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GENERAL STUDIES (TEST CODE : 2370)

Name of Candidate	KSHITIJ ADITYA SHARMA		
Medium Hindi/Eng.	ENGLISH	Registration Number	45933652
Center	ONLINE	Date	09-09-2024

INDEX TABLE			INSTRUCTIONS	
Q. No.	Maximum Marks	Marks Obtained	<p>1. 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)।</p> <p>2. There are TWELVE questions printed in HINDI & ENGLISH. इसमें बारह प्रश्न हैं हिन्दी और अंग्रेजी में छपे हैं।</p> <p>3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं।</p> <p>4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</p> <p>5. 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।</p> <p>6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</p> <p>7. 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।</p>	
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:			Is student recommended for One-to-One mentoring?	
Remarks:				
			Recommended	
			Strongly Recommended	

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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.

All the Best

खंड A / SECTION A

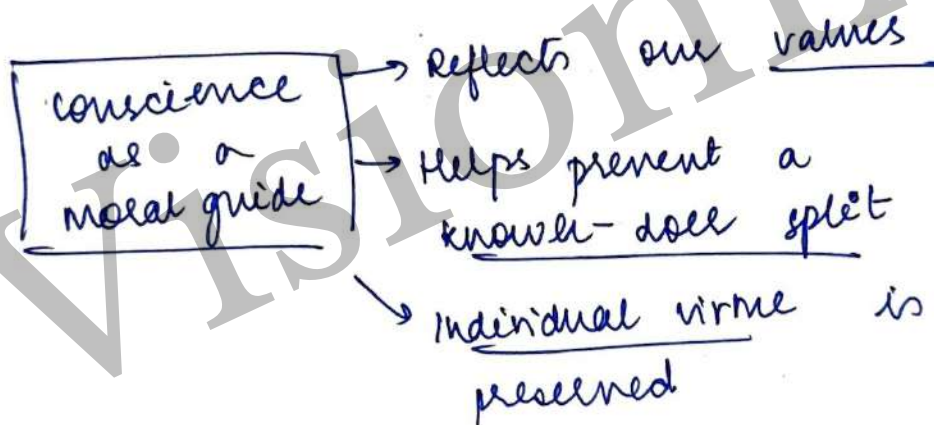
निम्नलिखित प्रश्नों के उत्तर 150 से अधिक शब्दों में न दें:

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

While conscience is our first responder in times of crisis, it may not always complement legal principles.



Conflict of conscience and legal norms

- ① Misguided sense of conscience
eg conscience of Taliban
- ② Variance of law & morality

eg. Sabarimala ban on temple entry
for women.

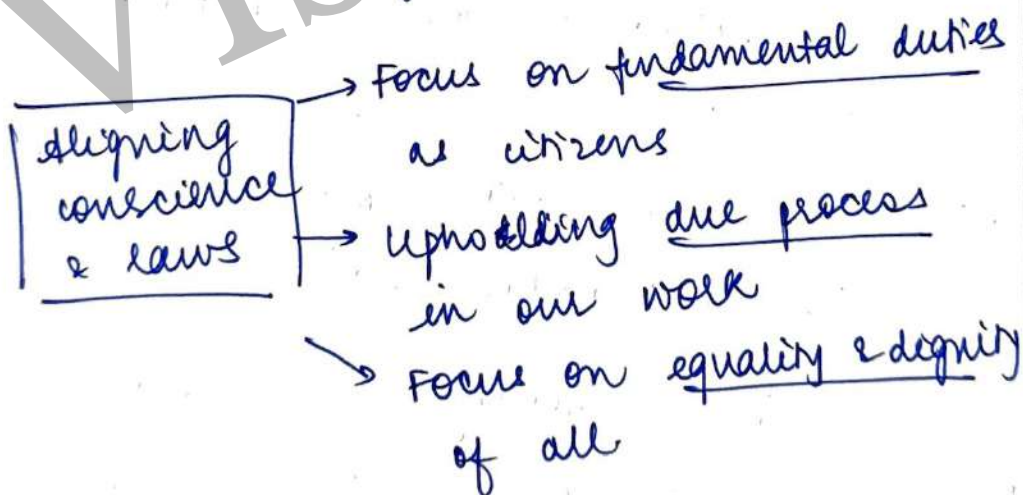
③ When conscience is higher than law

eg. Gandhi's non-cooperation

④ During conflict of laws, conscience
helps us resolve the inner crisis.

⑤ Conscience may not be reliable
in cases of moral muteness.

eg. Need for law on child marriage
because of moral muteness.



Thus, conscience may need support of
laws in times of crisis of conscience

1. (b) भारत जैसे देश में समाज के कमजोर 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)

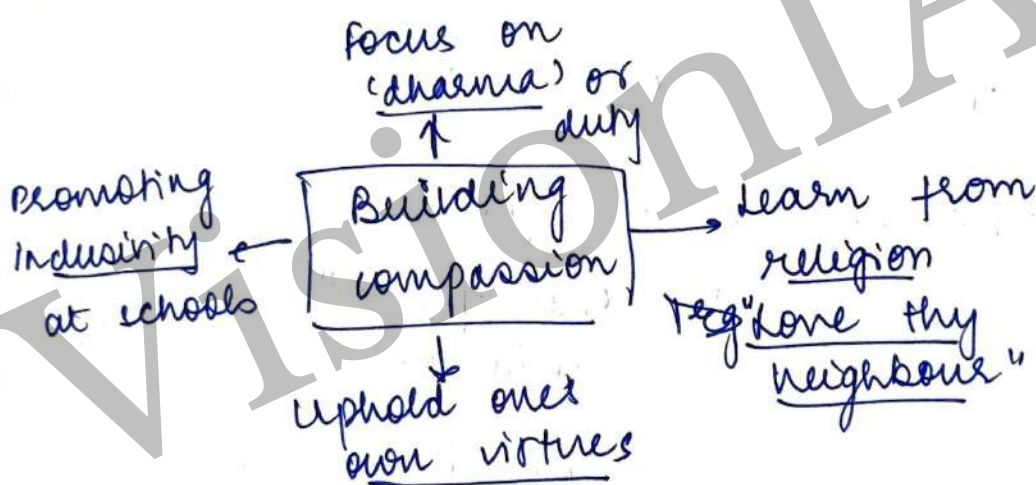
Compassion towards weaker sections of society is essential and non-negotiable in a country like India. Examine with suitable examples. (Answer in 150 words) 10

The sidee ji has said "Parhit saris
shalam nahi bhai" emphasising on
compassion being the highest law.

Significance of compassion

- ① Builds social capital
eg resilience of japanese society
- ② Promotes social harmony and fraternity
eg sikhe repaired mosque in Nathowal village.
- ③ Inspires collective action by all
eg gramdan & Shoodan movement
- ④ Reduces social inequality and upholds
fairness to all eg Ms. Elia Bhatti
role in SEWA Mtno.

- ⑤ Promotes tolerance towards such diversity of the nation. ~~Req~~ As required by article 51A(h) → spirit of humanism.
- ⑥ Realise constitutional goals of social-economic and political justice given in the preamble



Thus, compassion towards the weak is the foundation of a true democracy and promotes a spirit of "ubuntu" or togetherness.

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

Dr. Kaushik Basu argues that in India there has been 'Sanskritisation' of corruption leading to its acceptance at a social level.

Corruption as a social evil

- ① Normalisation of corruption in everyday life. Eg. "chai-paani" to policemen
- ② Collusive corruption based on a narrow sense of own interest. Eg. spend money for public works
- ③ Expectation of unethical rewards for civic duty. Eg. cash for votes before elections.

④ Rise of money & muscle power in politics
 eg 76% MPs have ongoing serious
 criminal cases - ADR data.

⑤ People aspire power often only to
 abuse it. eg government dismissed
Pooja Khedkar for corrupt acts.

⑥ corruption in a broader sense as
lack of respect for rules
 eg even violating traffic rules is moral
corruption

⑦ In corporates, there is a tendency
 to exploit legal loopholes
 eg Nirav Modi scam.

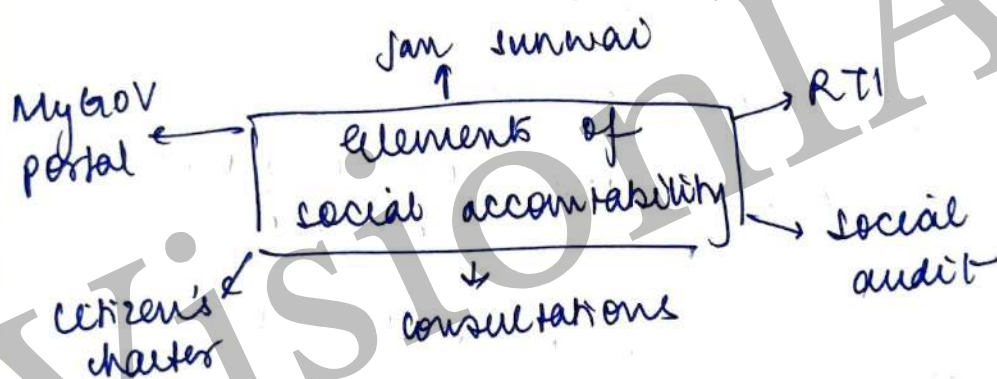
⑧ Lack of strict enforcement of laws
 promotes a 'chalta hai' attitude.

thus, corruption requires social introspection
 as 'a single wheel can't turn a
cart in motion' as Chanakya said.

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 refers to the answerability of the administration directly to the public for the implementation of policies.



Significance of social accountability

① Promotes participatory governance
eg Janata Surbar by officers

② Leads to more trust and goodwill
eg Information day by Surat municipality

- ③ Responsiveness is increased
eg CP-CRAMS portal for complaints
- ④ Quality of services & effectiveness
increases eg Railways citizen charter
- ⑤ Promotes citizens' empowerment
eg RTI was used to uncover
Adarsh housing scam
- ⑥ More transparency & answerability
eg social audit of NREGA works
- ⑦ Promotes cost-efficiency of
governance.

Thus, social accountability promotes not only local development, but also locally-led development through an empowered citizenry.

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

This quote shows that our conscience is omnipresent and helps us even when no other ethical guidance is available.

Significance of conscience

① Inner moral code of each person guiding them to rectitude

② Helps uphold the spirit of laws and not only the ~~the~~ letters.
eg SC/ST (POA) Act requires adherence to spirit of equality.

③ Removes moral ambiguity
eg gandhi's dilemma after chauri chaura

- ④ Promotes development of virtue as
the foundation of character (Aristotle)
eg Ambedkar ji's character shaped
by his virtue of fortitude
- ⑤ Helps us challenge our own biases
& prejudices
- ⑥ Combating unfair laws based on
our conscience.
eg JP Narayan opposed emergency
- ⑦ Foundation of integrity & probity
in governance eg Vinod Rai as CAG
- ⑧ guides us towards our duty

Thus, as Benjamin Franklin said,
"conscience is the highest legislator".
It is above any laws and has
supreme moral authority.

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 has been described as one of the four cardinal virtues by Greek thinkers & Saint Aquinas

→ This quote signifies how fortitude is the guide and defender of rational thought and exercise of scientific judgment.

Significance of fortitude

Ⓐ For individuals

① Builds courage of conviction

eg Galileo's fortitude to defend reason

② Helps combat prejudices

eg Khyal Chandra Vidyasagar's fortitude to promote female education

despite opposition.

② For society & organisations

① Upholds transparency & accountability
eg whistleblowers Sanjiv Chaturvedi
at AUMS

② Inspires social action

eg Bal Yagnadhar Tilak's fortitude
despite reaction cases

③ For nations

① Builds moral character

eg India's criticism of Vietnam war

② Fosters global peace & harmony

eg Kennedy's fortitude during
Cuban missile crisis

Thus, fortitude is the defender of
all virtues and lead us to
the path of self-realisation.

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

This quote from Swami Vivekananda shows how habits are central to his own principle of "man-making" based on character development.

→ As Aristotle has also said "character or excellence is a habit, not an act".

Role of habit inculcation ⁱⁿ character building.

- ① enables pursuit of excellence
eg Edison's 10,000 failed attempts to create the bulb
- ② Builds credibility based on consistency
eg Gandhi asked his own children to pay for laxham stay

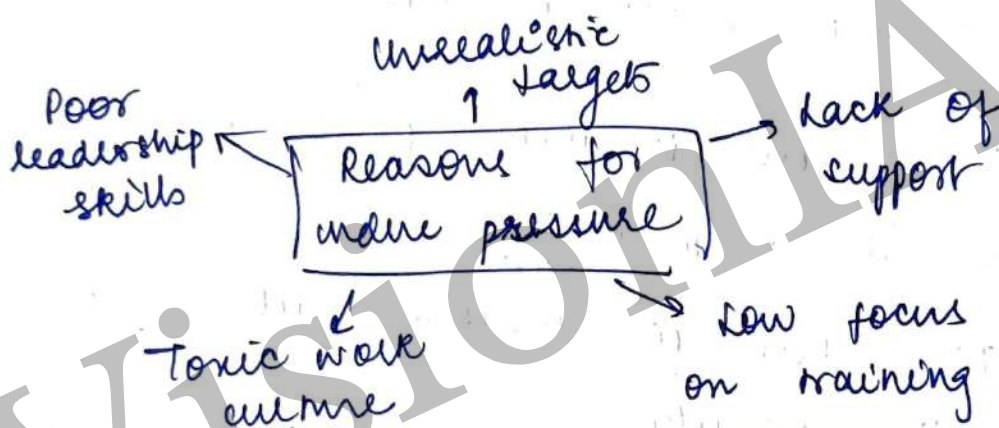
- ② Shapes our virtues like our temperance,
dedication and focus
eg drynas single minded focus
on the pick eye
- ④ Helps us during times of moral
crises. eg Gandhiji learnt the value
of dhimsa early in life.
- ⑤ Basis of our integrity based on
uniformity of conduct
eg TN Cheshan sir treated all
parties equally.

Thus as Sant Kabir said, "Karat
karat abhyas ke padmati hote
hain". our character is shaped
by consistent development of
desirable habits.

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

Good corporate governance, as per Cadbury committee, demands the harmonisation of interests of all stakeholders, including employees.



Means of promoting healthy competition

- ① Focus on boosting employees skills in a collaborative environment
eg Microsofts team building exercises
- ② ~~Focus~~ Promote team spirit rather than focussing on individual goals.

- ③ Reward 'diligent failures' as done by google.
- ④ Leadership training for the management.
- ⑤ Promoting non-monetary rewards for good work by employees.
- ⑥ Value shared learning exercises where employees share their own know-how.
- ⑦ Instilling a sense of personal satisfaction and ownership of work.
- ⑧ Avoid undue comparison to create unhealthy competition.

this corporate should focus on promoting collective excellence rather than pitting employees against one another

4. (b) प्रबंध का अर्थ कार्यों 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

While the role of the management is to create an enabling environment, a leader ought to lead by example by his own excellence.

Role of a good management team

- ① Promote a positive work environment
- ② ensure adherence to code of conduct of the organisation
- ③ Prevent discrimination or abuse of any employee. eg Through the POSH Act 2013
- ④ Recognise and reward talent
- ⑤ focus on broader organisational goals
eg Mahindra group's actions for girl child education

Expectations from a good leader

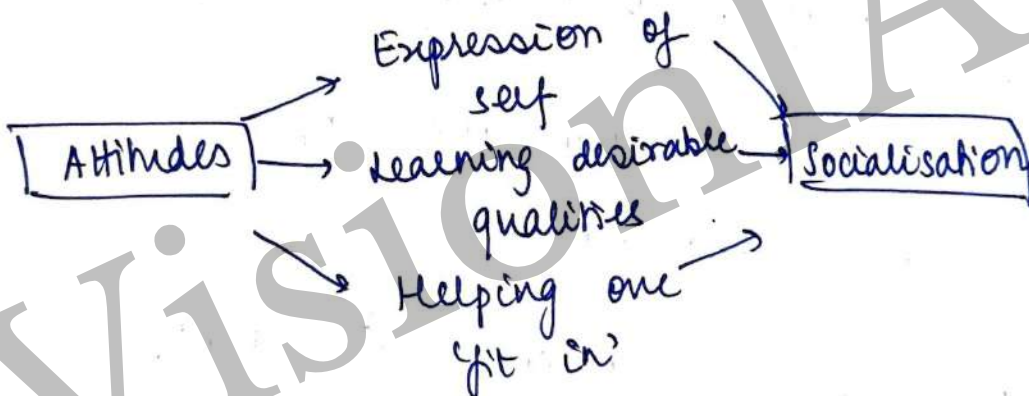
- ① Create a culture of openness and an enabling environment.
- ② Treat employees with kindness and respect their skills eg. Jaiish Shawan sis at ISRO.
- ③ Hand-holding any struggling employee
- ④ Uphold highest standards of professional accountability
- ⑤ Help employees believe in their own abilities.

Thus management and leadership go hand-in-hand based on a commitment to a culture of cooperation and excellence.

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

Attitudes represent one mental
dispositions to act or react in
a certain way towards external
events or stimuli



Factors that contribute to attitude formation

① Accessibility of attitude

→ Repeatedly exposing children to moral stories.

② alignment to our values

eg strong belief in equality aiding
a feminist attitude.

③ Authenticity of source

eg Smitabh Bacchan sir helped popularise
polio vaccination

④ Collective conscience shapes our attitudes

eg our attitude towards free elections
shaped by democratic ethos.

⑤ alignment to religious beliefs.

eg attitude towards abortion

Thus, attitudes are shaped by
our values and they in turn
also shape our values, as we
seek to mould them as per
socially desirable qualities

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

(EI)
Emotional Intelligence refers to the
interpret and manage one's own
emotions and those of others.

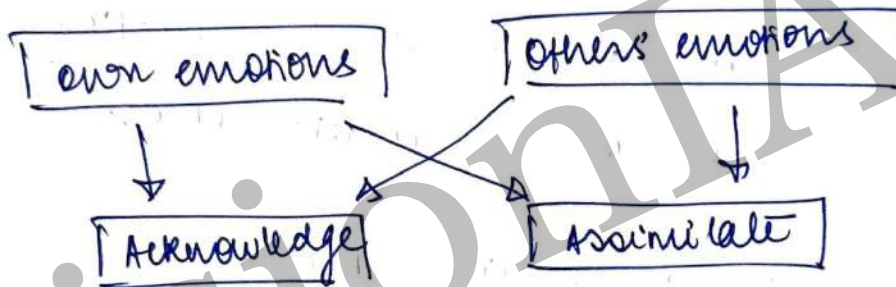
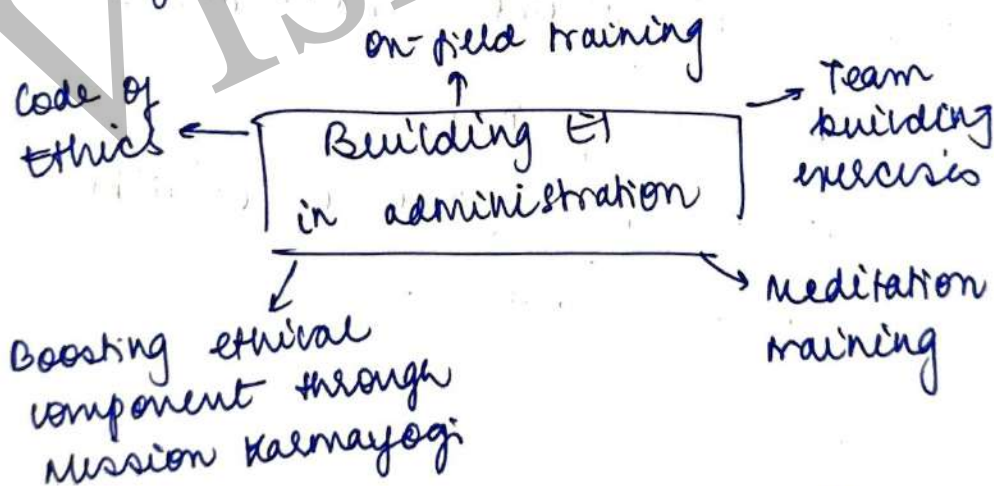


Fig. elements of emotional intelligence

Role of EI in conflict management

- ① Helps resolve tensions and tendencies for violence. ~~eg~~ Peace meetings to avoid riots.
- ② gives confidence to others of their concern for them. ~~eg~~ disarm records based on conciliation

- ③ Helps build empathy for others.
 Eg IAS T Bhoobalan mediated to
 curb child marriages in Karnataka.
- ④ Builds one own commitment towards
 peaceful resolution of disputes.
- ⑤ Helps manage our work stress
 rather than releasing it on
others
- ⑥ Builds mutual respect among
 colleagues.



Thus, administration has to first resolve
its own issues based on EI to
ensure proper role alignment.

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

our attitudes shape our perception
of others and become the basis
of our social relationships, whether
positive or negative.

How attitudes shape perceptions & interactions

① For individuals

- ① help tackle our own limitations
eg Paralympic athletes strong attitude
- ② challenge our prejudices
eg learning an attitude of equality
to combat casteism

② For society

- ① environmental conservation can be
promoted eg Salwa Shalwa of Hivab

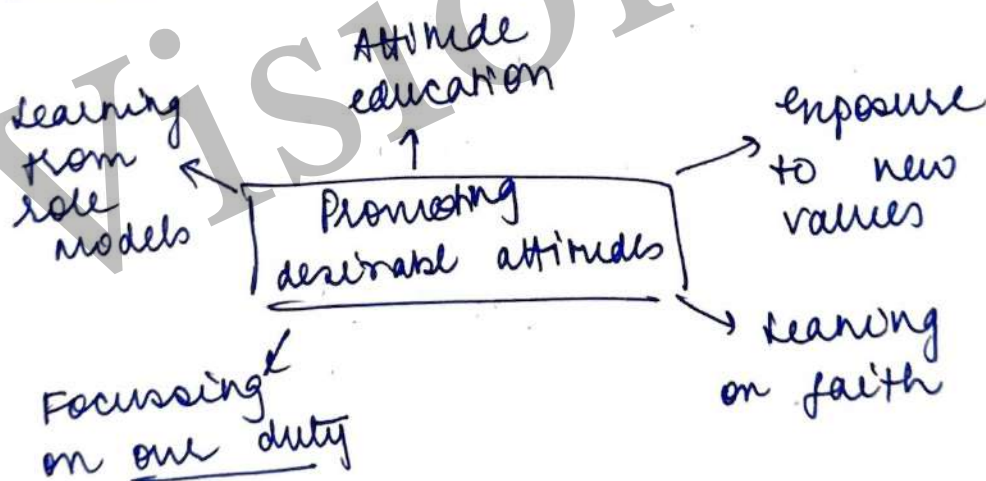
② Promoting social capital

By attitude of care towards others
to act as good Samaritans.

③ [For nations & global community]

① global intransigence and violence
shaped by myopic attitudes

② Failure of CBDR-RC due to
an attitude of self-preservation.



Thus, we should try to mould our
attitudes towards socially desirable
values to promote 'Lokasangraha' as
per the Gita.

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

The Gen Z of today faces an onslaught of social isolation and mental health issues at a tender age due to a combination of personal and social reasons.

Reasons for social isolation & loneliness

- ① emerging global culture of individualism rather than communitarianism
- ② Narrow sense of 'self-care' based on isolation and distancing
- ③ Role of technology in weakening social bonds
- ④ online bullying creating reclusive behaviour
eg. Blue whale challenge

- ⑤ Impact of COVID pandemic on the mental health of youth
- ⑥ orientation of urban society dilutes social bonds.
- ⑦ Rise of single-child families leading to low interaction with similarly aged individuals.
- ⑧ Dual-working parents and reduced time for interaction
- ⑨ Patriarchal culture treating emotions as a sign of weakness.
- ⑩ Rise of unhealthy competition at school and at work.

Thus, there is a need to promote a spirit of pratyasamutpada of Buddha based on mutual dependence of all for collective well being.

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 विश्लेषण विभाग में कार्य करता है। हाल ही में, नीरज को विक्री 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, विक्री में तेज़ी 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 विक्री 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 विक्री 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 विक्री को "एडवांस" उत्पादों की विक्री 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 विक्री 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 विक्री 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 विक्री 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 विक्री 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 विराए 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

This case study shows the classic
problem of use of unscrupulous
means by corporates towards
'window dressing' their accounts
showing lack of ethical competence
& intellectual integrity.

② Ethical dilemmas

- ① means vs. ends of corporate profit
- ② duty towards public for transparency
v/s misguided sense of duty
towards investors.
- ③ Nehru's personal interest v/s
professional duty
- ④ loyalty v/s whistleblowing
- ⑤ deter v/s spirit of laws through
'creative' accounting.

④ Impact of ~~work~~ culture on employees
willingness to report

- ① ethical and moral leadership promotes ethical conduct by employees.
- ② a culture of openness & inclusivity fosters open dialogue.
- ③ strong internal mechanisms can provide a space for grievance redressal eg whistleblower committee as per Companies Act, 2013
- ④ strong code of conduct reduces a crisis of conscience
- ⑤ ethical training to employees fosters good corporate governance and a sense of ethical rectitude among workers.

② Role of strong leadership

- ① acts as a role model for workers. Tag & Bredhalem sir as an exemplar of dedication
- ② Promotes percolation of desirable qualities Tag ISRO's culture of excellence due to satish shawan
- ③ Fostering a sense of belonging and esprit de corps.
- ④ showing a sense of accountability and ultimate responsibility.
Tag shastriji took moral responsibility for train accidents.
- ⑤ Foster creative independence and innovation at work.
Tag Kiran Mazumdar show at Biocem.

Thus, a good superior is a friend,
teacher and guide who promotes
good collective values and leads
by example to help each
employee pursue excellence.

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

This case study demonstrates an 'overly tower' mentality of the senior management that weakens the morale and harms the calibre even of dedicated employees.

① Technical issues

- ① poor work culture
- ② lack of work life balance
- ③ weak leadership skills
- ④ Motivation v/s exploitation of employees.
- ⑤ Treating workers as means rather than as ends.
- ⑥ Lack of commitment to welfare of workers.

Options available

- ① demand workers to manage the extra workload by prioritising the new order.
- ② approach the minister and appraise him of the concerns and ask for his support
- ③ engage senior management to explore working capital loan to reduce cash crunch + hire more workers

Evaluation of options

Option	Merit	Demerit
①	<ul style="list-style-type: none"> → Shows a <u>commitment</u> to deadlines → <u>Preserve my own image</u> with management 	<ul style="list-style-type: none"> → <u>Poor leadership skills</u> → Workers may go on <u>strike</u>.

② → Shows concern
for workers
→ Problem solving
approach

→ May be seen
as insubordinate
behaviour
→ Minister may
not appreciate
this move.

③ → Pragmatic
approach

→ Balances duty
as organisation
& welfare

→ There may be
practical constraints
→ Hiring is a
slow process

Course of action → Option 3

→ I would try to convince the management
to hire more people and look
for tempelary financing as we are
a reputed PSU.

→ This shows a sense of concern for
workers without harming organisational
goals.

③ Steps to prevent burnouts

- ① strict adherence to legally mandated leave requirements. as per code on wages, 2020.
- ② Morale boosting exercises
eg games at google offices
- ③ Recognise & reward hard work
eg Karmayogi awards by government
- ④ Boost productivity by investing
in skill development
- ⑤ Promote a culture of open
conversation about issues

Thus, a good leader is not just
a taskmaster but treats his employees
as a large family through care,
concern & commitment to weyare

9.

एक अग्रणी न्यूट्रास्युटिकल कंपनी में अनुसंधान एवं विकास विज्ञापक 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 वजन 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 विक्री 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

This case study shows the conflict between organisational code of conduct and profit motive with larger moral rectitude and public responsibility of employees and corporates.

① Ethical issues involved

- ① Violation of policy of not going through other team's data
- ② Principle of good faith in business-
- ③ Commerce without morality as a sin - yandhi.
- ④ Consumer's right to know
- ⑤ Loss of reputation by disclosure
- ⑥ Personal interest for me and my team for our hard work

Ⓑ Options available

- ① Approach the team itself and ask them to present the full picture to the board.
- ② Intervene at management level to promote consumer interests, and expose the lapses to them.
- ③ Whistleblowing to the media regarding the wrongful practices

Evaluation

Option	Merit	Demerit
①	<p>→ Promotes <u>principle of natural justice</u></p> <p>→ shows for <u>correction of honest errors</u></p>	<p>→ The team <u>may not cooperate</u></p> <p>→ May report me to the management.</p>

- ② → upholds vertical accountability → I may be penalised for breach of code of conduct
- ensure transparency → Board may condone the act by the team
- ③ → Upholds commitment to consumers → loss of reputation for company
- Moral duty & intellectual integrity → Jeopardises my own position & work.

① Course of Action

↳ option 2, failing which, option 3

Reasons:

- ① upholds primacy of consumer rights as per COPRA, 2019.
- ② Intellectual honesty is the bedrock

- of good corporate ethics.
- ③ Promotes deontological view of one's own responsibility.
 - ④ ensures that public trust is not abused by the company
 - ⑤ will allow company a chance for internal course correction before open disclosure.

Thus, I will uphold my own sense of dharma or duty towards beneficence in the use of science and my own fundamental duty for collective welfare.

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

This case study shows the problem of collusive corruption and the use of tainted means for the realization of desirable ends.

② Ethical issues involved

- ① Ultimate benefit of public from a utilitarian perspective.
- ② Nexus of NBO and local officers
- ③ Annul's moral responsibility as an officer.
- ④ Rule of law v/s social justice
- ⑤ Integrity v/s efficiency
- ⑥ Need to save lives of the locals.

④ Options available

- ① Take legal action against the local officials to curb the acts of corruption
- ② Suspend the engagement with the NRCs for corrupt practices.
- ③ Engage with the NRCs to understand why they offer bribes and support their actions.

Evaluation

Option	Merit	Demerit
①	<ul style="list-style-type: none"> → shows commitment to <u>rule of law</u>. → upholds <u>due process</u> of administrative action 	<ul style="list-style-type: none"> → may <u>stall</u> the <u>developmental works</u>. → <u>Loss of lives</u>

② → Shows zero tolerance to corruption
→ Moral rectitude

→ Government schemes may be affected
→ Lack of viable alternatives to the NBOS.

③ → Shows a compassionate approach.

→ Shows course correction

→ May not create lasting change
→ Local officials may stall work

④ Course of Action

I will follow option 3 but also take action against errant officials drawing from option 1.

Reasons:

① POCA, 1988 allows bribe givers to

- then approvers and aid the legal process - I would ask the news to
- ① ~~I would~~ follow the same
 - ② allow news to reduce their own limitations and augment their constructive work.
 - ③ This approach balances accountability, rule of law and social welfare.
 - ④ Breaking the news would only make the news more efficient
 - ⑤ Shows prudence by using the news to uphold the spirit of the law.

Thus, corruption has to be curbed by helping the oppressed and utilising their own zeal to uphold the predominance of legal spirit.

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 पारित्रसिक संबंधों 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

This case highlights a sense of moral schizophrenia among individuals who focus on personal gain at the cost of public duty and professional ethics.

- ① Ethical issues involved
- ① Ravish's own financial fraud impropriety
 - ② Duty towards investors to propel growth
 - ③ Treating employees as means
 - ④ sin of wealth without work
 - ⑤ Value of 'aparigraha' or temperance in personal gain.

- ⑥
- ① Lack of compassion - firing employees through a video.
 - ② Low commitment to corporate stability at the cost of personal enrichment
 - ③ His own virtue of hard work & dedication is weakened.

⑦ Ethical issues of large pay gaps

- ① Reflection of greed of founders who prioritize personal gain
- ② Financial equity and fairness to employees is harmed
- ③ focus on short-term measures like firing to boost financial health.
- ④ May lower employee morale by feeling of unfair treatment.

- ⑤ Retention of top talent may become a challenge at lower level.
- ⑥ Similarly, executives may move on to greener pastures with money as sole focus.
- ⑦ Dignity of labour of the workers may not be respected.
- ⑧ Low salaries across the market can lead to commodification of talent.
- ⑨ Economic vulnerability of the employees is increased.
- ⑩ In large metros, they may even struggle to make ends meet while executives are overpaid and live in opulence.

Thus while attracting top talent is important, companies should realize that the workers are the true building blocks of any successful organization's success. Their welfare is a moral duty of a compassionate employer.

12.

विक्रम, जो एक बरिष्ठ 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 दवाव 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

This case study highlights the need for beneficence in technology as the cardinal principle based on the ultimate welfare of public through advancements.

② Ethical issues

- ① science without humanity as a sin
- ② Respect for user privacy
- ③ His own personal interest and financial stability
- ④ means v/s ends of corporate growth
- ⑤ Rule of law and risk of legal violations.
- ⑥ short term gain by using personal data v/s long term pain through lawsuits.

⑧ Options available

- ① Use personal data after anonymising it & for limited purposes.
- ② Create a consent based mechanism for collection of data from users.
- ③ Proceed without using any more data at the cost of quality.

Evaluation

option	merit	Demerit
①	<ul style="list-style-type: none"> → upholds privacy of users → quality is not compromised 	<ul style="list-style-type: none"> → NO respect for user consent → may invite legal action
②	<ul style="list-style-type: none"> → <u>ensures fairness</u> towards users → legal compliance as per <u>DPDP Act 2023</u> 	<ul style="list-style-type: none"> → <u>very little data</u> may be available → may lead to <u>personal loss of employment</u>

③

→ Avoids any chance of abuse of data

→ legally safe approach

→ Quality of software may be harmed

→ May invite pressure from marketing team.

Ideal option → option ②

→ Vikram should institute robust consent mechanisms and transparency declarations informing users of the intended use of their data.

→ This approach harmonises legal compliance, primacy of user consent, and innovation through availability of quality data.

② Integrating ethics into AI systems

- ① Representative data sets to avoid biases in models.
- ② Diverse set of consultants to help remove inadvertent biases.
- ③ Respect for user privacy and consent.
- ④ Using copyrighted data only via proper licensing.
- ⑤ AI should be used to augment labour rather than replace it.
- ⑥ Rigorous testing at beta stage

Thus, the doctrine of double effect should be used to promote the benefits of AI while also reducing its risks