



VISION IAS

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GENERAL STUDIES (TEST CODE : 2370)

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Medium Hindi/Eng.	ENGLISH	Registration Number	181996
Center	ONLINE	Date	13 Sep 2024

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

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)।
2. There are TWELVE questions printed in HINDI & ENGLISH.
इसमें बारह प्रश्न हैं हिन्दी और अंग्रेजी में छपे हैं।
3. All questions are compulsory.
सभी प्रश्न अनिवार्य हैं।
4. The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
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।
6. Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
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।

Is student recommended for One-to-One mentoring?

Recommended

Strongly Recommended

16-B, 2nd 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.

VisionIAS

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

Decision making is guided by moral conscience and laws, rules, regulations through :-



Arguments For that Decision making is complemented by both moral conscience and laws :- ① It checks the remotest possibility of going at the wrong path

(Eg) While Aristotle's rule of laws was a check on Plato's Philosophizing going corrupt in the remotest of possibility.

(2) Gains objectivity through laws and moral compass check through moral conscience (Eg) Decision of Pandavas to go against Kauravas as 'Dharmayudh'²

(3) Complements Deontological approach with Utilitarian (Eg) 'Soul of person who does not obey the law is never satisfied'² (Eg) Crisis of conscience when we break a law.

However, sometimes they both are not in sync :

(1) Moral, but not as per rule (Eg) Civil Disobedience movement, breaking of Salt law by M. Gandhi^o

(2) Legal, but not as per moral conscience (Eg) Spartan law, slavery law

Thus, whenever in doubt, one must go by Grandhi's Talisman^o to find solution.

1. (b)

भारत जैसे देश में समाज के कमजोर वर्गों के प्रति करुणा का भाव अनिवार्य है और इसे 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

A person's character is tested when he is of benefit to someone, who is not in a position to retaliate.

Hence, compassion towards weaker sections is NON NEGOTIABLE in India

because :-

- ① Legacy of Indian history
- ② Eg Harijan Sewak Sangh, serving the Destitute, by Mother Teresa.
- ③ to address inequality (Eg) oxfam reports that 1% owns 40% of wealth
- ④ to ensure Justice as per John Rawls theory of Substantive Justice, his book 'A theory of Justice'.
- ⑤ to eliminate the beutcher of Dworkin

(Eg) Some people born in rich family ◦
while some in poor ◦

(5) to give equality of opportunity

(Eg) Dr B.R. Ambedkar went on to become
lawyer and father of constitution

(6) Welfare state [Article 38 and 39]

Thus, it can be ensured by :-

(1) Affirmative Actions (Eg) Reservations
(Article 15(4) and 16(4))

(2) Eliminating sticky floor for women
(Eg) behavioural change like Guda Gudi
Boards, Beti Bachao Beti Padhao

(3) Going back to Society (Eg) Progressive
Taxation ◦ [State as social contract]

Thus, Kantilya used to add 3 cardinal
principles Yogakshem, Raksham and Talan
for people

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

Plato held that corruption is a

Problem of Soul [moral problem].

It is abuse of office for personal needs.

It exists and thrives because it is socially accepted and seen as aspirational because :- [Arguments for] :-

- ① Historical practices of bali, Shukra, nazrana has perpetuated it (Eg) as a mark of respect to authority
- ② Greasing the wheels of Economy (Eg) curbing Bureaucratic Control
- ③ It has addictive, demonstrative and Domino Effect (Eg) Pooja Singh

IAS of Jharkhand, coal scam case

(1) 2nd ARC says Discretion + Monopoly

minus Accountability leads to it

(Eg) 2G scam, Commonwealth scam

(2) Don Attitude, collusive corruption

(Eg) 'Chalta Hai' Attitude

Arguments Against →

(1) A person's

Integrity determines it (Eg) Ashok

Khemka refused a thousand times

(2) nobody forces to accept money

until our conscience justifies it

on some grounds (Eg) family needs,

or material aspects.

(3) 'Herid culture' to be replaced with leadership and leading by example

thus, ICT measures like PFMS, e gram

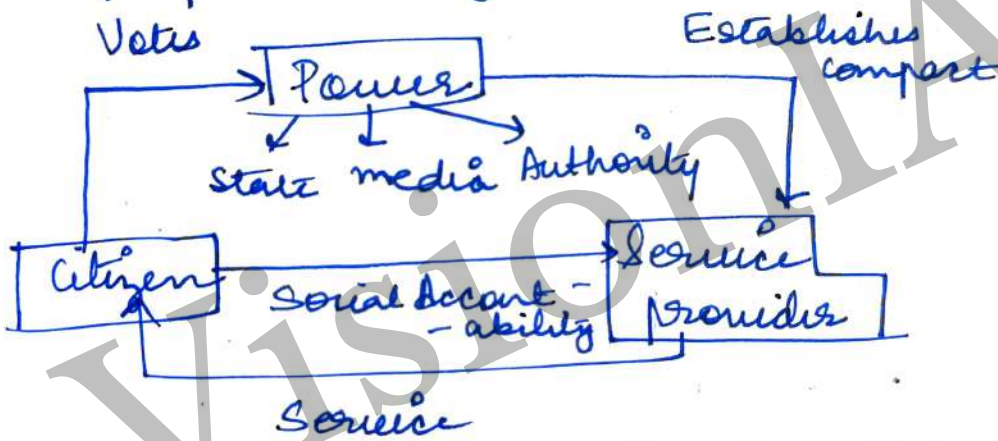
swaraj have curbed corruption to a much

2. (b) सामाजिक उत्तरदायित्व को लोकतांत्रिक शासन को बढावा 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 answerability, responsiveness and transparency to the people through :-



It Social Accountability is being recognized as a means of democratic governance :-

- ① Power with the people, within the people (Eg) Social Audits in MGNREGA
- ② ensures transparency (Eg) exposes embezzlement of fund..

- ③ Conducted by Gram Sabha and
People [Eg] participative democracy]
- ④ Actions on the Social Audit reports
(Eg) Shows the power of democratic governance

As a means of improving service delivery:

- ① Ensures quality of service delivery
(Eg) Public Goods are non exclusionary
- ② Leads to people as a medium
between state & service provider
(as shown in diagrams)
- ③ Checks crony capitalism (Eg) in
outsourcing activities (Eg) like rozzar
benches which are contractual in
some state.

Thus, transparency is ensured
through social accountability leading
to ethical & participative governance

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 पहुँच 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

Above Quote means that our inner conscience is the highest court of appeal which acts like a Moral compass

In the present context, we can see that our conscience guides us to not choose the wrong path despite of materialistic nature (Eg) Prakash Babar Amte and his wife Mandakini are serving as Doctors for of root in tribal areas to serve the destitute

The voice can never reach the distance covered by conscience because :-

① James Rest's 4 moral behaviours

traits which are :-

Awareness, Intent, Decision making,
Action, thus Conscience guides them
all rather than external voice ◦

② Peaceful coexistence (eg) South Korea
offered humanitarian assistance to
North Korea recently in spite of division ◦

③ Empathy, compassion towards
fellows beings (eg) no laws, but
our conscience guides us to not to kill
anyone for Salvific happiness ◦

④ Even Civil Services demand to
act with Constitution and Conscience
(eg) Armstrong Palmer's People's Road
in manipur ◦

Thus, we must do per what we think
is right as Bhagavad Gita also says to
keep Mind, Thought and Speech in harmony

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

Above quote's essence is to act with
Fortitude which is the highest courage
of conviction and guides our thought,
will and reason ◦

In present context, Fortitude is
marshall of thought because ◦-

- ① Keeps us going through in tough
times (Eg) Nelson Mandela's 27 years
in prison ◦
- ② Keeps the spirit alive (Eg) by giving
positive attitude like Thomas Edison
failed 1000 times before succeeding ◦
- ③ New Ideas in difficult times (Eg)
Newton's falling apple theory ◦

Arms of will because :-

- ① Shows the coverage and will to be patient (Eg) UPSC preparation and Niger Gen JAS succeeding in 6th attempt
- ② protects us from the negative energies (Eg) like Atmospheric pressure which traps from all sides.

Fort of Reason because :-

① makes us rational and not bias (Eg) not accepting corruption even while being poor.

② Objective decision making (Eg) for benefit of people and selfless service like Surga Shakti Nagpal against mafia

Thus, Fortitude (Dhairya) helps one in developing Emotional Intelligence and Adversity Duriant.

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

Above quote shows the Character is made not in One Day, but take years to make through our repeated Actions and Behaviour

[Attitude] → [Behaviour] → [Character]

[Character is repeated habits because

- ① Practising is what is engrained and defines humans (Eg) Aristotle held that knowledge is not only knowing but ~~is~~ becomes asset when becomes part of our habit.
- ② Good acts have demonstrative effect while bad acts have domino effect (Eg) Stealing starts at small case like

stealing a fruit, but later become
humbungous o

- ③ Continuation of repeated behaviour
becomes character (Eg) negative personality
and cursing everything & everybody

Repeated habits alone can reform
character because :-

- ① Change cannot happen in a
single day (Eg) law of nature where
it comes delayed like a Gilacier
does not melt in a single day

- ② Start from basic, but start

(Eg) Panchamit Goals and net zero by
2070 and starting from today itself

thus, "Shresham Param Bhushnam",
what we do now is what will define
us later in life, thus change is needed
now to see the effects later.

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

Work Culture is what matters to maintain balance between pressure and competitions .

Organisations can balance healthy competition and preventing undue pressure by :- ① Positive work environment

(Eg) Google allows to take nap in between working hours

② Innovation and not Mechanical hard working (Eg) Giving Incentives to innovate and come up with new ideas which can also relieve excess pressure .

③ Fairness :- being fair with all employees (Eg) revere Tomcom Incident

of bias against female workers •

(4) Healthy contact and Grievance redressal (Eg) Pfizer allows doubts and Grievance redressal sessions •

(5) Rewards and punishments (Eg) to maintain competition and eliminate dead wood •

(6) Outsourcing employees in the event of work load (Eg) Narayan murthy recommended to work 70 hours per week which sparked Global outrage •

Thus, by above competition can be handled without pressure, also Narayan Murthy's model of compassionate capitalism, and the idea of Stakeholder Capitalism must be followed

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

6 A leader knows the way, goes the way and shows the way², which shows leadership is doing the right things for the right reason and at right time

Management is doing the things right

① to follow Utilitarian model of Ends matter rather than means

② Unequal work environment, but the company is the top semiconductor manufacturer [Foxconn Incident]

③ Greatest happiness of Greatest number [Outcomes as the sole motive] Eg) Byju's promoting in

FIFA world cup inspite of bankruptcy

④ Hedonist principle [pleasure being

the guide • [Pushpin as good as poetry]
- Jeremy Bentham

Leadership is doing the right things
because :-

① Follows the right
path to achieve success (eg)
Mahatma Gandhi's Ahimsa and
Satyagraha of showing the way.

② Guide to others (eg) Gautam Buddha's
"Be a light unto yourself" and lighting
others lamp.

③ Setting an example to follow what
is right, rather than what is good

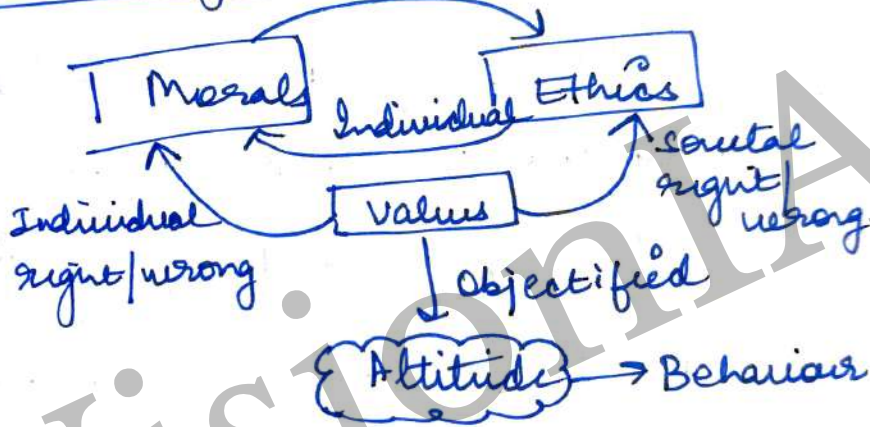
(eg) Vikishian look side of Lord Ram
even against Brother Bharata.

Hence Lawrence Kohlberg's 6 principles
of moral behaviour can guide a
leader & the management

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 the mental construct that serves as Instrument of behaviour regulation • social



Various factors that contribute to development of Attitude include

- ① Societal atmosphere (eg) through rewards, punishments
- ② Family, personal sphere (eg) Mahatma Gandhi's moral Attitude was because of his mother, Guru Tegh Bahadur's

Values were learnt by Guru Gobind Singh

(3) Personal cognition (Eg) negative / positive thinking like positive attitude of Manu Bhaker who got Bronze in Paris

(4) Role of Education (Eg) peer socialization like learning about moral values, sharing, sports, team spirit in schools

(5) Role of partners (Eg) life companion which helps in ups and downs of life

(6) Role of children (Eg) during covid parents were taught about scientific aspects of covid by their children

(7) Country as a whole (Eg) Patriotic Attitude formation - Harbhajan Singh

thus, Attitude later becomes part of behaviour which later becomes our character

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

Bhagavad Gita defines Emotional Intelligence person as 'Sthitaprajnya' meaning EMOTIONAL STABLE person.

Conflict in administrative places like with subordinates, superiors or inner conscience, public at large can be solved through Emotional Intelligence by :-

- ① through Social awareness
(Eg) knowing the content of conflict and then approaching it.
- ② Self awareness (Eg) Durga Shakti Nagpal was aware about which path she had to choose against mafia.

③ Social management (Eg) consultancy
religious leaders in times of
communal conflicts

④ Self management (Eg) through
faith in our actions like by saying
'lets do this work together, rather
'I want it completed in 10 days'

⑤ Empathy (Eg) # Prashant Nayark
Compassionate Kojikode - finger free
Kerala Project ◦

⑥ Responsiveness (Eg) An IAS officer
in Odisha himself distributed
humanitarian relief in times of disaster.

Thus, A person who is guided by
emotions, has no control over himself
as per Spinoza, therefore above values
must be kept in mind.

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 Attitude, not our Aptitude,
shapes or defines our ALTITUDE

Thus Attitude plays a crucial role
in shaping our perceptions and interactions
with the world by \sqrt{P} -

① Cognitive perception (Eg) what we
think like 'women are not good
drivers' by some men, who otherwise
themselves do rash driving.

② Affective perception (Eg) emotions
that play a role while shaping our
attitude (Eg) some people are empathetic
to blind people and help them cross
road, while some ignore.

③ Behavioural component (Eg) showing

Anger like JAS CDO of Bijnor slapped
Panchayat Secretary for a mistake

(4) Ego Expressiveness (Eg) cheering
team India when going to see
cricket match by wearing same T shirt

(5) Ego Defensive perception (Eg)
defensive and possessive about our
image in public like Drunkyards
usually insist on driving, even while
being drunk.

(6) Indifference (Eg) not worried
about world and self centred, also
selfish attitude.

(7) Compassionate Attitude helps in
Increased Extrovert nature

thus, our Attitude is a small thing
which makes a big Difference (Churchill)

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' has been defined as youngsters born after the year 1997 with keen interest in social media and Party culture.

(although not same for everyone)

Reasons for higher levels of loneliness

① Echo Chambers of social media

(eg) doom scrolling and ignoring social relations with parents

② mental tension due to overload of competitions exams which demand high level of preparation

(eg) Kate Winslet, OPN Delhi suicide

③ Growing up too easily (eg) fear of

Failure and backlash

- ④ Easy access to narcotics (eg) India Punjab ◦
- ⑤ Relationships at early stage and separations (eg) leading to depressions and suicides ◦
- ⑥ lack of moral connect with God as a soothing force ◦
- ⑦ no interest in yoga, meditation
- ⑧ fast food culture which further induces stress levels
- ⑨ ~~to~~ lack of celebration of social Festivals (eg) holi, diwali, Eid

Way forward :- ① Mandaryan and NIMHANS can be utilised ◦

② Democratic Parenting and Parents' as Best friends can be followed

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 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 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 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 विजुअल 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 दायन ग्रहण 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

The above case study highlights ignoring the means for achieving End result, which is against the Deontological theory of Ethics.

a Ethical Dilemmas faced

- ① Profit of company vs Personal Guilt
(Eg) forged entries to maximize profits
- ② Professional Responsibility vs Personal Ethical responsibility towards myself
- ③ Obedience to company as an employee vs Obedience to my work [Investors]
- ④ Fairness / Fairplay vs Dishonest means to achieve Unfair result
- ⑤ Job Security vs Mental security

- ⑥ Integrity vs Duty •
- ⑦ Means vs Ends or Deontology
vs Utilitarianism •
- ⑧ Professional growth vs Personal
Growth
(Morally)

b Work culture influence an
employee's willingness to report
wrongdoing by :-

- ① All over one (eg) Pressure by
entire team to report it as
wrongdoing act compels oneself
to follow wrong path •
- ② Pinch Effect over pressure from
subordinates, superiors
- ③ Negative work culture (eg) only
a cog in wheel with no right

to dissent ◦

④ Emotional persuasion keeping Job at stake ◦

However, a positive work culture

can :- ① motivate to report it

② Emotional strength when we get support of all ◦

③ legitimacy to one's thought to proceed (eg) like S. Manjunath who took firm action

④ complements inner conviction ◦

Hence, work culture can influence in other ways, it is our Integrity and Intellectual Awareness which matters the most ◦

⑤ Role that leadership can play in fostering positive work culture

① Setting an example for others

(Eg) Dr APJ Abdul Kalam

② Motivation of the staff (eg)

Elon Musk, Jack Ma ◦

③ Ethical embibement of values
through Institutional Changes ◦

④ Rewards and Punishment (Eg)

Rewarding good works through

'Employee of the week' as done by

McDonalds ◦

⑤ Treating workers as a family (eg)

through Diwali Gifts ◦

⑥ Boosting morale (eg) PM Modi to

farmer ISKO Chief on Chandrayan 2 future

thus, Work Culture is dependent
on leadership skills of the Employer

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

The above case study highlights the need to balance work/company commitments with the working

capacity of the employees (eg)

Japan's Karoshi → Death from overwork incidents recently.

a Ethical Issues Included in the case

- ① Work - life balance of employees
- ② Commitments of the PSUs to the Government
- ③ Obedience to Senior management
- ④ Compassion, empathy with workers (already working for

10-11 hours)

5) Leadership Skills of the head of Public Sector Unit .

6) Work culture to remain positive and not Exploitative

7) Financial Constraints .

8) Options Available :-

1) Give Extra work to workers

Merit

- Can complete the deadline
- Satisfaction of Senior management

Demerit

- Against compassion
- Against Good Leadership Skill
- Exercise Capitalism (Kare Mann)

2) Refuse to give extra work to employees, outrightly informing Senior management

Merit

- Ethically the right way
- Justice with the workers

Demerit

- Solution not found
- Work commitment hampered
- Poor image

③ Persuading Senior management

to outsource workers based on agreement to pay them later, but it would be on priority.

Merit

- Justice with workers
- Problem of overwork at deadlines would be solved

Demerit

- Senior may not agree
- time consuming

My course of Action

→ ① I would first persuade the Senior management to through Ethos, logos, Pathos as

per option (3) 0

- (2) If that we will not work, I will write to the Government for extra funds to expedite the project through Outsourcing, but ~~it~~ in any case I would not Overburden the already exhausted staff 0

(C) Steps that private companies must take

Steps that Government must take

- | | |
|---|--|
| <p>(1) <u>Positive work culture</u> by <u>guidance</u> <u>redressal</u> avenues.</p> | <p>(1) <u>Ensuring customer feedback</u> and <u>Satisfaction</u> while</p> |
| <p>(2) <u>Weekly or discrete</u> <u>many offs</u> to emerge as a better <u>employee</u></p> | <p>auditing <u>PSUs</u>
(2) <u>Bringing Social Security</u> to workers</p> |
| <p>(3) <u>Regular maps</u> as done by <u>Google</u> 0</p> | <p>(3) <u>Labour Code</u> eg 4 recently</p> |

thus, commerce without morality is a sin as per M. Gandhi

9.

एक अग्रणी न्यूट्रास्यूटिकल कंपनी में अनुसंधान एवं विकास विभागीयक 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 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

The above case resembles to the Medical Ethical which is First of all, no harm (Primum Non Nocere) also part of the Hippocratic Oath.

a | Ethical Issues

- ① Health of public at large
- ② Promising result of my product to improve public health
- ③ Compassion towards people
- ④ Commitment towards the company as research analyst
- ⑤ Cheating public
- ⑥ Profits Over People
- ⑦ Commerce without morality
- ⑧ Intellectual, moral integrity to speak against the malpractice

⑨ years of sacrifice

⑩ Options Available

① Expose the finding in public domain through Social Media

Merit	Demerit
<ul style="list-style-type: none"> ◦ People's health <u>Supreme duty</u> ◦ Inner conscience ◦ <u>Right over Good</u> ◦ <u>Morally correct</u> 	<ul style="list-style-type: none"> ◦ Against work <u>Ethics</u> / getting other project's information & revealing ◦ Can harm future products

② Not doing anything being concerned about my future product

Merit	Demerit
<ul style="list-style-type: none"> ◦ Professional Growth ◦ Greatest Good of Greatest Number 	<ul style="list-style-type: none"> ◦ Cognitive Dissonance ◦ Failure in inner <u>code of conscience</u>

③ Informing the senior management about the case and suggesting to recall the product with immediate effect.

Merit	Demerit
<ul style="list-style-type: none"> As per my moral duty as an individual Every person's dignity and <u>right to know</u> must be respected (eg customers innocent about it) 	<ul style="list-style-type: none"> may face back lash management may not agree can cost me my job <u>the product</u> that I planned could be affected

③ Course of Action I would take

① Firstly I would go as per Option ③ because its my duty to report such incidents for public

good.

② Secondly, if management permits, there must be a public apology from company's side to foster Trust and fiduciary responsibility via press conference, and further assuring about coming product and its promise.

Reasons for this :- ① Buddha said three things cannot be hidden for long: Sun, Moon, Truth.

② Company Morality + Fiduciary responsibility would be maintained.

③ Deontologically, No person can be seen as means to End. Thus, compassionate Capitalism is the need of hour.

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

The above case study highlights the corruption problem which is

a moral problem and that hole
is the ship that tends to sink the
entire populace on board ◦

a Ethical Issues ◦ -

- ① Public Service Delivery (Eg)
public goods are non exclusionary
- ② Corruption as greasing wheels
(Eg) local officials misusing it
- ③ Conscience to act against the
wrong doers ◦
- ④ Lack of Accountability & transparency
of funds spent to the poor people ◦
- ⑤ Misuse of public money (tax
payer money)
- ⑥ Void in Service Delivery as their

are no other alternatives ◦

(b) Options Available

(1) Doing nothing for the cause of service delivery, as it would be hindered ◦

Merits

- Benefit to citizens as continuity of service
- Go with the flow

Demerit

- Crisis of conscience
- to not speak is also a crime (Mahatma Gandhi)
- lack of courage

(2) lodging FIR against NGO and corrupt officials (impulsive reaction)

Merit

- to punish wrong doers
- Deterrence

Demerit

- without any strong basis
- allegations can be wrong

- ③ Setting up of a committee, based on the information, complaint received to prepare detailed report

Merit

- as per procedure and natural Justice
- will get basis to act

Demerit

- It may delay the process
- It may result into biased report preparation

④

Option chose and reason

- ① Option ③ first as committee would put everything in black and white.
- ② Start from it, Animal should also invite applications from other NGOs nearby is mean

time to provide fair chance to everyone to serve the public, this would bring competitive atmosphere.

Reasons for it are :-

① It is essential to put things in black and white as outsight impulsive decisions may result into distrust towards Government

② this would not only report the wrongdoers in Governance, but also maintain competition in delivering best service to the people.

thus 'manliness + saintliness' of Swami Vivekananda is the best way to proceed forward.

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

The above case study highlights the existing principles of looking employees and employer as a 'Trusteeship' where senior management should see them as a 'Trustee' of people.

a Ethical Issues :-

- ① Injustice to workers as laying off without any prior notice.
- ② Extravagance in spending of lavish lifestyle (Tamasic happiness as per Bhagavad Gita)

- ③ Lack of compassion, Empathy towards employees
- ④ Lack of Moral Fiduciary responsibility
- ⑤ Lack of leadership skills.
(Eg) not even conducting an offline meeting
- ⑥ Unfair Corporate Governance
- ⑦ Lack of responsibility (Eg) Contractual obligation.
- ⑧ transparency, Accountability issues.
- ⑨ Profits as the sole motive (Kare Masu Capitalism)
- ⑩ Employees as pauper (no Social Security; Job Security)
- ⑪ no stakeholder consultation (top

down approach of the same decision

(b) Ethical considerations regarding disparities in remuneration between top level leaders and subordinates

(1) Injustice to the employees

(2) Inequality to the workers

(3) Lack of regard for Equal pay for Equal work [Article 39]

(4) Accountability Issues (Eg) U. Sanyal IAS, first one to disclose his personal assets in public •

(5) Information Gap (Eg) cutting costs through extra work •

(6) Lack of leadership skills •

(7) Lack of integrity on part of

management .

⑧ Lack of voice on part of employees

(eg) Employees must be proactive
to seek pay gap information

⑨ Against positive work culture

⑩ Corporate Governance being not
adhered to for Ethical management
which must balance People ,
employees and profit .

Way forward → ① Ratan Tata's

empathy towards employees must
be the inspiration

② Need balance between Ethicality,
legality, profitability

③ Stakeholder consultations must
be for Compassionate Capitalism .

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। उमे 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 डम 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 ताल्कालिकता 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

The above case study highlights the breach of privacy for profits by corporates leading to Monopolisation of Data, which is the new oil in the era of 4th Industrial Revolution.

a) Ethical Issues :-

- ① Right to privacy of consumers (fundamental right as per K.S Puttaswamy case, 2017) part of Article 21.
- ② Unethical use of AI (against Asilomar Principle)
- ③ Unfair business practices
- ④ Monopolizing data through

all practices •

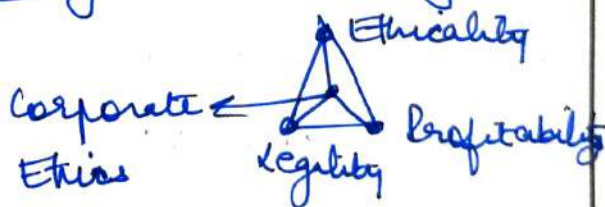
⑤ Data of the people, for the people,
by the people (Eg) belongs to
those whose generate •

⑥ Privacy of individual not to
be intruded for business (as per
B.N Sri Krishna committee)

⑦ Imbalance between Profit and
People •

⑧ Not adhering to balancing ↓

⑨ Options
Available



in this case to Utkram •

① Do as per order from the
senior management •

Merit

- as per professional duty ◦
- duty above anything else
- Greatest Good of Greatest number

Demerit

- Cognitive Dissonance
- Failure in Court of conscience
- Breach of privacy as a FR.

② Refuse to accept it and resign

Merit

- Standing by moral integrity
- means our ends are more important

Demerit

- Unemployment
- Lack of courage to speak against wrong

③ Persuade the management, showing the legal cases and case laws and its legal consequences if not followed ◦

Merit

- Responsible employee
- neither public Good.

Demerit

- management may not agree
- may result in loss of Job

② Ethics can be integral part of AI systems by :-

① Raising Awareness about & recently adopted Bilomas principles of AI

② Ethical regulation (eg) holding intermediaries responsible as per Delhi HC judgement that only passive intermediaries cannot be held responsible.

③ Code of conduct on AI for companies. Social Responsibility as a parameter to be adopted in rating of companies which

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