedrock of sharing and Caring for weaker sectors  
eg) Daridra Narayan Seva of Swami Vivekananda
- ⑦ Many emergency & crisis situations emerge today requires Compassion. eg) During covid, sex workers were dying from hunger.

Thus, compassion becomes not only essential, but non-negotiable for administration of India

2. (a) भारतीय समाज में भ्रष्टाचार मौजूद है और निरंतर फल-फूल रहा है क्योंकि इसे सामाजिक रूप से स्वीकार किया जाता है और महत्वकांक्षा को प्रेरित करने वाला माना जाता है। क्या आप इस दृष्टिकोण से सहमत हैं? (उत्तर 150 शब्दों में दीजिए)

Corruption exists and thrives in Indian society because it is socially accepted and even seen as aspirational. Do you agree with this view? (Answer in 150 words) 10

Corruption i.e. immoral action of taking bribes or kickbacks or moral corruption i.e. not adhering to values of society and your profession has become rampant in Indian society today.

Corruption exist because it is socially acceptable

→ ① Collusive corruption where politicians - corporates and bureaucrats form nexus (Vohra Committee)

→ ② Corruption has become an open secret of administration

→ ③ It is seen as a grease for administrative machinery

→ ④ One who takes money and do work on time is considered good thus socially acceptable.

Corruption is  
seen as aspirational

→ Many young children & students go after government services to earn a lot of money

People who amassed wealth through corruption are idealised eg) politicians

However, this is not entirely true

① There are many honest individuals as well who stand by honesty at all conditions and are widely respected for that - Eg) people's

love for PM Modi for his zero tolerance policy towards corruption.

② Individuals like IAS Ashok Khemka and Satyendra Dubey serve as inspirations for youth

We as a society must work towards rejuvenation of our traditional moral values of honesty, truth and simple living and must shun corruption.

2. (b) सामाजिक उत्तरदायित्व को लोकतांत्रिक शासन को बढ़ावा देने और सेवा वितरण में सुधार करने के साधन के रूप में तेजी से मान्यता मिल रही है। विवेचना कीजिए। (उत्तर 150 शब्दों में दीजिए)

Social accountability is increasingly recognized as a means of enhancing democratic governance and improving service delivery. Discuss. (Answer in 150 words) 10

Social accountability is the means of asking responsibility from officers regarding their public duties.

Social accountability for enhancing democratic

governance

→ ① Participatory governance

eg) MGNREGSA audits by gram panchayat

→ ② Enhanced transparency

by regular disclosure of performance of public projects

→ ③ Reducing corruption - by continuous vigilance of citizens.

Social accountability  
for service delivery

① Improved feedback mechanism

eg) Bangalore municipality  
initiative of citizen's report card

③ Keeping administration on its toes for fulfilling their mandate

② Greater satisfaction

due to transparent tracking of use of taxpayer's money

④ Provides feeling of bottom-up approach of administration & service delivery

Challenges to social accountability

① Insufficient disclosure

eg) only 11/35 states/UT's have laws for public disclosure of Urban local bodies

② Collusion and co-opting of civil society members for mutual benefits.

Thus, social accountability, being an important tool, must be used fully for effective administration.

3. वर्तमान संदर्भ में निम्नलिखित उद्धरण आपको क्या संदेश देते हैं?

What does the following quotation convey to you in the present context.

(a) "मानवीय आवाज़ कभी भी उस दूरी तक नहीं पहुंच सकती जो अंतरात्मा की पवित्र आवाज़ द्वारा तय की जाती है।" - महात्मा गांधी (उत्तर 150 शब्दों में दीजिए)

"The human voice can never reach the distance that is covered by the still small voice of conscience." - Mahatma Gandhi (Answer in 150 words) 10

Mahatma Gandhi through the above quote has tried to emphasize the importance of an upright conscience over man-made laws, rules, regulations etc.

Voice of Conscience over human voice

→ ① Voice of conscience deeply impart the spirit of the listener which remains in mind for longer period while human voice is temporary and forgettable

→ ② Voice of conscience is the biggest inspirer of ethical actions while human

Voice seems mechanical and inorganic

- ③ Voice of conscience often request to the heart of the listener while human voice try to invoke rational and logic

Mahatma Gandhi during Chaura - Chauri incident listened to his voice of conscience and took back the non-cooperation movement as well as took responsibility of the incident. While a human voice of Jawahar Lal Nehru and Subhash Chandra Bose was calling it a blunder. Due to the hearing of voice of conscience of Gandhi, Indian people were truly able to understand the meaning of non-violence.

Thus human voice can never reach the distance that is covered by still small voice of conscience.

3. (b) "धैर्य विचारों का मार्शल, इच्छाशक्ति का कवच और तर्क का किला है" - फ्रांसिस बेकन। (उत्तर 150 शब्दों में दीजिए)

"Fortitude is the marshal of thought, the armor of the will, and the fort of reason."

- Francis Bacon. (Answer in 150 words)

10

Fortitude is the quality of being strong willed and sticking to moral principles even at the face of adversity

Francis Bacon through the above statement is trying to highlight the importance of fortitude

① Fortitude helps a person take difficult action even suffering personal setbacks

eg) IAS Ashok Khemka reputation for honesty even after multiple transfers

② Provide strong will to do what is right

Eg) IPS Kiran Bedi gave challan to the vehicle of PM Indira Gandhi for wrong parking

① Fortitude is guided by reason and rationality and not by momentary emotions.

Eg) T.N. Shesham fiercely made reforms in electoral system of our country due to fortitude.

① John Locke called fortitude as a 'guard of all values' as it allows one to be courageous to take action.

Swami Vivekananda said that knowledge unaccompanied by action is useless, and fortitude helps a person to act on the knowledge.

3. (c) "चरित्र बार-बार दोहराई जाने वाली आदतें हैं और बार-बार दोहराई जाने वाली आदतें ही चरित्र को सुधार सकती हैं।" - स्वामी विवेकानंद (उत्तर 150 शब्दों में दीजिए)

"Character is repeated habits, and repeated habits alone can reform character." - Swami Vivekananda (Answer in 150 words) 10

Swami Vivekananda through above statement is trying to emphasise importance of habits to build a character.

Character is built by habits

- ① Continuous practise of a particular trait such as patience help us unconsciously practise it when required
- ② Habits help one being persistent in a particular thing
- ③ Continuous following of a principle as a habit becomes natural in some time and thus build character

eg) M.k. Gandhi continuous practice of tolerance  
as a habit made him father of the nation

### Habits to reform character

⊙ making small change every day help  
quit bad character traits.

eg) every day rising up at a certain time  
makes you early riser very soon

⊙ Many big inspiring individuals developed  
daily habits to build and reform character

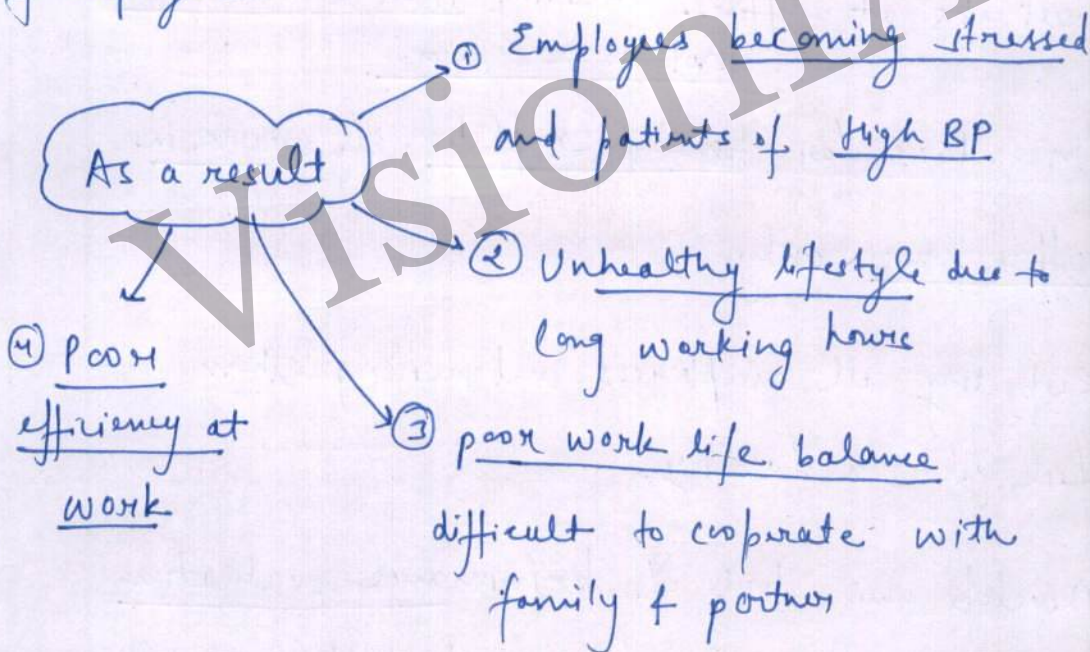
eg) Swami Vivekananda daily practice of  
Yoga made him patient person

Thus, repeated habits alone can reform a  
character and build an ethical sound person.

4. (a) संगठन कर्मचारियों पर पड़ने वाले अनुचित दबाव को रोकते हुए स्वस्थ प्रतिस्पर्धा को किस प्रकार संतुलित कर सकते हैं? (उत्तर 150 शब्दों में दीजिए)

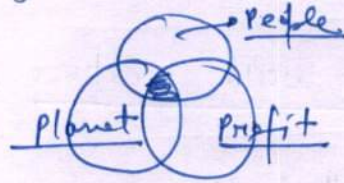
How can organizations balance healthy competition while preventing undue pressure on employees? (Answer in 150 words) 10

Present work culture in organization has become difficult where higher number of hours, of working, competitive ranking etc. has become the criteria for performance evaluation of employees.



Organization can balance healthy competition while preventing undue pressure on employees in following way

- ① following Compassionate Capitalism of  
Norayem Murthy. Working on confluence of  
People, Planet, Profit



- ② Exploring options like work from home or  
4 day work week
- ③ Keeping a day in a week for family  
meet ups at office. Treating men as the end and  
not as a means.
- ④ Incentives for timely completion of work in  
office hours only
- ⑤ Respecting all employees and making them  
feel like a family
- ⑥ Develop new tools of performance evaluation  
which also focus on fitness of employee

Thus by ensuring a friendly work culture we  
could balance work efficiency and reduce pressure on  
employees.

4. (b) प्रबंध का अर्थ कार्यो को सही करना है; नेतृत्व का अर्थ सही कार्य करना है। विस्तारपूर्वक वर्णन कीजिए।  
(उत्तर 150 शब्दों में दीजिए)

Management is doing things right; leadership is doing the right things. Elaborate.  
(Answer in 150 words) 10

Management and Leadership are often used interchangeably but they are two different things.

### Management

- ① Management involves doing a set of things correctly in a timely manner
- ② It involves executing a pre-set schedule on works
- ③ Involves ordering a team

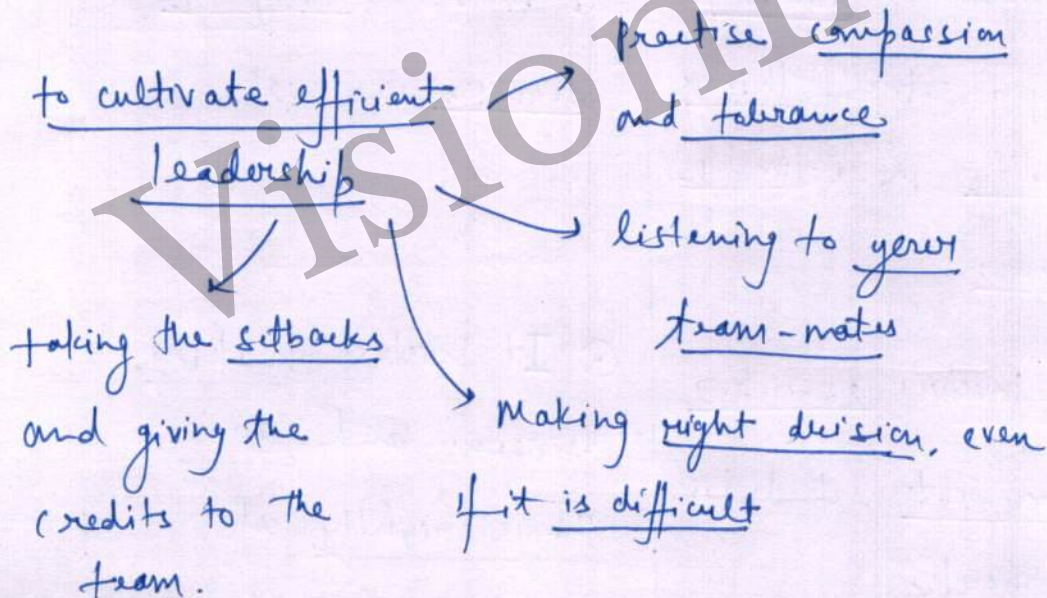
### Leadership

- ① Involves taking of decisions as well
- ② It involves making decisions and doing things rightly at minute level.
- ③ It involves cooperation and involving team members.

⊙ Employees sees a manager as a boss and often fears him

⊙ A leader is seen by employees as one of their own, approachable and feedback taking person

Thus, management and leadership requires different skill sets.



Today, we require efficient leaders which are guided by ethics and morals and not just managers who work only by a rulebook

5. (a) अभिवृत्ति का निर्माण समाजीकरण की प्रक्रिया का एक महत्वपूर्ण पहलू है। व्यक्तियों में अभिवृत्ति के विकास में योगदान देने वाले विभिन्न कारकों पर चर्चा कीजिए। (उत्तर 150 शब्दों में दीजिए)

Formation of attitudes is a crucial aspect of the socialization process. Discuss the various factors that contribute to the development of attitudes in individuals. (Answer in 150 words) 10

Attitude is a learned predisposition  
acquired through socialisation helps in  
working or reaction towards various situation.

factors that contribute to development of  
attitudes in individuals

① Family → help in developing attitude of  
sharing, caring, and coexisting together

② School Institutions → healthy competition  
→ never giving up attitude  
→ tolerance towards diverse viewpoints  
→ exposure to diversity

① Society & friends → values of mutual respect  
 ↓  
 ↓ attitude of helping each other  
 compassion

② Religion → karma doctrine of guta  
 → tolerance and compassion of  
Buddhism

③ Constitution → values of brotherhood  
 ↓  
 ↓ integrity and dignity of all  
equality & mutual respect

With the above factors, an individual  
 develop an attitude which helps him navigate  
through life with a degree of ease.

5. (b) किसी भी कार्यस्थल पर संघर्ष अपरिहार्य होते हैं और प्रशासनिक भूमिकाएं भी इसका अपवाद नहीं हैं। इसके आलोक में, संघर्ष प्रबंधन में भावनात्मक बुद्धिमत्ता की भूमिका पर चर्चा कीजिए। (उत्तर 150 शब्दों में दीजिए)

Conflicts are inevitable in any workplace, and administrative roles are no exception. In light of this, discuss the role of emotional intelligence in conflict management. (Answer in 150 words) 10

Emotional Intelligence is the quality of perceiving, understanding and regulating emotions of one's own and of others for some productive purpose.

### Role of EI in conflict management

- ① Help understanding one's own emotions.

Eg) Noting that one gets restless during an argument

- ② Self regulation

by consciously controlling one's reaction.

Eg) Sunder Pichai during anti-trust hearing in Congress maintained calm & composure.

① Self Management - by not reacting  
extremely in an emotionally charged  
situation → help reduce extreme actions  
and reduce conflict

② Understanding emotions of others - by realising  
that the action and words of  
other person are inspired by a situation  
↓  
help other person feel → make him calm  
heard

③ Effective regulation of other's emotions - by  
acting as an understanding and a mediator  
in a conflict situation.

Example: Emotional Intelligence of an LPS officer  
in mob violent situation could help discharge  
actions of the mob.

Thus emotional intelligence is an important  
tool for conflict resolution.

6. (a) चर्चा कीजिए कि अभिवृत्ति विश्व के साथ हमारी धारणाओं और अंतःक्रियाओं को आकार देने में किस प्रकार महत्वपूर्ण भूमिका निभाती है। (उत्तर 150 शब्दों में दीजिए)

Discuss how attitude plays a crucial role in shaping our perceptions and interactions with the world. (Answer in 150 words) 10

Attitude is a learned predisposition acquired through socialisation and is used in reacting towards situations.

attitude playing crucial role in shaping  
our perceptions & interactions with world

- ⊙ An attitude of never giving up — help one keep going to achieve one's aim
- ⊙ A positive attitude towards life keep one optimistic and healthy which ultimately reflects in our day to day activities
- ⊙ A tolerant and open attitude keeps us open to experience and exposure of the

world.

- ① An attitude of cooperation help achievement of social goals in an effective manner.
- ② Attitude provides different perspective in life which help us navigate difficult situations.
- ③ Attitude guides our behaviour towards fellow human beings.

Example: A thankful attitude — individual will often express his gratitude towards people around him

Highlighting importance of attitude, APJ  
Abdul kalam quoted that — all birds took  
shelter during rains but eagle flies above the  
clouds. i.e All humans are same but  
attitude make the difference.

6. (b) हाल के अध्ययनों से पता चलता है कि जेनरेशन Z पिछली पीढ़ियों की तुलना में एकाकीपन के उच्च स्तर का अनुभव कर रही है। इस प्रवृत्ति के संभावित कारण क्या हैं? (उत्तर 150 शब्दों में दीजिए)

Recent studies indicate that Generation Z is experiencing higher levels of loneliness than the previous generations. What are the possible reasons for this trend? (Answer in 150 words) 10

Generation Z is the generation which took  
birth after 1996 i.e. most of the individuals  
of the generation grew in the age of internet

Recent studies highlight the loneliness  
experienced by Gen-Z.

Possible reasons behind the loneliness of Gen-Z

① Increasing time on digital devices

~ 9 hrs a day is spent by a Gen-Z on  
internet

② Not making real connections - considering the  
friends made on social media as the  
real friends.

② Decreased time spent with family -  
Lack personal touch and care provided by  
family members.

③ General degradation of values of tolerance,  
cooperation, sharing - as most of them  
are either single or just two siblings

④ Lack character strength - due to not  
facing of hardships (shielded by parents)

Way forward

- ① Time spent on devices must  
be regulated and restricted
- ② Rejuvenation of traditional  
values through scriptures,  
schools and family
- ③ Building character  
by making  
them face  
hardships.

Thus today's generation-Z needs some  
intervention by family, friends for proper  
development of life and character.

**खंड B / SECTION B**

निम्नलिखित प्रश्नों में, प्रस्तुत प्रकरणों का ध्यानपूर्वक अध्ययन कीजिए और उनके उपरांत वाले प्रश्नों का उत्तर दीजिए (लगभग 250 शब्दों में)

**In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):**

7. नीरज ने हाल ही में कॉलेज से स्नातक किया है और वह एक बड़ी आईटी कंपनी के वित्त एवं विज्ञापन विभाग में कार्य करता है। हाल ही में, नीरज को बिक्री के रिकॉर्ड में एक चिंताजनक विसंगति का पता चला, जिसने सत्यतापूर्ण रिपोर्टिंग हेतु कंपनी की प्रतिबद्धता के बारे में निवेशकों के लिए चिंताएं उत्पन्न कर दीं।
- नीरज की कंपनी की विशेषता संवृद्धि को बढ़ाने, बिक्री में तेजी लाने और अधिक लाभ कमाने के इच्छुक अन्य व्यवसायों को सॉफ्टवेयर सेवाएं प्रदान करना है। किसी उत्पाद की लागत आवश्यक सेवाओं के प्रकार पर निर्भर करती है। एडवांस पैकेज महंगे होते हैं और इनकी अधिक बिक्री से कंपनी के लिए मजबूत संवृद्धि का संकेत प्राप्त होगा।
- हाल ही में, नीरज को एक नया प्रोजेक्ट सौंपा गया जिसमें उत्पादों को खरीदने वाले ग्राहकों की संख्या और एडवांस बनाम बेसिक पैकेजों पर खर्च की गई राशि को दर्शाने वाला एक विज़ुअल विकसित करना था। हालांकि, प्रोजेक्ट के लिए किए गए शोध में, उसे बिक्री की रिपोर्टिंग का एक ऐसा पैटर्न मिला जिसने उसे विचलित कर दिया।
- नीरज ने देखा कि यदि किसी ग्राहक ने 50 लाख रुपये के "एडवांस" उत्पाद और 50 लाख रुपये के "बेसिक" उत्पाद खरीदे हैं, तो 1 करोड़ रुपये की समग्र बिक्री को "एडवांस" उत्पादों की बिक्री के रूप में वर्गीकृत किया गया था। उसे इस तरह के कई उदाहरण मिले तथा गलत तरीके से दर्शाई गई राशि करोड़ों रुपये में थी। एक कर्मचारी के तौर पर, वह इस बात से परेशान है कि कंपनी की बिक्री को वास्तविकता से अधिक मजबूत दर्शाने से निवेशकों को भ्रामक जानकारी प्राप्त हो सकती है।
- नीरज को लगता है कि सही कार्य यही होगा कि वह अपनी बात कहे और कंपनी के बिक्री संख्या को अभिलेखित करने के तरीके को ठीक करने का प्रयास करे। वह इस बात से बहुत परेशान है कि यह बेईमानी है, और उसकी व्यक्तिगत सत्यनिष्ठा और नैतिक मूल्यों के विरुद्ध है।
- हालांकि, नीरज कंपनी में नया कर्मचारी है और कोई बड़ी समस्या नहीं खड़ी करना चाहता है। वह यह भी सोच रहा है कि क्या बिक्री रिकॉर्ड करने के तरीके के लिए कोई उचित स्पष्टीकरण हो सकता है। जब नीरज ने अपने वरिष्ठ से सलाह ली, तो उसे बताया गया कि यह कॉर्पोरेट संगठनों में आम तौर पर इस्तेमाल की जाने वाली "रचनात्मक लेखांकन (क्रिएटिव अकाउंटिंग)" प्रथा है। उन्होंने यह भी संकेत दिया कि बिक्री की कुल राशि में हेराफेरी नहीं की गई है।
- इसके अलावा, यह एक तनावपूर्ण समय है, जिसमें कई तकनीकी छंटनी हो रही हैं और नीरज की स्वयं की कंपनी ने छंटनी किए जाने की घोषणा की है। एक नए कर्मचारी के रूप में, वह जानता है कि वह नौकरी से निकाले जाने वाले पहले कर्मचारियों में से एक हो सकता है। इसलिए, वह अभी अपनी नौकरी खोने का जोखिम नहीं उठाना चाहता क्योंकि उसे किराए जैसे अन्य खर्चों के अलावा छात्र ऋण भी चुकाना है।
- (a) इस प्रकरण में नीरज के समक्ष कौन-सी नैतिक दुविधाएं हैं?
- (b) कार्य संस्कृति किस प्रकार कर्मचारियों द्वारा संभावित गलत कार्यों की रिपोर्ट करने की इच्छा को प्रभावित करती है?

(c) नैतिक कार्य संस्कृति को बढ़ावा देने में नेतृत्व की क्या भूमिका है? (उत्तर 250 शब्दों में दीजिए)

Neeraj is a recent college graduate who works in the finance and analytics department of a large IT company. Recently, Neeraj discovered an alarming discrepancy in the recording of sales, which raised concerns about the company's commitment to truthful reporting to investors.

Neeraj's company specializes in providing software services to other businesses that want to drive their business growth, accelerate sales, and earn more profits. The cost of a product depends on the type of services required. Advanced packages are costlier, and selling more will indicate stronger growth for the company.

Neeraj was recently tasked with a new project to develop a visual showing the number of customers who had purchased products, and the amount spent on advanced vs. basic packages. But, in his research for the project, he came across a pattern of reporting sales information that disturbed him.

Neeraj saw that if a customer had purchased Rs. 50 Lakh worth of "advanced" products and Rs. 50 lakh worth of "basic" products, the entire Rs. 1 Crore worth of sales were classified as sale of "advanced" products. He discovered multiple instances of this kind and the misrepresentation amounted to crores of rupees. As an employee, he grapples with the unsettling realization that investors may be receiving misleading information to make the company's sales look stronger than they in fact are.

Neeraj feels that the right thing to do would be to speak up and try to fix the way the company reports its sales numbers. He is deeply troubled by what appears to be dishonesty, as it conflicts with his personal integrity and moral values.

But, Neeraj is new to the company and does not want to create any major problems. He also wonders if there is some good explanation for the way that the sales are recorded. When Neeraj consulted his senior, he was told that this is a "creative accounting" practice common in corporate organizations. He also indicated that the total amount of sales has not been fudged.

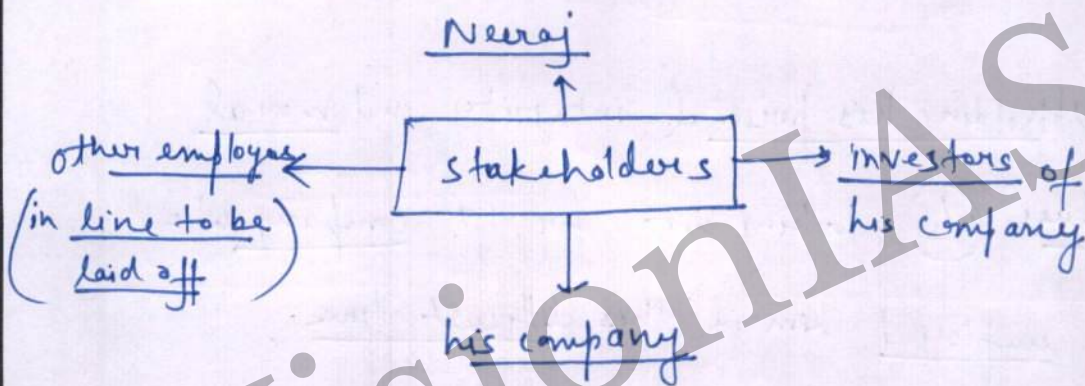
Moreover, it is a stressful time, in which many tech lay-offs are taking place and Neeraj's own company has announced that there would be layoffs. As a new employee, he knows that he may be among the first employees considered for firing. Hence, he does not want to do anything to risk losing his job right now because he has student loan to pay off apart from other expenses like rent.

(a) What are the ethical dilemmas faced by Neeraj in this case?

(b) How does the work culture influence employees' willingness to report potential wrongdoing?

(c) What role does leadership play in fostering an ethical work culture? (Answer in 250 words) 20

Big Conglomerates and budding new  
companies often engage in unethical practices  
to project higher sales and profits and gain  
undue advantages from investors.



(a) Ethical dilemmas faced by Neeraj

① Saving his own job to pay off student loans

(V/S) do the duty he is provided with  
honestly

② Not reporting as it is creative accounting  
exercise employed by all companies (V/S)

adhere to the ethical corporate governance  
values

③ Looking out for himself and other employees at  
the time of layoffs by not reporting

misconduct (V/S) save the interest of investors

④ Upholding his personal integrity and moral  
values (V/S) looking out for IT company who  
employed him in this difficult time.

⑤ Work culture influence employees' willingness  
to report potential wrongdoing in following  
ways:

→ ① A work culture - hire & fire approach  
i.e using man as a means put health  
of employees at periphery → social  
insecurity → low down to misconduct

- ② The attitude of 'all are doing this' and 'helta hei' that is 'creative accounting' making wrongdoings socially acceptable
- ③ Employees often are facing economic hardship and work culture take advantage of employees vulnerability thus making him bow down to wrongdoings.
- ④ collusive corruption and organisational corruption and misconduct depletes general character of the employees as well over time → unwilling to report.

### ③ Role of leadership in ethical work culture

- ① Values of leaders seep down to the bottom more than often. (Eg) PM Modi emphasis on non corruption → increasing use of ICT in governance.

- ① The saying of Yatha Raja, thatha Praja, i.e. subjects or team members often blindly follow their leader.
- ② Leaders through nudge behavioral methods force persuasively their team to work in ethical manner.
- ③ Leaders could provide innovative tools of providing incentives to good and ethical work.
- ④ The values fostered by leaders like honesty, healthy work culture inspires his team members.

Today, ethical leadership is need of the hour. Organisations like Infosys, Tata have made strides in ethical leadership in corporate sphere. Kumar Mangalam Committee recommendations must be adhered to for ethical governance.

8. आप एक सार्वजनिक क्षेत्र के उपक्रम (PSU) के निदेशक हैं, जिसकी विशेषता देश के लिए महत्वपूर्ण रक्षा उत्पादों का निर्माण करना है और इन उत्पादों को विश्व भर में निर्यात करना है। आपका उपक्रम अपनी विशेषज्ञता और दक्षता के लिए प्रसिद्ध है, क्योंकि इसे निरंतर समय पर महत्वपूर्ण उत्पाद वितरित करने के लिए जाना जाता है।

हाल ही में, आपके उपक्रम को एक उच्च प्राथमिकता वाली रक्षा परियोजना के भाग के रूप में विशिष्ट उत्पादों के निर्माण के लिए एक महत्वपूर्ण ऑर्डर प्राप्त हुआ है, जिसकी समय सीमा बहुत कम है। हालांकि, आपको एक कठिन चुनौती का सामना करना पड़ रहा है। कच्चे माल की बढ़ती लागत और बजट की कमी के कारण, वर्ष के लिए आवंटित उपक्रम की धनराशि लगभग समाप्त हो गई है। वहीं, तेजी से निकट आ रही समय सीमा पर इस महत्वपूर्ण रक्षा परियोजना को पूरा करने के लिए अतिरिक्त जनशक्ति को काम पर रखना एक महत्वपूर्ण आवश्यकता है, लेकिन कुछ महीनों बाद किए जाने वाले अगले बजटीय आवंटन तक ऐसा संभव नहीं है। इस बीच, आपके मौजूदा कर्मचारी, जो पहले से ही सप्ताह में छह दिन 10-11 घंटे की कठिन शिफ्ट में कार्य कर रहे हैं, स्पष्ट रूप से हतोत्साहित हैं और उनमें थकान के लक्षण दिख रहे हैं।

आपने इस मुद्दे को वरिष्ठ प्रबंधन के समक्ष प्रस्तुत किया, जिसमें अस्थिर कार्य शेड्यूल और संभावित बर्नआउट(थकान) संबंधी जोखिमों को रेखांकित किया गया था। प्रबंधन ने स्थिति को स्वीकार किया, लेकिन वित्तीय घाटे से विवश होकर, आपसे आंतरिक समाधान खोजने का आग्रह किया। यह सुझाव कार्यभार को और अधिक वितरित करने का था, जिससे मौजूदा कर्मचारियों के लिए अधिक ओवरटाइम का प्रावधान किया जा सके।

- (a) उपर्युक्त प्रकरण में शामिल नैतिक मुद्दों पर प्रकाश डालिए।
- (b) आपके पास उपलब्ध विकल्पों का मूल्यांकन कीजिए। उपर्युक्त मुद्दे का समाधान करने के लिए आप क्या कदम उठाएंगे?
- (c) बर्न आउट (थकान) एक महत्वपूर्ण कारक है जिसके परिणामस्वरूप कर्मचारियों का मनोबल गिरता है। इस संबंध में निजी कंपनियों और सरकार को क्या कदम उठाने चाहिए? (उत्तर 250 शब्दों में दें)

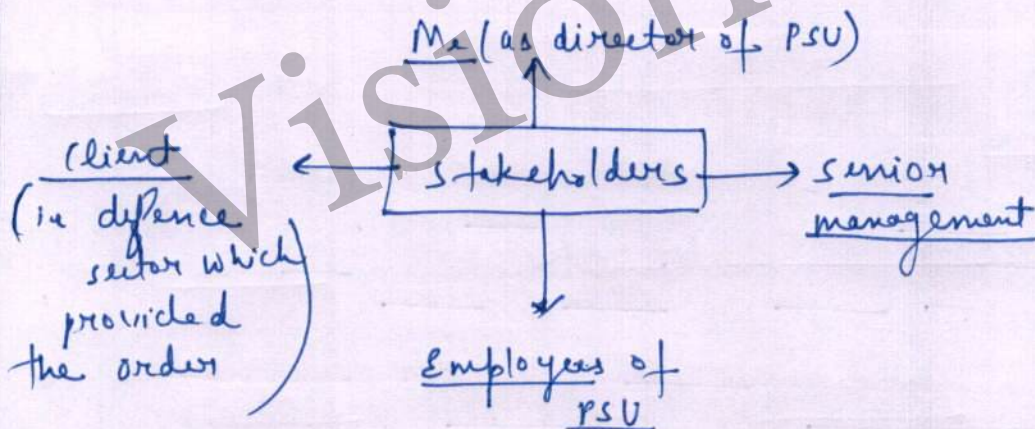
You are the Director of a Public Sector Unit (PSU) that specializes in the manufacturing of critical defense products for the country and exports it all over the world. Your unit is renowned for its expertise and efficiency, as it consistently delivers vital products on time.

Your unit has recently received a crucial order to manufacture specific products as part of a high-priority defense project with a tight deadline. However, you face a daunting challenge. With rising raw material costs and budget constraints, the unit has almost exhausted its funds for the year. Hiring additional manpower, a crucial need to meet the fast-approaching deadline for a critical defense project, is out of the question until the next budgetary allocation which is going to happen in months. Meanwhile, your existing workforce, already putting in grueling 10-11 hour shifts, six days a week, is visibly demotivated and showing signs of fatigue. You presented the issue to the senior management, highlighting the unsustainable work schedule and potential burnout risks. The management acknowledged the situation but, constrained by the funding deficit, urged you to find internal solutions. The suggestion was to further distribute the workload, thereby implying more overtime for the existing employees.

- (a) Highlight the ethical issues involved in the above case.

- (b) Evaluate the options available to you. What course of action you will take to address the above issue?
- (c) Burn out is a critical factor resulting in demotivation of employees. What steps should the private companies and government take in this regard? (Answer in 250 words) 20

PSU / public sector unit) often faces the daunting challenge of lack of resources and poor work conditions especially during a tight deadline project. In such a situation, work of the leader become challenging



(a) Ethical issues involved in the case

(i) Poor working conditions for the employees (against article 47 (DPS P) healthy work conditions)

- ① Maintaining the reputation of the unit by timely & efficient delivery while employees are overworked and fatigue
- ② Maintaining quality of the order while budget is limited
- ③ Timely delivery for defence needs (call for national security) while no resources to deliver the same
- ④ No help provided by management despite clear disclosure of the situation.

⑥ Options Available to me

Option 1: Communicate with the management that order cannot be completed in current circumstances

Merits

- ① Save workers from exploitation

Demerits

- ① Damage reputation of unit.

- ⊙ provide an Impression of ineffective leadership
- ⊙ Defence requirements suffering (security of nation)

Option 2 : Motivate employees to work more no. of hours

### Merits

- ⊙ fulfillment of the order & commitment

### Demerits

- ⊙ Risk of endangering health of employees & potential burnout

Option 3 : Find out other possible incentives for workers to motivate them while also looking and reaching out to management for help

### Merits

- ⊙ Employees better motivated
- ⊙ Some relief to employees
- ⊙ timely delivery of order

### Demerits

- ⊙ time taking and taxing for me as director.

To address the above issue, I will choose

Option 3: ① Motivate employees for future  
incentives for efficient work

② Call on for duty and service to nation as  
a fundamental duty of every citizen

③ Arranging of refreshing hours at workplace  
like sleeping arrangements, game rooms

④ Constantly communicate with management  
regarding the issues and requirements

⑤ To prevent burnout of employees, private sector  
and employees could take following steps

→ ① Adequate incentives to promote hard  
work and merit.

→ ② Rewarding the honest

→ ③ Refreshing arrangements like -  
healthy food, sleeping rooms, gaming zones  
for rest and refreshment

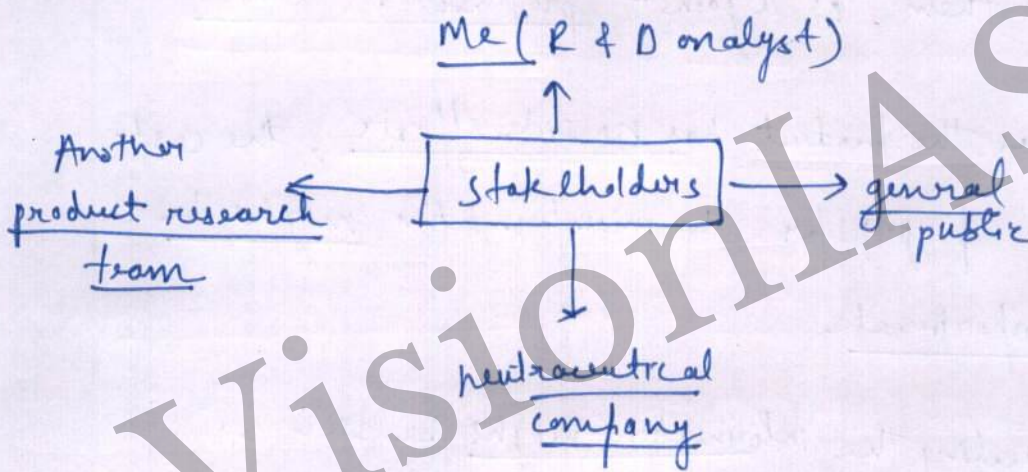
→ ④ Hiring of sufficient workforce

9. एक अग्रणी न्यूट्रास्युटिकल कंपनी में अनुसंधान एवं विकास विश्लेषक के रूप में, आप पोषक तत्वों से भरपूर बायोमास, जो त्वचा और हड्डियों के स्वास्थ्य में सुधार करता है, के विकास में सक्रिय रूप से शामिल रहे हैं। शोध के परिणाम आशाजनक हैं और आपकी टीम आगामी उत्पाद को लॉन्च करने के बारे में उत्साहित है। नियमित रूप से होने वाली अंतर-टीम मीटिंग के दौरान, आपको अकस्मात ही अपनी कंपनी के किसी अन्य उत्पाद से संबंधित शोध परीक्षणों और दस्तावेजों के बारे में पता चलता है। यह उत्पाद बजन कम करने और रोग प्रतिरोधक क्षमता बढ़ाने का दावा करता है, लेकिन गहन निरीक्षण करने पर, आपको पता चलता है कि परीक्षण गलत तरीके से किए गए थे और शोध के परिणाम सामान्यीकृत थे, हालांकि, इस उत्पाद के कोई दुष्प्रभाव नहीं थे। यह उत्पाद केवल प्लेसीबो प्रभाव पर काम करता है। संभवतः इस उत्पाद के लिए उत्तरदायी टीम अंतर-टीम मीटिंग के बाद इन दस्तावेजों को अपने साथ ले जाना भूल गई। कंपनी की नीति के अनुसार, अन्य टीमों के शोध परीक्षणों के बारे में जानना कठोरता से प्रतिबंधित है। इस उत्पाद से जुड़े झूठे दावे कंपनी के भीतर इसकी उच्च बिक्री में महत्वपूर्ण रूप से योगदान करते हैं। यदि झूठे दावों के बारे में जानकारी उजागर हो जाती है, तो इससे संभावित रूप से कंपनी को नुकसान हो सकता है। इसके परिणामस्वरूप कंपनी बंद होने जैसे गंभीर परिणाम भी उत्पन्न हो सकते हैं और आपके द्वारा अपने उत्पाद, जिसके प्रतिरोधक स्वास्थ्य सेवा के लिए वास्तविक और महत्वपूर्ण परिणाम हैं, में निवेश की गई वर्षों की कड़ी मेहनत के लिए जोखिम उत्पन्न हो सकता है।
- (a) उपर्युक्त प्रकरण में शामिल नैतिक मुद्दे क्या हैं?
- (b) आपके लिए उपलब्ध विकल्पों का मूल्यांकन कीजिए।
- (c) आपके द्वारा की जाने वाली कार्रवाई क्या होगी? अपनी कार्रवाई का औचित्य सिद्ध कीजिए। (उत्तर 250 शब्दों में दीजिए)

As a research and development analyst in a leading nutraceutical company, you have been actively involved in the development of a nutrient-rich biomass that improves skin and bone health. The research outcomes are promising, and your team is enthusiastic about the upcoming product launch. During routine inter-team meetings, you accidentally come across research trials and documents related to another product of your company. This product claims to reduce weight and enhance immunity, but upon closer inspection, you discover that the trials were falsely conducted, and the research outcomes were generalized, however, there were no side-effects of the product. The product works on the placebo effect only. The team responsible for this product seems to have overlooked taking these documents along with them after the inter-team meeting. As per company's policy, going through the research trials of other teams is strictly prohibited. The false claims associated with this product contribute significantly to its high sales within the company. If the information regarding the false claims is revealed, it could potentially harm the company, leading to severe consequences such as closure, and jeopardize the years of hard work you have invested in your product, which has genuine and significant results for preventive healthcare.

- (a) What are the ethical issues involved in the above case?
- (b) Evaluate the options available to you.
- (c) What will be your course of action? Justify. (Answer in 250 words) 20

For higher profits and quick sales, neuroce-  
-utrical companies often rely on misinformation  
or half information thus misguiding citizens  
and the public. It is an apt example of  
commerce without morality?



(a) Ethical issues in the case

- ① Use of false information by the other team to float the product
- ② Revelation of the misconduct might jeopardizes job of many as well as other innocent stakeholders.

⑥ Revelation of misconduct will dampen public image and even the good and true products will be seen as suspicion

⑦ Going into other team's research trial is strictly prohibited, still ~~stealing~~ looking into them is against professional ethics

⑧ Since the product has no side effects, the cost for paying for the misinformation might be disproportionate

⑨ Revealing the information might be seen as against organizational ethics by some

⑩ Options available to me

option I: Reveal the information to the media in as it is manner

De Merit

① Company might be closed and losses to stakeholders

Pro Merit

① Public's right to information upheld.

① loss of investor  
money and job for  
many

② false claim would be  
countered

option II: talk to the senior management  
about the conduct of other research team and  
ask them to do the needful

### Merit

① Internal solution to  
the problem  
② might save company  
and other meritorious products  
reputation

### Demerits

① I might be punished  
for looking into documents  
of other team.

② My course of Action

I will choose option 2, along with that,  
I will also ensure that senior management do the  
needful by clear communication with public. If  
not done, I would reveal the information to the  
media.

## Justification

- ① If public comes to know the truth from elsewhere, it will damage the company beyond repair
- ② Consumer paying money for a product has all the rights to correct information (Consumer protection Act, 2019)
- ③ A correction from side of the company itself will look genuine to the people and will give the idea of realisation and rectification of mistake

Doing right even when it is difficult is the true test of a moral character.

Thus we should always stick to ethical means whatever be the end (deontological approach)

10.

भारत के एक दूरस्थ और आकांक्षी जिले के मुख्य विकास अधिकारी अनमोल को एक जटिल नैतिक दुविधा का सामना करना पड़ रहा है। जिले को सरकार की हालिया विकास पहलों से लाभ मिला है, लेकिन यह अभी भी स्वास्थ्य और शिक्षा के क्षेत्र में संघर्ष कर रहा है। एक राष्ट्रीय गैर-सरकारी संगठन(NGO) के साथ साझेदारी करते हुए अनमोल ने इन क्षेत्रों में महत्वपूर्ण सुधार देखे हैं, विशेषकर प्राकृतिक आपदाओं के दौरान, जब जीवनरक्षक दवाएं पहुंचाने में इस NGO की भूमिका अत्यधिक महत्वपूर्ण थी। इसी तरह की एक आपदा के दौरान, NGO ने लोगों को महत्वपूर्ण जीवन रक्षक दवाइयां उपलब्ध कराने और लोगों की जान बचाने तथा संक्रामक रोगों के प्रसार को रोकने में महत्वपूर्ण भूमिका निभाई। इस दौरान अनमोल एवं NGO के कार्य को व्यापक रूप से सराहा गया और केंद्र व राज्य सरकारों द्वारा पुरस्कृत भी किया गया। हालांकि, अनमोल को बाद में पता चलता कि NGO स्थानीय अधिकारियों को प्रभावी ढंग से कार्य करने के लिए रिश्वत देने में संलग्न रहा है। हालांकि यह एक अवैध प्रथा है, लेकिन जिले में व्यापक रूप से प्रचलित है। अनमोल अब एक दुविधा में फंसा हुआ है, उसे यह निर्णय लेना है कि NGO द्वारा प्रदान की जाने वाली आवश्यक सेवाओं को खतरे में डाले बिना इस मुद्दे का समाधान कैसे किया जाए, क्योंकि ये सरकारी प्रयासों की पूरक हैं और इस क्षेत्र में कोई वैकल्पिक सेवाएं उपलब्ध नहीं हैं।

(a) इस प्रकरण में शामिल नैतिक मुद्दे क्या हैं?

(b) अनमोल के लिए उपलब्ध विकल्पों को सूचीबद्ध कीजिए और उनके गुण-दोषों का मूल्यांकन कीजिए।

(c) अनमोल को कौन-सा विकल्प चुनना चाहिए और क्यों? तर्क सहित औचित्य सिद्ध कीजिए। (उत्तर 250 शब्दों में दीजिए)

Anmol, the Chief Development Officer of a remote and aspirational district in India, faces a complex ethical dilemma. The district benefitted from the government's recent development initiatives, but it still struggles in the fields of health and education. Partnering with a national NGO, Anmol has seen significant improvements in these areas, especially during natural disasters when the NGO's role in delivering lifesaving medicines was critical. During one such disaster, the NGO played a significant role in providing critical life-saving medicines to people and prevented the loss of lives and spread of communicable diseases. Anmol's as well as the NGO's work during this time was recognised widely and even rewarded by the state and Central governments. However, Anmol later learned that the NGO has been involved in bribing local officials to operate effectively. This practice, although illegal, is seemingly widespread in the district. Anmol is now at a crossroads, having to decide how to address this issue without jeopardizing the essential services provided by the NGO, as they complement the government's efforts and there are no viable alternatives in the region.

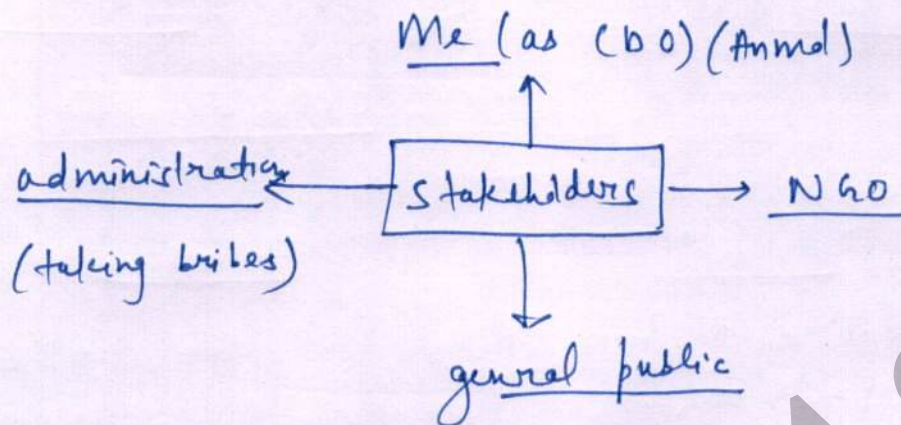
(a) What are the ethical issues involved in this case?

(b) List the options available to Anmol and evaluate their merits and demerits.

(c) Which option should Anmol choose and why? Justify with arguments. (Answer in 250 words) 20

NGO's one voluntary organization often involved in complementing government efforts.

of development especially in marginalised  
and underdeveloped parts of the society.



(a) Ethical issues involved in the case

- ① Taking up enquiry against the NGO and administration will damage the reputation of government as well as NGO
- ② Previous reward by central and state government will also be seen as some corrupt collusion by citizens
- ③ Tarnished reputation of NGO might affect its developmental work in

the district

② Not addressing the corruption widespread  
in the region will eat up moral fibre of  
the community

③ NGO's honest work will be stopped and  
derecognized due to vagaries of corruption of  
administration

④ Options available to Animal

Option I : Initiating an enquiry against both  
NGO and administrative officer taking bribes  
and resolve the matter separately

Merits

- ① will help address  
corruption widespread  
in region
- ② NGO will have greater

Demerits:

- ① Tarnish image of NGO  
as well as administration
- ② Who might have to  
close their work in

resources for  
development work.

the district.

option II: Internally address the issue by  
talking to NGO and officers

Merits

- ① Save public image of  
NGO and administration
- ② NGO can continue doing  
the work

Demerits

- ① going down lightly  
against corruption  
↓  
Non deterrence

③ Admin should choose option I i.e. instituting  
an enquiry against the corrupt officers and  
NGO authority who gave bribes in a fair and  
transparent manner.

Justification

- ① A result attained through unethical  
means cannot stand the moral ground.

of being meritorious.

⑥ To promote development and addressing social indicators, tolerance of corruption is wrong. One goal cannot be achieved by trading it with other menace.

⑦ Public must have an image of honest administration and Amol as CDD must maintain his reputation (AIIS conduct rules) at all situations.

⑧ After adequate public disclosure of the enquiry, NGO can work back again as it has a goodwill and noble intent of development.

Knowledge unaccompanied by action is useless. A civil servant must uphold the right means to achieve an end in all situations.

11. एक साधारण पृष्ठभूमि से आने वाले रवीश ने एक प्रतिष्ठित विश्वविद्यालय में प्रवेश पाने के लिए कड़ी मेहनत की। उत्कृष्ट शैक्षणिक प्रमाण-पत्रों के साथ स्नातक होने के बाद उसने एक प्रमुख बहुराष्ट्रीय कंपनी में एक अच्छी सैलरी वाली नौकरी प्राप्त की। महत्वाकांक्षा से प्रेरित होकर उसने कुछ वर्षों का अनुभव प्राप्त करने के बाद स्टार्ट-अप शुरू करने के लिए नौकरी छोड़ दी।

देश में स्टार्ट-अप बूम के कारण, रवीश को निवेशकों से अपेक्षाकृत आसानी से पर्याप्त पूंजी प्राप्त करने में सफलता मिली। उनकी कड़ी मेहनत और समर्पण ने उनके स्टार्ट-अप की तीव्र वृद्धि और सफलता को बढ़ावा दिया।

हालांकि, जब कंपनी समृद्ध होने लगी, तब रवीश की विलासिता पूर्ण जीवनशैली ने लोगों का ध्यान अपनी ओर आकर्षित करना शुरू कर दिया। संस्थापक और सी.ई.ओ. के रूप में उसे संतोषजनक वेतन मिलता था, जो कि उसकी कंपनी को शून्य से खड़ा करने की मेहनत के लिए उचित था।

कुछ वर्षों बाद, आर्थिक मंदी ने रवीश की स्टार्ट-अप कंपनी को वित्तीय संकट में डाल दिया। अब निवेशकों ने लाभप्रदता पर ध्यान केंद्रित करते हुए अपना समर्थन वापस ले लिया, जिससे रवीश पर व्यवसाय को बनाए रखने के लिए लागत में कटौती करने का अत्यधिक दबाव आ गया। परिणामस्वरूप, उसने कर्मचारियों की संख्या कम करने का फैसला किया और एक व्यक्तिगत वीडियो संदेश के माध्यम से अपने कर्मचारियों को इस निर्णय के बारे में सूचना दी।

वीडियो के रिलीज होने के कुछ ही घंटों के भीतर यह संदेश रवीश की दो महीने पहले हुई भव्य शादी की तस्वीरों के साथ सोशल मीडिया पर वायरल हो गया। लोगों ने रवीश की इस बात के लिए आलोचना की कि उसने एक तरफ तो बहुत बड़ी संख्या में कर्मचारियों को नौकरी से निकाल दिया, वहीं दूसरी तरफ अपनी विलासिता पूर्ण जीवनशैली का आनंद ले रहा था।

(a) दिए गए प्रकरण में शामिल नैतिक मुद्दे क्या हैं?

(b) उपर्युक्त प्रकरण के आलोक में, कॉर्पोरेट संगठनों में शीर्ष-स्तरीय नेताओं और उनके अधीनस्थों के बीच पारिश्रमिक संबंधी असमानताओं से जुड़े नैतिक पहलुओं पर चर्चा कीजिए। (उत्तर 250 शब्दों में दीजिए)

Ravish, hailing from a modest background, worked diligently to gain admission to a prestigious university. After graduating with commendable academic credentials, he secured a well-paying job at a leading multinational company. Driven by ambition, he left the job after gaining a few years of experience to launch his own startup.

Thanks to the startup boom in the country, Ravish was able to secure significant capital from investors with relative ease. His hard work and dedication fueled the rapid growth and success of his startup.

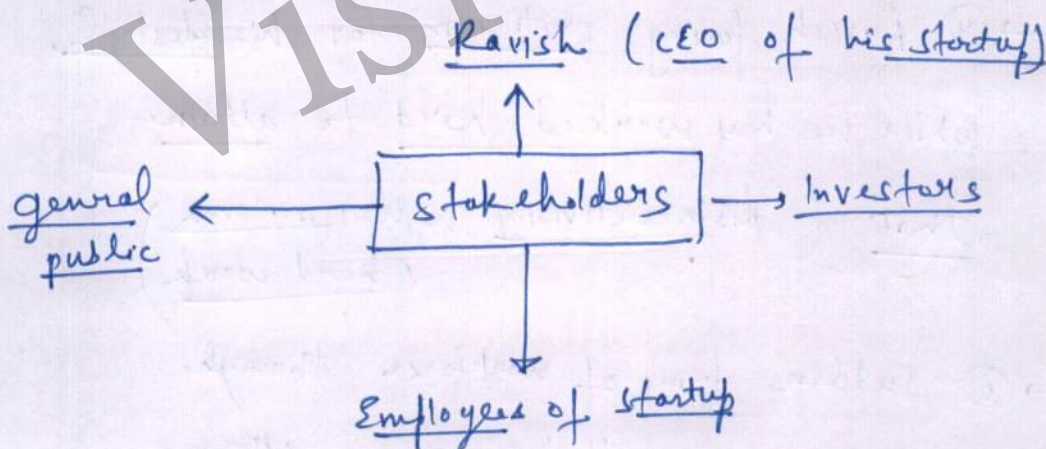
However, as the company flourished, Ravish's extravagant lifestyle began to attract public attention. As the founder and CEO, he drew a substantial salary, believing it to be justified given his efforts in building the company from scratch.

A few years later, an economic downturn put Ravish's startup under financial strain. Investors, now focused on profitability, withdrew their support, leaving Ravish under immense pressure to cut costs in order to sustain the business. Consequently, he decided to downsize the workforce and communicated this decision through a personalized video message to his employees.

Within hours of the video's release, it went viral on social media, accompanied by images from Ravish's lavish wedding that had taken place just two months prior. The public criticized Ravish for his opulent lifestyle while simultaneously laying off a significant number of employees.

- (a) What are the ethical issues involved in the given case?
- (b) In light of the above case, discuss the ethical considerations regarding disparities in remuneration between top-level leaders and their subordinates in corporate organizations. (Answer in 250 words) 20

Often, driven by the materialism, many new age entrepreneurs go on leading an extravagant lifestyle without considering the aspect of sustainability and interest of all stakeholders.



- (a) Ethical issues of the given case
- ① concentration of wealth and material resources into few

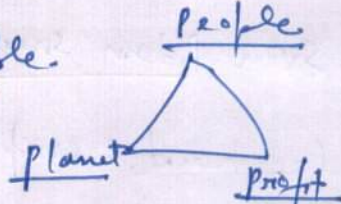
lands (against Article 39(b) and 39(c))

- ③ Ravish treating his employees as a means to achieve and maintain profitability and his lifestyle
- ③ Minimum consideration of future prospects of the company. More focus on his own opulent lifestyle i.e. lavish wedding just two months before
- ④ Ravish facing criticism for his lifestyle while he has worked hard to attain that ( disincentivising higher income & hard work )
- ⑤ Sudden firing of workforce through video message will leave them with no means in the time of economic downturn

⑥ Ethical considerations regarding  
disparities in remuneration b/w top level  
leaders and their subordinates

⑦ Top level leaders using their employees  
for their own profitability and high  
etc salaries → exploitation of workforce

⑧ Against principles of compassionate capitalism  
(Narayen Murthy). i.e. excessive focus on  
profit & not on ~~planet~~ people.



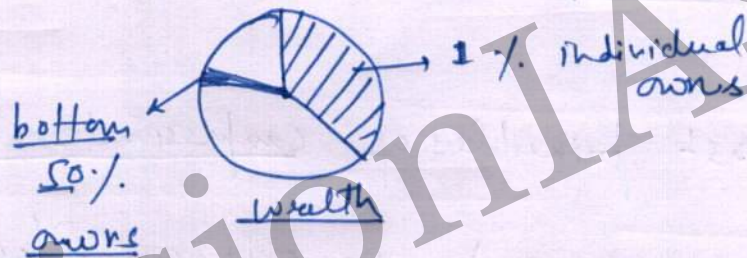
⑨ Against principle of Gandhian trusteeship  
where wealth is handled by corporates as  
a trust for general public

⑩ Using people as a means to end of  
profitability while the people must be the

end in themselves

① distress among subordinates due to lower remuneration affect their physical and mental health

② Cultivation of extremely unequal society. Eg) Oxfam report 2023



③ Even Adam Smith, greatest proponent of free hand emphasized social responsibility of organizations.

For a sustainable economic growth and to achieve SDG 8 (decent work and economic growth) and SDG 12 (sustainable community), wealth disparity must be minimized.

12.

विक्रम, जो एक वरिष्ठ डेटा वैज्ञानिक हैं, एक ई-कॉमर्स प्लेटफॉर्म के लिए आर्टिफिशियल इंटेलिजेंस (AI) सिस्टम विकसित करने वाली टीम का नेतृत्व कर रहे हैं। उसे उपयोगकर्ता के व्यवहार के आधार पर व्यक्तिगत सिफारिशें प्रदान करके ग्राहक अनुभव को बेहतर बनाना है।

इस परियोजना की सफलता न केवल कंपनी की संवृद्धि के लिए बल्कि विक्रम की टीम के लिए भी महत्वपूर्ण है, जो पिछले कुछ महीनों में खराब प्रदर्शन कर रही है। जोखिम बहुत बड़ा है और यदि टीम इस परियोजना को पूरा करने में विफल रहती है तो इसे निलंबित किया जा सकता है।

विक्रम की टीम AI एल्गोरिदम की सटीकता को सुधारने के लिए उपयोगकर्ताओं की खरीदारी का इतिहास, अवस्थिति के आंकड़े, स्वास्थ्य संबंधी रिकॉर्ड और सोशल मीडिया गतिविधियों सहित संवेदनशील व्यक्तिगत जानकारी को शामिल करने पर विचार कर रही है। यद्यपि इससे सिस्टम की प्रभावशीलता में काफी वृद्धि हो सकती है, लेकिन यह निजता और संवेदनशील डेटा के संभावित दुरुपयोग के बारे में चिंताएं भी उत्पन्न हो जाती है।

इसके अलावा, ई-कॉमर्स प्लेटफॉर्म पर पहले भी डेटा चोरी की घटना हो चुकी है और इससे हजारों उपयोगकर्ताओं की निजी जानकारी अनधिकृत संस्थाओं के लिए उजागर हो गई थी। इस घटना का व्यापक स्तर पर प्रचार हुआ, जिसके कारण कंपनी के खिलाफ विनियामक जांच और उचित कानूनी कार्रवाई की गई।

विक्रम पर कंपनी के विपणन विभाग द्वारा यह दबाव डाला गया है कि वह उपयोगकर्ता की निजता के बजाय राजस्व सृजन को प्राथमिकता दे। विपणन टीम ने सुझाव दिया कि ऐसी कार्यनीतियां लागू की जाएं जो उपयोगकर्ताओं को अधिक खरीदारी करने के लिए प्रोत्साहित करें, भले ही इसके लिए उनकी प्राथमिकताओं में हेरफेर करना पड़े या उनके बीच एक तरह की तात्कालिकता की भावना पैदा करनी पड़े।

(a) विक्रम द्वारा AI सिस्टम विकसित करते समय सामना किए जाने वाले नैतिक मुद्दों की पहचान कीजिए।

(b) इस मामले को सुलझाने के लिए विक्रम के पास कौन-कौन से विकल्प उपलब्ध हैं?

(c) नैतिकता AI सिस्टम का अभिन्न अंग कैसे बन सकती है? (उत्तर 250 शब्दों में दीजिए)

Vikram, a senior data scientist, is leading a team to develop an Artificial Intelligence (AI) system for a e-commerce platform. He has to enhance customer experience by providing personalized recommendations based on user behaviour.

The success of this project is critical not only for the company's growth but also for Vikram's team, which has been underperforming in the recent months. The stakes are high, and the team is at risk of suspension if it fails to deliver on this project.

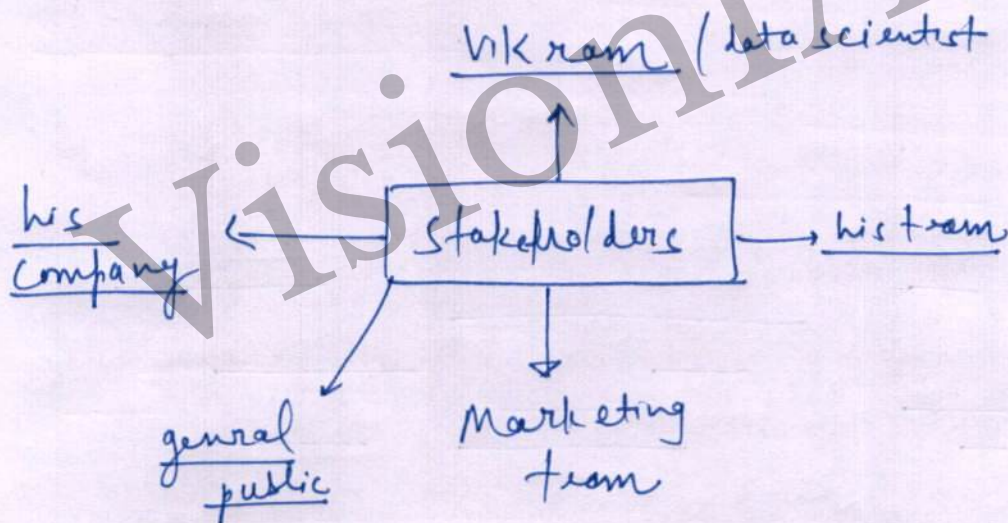
To improve the accuracy of the AI algorithms, Vikram's team considers incorporating sensitive personal information, including users' purchasing history, location data, health records and social media activities. While this could significantly enhance the system's effectiveness, it raises concerns about privacy and the potential misuse of sensitive data.

Also, a data breach has occurred earlier on the e-commerce platform, and personal information of thousands of users was exposed to unauthorized entities. The incident became widely publicized, leading to regulatory scrutiny and potential legal action against the company.

Vikram faces pressure from the company's marketing department to prioritize revenue generation over user privacy. The marketing team suggests implementing tactics that subtly encourage users to make more purchases, even if it means manipulating their preferences or creating a sense of urgency.

- (a) Identify the ethical issues faced by Vikram in developing the AI system.  
 (b) What are the options available to Vikram in addressing this case?  
 (c) How can ethics be an integral component of AI systems? (Answer in 250 words) 20

For higher profits and faster conversion of customers, marketing companies often take shelter of unethical means and manipulating the innocent customers



(a)

Ethical issues faced by Vikram:

- ① Non delivery of required system might put him at risk of losing job and also his team losing job

- ② Delivery of AI system as per marketing team's insistence will lead to unethical use of consumer data → against principles of moral use of science
- ③ In case of data breach, his whole company would be at risk. Dilemma of short term gain at price of long term loss
- ④ Prioritization of profits over people (against compassionate capitalism)

### ⑥ Options available to Vikram

option I: delivery of AI system as per the demands of marketing team by using personal data of consumers

Merits

- ① Save job of Vikram & his team
- ② Profits for the company

Demerits

- ① Manipulation of consumers
- ② Data breach & enquiry against company → long term loss

Option 2: Requesting the marketing team for some more time to work on AI system through ethical means

Merits

- ① Balance between people and profit
- ② Long term reputation building for the company.

Demerits

- ① Time taking
- ② Losses for the company
- ③ Risk of suspension and job loss for Vikram & his team

② Ethics can be an integral component of the AI system in following ways

- ① Providing clear guidelines, rules and regulations of the development code of AI system
- ② An ethics panel for AI at highest governmental level → to approve all products using AI systems
- ③ Efficient laws countering and punishing unethical and illegal use of AI and technology
- ④ global cooperation like 'Bletchley declaration' for tracking and controlling use of AI for constructive work.

③ There can be no real development  
of the AI system in a country where

④ There is a lack of infrastructure  
and investment in the development

# VisionIAS

⑤ There is a lack of skilled human  
resources and investment in the

⑥ There is a lack of government  
support and investment in the

⑦ There is a lack of government  
support and investment in the

⑧ There is a lack of government  
support and investment in the