



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 2370)

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Medium Hindi/Eng.	ENGLISH	Registration Number	1175053
Center	ONLINE	Date	25 AUGUST 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

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

Is student recommended for One-to-One mentoring?

Recommended

Strongly Recommended

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

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

## EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

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All the Best

खंड A / SECTION A

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

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

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

Does moral conscience always complement laws, rules, and regulations in ethical decision-making? Support your answer with suitable examples. (Answer in 150 words) 10

Moral conscience refers to the internal compass of an individual that describes what is a 'right' or 'wrong' action or thought in a given situation.

Analysing Congruence with Rules

1) Rules and regulation and socially legitimate laws dictate the benchmark to evaluate and guide individual action.

2) However, it is not necessary that the same might align with one's moral conscience.

- 3) For example, while laws might allow for death penalty, ~~the~~ the same might not resonate with one's conscience.
- 4) Similarly, the recent overturning of Roe v. Wade judgement in USA saw widespread protests. For some, moral conscience might argue for bodily autonomy of women which the laws might not agree to.
- 5) The theoretical model of analysing obedience to laws describes a conventional and a post-conventional mindset. While the former believes in obeying laws as told, the latter seeks to question and weigh all laws on their own merit in line with the post-truth world.

Despite possible incongruity, many a times laws and moral conscience do have a broad agreement  
e.g. protection of environment laws, child rights, etc.

1. (b) भारत जैसे देश में समाज के कमजोर वर्गों के प्रति करुणा का भाव अनिवार्य है और इससे समझीता नहीं किया जा सकता है। उपयुक्त उदाहरणों के साथ परीक्षण कीजिए। (उत्तर 150 शब्दों में दीजिए)
- Compassion towards weaker sections of society is essential and non-negotiable in a country like India. Examine with suitable examples. (Answer in 150 words) 10

Compassion refers to a strong sense of empathy for others' situation and predicament followed ~~with~~ with a sense and urge of acting in a manner as to alleviate other's suffering.

### Need for Compassion in India

- 1) The Indian societal ethics traced from ideas of 'Ram Rajya' argue for compassion towards the weak and downtrodden.
- 2) Despite years of developmental journey, India has a large population which is poor (13.3%.

- MPI poor) and those suffering from historical injustices (SCs, STs and OBCs).
- 3) Gender identities further complicate the situation and exacerbate the exploitation of the weaker sections.
  - 4) India's journey to developed nation by 2047 and to utilise demographic dividend (peak in 2050), India needs to foster inclusivity.
  - 5) Thus, compassion can be the only guiding force. Preamble outlines ideas of justice, equality and liberty require Gandhian approach of Antyodaya (by thinking about the last man).

The Government programs such as Vibrant Villages (to cater to ~~the~~ backward border populations) or Aspirational districts and blocks along with affirmative action reflect this compassionate attitude.

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 in highlighting the conception of corruption being prevalent in India draws on idea of 'Sanskritisation of Corruption'.

1) Drawn on idea of MN Srinivas' 'Sanskritization', it reflects the idea that corruption is an aspirational target.

2) Those feeling marginalized in the system seek to enter it to not resolve the issue of corruption but to participate in it.

3) Many a times, in public discourse, corruption is praised as the 'grease of the economy'.

4) The rise of 'collusive' corruption signifies the development of mutually beneficial unholy nexuses between Bureaucrats, Politicians and Businessmen and Criminals.

5) The lavish lifestyles earned through corruption which are often glamorised in media (e.g., series like 'Farzi')

highlight the prevalence of such mindset. However, ~~one~~ must not forget the India is also the land of Chanakya and statements like Gandhi and LB Shastri. 'India Against Corruption' campaign shows that ideals of morality and ethics in public life are not forgotten and that corruption has a low shelf life especially in a minimum government set up.

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 provision of answerability to the public vis-a-vis public service delivery and its quality.

1) Democratic Governance forms an important pillar of World Bank's idea of Good governance.

2) It involves civic engagement in political and administrative sphere. The provision of social audits in MGNREGA or School Mid-Day Meal allocations reflect the growing involvement of communities in ensuring the

efficiency of fund utilisation.

3) Strengthening of Gram Sabhas especially in tribal areas (5th and 6th schedule) reflect this idea as was conceptualised in the Gandhian idea of 'Gram Swaraj'.

4) Public Service delivery in modern paradigm recognises the importance of communities. Environment protection programs, e.g., MISHTI mangrove program cannot be materialised in absence of proper public participation.

The creation of demand specific infrastructure and localised solutions to provide efficient 'Micro-level' governance needs social accountability through 'Citizen Charters' that are in-line with 2nd ARC recommendations to ensure outcome oriented working.

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

The voice of conscience reflects the voice of morality and ethics ingrained in us. This differs from the voice of purely objective argument that has limited persuasive power.

D) Additionally, while one might use reason to persuade someone to give up bad influences, unless the person's inner voice says so, such words of caution are bound to fall on deaf ears.

2) Buddha sought various means to attain Nirvana (Enlightenment). However, despite surrounding himself with men of experience and knowledge, it was not until his consciousness woke up, did he attain Nirvana.

3) The growing situation of conflict in Europe and West Asia has reflected the limitation of voices arguing for a stop to violence.

The only potent solution remains an exhortation to the conscience of people there as had happened when people from both sides had broken down the Berlin Wall.

In a complex world, voice of conscience remains our only true guide. However, it is important that it is heeded to and nurtured with values and morals necessary to cultivate it.

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

Patience and courage <sup>are important</sup> to sustain oneself on one's thought process and to stay focussed on fulfilling one's goal. Patience also gives one the necessary time and scope for reason which is essential to have a clear vision of future.

1) When Shivaji had lost his fort and was wandering around in a different get up, he once had dinner at an old lady's house. The lady did not recognise him but chided him for not securing the soup with the rice.

2) This gave Shivaji the idea of Securing the fort from the outside and then proceeding inwards.

3) Herein, what helped him was his patience and courage to look for the right opportunity. He used his time to think and reason the best strategy to achieve his goal of regaining his fort.

a) Similarly, Pandavas were able to utilise the exile period to gain allies and strength because of their fortitude.

The Indian independence struggle under Moderates reflects this spirit of fortitude that helped generate mass consciousness. M.G. Ranade had argued that the petitions to British are but messages to the population. Thus, fortitude is the marshall of thought, the armour of will and the fort of reason.

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

Character refers to the basic behavioural essence of an individual that determines and is reflected in ~~the~~ his thoughts and actions.

1) The idea that character is born out of habits holds true as a child's character, for example, is shaped through reinforced behavioural traits.

2) For example, it has been found that those children experiencing 'Democratic Parenting' at home are highly likely to be emotionally

intelligent and considerate.

3) This happens ~~to~~ due to constant repetition of positive ~~to~~ behavioural traits. For example, the habit of feeding birds everyday would make one conscious to other beings.

4) Therefore, to bring any positive reform in character, a positive reinforcement of a good habit is needed.

5) For example the idea of Community Service as punishment for petty crimes in BNS, 2024 reflects this spirit of reforming an individual rather than punishing him.

Thus, positive reinforcement of habits can help strengthen positive character traits in an individual.

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

In an increasingly competitive world, burnouts and depression due to work related stress have become prevalent. NGRB data suggests as 4% jump in suicide cases between 2021 and 2022.

### The Need of Balancing Competition

1) Many organizations employ competitive target completion based target appraisal and incentive methods to boost employees' performance.

2) However, the competition often becomes intense and political

leading to undue pressure on employees.

3) The Human Relations theory of Herbert Simon argues for catering to employee needs with a humane lens to boost productivity.

4) Thus, low stakes, group-based targets need to be employed to boost healthy competition. The distribution of responsibilities and low stakes involved reduce employee pressure.

5) Additionally, aiding employees with on-job training to boost productivity and to seek constant feedback to reduce organizational bottlenecks is important.

Employee welfare is an important pre-condition for an organization's success. Good models like Google need to be studied to share their methodologies elsewhere.

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

Management reflects the maintenance of an ordered procedure. Leadership on the other hand involves constant innovation and dealing with uncertainties in the absence of standard operating procedures.

D Management tasks involve doing things right, i.e., to follow the SOPs and going by the book. e.g., Management of a factory floor involves meticulously monitoring that every element of a production chain is well in place.

2) Leadership involves doing the right things, i.e., taking ~~the~~ decisions beneficial to a person or an organization. For example a CEO striking a deal with another company for technology sharing.

3) An organisation requires a combination of 'managerial' and 'leadership' skills in its executives. SoPs need to be adhered to where necessary to boost efficiency. However, organic leadership skills are needed to deal with a contingency.

For example, Karambir Kong, the Manager of Taj Mumbai during 2008 attack efficiently managed to evacuate guests by following SoPs while providing leadership to his employees in an unprecedented situation.

Thus, leadership and management go hand in hand for an organization's success.

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 refer to values and beliefs tied to a particular object, person or a course of action. Individual attitudes are shaped through agents of socialisation, e.g., parents, family, friends, school, media, etc.

Factors contributing to Attitude Development

1) Need for Attitude: Individuals develop attitude to serve knowledge function as it helps them make sense of the world. For example, an attitude against thieving helps one understand why thieves are punished.

2) Additionally, attitude also serves to generate one's identity.

For example, a person disliking private property might utilise that attitude to recognise himself as a Communist.

3) Attitude formation depends on what French & Raven classify as sources of attitude socialisation.

These include: — reward and punishment; charisma and referent power of an agent of socialisation (e.g., a celebrity endorsing Swacha Bharat); or the perceived expertise of an agent of socialisation (e.g., children regard teachers as more expert than parents in matters of education.).

Attitudes however are greatly reinforced or reshaped through personal experience. Hence, socialisation agents lay the foundation, individual experiences build on them.

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

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

10

Emotional intelligence refers to the ability to think with emotions and to reason with emotions. Thus, it involves complementing an objective outlook with a consideration of emotional aspects involved in a situation.

### EI and Conflict Management

The role of EI in conflict management can be analysed using Daniel Goleman's perspective

2) Self-Awareness: The ability of self-reflexivity allows an administrator to be aware of own biases and stakes

in a situation. e.g., in an office dispute, self-awareness might prevent biased handling due to personal liking or disliking of an employee.

b) Self-Regulation: it helps regulate own feelings while resolving a conflict. e.g., one might not entangle oneself in a conflict because it resonates with personal beliefs.

c) Empathy: this helps in taking a considerate view of parties involved and finding a middle ground. e.g., in team formations, one might allow for flexible work hours to a pregnant colleague.

d) Social skills: the skills of communication and persuasion are necessary to reduce a conflict. [e.g.] Pranab Mahajan using light jokes to moderate opposition in Lok Sabha.

Thus, EI is highly indispensable for an organisation's efficient working.

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

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

Attitude refers to the beliefs, perceptions and ideas that guide oneself with respect to a particular situation or condition.

### Attitude's Role

1) Attitude shapes our perceptions and interactions with the world in the sense that attitude is the determinant of specific behaviours.

2) A person with a strong attitude against environmental pollution is more likely

to participate in a rally or  
file a case (e.g., MC Mehta)  
than others.

3) Those without a strong attitude  
are more likely to follow the 'bandwagon  
effect' wherein they derive their  
attitude from their cohort. [e.g.]  
a person with diverse friend group  
is more likely to have tolerant  
attitude.

4) Those using attitude as a defensive  
weapon seek to cater to the  
neglect that they've experienced  
earlier. [e.g.,] those with abusive  
childhood are like to have emotionally  
reclusive attitude.

Therefore, attitude is a defining  
element shaping our worldly interactions.  
Thus, positive attitudinal reinforcements  
are necessary to build better personalities.

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

Gen Z refers to the early 2000s born generation that followed the millennials.

Recent reports suggest higher loneliness levels in Gen Z than previous generations.

1) The higher loneliness trends can be attributed to:

a) less number of siblings due to decreasing TFR over the years. e.g., China and one-child policy.

b) nuclear family set ups leading to decreased social interactions.

c) limited emotional connections due to career responsibilities, hectic life schedules and rising cost of living leading to lesser number of marriages, e.g., South Korea.

d) Social Media usage reducing personal interactions.

2) The rising loneliness pandemic needs to be addressed at the earliest. The rising cases of depression, mental illnesses and suicides (4% jump 2021 to 2022 NCRB) reflect this urgency.

Gen Z ~~illness free~~ loneliness trend will continue to plague subsequent generations if it is not addressed early. Thus, holistic stakeholder level societal interventions are needed to address this pandemic.

**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 विज़ुअल विकसित करना था। हालांकि, प्रोजेक्ट के लिए किए गए शोध में, उसे बिक्री की रिपोर्टिंग का एक ऐसा पैटर्न मिला जिसने उसे विचलित कर दिया।

नीरज ने देखा कि यदि किसी ग्राहक ने 50 लाख रुपये के "एडवांस" उत्पाद और 50 लाख रुपये के "बेसिक" उत्पाद खरीदे हैं, तो 1 करोड़ रुपये की समग्र बिक्री को "एडवांस" उत्पादों की बिक्री के रूप में वर्गीकृत किया गया था। उसे इस तरह के कई उदाहरण मिले तथा गलत तरीके से दर्शाई गई राशि करोड़ों रुपये में थी। एक कर्मचारी के तौर पर, वह इस बात से परेशान है कि कंपनी की बिक्री को वास्तविकता से अधिक मजबूत दर्शाने से निवेशकों को भ्रामक जानकारी प्राप्त हो सकती है।

नीरज को लगता है कि सही कार्य यही होगा कि वह अपनी बात कहे और कंपनी के बिक्री संख्या को अभिलेखित करने के तरीके को ठीक करने का प्रयास करे। वह इस बात से बहुत परेशान है कि यह बेईमानी है, और उसकी व्यक्तिगत सत्यनिष्ठा और नैतिक मूल्यों के विरुद्ध है।

हालांकि, नीरज कंपनी में नया कर्मचारी है और कोई बड़ी समस्या नहीं खड़ी करना चाहता है। वह यह भी सोच रहा है कि क्या बिक्री रिकॉर्ड करने के तरीके के लिए कोई उचित स्पष्टीकरण हो सकता है। जब नीरज ने अपने बरिष्ठ से सलाह ली, तो उसे बताया गया कि यह कॉर्पोरेट संगठनों में आम तौर पर इस्तेमाल की जाने वाली "रचनात्मक लेखांकन (क्रिएटिव अकाउंटिंग)" प्रथा है। उन्होंने यह भी संकेत दिया कि बिक्री की कुल राशि में हेराफेरी नहीं की गई है।

इसके अलावा, यह एक तनावपूर्ण समय है, जिसमें कई तकनीकी छंटनी हो रही हैं और नीरज की स्वयं की कंपनी ने छंटनी किए जाने की घोषणा की है। एक नए कर्मचारी के रूप में, वह जानता है कि वह नौकरी से निकाले जाने वाले पहले कर्मचारियों में से एक हो सकता है। इसलिए, वह अभी अपनी नौकरी खोने का जोखिम नहीं उठाना चाहता क्योंकि उसे किराए जैसे अन्य खर्चों के अलावा छात्र ऋण भी चुकाना है।

**(a)** इस प्रकरण में नीरज के समझ 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

2) The given case study highlighting a Corporate ethical dilemma situation has the following ethical dilemmas faced by Neeraj:

1) Whether or not to report the data fudging to sector regulator?

2) Whether or not to prioritise investor's right to know real company's sales figures?

3) Whether or not to prioritise own career and financial security?

4) Whether or not to compromise with own morals and integrity by remaining silent?

Thus, Neeraj's dilemmas reflect a conflict between personal ethics, sectoral ethics and company's internal work ethical.

b) Work culture refers to the environment of workplace and the way of devising strategies and responses to an emergent situation.

i) An open work culture that encourages employees to speak up fosters a confidence ~~in~~ in employees. This also encourages better practices and innovation in the working of an organisation. For example Sudha Murthy's letter to JRD Tata against exclusion of women from

The shop floor allowed positive change in the organisation of Tata Motors

2) A closed work culture which limits employees' ability to report a wrongdoing in the company reduces incentive for employees to speak up. And as JS Mill had argued, stifling free speech only denies a company new ideas.

e.g. The Facebook whistleblowing by Francis Haugen led to massive embarrassment for the company. This could've been prevented had the organisation had proper feedback mechanisms within itself.

Thus, organisations should strive for open work cultures to allow better organizational practices.

c) Leadership of an organisation can help foster sound work culture by:

1) Discouraging confidence in employees that organisation seeks to promote ethical work culture.

2) by setting example by oneself  
e.g. → Vikram Sarabhai took launch failure on himself rather than Young A.P.J. Kalam.

3) By adhering to work ethics in dealing with employees, e.g. → encouraging feedback sessions and providing better employment terms such as maternity and paternity breaks.

4) Having strong whistleblower protection laws and regulations

Thus, promotion of ethical work culture starts from the leadership itself.

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

2) This case study reflects the modern concern of various enterprises that have overworked workers and equally gruelling work completion deadlines.

The ethical issues involved are:

- 1) Whether or not to adhere to senior ~~work~~ management solution and call for worker overtime?
- 2) Whether or not to take a considerate view of the employee situation of already overworked workers?
- 3) Whether or not to refuse the new order until allocation of fresh budget?

4) Whether or not to prioritise defence and national security over employee's interests?

b) The various options available are:

1) To adhere to senior management ~~senior~~ advice and go for employee overtime to fulfill orders.

Merit	Demerit
Fulfills the defence needs.	Leads to employee exhaustion and burnout and possible productivity loss.

2) To delay orders timelines to future

merit	Demerit
Reduce employee burden	Possible national security risk and risk to own job

3) To prioritise urgent work and seek deputation of skilled force from sister PSUs.

Merit	Demerit
Reduces and rationalizes employee burden without budget needs and also helps fulfill defence contract needs.	Deputations might be difficult to manage and prioritization might lead to pendency of other orders.

⇒ As the Director, the third course of action, i.e., seeking deputations and prioritizing orders seems to be the most plausible and workable solution in the interim. For future purposes, proper coordination with potential clients to anticipate workload is necessary to rationalise workload and reduce burnout risks.

c) Burnout refers to exhaustion due to over working without proper rest. Companies and government can take following steps in this regard:

- 1) Provision of five day week wherever possible.
- 2) Provision of work from home and flexible work hours wherever possible.
- 3) Team bonding exercises at workplace.
- 4) Efficient work climate that is conducive, e.g., ACs at factory floors.
- 5) Provision of paid leaves, maternity and paternity leaves.
- 6) Rationalising work in a more organized and conducive manner.

Reducing burnout chances is highly important in boosting worker productivity. The Human Relations theory of Herbert Simon contains relevant lessons for even today.

9.

एक अग्रणी न्यूट्रास्युटिकल कंपनी में अनुसंधान एवं विकास विश्लेषक के रूप में, आप पोषक तत्वों से भरपूर बायोमास, जो त्वचा और हड्डियों के स्वास्थ्य में सुधार करता है, के विकास में सक्रिय रूप से शामिल रहे हैं। शोध के परिणाम आशाजनक हैं और आपकी टीम आगामी उत्पाद को लॉन्च करने के बारे में उत्साहित है। नियमित रूप से होने वाली अंतर-टीम मीटिंग के दौरान, आपको अकस्मात ही अपनी कंपनी के किसी अन्य उत्पाद से संबंधित शोध परीक्षणों और दस्तावेजों के बारे में पता चलता है। यह उत्पाद 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

2) The case study highlights a medical and pharmaceutical sector ethical dilemmas which have become more a topic of discussion after the Johnson and Johnson baby powder was found to have carcinogenics.

The ethical issues involved are:

- 1) Whether or not to adhere to company policy and feign ignorance of other team's research?
- 2) Whether or not to prioritise own product and company stability and reputation by ignoring the ineffectiveness of another product?
- 3) Whether or not to prioritise consumer rights and welfare and highlight product shortcomings

at huge personal as well as potential  
preventive healthcare gains cost?

4) Whether or not to prioritise  
investors right to know about  
company's products and their  
effectiveness?

5) Whether or not to prioritise  
medical ethics of transparency  
over personal and company  
interests?

b) Options available are:

1) To highlight the ineffectiveness  
of the product.

Merit	Demerit
Safeguard consumer rights and also that of investors. To also safeguard company reputation by removing	Jeopardize company's survival and growth in the long term.

ineffective product from  
the market.

Lead to loss of  
personal research  
and potential  
repercussions  
at work for  
breaching  
company policy  
of team secrecy.  
And loss to  
preventive healthcare.

2) To keep quiet about ineffective  
product

Merit

Helps sustain company  
survival and own  
research and career  
prospects.

Demerit

Leads to loss  
of company  
reputation due  
to poor consumer  
feedback. Also fraud  
with consumers.  
Also leads to  
compromise with  
personal and  
medical ethics.

3) To discuss with senior management  
and lead to a phased withdrawal  
of the product and a balanced

disclosure to investors for the same.

Merit	Demerit
Strengthens company's commitment to quality and ends fraud with the consumers and to safeguard own research as well.	The senior management might not agree and might take action for seeing other team's research. Also potential investor exit.

② The course of action that is workable is the Third one that is discussion with the senior management. The company's reputation would be more severely undermined if ~~an~~ competitor is able to prove product's inefficiency. If anything, a self-declared withdrawal would only increase ~~some~~ consumer and investor confidence in company's transparency and internal check-mechanisms.

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

2) The case study highlights the challenge of corruption and the potential challenges in running efficient administration without confronting such elements.

The ethical issues involved are:

- 1) Whether or not to take action against the bribe giving NGO as well as bribe taking officers?
- 2) Whether or not to go along with business as usual scenario and turn a blind eye to corruption to ensure efficient service delivery?
- 3) Whether or not to spare the NGO while taking action against only the

erring officials?

6) Options available to Annulose:

1) Take Action against erring officials in government and NGO members.

~~Merits~~

Merit

To curb corruption and ensure that such a thing is not repeated in future. Additionally, cement one's reputation as strictly against corruption.

Demerit

jeopardizes the efficient service delivery and lowers the moral of NGO workers.

2) Take no action and turn a blind eye in the interests of public service delivery.

Merit

Allows public service delivery to continue and continuous NGO support.

Demerit

Leads to more confidence in corrupt elements and a compromise with own integrity.

3) To send out a stern warning as to severe repercussions for bribery and corruption.

Merit	Demerit
Allows <del>B</del> public service delivery to continue without hiatus and also curbs corruption.	Leads to no action against those who have already received bribes.

c) The option that Anmol should choose is:

⇒ The third option of sending out a stern warning and taking strict action in case of non-compliance.

The reasons for the same are:

i) It allows the public service delivery to continue.

- ii) It curbs corruption in the interim.
- iii) While it takes no action for previous instances of bribery, it is essential to note that evidence and proof for the same would be difficult to find and detail developmental efforts.

Annals, in the long run should ensure conducive environment for the NGO to work in to reduce the dependency on bribery. Additionally, long serving officials should be ~~to~~ routinely transferred to reduce chances of local nexuses.

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 अशुभ 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 पारिष्पिक 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

a) The case study highlights the disparity between top level remuneration and employee remuneration in an organization. This issue being in debate in context with ~~a tech~~ edutech start up is a raging and pertinent issue.

The ethical issues involved are:

1) The conflict between the ethics of modest living and the modern ethics of consumerism and lavish lifestyles.

2) The conflict between ethics of parity and equity in ~~numera~~ numeration and that of capitalist ethic of rewarding the risk-taker.

3) The conflict between ethics of valuing work equally to ethics of rewarding ideas and first-movers.

4) The conflict between the right to privacy and personal choices and the ~~ethic~~ ideas of celebrities <sup>need to</sup> promoting responsible living as they are responsible for setting public discourse.

b) The ethical considerations regarding disparities in remuneration of top-level leaders and their subordinates in corporates are as follows:

1) The corporate work ethic values the original thinkers and risk takers more.

This is reflected in promoters having the first right to the wealth that their company generates.

2) The workers are considered replaceable and hence have marginal bargaining power to demand higher remuneration.

3) This gets reflected in the idea of Ghost jobs that corporates list out to keep a pool of efficient hands ready to replace erring workers.

4) Thus, while the ethical consideration of rewarding the risk-taker more is justified as ~~he~~ he/she bears the losses and not the employees, the disparity should be in justifiable limits.

5) Higher disparity leads to demotivation among workers and the perception of the top leadership as aloof to their realities.

Thus, companies need to moderate the pay differences to help allow workers to feel as valued partners in a firm. Offering stock options to workers is one way of bridging the gap.

12.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2) The case study highlights the pertinent issue of AI systems programming that have shadowed processing of personal data of users and algorithms that might manipulate user responses.

The ethical issues faced by Vikram are:

- 1) Whether or not to prioritise own team's interests and the interests of the company over users' right to privacy?
- 2) whether or not to prioritise user's right to privacy ~~to~~ over company's and own

team's interests?

3) Whether or not to adhere to marketing team's demand of introducing 'Dark Patterns' and manipulate user demand?

4) Whether or not to safeguard long term industry and user interest in place of short term interests?

b) Options before Vikram are:

D) Refuse Sales targets and Marketing team suggestions:

Merit	Demerit
Helps safeguard user right to privacy and a potential legal trouble in future for the company	Chances of team being suspended and company's sales not meeting their target.

and also ensure adherence to own personal ethics.

2) Address to Company Marketing Team's demands.

Merit	Demerit
Helps safe own team and secure company's sales growth.	Compromises user privacy and a potential legal trouble in future.

3) Use non-identifiable data and creating positive marketing schemes to boost sales

Merit	Demerit
Helps in securing user right to privacy. Saves legal troubles and raises sales.	Marketing team might not agree and sales targets might not be met leading to potential suspension.

Adhering ~~the~~ to free third solution is plausible as ~~non-~~generating user trends without identifying users might help in catering to specific product schemes that need a demand boost and also shows ethical standards on part of Vikram.

9) Making Ethics a part of AI can be done as follows:

1) Employing non-identifiable data to train AI models.  
(Digital Personal Data Protection Act)

2) Identifying and removing biased algorithms and taking widespread feedback on AI models.