NEXT IAS

anubhav-2025

(To be filled by candidate)

TEST CODE : ANV2504

Name of Candidate: Sugandha Gupta ..... Mobile N [redacted]

Roll No. : ANM2590011122 ..... Start Time 2:30 ..... End Time 8:30

Date of Examination: 3-8-2025 ..... Medium : English ☑ Hindi ☐

Q. No.	Maximum Marks	Marks Obtained
1.(a)	10	
1.(b)	10	
2.(a)	10	
2.(b)	10	
3.(a)	10	
3.(b)	10	
4.(a)	10	
4.(b)	10	
5.(a)	10	
5.(b)	10	
TOTAL MARKS - 100		

Q. No.	Maximum Marks	Marks Obtained
6.(a)	10	
6.(b)	10	
6.(c)	10	
7.	20	
8.	20	
9.	20	
10.	20	
11.	20	
12.	20	
TOTAL MARKS - 150		

GRAND TOTAL - ...../ 250 EVAL CODE: ..... EVAL DATE: .....

GENERAL INSTRUCTIONS

1. Immediately on receipt of the QCA booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.
2. Candidates must mention all relevant details like Name, Roll No, Mobile, etc. in the space allocated.
3. Candidate is expected to attempt all 12 questions within the given timeline.
4. Answers must be written in the medium authorized at the time of admission.
5. Candidates must write answers for the specific question under the respective question itself. Any answer written outside the space allotted may not be given credit.
6. Please write neatly. Avoid illegible writing.
7. Do not write/mark irrelevant matters in the QCAB.

सामान्य निर्देश

1. QCA पुस्तिका प्राप्त होने पर कृपया तुरंत जांच लें कि इस QCA पुस्तिका में कोई पृष्ठ या सामग्री आदि गलत छपी हुई या फटी हुई या गायब तो नहीं है। यदि ऐसा है, तो इसे एक नई QCA पुस्तिका से बदल लें।
2. अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा ।
3. अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
4. प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
5. अभ्यर्थियों को विशिष्ट प्रश्न के उत्तर संबंधित प्रश्न के नीचे ही लिखने होंगे। आवंटित स्थान के बाहर लिखे गए किसी भी उत्तर को क्रेडिट नहीं दिया जाएगा।
6. कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
7. QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS: .....

.....

FOR OFFICE USE ONLY

Student Concerns / Query	Evaluator's Feedback / Response
1	1 .....
.....	.....
.....	.....
.....	.....
2	2 .....
.....	.....
.....	.....
.....	.....
3	3 .....
.....	.....
.....	.....
.....	.....

MARKING SCHEME *

Marks Per Ques	Below Average	Average	Above Average
10 Marks	Below 3.00	3.00 - 3.75	4.00 and above
15 Marks	Below 4.50	4.50 - 5.75	6.00 and above

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy	Common mistake and Correct Filled QCAB
Copy Scanner App	Next IAS Test Centre Location

MACRO COMMENTS

The Purpose of MTS 2.0 Score Improvement Program (SIP) is to provide constructive suggestions on 'How to improve Answer Writing and thereby score better marks.

Q1.(a).

Introduction	Body	Conclusion

Q1.(b).

Introduction	Body	Conclusion

Q2.(a).

Introduction	Body	Conclusion

Q2.(b).

Introduction	Body	Conclusion

Q3.(a).

Introduction	Body	Conclusion

Q3.(b).

Introduction	Body	Conclusion

Q4.(a).

Introduction	Body	Conclusion

Q4.(b).

Introduction	Body	Conclusion

Q5.(a).

Introduction	Body	Conclusion

Q5.(b).

Introduction	Body	Conclusion

Q6.(a).

Introduction	Body	Conclusion

Q6.(b).

Introduction	Body	Conclusion

Q6.(c).

Introduction	Body	Conclusion

Q7.

Introduction	Body	Conclusion

Q8.

Introduction	Body	Conclusion

Q9.

Introduction	Body	Conclusion

Q10.

Introduction	Body	Conclusion

Q11.

Introduction	Body	Conclusion

Q12.

Introduction	Body	Conclusion


NEXT
IAS

Candidates must not write on this margin

खण्ड–A / Section–A

Q.1 (a) "कर्त्तव्य, प्रशासनिक नैतिकता की आधारशिला है, किन्तु अन्य नैतिक दृष्टिकोणों के एकीकरण के अभाव में, इसके यंत्रवत् अनुपालन (Mechanical compliance) बनने का जोखिम होता है।"

चर्चा कीजिए कि कर्त्तव्य, सद्गुण, सिद्धांत और परिणामों का परस्पर संबंध लोक प्रशासन में नैतिक निर्णयन को कैसे समृद्ध कर सकता है? (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Duty forms the cornerstone of administrative ethics, yet without integration of other ethical perspectives, it risks becoming mechanical compliance."

Discuss how the interplay of duty, virtue, principle, and consequences can enrich ethical decision-making in public administration. (Answer in 150 words) 10 Marks

"It is our duty to follow administrative laws that are right. At same time it is our moral obligation to not follow unjust laws." - Martin Luther King Jr.

DUTY IN PUBLIC ADMINISTRATION

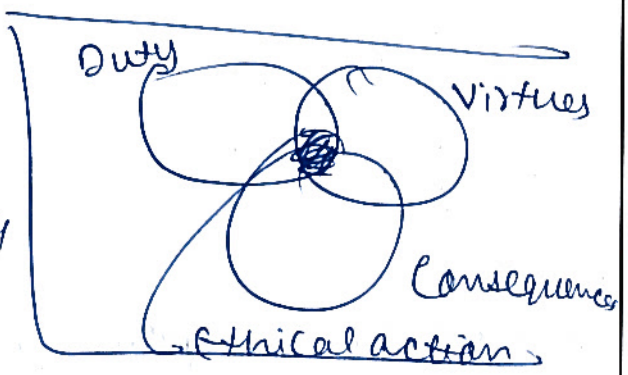
① True duty in public actions is to follow the code of conduct.

② This is irrespective of the consequences and abiddance to duty is the ethical decision as Kant says

③ However, cold red book bureaucracy can deter Sarvodaya and real time ideal of the duty enshrined merely behind its words

Candidates must not write on this margin

INTERPLAY OF VIRTUE, PRINCIPLES AND CONSEQUENCES



(1) Bureaucratic decision making involves discretionary power for compassionate public administration.

(2) Ethical decisions are those based on moral conscience and sensitivity and not those following mere superior directives

(3) Duty must be balanced with overarching principle of no harm - where the ultimate action gives welfare to all

(4) Eg An officer who puts the needs of old and disabled first over general public is not partial in duty but rooted in virtues.

Ethics in public administration is not a blind road. A competent officer can be the one who is ethical.

Candidates must not write on this margin

Q.1 (b) "एक पेशेवर लोक सेवा की ताक़त, गहन राजनीतिक परिवेश (Deeply political environment) में भी, गैर-पक्षपातपूर्ण बने रहने की उसकी क्षमता में निहित होती है।"

क्या आप इस बात से सहमत हैं कि 'पक्षपात' (Partisanship) लोक प्रशासन के नैतिक आधार को क्षीण करता है? सिविल सेवकों में 'राजनीतिक पूर्वाग्रह-जनित जोख़िमों' और 'तटस्थता बनाए रखने में सहायक रक्षोपायों' पर चर्चा कीजिए।

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"The strength of a professional public service lies in its ability to remain non-partisan, even in a deeply political environment."

Do you agree that partisanship undermines the ethical foundation of public administration? Discuss the risks posed by political bias among civil servants and the safeguards that help uphold neutrality.

(Answer in 150 words) 10 Marks

"Public service and power are the tools of an administration. An arbitrary powerful bureaucrat is not less than a syndicate member."

NON PARTISANSHIP IN PUBLIC ADMINISTRATION

(1) Non partisanship in public administration refers to staying politically and bureaucratically neutral to any stakeholder as consequence.

(2) It is to view the ultimate action with a Veil of Ignorance - where personal welfare or political causes are no above the true upliftment of marginalised.

(3) A partisan civil servant not just undermines the institutional mandate but also leads to

Candidates must not write on this margin

erosion of ethical trust building with public

RISKS OF POLITICAL BIAS

1. Lack of accountability to public and judicial fiduciary role
2. Deepening the conflict and inequality of the politically sensitive environment.
3. Erosion of public trust doctrine and the true principles of abidding to constitution
eg A civil servant who allows for nephew of a MLA to be included in list of selected job Candidates, derails not only public trust but institutional administration.

SAFEGUARDS PRESENT

1. Presence of institutional protections, guaranteed service tenure and no political interference in service record are the explicit safeguards
2. Implicit support can be by departmental and institutional mechanisms to seek protection.

A civil servant must always uphold his integrity and moral aptitude over political kaartisanship.

Candidates must not write on this margin

Q.2 (a) नैतिक अस्पष्टता की स्थितियों में, जहाँ औपचारिक नियम अपर्याप्त होते हैं, भावनात्मक बुद्धिमत्ता और अंतःकरण (Conscience) महत्त्वपूर्ण उपकरण बन जाते हैं।

व्याख्या कीजिए कि ये आंतरिक क्षमताएँ लोक सेवकों को नैतिक रूप से अस्पष्ट क्षेत्रों से निकलने में कैसे सहायता करती हैं? सोदाहरण पुष्टि कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

In situations of moral ambiguity, where formal rules fall short, emotional intelligence and conscience become crucial tools.

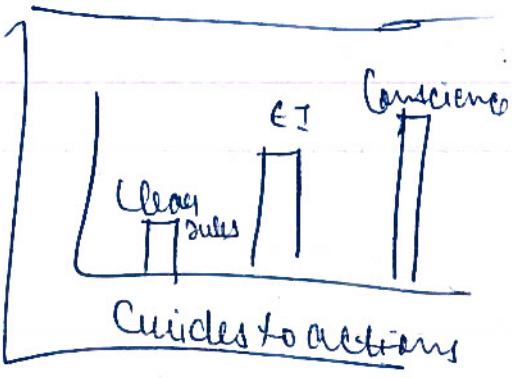
Explain how these internal faculties help public servants navigate ethical grey zones. Support with a suitable example. (Answer in 150 words) 10 Marks

"Administration is not walking along black and white lines. It is about navigating way in the grey zones."

MORAL AMBIGUITY AND CONSCIENCE AND EI

① Real practical situations are not what is merely written in the rules but rather a complex interplay of political and dynamic local factors.

② A civil servant is best guided by a strong ethical backbone and moral conscience to act



③ Emotional intelligence can help analyse self and others emotions and take pragmatic well calculated decisions.

Candidates must not write on this margin

④ This ensures not just responsive governance but also helps contemplate a morally upright work ethic among self and the office.

⑤ This ensures that discretion is not utilised to side step the system but to analyse the true soul of rules beyond the letters.

EXAMPLES

① Eg In case of an imposed curfew, if a critically ill elderly demands health attention, strict cold rule following may not help. The right action would be to allow for health care service to the ill based on moral sensitivity.

② Eg In an illegal sentiment, outright anti-encroachment drive and bulldozer culture may actually lead to alienation. An insight in proper rehabilitation and basic needs provisioning for humanitarian cause is must.

As Gandhi says- "To judge a state not by how it maintains its rich, but by how it especially cares for its destitute."

Candidates must not write on this margin

Q.2 (b) "नैतिक दुविधा का केंद्रीय तत्त्व मूल्यों का अभाव नहीं, अपितु प्रतिस्पर्धी उत्तरदायित्वों की उपस्थिति है।"

चर्चा कीजिए कि लोक प्रशासन में नैतिक दुविधाएँ प्रायः नैतिक अस्पष्टता के बजाय, वैध दायित्वों के टकराव से कैसे उत्पन्न होती हैं। उपयुक्त उदाहरणों द्वारा स्पष्ट कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

"The heart of the ethical dilemma is not the absence of values but the presence of competing responsibilities."

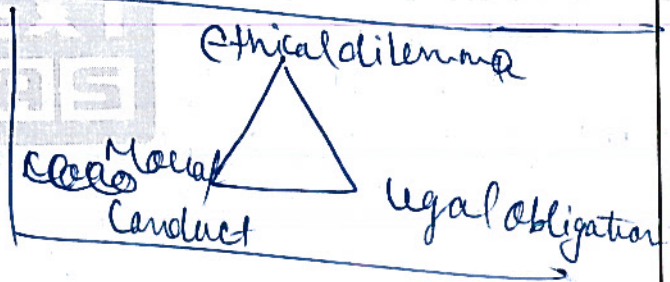
Discuss how ethical dilemmas in public administration often emerge from the clash of legitimate obligations rather than moral ambiguity. Illustrate with suitable examples.

(Answer in 150 words) 10 Marks

"I realised the moral ethical courage is not absence of fears or crisis, but an ability to overcome it." - Nelson Mandela-

ETHICAL DILEMMAS IN PUBLIC ADMINISTRATION

(1) Ethical dilemmas in public service are conflict of following what is clearly directed or what is actually just and righteous.



(2) Now often legitimate obligations/duty clash with moral conscience of individual leading to ethical dilemma.

(3) So, ethical dilemma is not right v/s wrong but rather right v/s right.

Candidates must not write on this margin

④ Eg Robodebt Scheme of Australia - failure of application of moral sensitivity over a legal mandate

↓

A legal automatic system sending wrong debt notices to people

↓

Officials knew that the system was rigged but were bound by laws

↓

Led to many suicides and public outrage.

⑤ So, a careful compassionate discretion over words of the rule to understand the underlying principle of the laws is must.

⑥ Eg During Ahemdabad Mill Satyagraha

↓

Rule said to give only 20% bonus but the on ground demand was 50% bonus

↓

Using ethical and moral rationale, Gandhi went for a balance @ 35% bonus to plague stuck workers.

Thus ethical dilemmas require pragmatic involvement of emotional intelligence to balance legal obligations.

Candidates must not write on this margin

Q.3 (a) "बढ़ती निगरानी, मीडिया परीक्षण और जन-अपेक्षाओं ने 'जवाबदेही' को लोक सेवकों के लिए दोधारी तलवार बना दिया है।"

क्या आप इस बात से सहमत हैं कि अत्यधिक जवाबदेही का दबाव कभी-कभी नौकरशाही में नैतिक निर्णय और नवाचार में बाधा डाल सकता है? उदाहरणों सहित अपने दृष्टिकोण की व्याख्या कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

"The growing layers of oversight, media scrutiny, and public expectations have made accountability a double-edged sword for public servants."

Do you agree that excessive accountability pressure can sometimes hinder ethical judgment and innovation in the bureaucracy? Explain your perspective with examples.

(Answer in 150 words) 10 Marks

Recently Supreme Court noted that "too many RTIs are not the just civic action as in the name of accountability, they are even putting check on innovations in bureaucracy."

PRESSURE OF OVER ACCOUNTABILITY

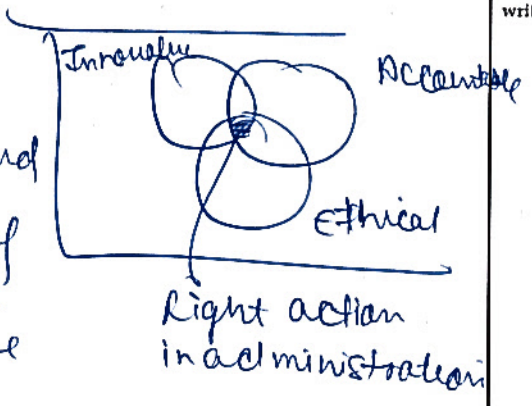
(1) Accountability is the corner stone of good governance where people can ask and officials have to be responsive.

(2) Tools like RTI, citizen charter and PILs are there to ensure accountability of executive.

(3) But over accountability can lead to deterrence of officials from doing what is justified and what is in the public eye.

Candidates must not write on this margin

(4) On ground situations require moral conscience and innovative interpretation of the rules to deliver service to end mile.



(5) Limited resources can be balanced only by ensuring innovative and equitable allocation to all when maximum benefit provisioning is not available

(6) Eg An officer who knows about the inclusion errors of many salaried families in public ration scheme may be forced to stay quiet to avoid beneficiary upheaval and public uproar

(7) Eg Media over surveillance might bar an officer from informally trying to extend the credit lines of poor debted farmers over accusation of bribery.

Thus media and public expectations are 4th pillar of democracy. But they must allow for executive flexibility in action.

Candidates must not write on this margin

Q.3 (b) "परिवार, समाज और शिक्षा केवल मूल्यों का संचार ही नहीं करते, बल्कि वे लोक जीवन के नैतिक आधार को आकार भी देते हैं।"

चर्चा कीजिए कि ये संस्थाएँ लोक सेवकों में मूल्य-निर्माण को कैसे प्रभावित करती हैं। नैतिक शासन को सुदृढ़ करने में इन संस्थाओं की भूमिका महत्त्वपूर्ण क्यों है? (उत्तर 150 शब्दों में दीजिए) 10 अंक

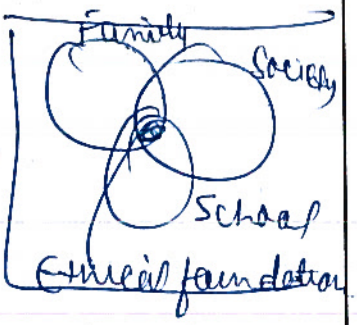
"Family, society, and education do not merely transmit values they shape the ethical foundation of public life."

Discuss how these institutions influence value formation in public servants. Why is the role of these institutions critical in strengthening ethical governance? (Answer in 150 words) 10 Marks

A person's character is not built in a day by self. We are how we behave and act in a society and family. This is evident in laying Ethical foundations especially in public servants.

ROLE OF FAMILY IN ETHICAL FOUNDATION

(1) Family is the first institution which teaches what is right or wrong.



(2) A public servants' future conscience is shaped by his childhood upbringing.

(3) This lays the foundation for moral and Emotional intelligence.

ROLE OF SOCIETY

(1) Society teaches following the welfare of all over self for balanced functioning.

Candidates must not write on this margin

(2) It teaches a civil servant to follow the social contract theory by playing right part in governance

(3) It helps build culture for a harmonious governance.

ROLE OF EDUCATION

(1) A knowledgeable public servant is the one who has both technical and ethical awareness of his roles.

(2) Educational institutions also help fosteer harmony ~~for~~ for colleagues and respect for seniors.

CRITICAL TO ETHICAL GOVERNANCE

(1) Pressure of power and politics may delude a civil servant to many actions.

(2) But a strong foundation built by familial fostering, holistic education and social uprightness can help guide the right path.

Thus, these institutions are critical not only for good but for ethical governance.

Candidates must not write on this margin

Q.4 (a) "गाँधीवादी नीतिशास्त्र साधनों की पवित्रता, सत्य और नैतिक साहस पर बल देता है, भले ही परिणाम अनिश्चित हों।"

आलोचनात्मक मूल्यांकन कीजिए कि क्या ऐसा निरपेक्षतावादी नीतिशास्त्र (Absolutist ethics) आधुनिक लोक प्रशासन की माँगों के अनुकूल है, जहाँ प्रशासनिक यथार्थवाद और व्यावहारिकता प्रायः आवश्यक होती है।

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"Gandhian ethics emphasize purity of means, truth, and moral courage even when outcomes are uncertain."

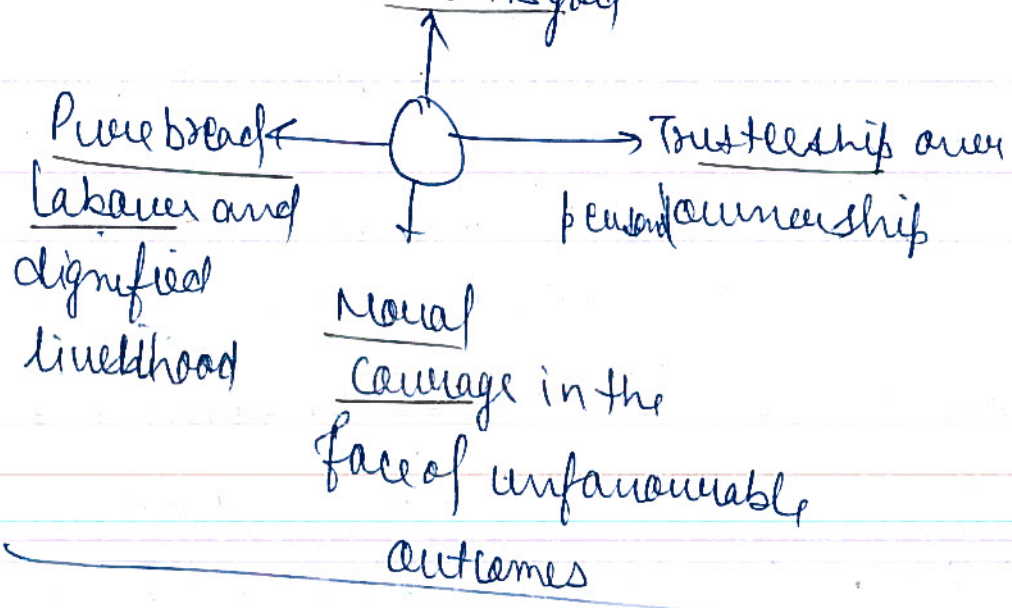
Critically evaluate whether such absolutist ethics are compatible with the demands of modern public administration, where administrative realism and pragmatism are often necessary.

(Answer in 150 words) 10 Marks

"It is our duty to follow the just laws and resist the unjust laws without violence"
– Gandhi.

ABSOLUTIST ETHICS IN MODERN PUBLIC ADMINISTRATION

(1) Gandhi laid down the foundation of a just ethical governance by principles of –



(2) Present administrative challenges are more in grey areas where conflict is not right v/s wrong but right v/s right eg ethical

Candidates must not write on this margin

eg Effective equal implementation of rules and equity based interventions.

(3) Even to Gandhi's ideas form the core principle of ethical administrative action where discretion also must be based on integrity of action.

(4) Any fiduciary allocation must be based on Gandhi's principle of "Remembering the poorest face you have seen" to help build equity over mere equality.

(5) Moral courage to take even extreme actions for ethical good must be followed in sensitive situations where justice delayed can be justice denied.

(6) Administrative realism is thus not merely following the modern rules but absolute humanitarian principles of "NOT ME, BUT YOU" as proposed by Gandhi.

Candidates must not write on this margin

Q.4 (b) "ख़रीद (Procurement) संबंधी निर्णय सार्वजनिक क्षेत्र की शुचिता (Probity) के ऐसे अग्नि परीक्षण होते हैं, जहाँ 'सत्यनिष्ठा' को संस्थागत दबावों और निजी प्रभाव, दोनों का सामना करना पड़ता है।"

चर्चा कीजिए कि पारदर्शिता, निष्पक्षता और जवाबदेही के सिद्धांत सार्वजनिक ख़रीद में नैतिक आचरण को कैसे मज़बूत कर सकते हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

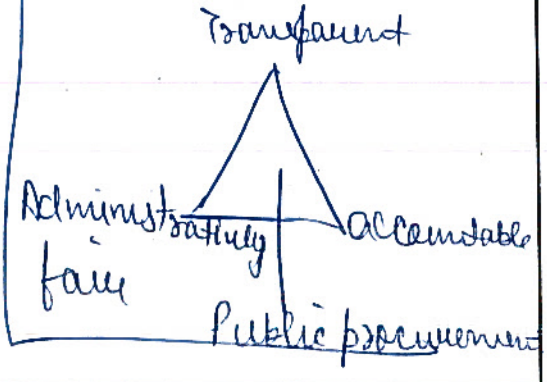
"Procurement decisions are a litmus test of public sector probity, where integrity must resist both institutional pressures and private influence."

Discuss how the principles of transparency, fairness, and accountability can strengthen ethical conduct in public procurement. (Answer in 150 words) 10 Marks

*Fiduciary responsibility is the biggest power to authority of a man. Thus a man should be judged not by who he handles adversity, but real test of character is how he handles this power. "- Aristotle.

ETHICAL PUBLIC PROCUREMENT

(1) Public service decisions require procurement of various physical goods and services to provide end mile delivery



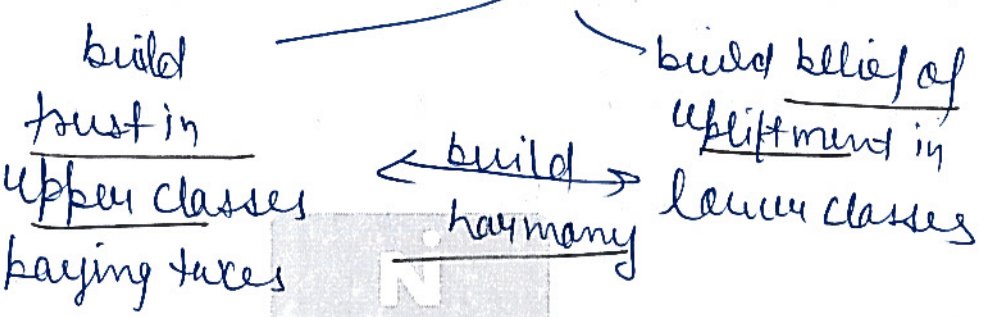
eg road building contracts, defense armaments for military etc

(2) The test is to balance transparent allocation alongside judicious utilisation of limited

Candidates must not write on this margin

(3) Eg CAG tests both propriety of government procurement action alongside performance audit of the funds allocated.

(4) A fair and accountable use of government taxpayers' money can help



(5) Any discrepancy noted must be accepted and rectified immediately to prevent any fiscal profligacy which can in future be harmful to state as well.

(6) Eg Procurement of EV buses for a state should be based on factors like their clean energy rating, lowest bidding and highest quality.

Thus public procurement powers are the backbone to public utility provisioning. Fairness in action can help build synergy for maximum governance

Candidates must not write on this margin

Q.5 (a) "व्यक्तिगत विश्वासों और मूल्यों से प्रभावित अभिवृत्तियाँ (Attitudes), लोक सेवकों के नैतिक व्यवहार को प्रभावित करती हैं।"

व्याख्या कीजिए कि नैतिक और राजनीतिक अभिवृत्तियाँ, लोक सेवा में प्रशासनिक तटस्थता और सत्यनिष्ठा को कैसे प्रभावित करती हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Attitudes, shaped by personal beliefs and values, influence the ethical behaviour of public servants."

Explain how moral and political attitudes impact administrative neutrality and integrity in public service. (Answer in 150 words) 10 Marks

Attitude in public service refers to predisposed mental or behavioural evaluation by an administrator of what is justified and right in the action being performed.

ROLE OF ATTITUDE IN NEUTRALITY AND INTEGRITY

(1) Moral attitudes of ethical sensitivity and emotional intelligence can help take curated and precise actions over one size fits all solutions.

(2) It can help preserve ethical background of an institution as by ensuring neutrality and equity in actions.

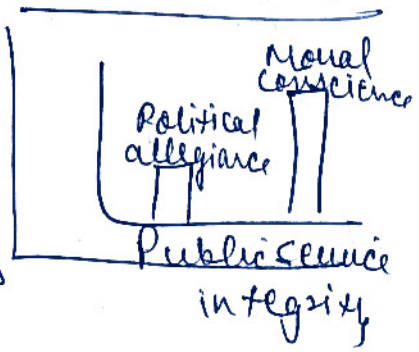
Candidates must not write on this margin

(3) It lines with veil of ignorance of John Rawls where action of public servants should be based on moral uprightness to equally benefit all

(4) Political attitude of non partisanship and service over politics can help build trust in public and balance political pressures.

(5) An officer who has political predisposition to a particular party can't function with integrity to constitution

(6) Eg an officer who refuses to abide by political directive of favouring MNC over tribals may risk career safety but follows true Kantian ethics of allegiance to right duty.



Thus attitude of ~~pati~~ public servant helps to rise above low road of rule following to high road of moral conscience and integrity based action

Candidates must not write on this margin

Q.5 (b) "विदेशी सहायता को प्राय: उदारता (Generosity) के रूप में प्रस्तुत किया जाता है, किन्तु इसकी नैतिक वैधता निष्पक्षता, जवाबदेही और संप्रभुता के सम्मान पर निर्भर करती है।"

सशर्त विदेशी सहायता से संबद्ध नैतिक चिंताओं की व्याख्या कीजिए। दाता देश पारदर्शिता और विकासात्मक प्रभाव सुनिश्चित करते हुए प्राप्तकर्ता की स्वायत्तता को कैसे बनाए रख सकते हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Foreign aid is often framed as generosity, but its ethical legitimacy depends on fairness, accountability, and respect for sovereignty."

Explain the ethical concerns associated with conditional foreign aid. How can donor countries uphold recipient autonomy while ensuring transparency and developmental impact?

(Answer in 150 words) 10 Marks

Nations give international aid, not to just help others but rather to help themselves"

- F D Roosevelt

FOREIGN AID AND ETHICAL CONCERNS

(1) Foreign aid refers to monetary / non monetary assistance provided by a nation to other.

(2) It can be for humanitarian emergency cause or for overall developmental process

(3) It has been historically held as the main tool to enable balance between rich nations and developing societies.

Candidates must not write on this margin

POSITIVES

1. Generosity for human development
2. Circular flow and monetary redistribution
3. Upliftment of suffering

CONCERNS

1. Means of neo colonialism
2. Inherent selfish nature
3. Build strategic alliances to cause world polarity

ENSURING TRANSPARENCY

1. International organisations like UN, WHO can play major role in building transparency in foreign aid.
2. Mutual global alliances rather than single nation giving aid can help bridge concerns of strangled political autonomy of receiver.
3. Aid majorly for capacity development and resilient growth can help reduce future dependence
4. National frameworks for access benefit sharing can help maintain dignity.

Thus foreign aid is a positive tool but ultimate aim should not be to give the fish but the skill to catch fish.

Candidates must not write on this margin

Q.6 नीचे महान विचारकों के तीन उद्धरण दिए गए हैं। वर्तमान संदर्भ में, इनमें से प्रत्येक उद्धरण आपको क्या संदेश देता है?

Given below are three quotations of great thinkers. What do each of these quotations convey to you in the present context?

(a) "अच्छी सरकार...उस समाज के निर्माण में शामिल मनुष्यों के गुणों पर निर्भर करती है, जिन पर वह सरकार शासन करती है।"
– जे.एस. मिल (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Good government...depends...(on) the qualities of the human beings composing the society over which the government is exercised." J S Mill (Answer in 150 words) 10 Marks

JS Mill highlights the role of civic sincerity and wistfulness in the overall good governance by this quote. He shows, how ultimate success of the government is derived from popular control and wise conduct of their duties.

In present society, the concept of good governance has put maximum emphasis on State to act for welfare. However, Mills highlights how citizens proactive participation and a bottoms up approach to governance is must for good and ethical governance.

Citizens must be aware of their duties and rights which puts both government and

Candidates must not write on this margin

the society on an equal pedestal to participate for welfare.

Eg A society where people themselves are not concerned about proper waste segregation and recyclability and continue the practice of open defecation, can't aspire to be clean and sanitized no matter how much funding government allocates.

Similarly, citizens who are aware of their right to information can actually counter the government about its decisions and build accountability.

Thus, as Justice B V Nagarathna says - Citizens must not be mere consumers but also creators of good governance.

Candidates must not write on this margin

Q.6 (b) "नैतिक कार्य बाहा और आंतरिक दोनों न्यायालयों के क्षेत्राधिकार में आते हैं- अर्थात् नागरिक और निजी शासक; मेरा तात्पर्य न्यायाधीश और अंत:करण (विवेक) दोनों से है।"- लॉ (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Moral actions belong to the jurisdiction of the outward and inward court, both civil and domestic governor; I mean both the magistrate and conscience." Locke (Answer in 150 words) 10 Marks

Locke portrays essentiality of both formal justice mechanism and internal moral conscience in the true provisioning of morality and justice in society. He highlights how both self moral awareness and State's moral sensitivity work hand in hand in building fairness.

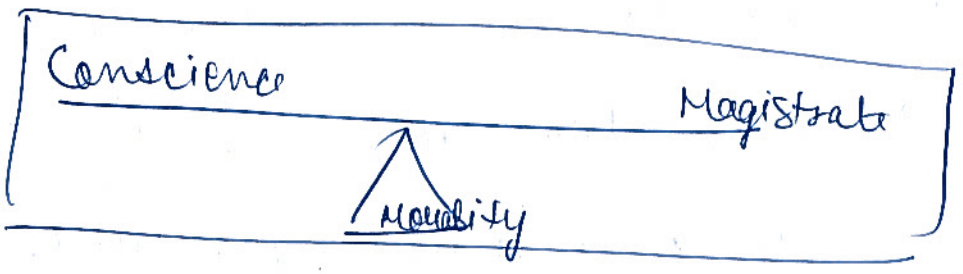
Morality in society can't be merely allocated to State's duty to punish the offenders. While state lays down the rule for what is right and wrong, an internal will and emotional quotient to abide by the same is must. Laws are worthless if their spirit is not followed by both state and citizens.

Candidates must not write on this margin

Similarly an individual may be morally upright but protection of social morality and conduct of just practices for social harmony can't be ensured in absence of a proper judicial-civil mechanism in play. Otherwise there would be no appreciation for abidance of law and no deterrance to stop its breach

Eg Modern international institutions like ICJ laying down sanctions on Israeli PM Netanyahu can work only if the Israeli government and global community develops conscience to act just.

Thus



balance of inner regulation and outer regulation work in synergy for effective justice.

Q.6 (c) "नैतिक निर्णय लेने में तर्क आवश्यक हो सकता है, किन्तु नैतिकता का स्रोत मानवीय भावनाएँ हैं।" – डेविड ह्यूम

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"Reason may be essential in carrying out moral decisions, but the source of morality is human sentiment." David Hume

(Answer in 150 words) 10 Marks

Candidates must not write on this margin

Hume counters the Kantian or Mills' perspective of reason based ethics here, by underlining the inherent importance of human sensitivity and moral awareness in carrying out ethical - moral actions.

Humans are different from savage animals not only by cognitive power but by the capacity of heart to feel for others and empathise with the cause of suffering. The real intuition behind a moral action is thus moral sentimentalism and not just cold calculation of what is profitable for self in a dilemma.

Hume highlights how benevolence and compassion are soul of morality and no intelligence is superior force in decision

Candidates must not write on this margin

guesting. While reason may help in strengthening the cause of moral action, the real desire to act upon is by human benevolence.

Eg When a dog is hit by a stone. The immediate action of empathising with the dog flows out from humane feeling to understand pain whether in a child or an adult. While an adult may further be able to reason it by animal rights, the immediate source is humaneness and compassion.

Thus, Hume underlines indirectly that no matter a society is advanced or barbaric humanity flows in it and it is never too late to act for actions giving welfare to all in society.

Candidates must not write on this margin

खण्ड–B / Section–B

Q.7 आप एक नव-पुनर्गठित प्रशासनिक क्षेत्र में जिला योजना अधिकारी के रूप में तैनात हैं। राज्य सरकार ने आपको आगामी वर्ष के लिए एक विकास व्यय योजना तैयार करने का निर्देश दिया है। संयुक्त विकास निधि (UDF) से आवंटन की अनुशंसा करना आपके विवेकाधीन है, जो कुल ब्लॉक-स्तरीय बजट का लगभग 20% है।

क्षेत्रीय अधिकारियों के साथ व्यापक परामर्श और आँकड़ों की समीक्षा के बाद, आपकी टीम प्राथमिकताएँ निर्धारित करती है:

- कई दूरस्थ, वंचित आदिवासी बस्तियों में जल-पहुँच और विद्यालय का बुनियादी ढाँचा, और
- पाँच पंचायतों को सेवा प्रदान करने वाले एक जर्जर ग्रामीण स्वास्थ्य केंद्र की अत्यधिक मरम्मत।

हालाँकि, जिले के शहरी क्षेत्रों के दो वरिष्ठ विधायक इन पर बल दे रहे हैं:

- अपने निर्वाचन क्षेत्रों में स्मार्ट LED लाइटिंग, पार्क सौंदर्यीकरण और सड़क टाइलिंग; ये ऐसी परियोजनाएँ हैं, जिनकी दृश्यता और चुनावी महत्त्व अधिक हैं।

वे चेतावनी देते हैं कि उनके प्रस्तावों की अनदेखी करने से कार्यान्वयन के दौरान "समन्वय में देरी" हो सकती है। आपको बिना रिकॉर्ड के बताया जाता है कि इन परियोजनाओं को राजनीतिक स्तर पर "मंज़ूरी मिल गई थी"।

आपके वरिष्ठ अधिकारी संकेत देते हैं कि "यह संघर्ष बढ़ाने का वर्ष नहीं है", और वे आपको "संतुलन बनाने" की सलाह देते हैं। साथ ही, ग्रामीण क्षेत्रों में सोशल मीडिया सवाल उठा रहे हैं कि क्या प्रशासन सिर्फ राजनीतिक रूप से ताक़तवर लोगों की ही सेवा करता है।

अब आपको समानता, दृश्यता, निष्पक्षता और करियर जोख़िम के बीच संतुलन बनाते हुए अंतिम योजना प्रस्तुत करनी होगी। आप जो प्राथमिकताएँ निर्धारित करेंगे, वे भावी नियोजन चक्रों की दिशा तय करेंगी।

1. इस बजट आवंटन निर्णय में क्या नैतिक विचार शामिल हैं?
2. जिला योजना अधिकारी के रूप में आपके पास क्या विकल्प उपलब्ध हैं?
3. आपकी अंतिम अनुशंसा क्या होगी और आप इसे कैसे न्यायोचित ठहराएँगे?
4. प्रशासक निर्वाचित प्रतिनिधियों के साथ कार्यात्मक संबंध बनाए रखते हुए समान विकास कैसे सुनिश्चित कर सकते हैं?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the District Planning Officer in a newly restructured administrative zone. The state government has directed you to prepare a development expenditure plan for the coming year. Your role includes recommending discretionary allocations from the United Development Fund (UDF), about 20% of the total block-level budget.

After extensive consultation with field officers and data review, your team prioritizes:

- Water access and school infrastructure in several remote, underserved tribal hamlets, and
- A major repair of a collapsing rural health centre serving five panchayats.

However, two senior MLAs from urbanized parts of the district strongly push for:

- Smart LED lighting, park beautification, and road tiling in their constituencies, projects with high visibility and electoral value.

They warn that neglecting their proposals may "delay coordination" during implementation. You are told off-record that the projects were "assumed to be cleared" at the political level.

Your superior hints that "this isn't the year to provoke conflict," and advises you to "strike a balance." At the same time, social media pages in rural areas are questioning whether the administration only serves the politically powerful.

You must now submit the final plan balancing equity, visibility, fairness, and career risk. What you prioritize will set the tone for future planning cycles.

1. What are the ethical considerations involved in this budget allocation decision?
2. What are the options available to you as the District Planning Officer?
3. What would be your final recommendation, and how would you justify it?
4. How can administrators ensure equitable development while maintaining working relationships with elected representatives?

(Answer in 250 words) 20 Marks

Candidates must not write on this margin

Ans1 - The situation presents a conflict of political pressure and public duty to serve.

ETHICAL CONSIDERATIONS

(1) Real genuine needs - Public needs water and school facilities over urban beautification ammenities.

(2) Humanitarian calling - The suboptimal living conditions reflect poor capacity development

(3) Allegiance to party or public - The situation tests whether to do what is right or what is expected by politicians

(4) Fiduciary Ethics - How public money will be utilised to give the best outcome.

(5) Equity and humane development - The underdeveloped regions need to be developed not only on paper but ground.

Ans2 - The officer has the following options to choose from -

Candidates must not write on this margin

(1) Agreeing with political guidelines

(2) Listening to the real public service calling and allocating right amount for subsumed services

(3) Balance of budget including both public necessities and political demands

(4) Flagging the inconsistency in the projects which are officially cleared but actually absent.

(5) Reaching out to media for the disclosure of false off record projects.

Ans3 - Final recommendation by me as an officer would be balance of option (2) and (3) and (4)

I would recommend around 18% of the 20% UDF granted under my proposal to be allocated for water access and school infrastructure along with healthcare centre repairs.

Candidates must not write on this margin

The next 2% budget can be used for retrofitting and maintenance of park, Smart LEDs and road tiling.

Further, I would also flag off the ~~JUSTIF~~ inconsistencies in official closing of projects highlighting to senior departmental inquiry officials.

JUSTIFICATION ① The action highlights Gandhi's principle of Antyodaya - uplifting the poor.

② Samudaya - Following the balance of visibility and fairness along with equity in projects.

③ Service over self - The action may risk political pressure but is the right calling

④ Following emotional sensitivity - moral sensitivity to the needs of the people.

Thus a balance of beauty with structural provisioning will be ensured.

Candidates must not write on this margin

Ans 4 - Administrators must balance fiduciary allocation equitably and also maintain a healthy relation with elected representatives.

(1) They must serve their public duty over and above.

(2) Reconciliating the viewpoint of MLAs and MPs and making them realise how true on ground development might actually help their political cause.

(3) Working ethically in the system and not out of it to gain any personal fame.

(4) Ensuring transparency for public alongside abiding with right directives.

As Gandhi said - 'Administration and Politics of nation should be judged on how they uplift the poorest face seen.'

Candidates must not write on this margin

Q.8 आप एक राज्य प्रशासनिक अकादमी में उप-निदेशक (प्रशिक्षण) के पद पर कार्यरत हैं। प्रशिक्षु अधिकारियों के वर्तमान बैच में एक ऐसा परिवीक्षाधीन (Probationer) अधिकारी भी शामिल है, जो सामाजिक न्याय और शासन पर पहल तथा मज़बूत विचारों के लिए विख्यात है।

पिछले कुछ हफ्तों से, यह परिवीक्षाधीन अधिकारी अपने सार्वजनिक सोशल मीडिया अकाउंट पर समसामयिक विषयों से संबंधित टिप्पणियाँ पोस्ट कर रहा है। हालाँकि ये अपमानजनक या भड़काऊ नहीं है, फिर भी उसके पोस्ट खुले तौर पर निम्नलिखित की आलोचना करते हैं:

- कुछ कल्याणकारी योजनाओं को 'प्रतीकात्मक' बताना,
- हाल ही की सांप्रदायिक घटनाओं में राजकीय एजेंसियों की निष्क्रियता, और
- प्रतिगामी कानूनों के खिलाफ 'नागरिक प्रतिरोध' का आह्वान।

उनके पोस्ट के स्क्रीनशॉट विभाग में प्रसारित हो रहे हैं। कुछ वरिष्ठ अधिकारी इन पोस्ट्स को राजनीतिक रूप से प्रेरित मानते हैं और कहते हैं कि ये सिविल सेवकों से अपेक्षित तटस्थता और शिष्टाचार के सिद्धांतों को कमज़ोर करते हैं। कुछ अन्य लोग तर्क देते हैं कि वे अभी-भी प्रशिक्षु हैं और उन्हें अनुशासन की नहीं, बल्कि मार्गदर्शन की आवश्यकता है।

महानिदेशक द्वारा आपसे अनौपचारिक रूप से "उनसे बात करने" को कहा जाता है और इस संबंध में आपसे एक अनुशंसा प्रस्तुत करने के लिए कहा जाता है कि कौन-सी औपचारिक कार्रवाई उचित है। जब परिवीक्षाधीन अधिकारी से पूछताछ की जाती है, तो वे कहते हैं:

"मैंने एक नागरिक के रूप में पोस्ट किया है, न कि सरकारी प्रवक्ता के रूप में। मुझे अपनी बात कहने का अधिकार है। मेरे विचार मेरी पेशेवर वस्तुनिष्ठता को प्रभावित नहीं करते हैं।"

अकादमी में इस बात पर विमर्श बढ़ रहा है: व्यक्तिगत स्वतंत्रता कहाँ समाप्त होती है और संस्थागत उत्तरदायित्व कहाँ से शुरू होता है? क्या सेवा में नैतिक दृढ़ विश्वास के लिए स्थान है या अधिकारियों को अपने निजी जीवन में भी संस्थागत संयम का पूर्णत: पालन करना चाहिए?

1. इस स्थिति में प्रमुख नैतिक और व्यावसायिक चिंताएँ क्या हैं?
2. उनके संरक्षक के रूप में, इस मुद्दे का समाधान करने हेतु आपके पास क्या विकल्प हैं?
3. आपकी अनुशंसित कार्यवाही क्या होगी और क्यों?
4. सिविल सेवक व्यक्तिगत अभिव्यक्ति को तटस्थता और सार्वजनिक जवाबदेही की माँगों के साथ कैसे संतुलित कर सकते हैं?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the Deputy Director (Training) at a state administrative academy. Among the current batch of officer trainees is a probationer known for initiative and strong opinions on social justice and governance.

Over the past few weeks, the probationer has been posting commentary on current affairs on his public social media account. While not abusive or inflammatory, his posts openly criticise:

- Certain welfare schemes as "tokenistic,"
- The inaction of state agencies in recent communal incidents,
- And call for "civil resistance" to regressive laws.

Screenshots of his posts have circulated in the department. Some senior officers consider the posts politically charged and believe they undermine the principle of neutrality and decorum expected of civil servants. Others argue he is still under training and needs mentorship, not discipline.

You are informally asked by the Director General to "speak to him" and submit a recommendation on whether formal action is warranted. The probationer, when confronted, says:

"I posted as a citizen, not as a government mouthpiece. I'm entitled to express myself. My views don't affect my professional objectivity."

There's growing debate in the academy: Where does personal liberty end and institutional responsibility begin? Is there space for moral conviction in service, or must officers conform fully to institutional restraint even in their private lives?

Candidates must not write on this margin

1. What are the key ethical and professional concerns in this situation?
2. As his mentor, what are your options in addressing the issue?
3. What would be your recommended course of action, and why?
4. How can civil servants balance personal expression with the demands of neutrality and public accountability?

(Answer in 250 words) 20 Marks

Ans! - The situation calls for a careful understanding between rule following bureaucracy and expression of dissent in democracy

ETHICAL CONCERNS

(1) ~~Freedo~~ Freedom of expression - The probationer might be merely expressing his ideas but that can be disrupting the welfare in set up of departments.

(2) Moral ~~attitude v/s Rule~~ following - Should the officer conform to institutional guidelines or express along emotive understanding.

(3) Professional - Private Space balance - A professional is also a human but civil servants are also expected to be on duty 24x7.

Candidates must not write on this margin

④ Restlessness in office environment - Such anti statements of probationers can be bane to supportive work culture.

PROFESSIONAL CONCERNS

① Tainted department image - It gives a poor feedback to public and department's working

② Mistrust perceived - Public may perceive government interests as divided and officials as non-coordinative.

③ Public uproar - Alleged resistance to regressive laws can lead to disruption of public order

④ Institutional responsibility Anti comments go against the officers duty to be upright to Code of Conduct.

Ans? - As a mentor, my options while addressing the issue will be a balance of the two rightful concerns in situation -

Candidates must not write on this margin

① Guiding him not to say such remarks and recommending formal disciplinary action.

② Agreeing with probationer's right to dissent

③ Guiding him to balance between personal expression and neutrality and decorum.

④ Suggest him to write down his recommendation via institutional channels.

Ans 3 – Recommended course of action –

I would choose for option ③ and ④.

I would agree that his right to express as citizen is available but also remind him that public service conduct can't be overridden.

His suggestions and not unnecessary criticisms can rather institutionally help in real ground improvement of government functioning.

Candidates must not write on this margin

JUSTIFICATION (1) Public servants must abide by Code of conduct of duty.

(2) They also should balance this with their discretionary right to express their concerns.

(3) A more institutional concern raising will rather build positive support

Ans - Civil servants must balance their personal freedom with public accountability by

(1) Seeing the public cause first over rule book bureaucracy.

(2) Seeing in the system to reform it rather than outside too.

(3) Learning from seniors and colleagues to maintain balance in actions.

(4) Review and morally reflect on the statements expressed in light of objectivity.

Civil servants are the steel frame of bureaucracy. While they must follow the rule, they also must follow the highest ethical calling.

Candidates must not write on this margin

Q.9 आप एक बड़े राज्य के ग्रामीण विकास विभाग में अतिरिक्त आयुक्त के रूप में कार्यरत हैं। विभागीय प्रक्रिया अंकेक्षण (Audit) के दौरान, कर्मठता (Diligence) और सत्यनिष्ठा के लिए विख्यात एक परिवीक्षाधीन अधिकारी एक फ्लैगशिप आवास योजना में अनियमितताओं को चिह्नित करते हुए एक विस्तृत नोट प्रस्तुत करती हैं।

इस नोट में शामिल हैं:

- एक ब्लॉक विशेष से फ़र्ज़ी लाभार्थी सूचियों के साक्ष्य
- प्राप्तकर्ता के रूप में सूचीबद्ध फर्जी परिवार
- फ़र्ज़ी खातों के माध्यम से बैंक हस्तांतरण
- जिला परियोजना निदेशक (DPD) से प्राप्त समर्थन; वे एक ऐसी वरिष्ठ अधिकारी हैं, जो प्रशासनिक दक्षता के लिए व्यापक रूप से सम्मानित हैं और प्रमुख राजनीतिक हस्तियों की करीबी मानी जाती हैं।

जब आप अनौपचारिक रूप से DPD के समक्ष इस मामले को उठाते हैं, तो वे "प्रक्रियात्मक शॉर्टकट" को स्वीकार करती हैं और कहती हैं कि गहन राजनीतिक जाँच के तहत लक्ष्यों (Targets) और संवितरण (Disbursement) को समय-सीमा के भीतर पूरा करने का दबाव है। वे आपसे आग्रह करती हैं कि "एक टाले जा सकने योग्य अंकेक्षण लूप के कारण विभाग की गति को बाधित न करें।"

अगले कुछ दिनों में:

- व्हिसलब्लोअर को अंकेक्षण कर्त्तव्य से स्थानांतरित कर दिया जाता है और उसकी परिवीक्षा (Probation) रिपोर्ट को "टीम अभिविन्यास की कमी" (Lack of team orientation) के लिए चिह्नित किया जाता है।
- वरिष्ठ सहकर्मी आपको निजी तौर पर सलाह देते हैं कि आप "आंतरिक शोर न मचाएँ" (Not to create internal noise) या "कनिष्ठों को वरिष्ठों के विरुद्ध खड़ा न करें।"
- एक वरिष्ठ सचिव आपसे कहते हैं कि "सेवा में, 'विवेक' सिद्धांत जितना ही महत्त्वपूर्ण है।"

कानून के अनुसार, आपको मामला तब तक आगे नहीं बढ़ाना चाहिए, जब तक आप आपराधिक षड्यंत्र का पता नहीं लगा लेते हैं, लेकिन आपको पता है कि मौजूदा साक्ष्य लिपिकीय चूक से कहीं अधिक की ओर इशारा करते हैं। आप जानते हैं कि आपकी चुप्पी मिलीभगत का संकेत देगी। मामले को आगे बढ़ाने से वरिष्ठ अधिकारियों के साथ मतभेद पैदा हो सकते हैं, आपकी प्रतिष्ठा को नुकसान पहुँच सकता है और आप व मुखबिर, दोनों अलग-थलग पड़ सकते हैं, लेकिन आपकी निष्क्रियता से संस्थान के नैतिक मेरुदंड के क्षतिग्रस्त होने का ख़तरा है।

1. इस मामले में प्रमुख नैतिक मुद्दे क्या हैं?
2. अतिरिक्त आयुक्त के रूप में आपके पास क्या विकल्प हैं?
3. आप कार्रवाई के लिए कौन-से तरीके चुनेंगे और क्यों?
4. जब अनौपचारिक पदानुक्रम और सहकर्मी दबाव नैतिक कार्रवाई को हतोत्साहित करते हैं, तो सिविल सेवक सत्यनिष्ठा कैसे बनाए रख सकते हैं?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are serving as the Additional Commissioner in the Rural Development Department of a large state. During a departmental process audit, a probationary officer known for diligence and integrity submits a detailed note flagging irregularities in a flagship housing scheme.

The note includes:

- Evidence of false beneficiary lists from a particular block
- Ghost households listed as recipients
- Bank transfers routed through shell accounts
- Endorsements traced to the District Project Director (DPD) a senior officer widely respected for administrative efficiency and considered close to key political figures

When you raise the matter informally with the DPD, she acknowledges "procedural shortcuts," citing pressure to meet targets and disbursement deadlines under intense political scrutiny. She urges you not to "derail the department's momentum over an avoidable audit loop."

Candidates must not write on this margin

Over the next few days:

- The whistleblower is transferred from audit duty and his probation report is flagged for "lack of team orientation."
- Senior colleagues privately advise you not to "create internal noise" or "pit juniors against seniors."
- A senior secretary tells you, "In service, discretion is as important as principle."

You are not required by law to escalate unless you detect criminal conspiracy but you know the evidence points to more than clerical lapses. You're aware that your silence will signal complicity. Escalating the matter may create friction with senior officers, damage reputations, and isolate both you and the whistleblower but inaction risks eroding the ethical backbone of the institution.

1. What are the key ethical issues in this case?
2. What are your options as the Additional Commissioner?
3. What would be your chosen course of action, and why?
4. How can civil servants uphold integrity when informal hierarchies and peer pressure discourage ethical action?

(Answer in 250 words) 20 Marks

Ans! - "Silence in the name of public justice is not neutrality, but treachery and complacency." - Justice Subyakant.

ETHICAL ISSUES

① lack of protection to the whistleblower and his diligence and integrity.

② Promotion of culture of complacency by simply following short cuts over true actions.

③ Possibilities of political backlash and poor moral building among juniors and possible institutional disharmony.

Candidates must not write on this margin

④ Poor accountability to fiduciary responsibility. and auditing process

⑤ Lack of spirit in true sense of public welfarism over personal gains.

Ans 2 – Options available are –

① Ignoring the call of whistleblower and agreeing with senior colleagues to not create noise.

② Bringing the probation report to media highlight to flag the ongoing discrepancies and form action against senior officer gaining personally

③ Flag the issue internally to higher auditory bodies like CAG and departmental inquiries and a ~~fair~~ fully transparent audit of the whole scheme.

④ Preparing self and officer mentally for bureaucratic isolation rather than ethical blindness.

Candidates must not write on this margin

Ans3 - I would go with option ③ and ④ of flagging internal concerns by working as the official role responsible for implementation of the scheme.

Further I would guide the whistle blower to expect such obstacles in ethical working but applaud his diligence and staying mum. I would also flag concerns and senior official gaining unnecessibly.

JUSTIFICATION ① Kantian Ethics guide the public servants to abide by their duty to serve public and personal gain/loss.

② An action which is morally upright must be followed even if it is personally unfavourable.

③ Staying silent develops a work culture of ethical erosion and subdues public trust in governance.

④ Appraisal of one integral and diligent official can help build moral courage amidst others to have a spine.

Candidates must not write on this margin

Ans · Civil servants walk a narrow road of balancing integrity with personal official pressure discouraging ethical actions.

(1) Public servant must respond to higher calling of moral conscience and reason his action.

(2) What should be done should be right and not popular

(3) Building pro ethics by informal dialogue and formal institutional mechanisms can help preserve ethical backbone of governance.

(4) Balance of service over self and institutional reputation over personal reputation.

'Public service is not about what is popular in appeal but about what is right and just for upliftment.'

Candidates must not write on this margin



Q.10 आप खनन क्षेत्र के एक बड़े सार्वजनिक उपक्रम (PSU) में महाप्रबंधक के पद पर कार्यरत हैं। आपको कंपनी के कॉरपोरेट सामाजिक उत्तरदायित्व (CSR) अधिदेश के अंतर्गत, विशेष रूप से खनन-संबंधी विस्थापन से प्रभावित जिलों में, निधियों का मूल्यांकन और वितरण करना है।

आपकी टीम ने एक प्रमुख 'आजीविका प्रोत्साहन पहल' के लिए तीन गैर-सरकारी संगठनों (NGOs) को चुना है:

- इनमें दो छोटे, क्षेत्र-परीक्षित (Field-tested) संगठन हैं, जिन्होंने प्रभावित जनजातीय क्षेत्र में कार्य के माध्यम से स्वयं को सिद्ध किया है।
- तीसरा एक सुसंपर्क वाला शहरी गैर-सरकारी संगठन है, जिसे हाल ही में PSU बोर्ड के एक वरिष्ठ सदस्य के संबंधी ने शुरू किया है। इसकी विवरणिका (Brochure) अत्यंत आकर्षक है और इसे राजनीतिक समर्थन प्राप्त है, लेकिन इस क्षेत्र में इसका कोई ट्रैक रिकॉर्ड नहीं है।

आंतरिक चर्चाओं के दौरान, तीसरे NGO के पक्ष में सूक्ष्म संकेत भेजे जाते हैं, जैसे कि "रणनीतिक संरेखण" और "दीर्घकालिक हितधारक प्रबंधन"। CSR समिति के अध्यक्ष मज़ाक में कहते हैं कि "यह सिर्फ CSR है, कोई रॉकेट साइंस नहीं।"

इसी बीच, क्षेत्रीय अधिकारी आपको आगाह करते हैं कि समुदायों को सांस्कृतिक रूप से निहित, विकेंद्रीकृत हस्तक्षेप की आवश्यकता है और शहरी NGO का "सभी के लिए एकसमान प्रस्ताव" उपयुक्त नहीं होगा। कुछ सहकर्मी तीनों को मंज़ूरी देने और धनराशि को बराबर-बराबर वितरित करने का सुझाव देते हैं।

आपको इसी हफ्ते अपनी वित्तपोषण अनुशंसा को अंतिम रूप देना होगा। तकनीकी रूप से, तीनों प्रस्ताव न्यूनतम जाँच प्रक्रिया से गुज़र चुके हैं, हालाँकि क्षेत्रीय साक्ष्य काफ़ी अलग-अलग हैं। आपका निर्णय जमीनी प्रभाव और संगठनात्मक राजनीति, दोनों को प्रभावित करेगा और भविष्य के CSR आवंटन के लिए एक मिसाल कायम करेगा।

1. इस मामले में CSR निधियों के आवंटन में नैतिक चिंताएँ क्या हैं?
2. आप संगठनात्मक राजनीति और जनहित के प्रतिस्पर्धी दबावों का आकलन कैसे करेंगे?
3. आप क्या निर्णय लेंगे और आप इसे नैतिक व पेशेवर रूप से कैसे न्यायोचित ठहराएँगे?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the General Manager (CSR) in a large public sector undertaking (PSU) in the mining sector. Your role involves evaluating and disbursing funds under the company's Corporate Social Responsibility (CSR) mandate, especially in districts affected by mining-related displacement.

Your team has shortlisted three NGOs for a major livelihood promotion initiative:

- Two are small, field-tested organizations with verifiable work in the affected tribal belt.
- The third is a well-connected urban NGO, recently floated by a relative of a senior PSU board member. It has flashy brochures and political backing, but no track record in the region.

During internal discussions, subtle signals are sent that favour the third NGO, with phrases like "strategic alignment" and "long-term stakeholder management." The CSR committee chair even jokes, "It's just CSR, not rocket science."

Meanwhile, field officers caution you that the communities need culturally rooted, decentralized interventions and the urban NGO's one-size-fits-all proposal won't work. Some colleagues suggest approving all three, dividing funds equally.

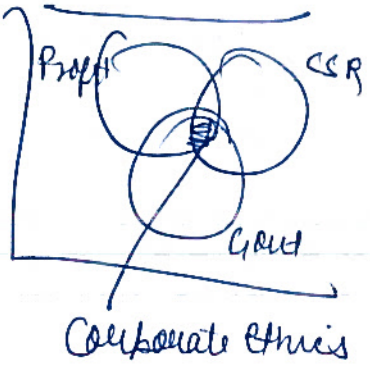
You must finalize your funding recommendation this week. Technically, all three proposals have passed minimum screening, though the field evidence differs widely. Your decision will affect both ground impact and organizational politics and will set a precedent for future CSR allocations.

1. What are the ethical concerns involved in the allocation of CSR funds in this case?
2. How would you assess the competing pressures of organizational politics and public interest?
3. What decision would you take, and how would you justify it ethically and professionally?

(Answer in 250 words) 20 Marks

Candidates must not write on this margin

Ans 1- CSR obligations are essential component of corporate ethics. The situation brings up the following concerns in allocation -



(1) Fiduciary responsibility as a corporate - It is legally mandated for company to utilise CSR for true upliftment

(2) Profit over ground level action - Choosing the third NGO may be profitable as company but negative to local communities

(3) Humanitarian and cultural concerns - The tribal belt requires sensitivity of action and not just monetary allocation.

(4) Equal welfare and access benefit sharing - Utilising the tribal's resources imperative must be to equally benefit them rather than cause displacement.

Candidates must not write on this margin

Ans 2 - The General Manager (SR) has been put in precarious situation of managing the internal interests over tribal interests.

(1) The real call must be to uplift public interest as the resources are "Terra communis" (belong to all)

(2) It is guided by Gandhian ethics to follow trusteeship model in ownership of resources and benefit the last mile.

(3) The organizational politics can be balanced by deliberate formal and informal delegation with committee to highlight what the true on ground situation requires.

(4) Following popular "institutions over "genuine" ones can eventually derail the trust of mining company with tribals and government leading to future financial losses.

Candidates must not write on this margin

Ans3 – Decision taken would be –

① To allow for the two small, field tested organizations with verifiable work in the region to get funding allocation.

② Writing to the urban NGO to first gain some experience in functioning and then reviewing its report for next CSR allocations.

③ Discussions with local leaders, gram Sabha and company management for efficient utilisation of CSR.

JUSTIFICATION BY ETHICS

① The above actions ensure preservation of traditional cultural sensitivity along with upliftment and benefit

② As PM Nehru would say that tribals are the true original dwellers of the land. Their upliftment must be to integrate and not assimilate them in mainstream.

Candidates must not write on this margin

③ This would build trust with tribals and allow for more effective coordination in mining without displacement.

PROFESSIONAL JUSTIFICATION

① This would ensure that whatever money is spent is not merely wasted and real action is translated building positive image of the company.

② It would also help in image building with bureaucracy and share market holders seeing effective functioning

③ It would also help the small NGOs to grow well and provide longer benefits.

Corporate ethics involves not just personal profit but profit of all in the process for Equitable development.

Candidates must not write on this margin

Q.11 आप एक टियर-2 शहर में जिला मजिस्ट्रेट के पद पर तैनात हैं। नियमित प्रशासनिक समन्वय के तहत, आपने हाल ही में प्रमुख विभागों के प्रदर्शन की समीक्षा की है। आपके जिले की राजस्व संभागीय अधिकारी (RDO) की भूमि विवाद के लंबित मामलों के एक बड़े हिस्से को सुलझाने और एक उच्च-संघर्षशील क्षेत्र में 6,000 से ज़्यादा संपत्ति अभिलेखों का डिजिटलीकरण करने के लिए सराहना की गई है। उनके काम से शिकायत निवारण में सुधार हुआ है और स्थानीय मुकदमेबाजी में कमी आई है।

हालाँकि, आपको जल्द ही सामान्य प्रशासन विभाग से एक आंतरिक नोट प्राप्त होता है, जिसमें RDO को एक दूरस्थ उप-मंडल में स्थानांतरित करने के एक 'नियमित' प्रस्ताव पर आपकी टिप्पणी माँगी गई है। उसमें प्रदर्शन-संबंधी कोई चिंता नहीं जताई गई है।

अनौपचारिक रूप से, आपको पता चलता है कि RDO द्वारा भूमि कानूनों को सख्ती से लागू करने के कारण स्थानीय राजनेताओं द्वारा विरोध किया जा रहा है। कुछ लोगों की विवादित धार्मिक भूमि में रुचि थी और वे कथित तौर पर, "सामुदायिक भावनाओं" को समायोजित न करने से नाखुश थे। हाल ही में, एक बैठक के दौरान, एक वरिष्ठ विधायक ने टिप्पणी की कि अधिकारियों को "स्थानीय गतिशीलता के बारे में राजनीतिक रूप से अधिक जागरूक" होना चाहिए।

अधिकारी ने औपचारिक शिकायत दर्ज नहीं की है, लेकिन वे हतोत्साहित दिखाई दे रही हैं। आपके वरिष्ठ सहकर्मी संकेत दे रहे हैं कि यह प्रशासनिक व्यवहार में परिवर्तन का एक 'संकेत' हो सकता है। आपका गोपनीय नोट, जो 48 घंटों में जमा होना है, स्थानांतरण की स्थिति को प्रभावित करेगा। इसमें कोई कानूनी बाधा तो नहीं है, लेकिन कार्यकाल संबंधी दिशा-निर्देश न्यूनतम 2 वर्षों की नियुक्ति की सलाह देते हैं और अधिकारी को इस पद पर नियुक्त हुए अभी केवल 10 माह ही हुए हैं।

1. इस मामले में प्रशासनिक और नैतिक मुद्दे क्या हैं?
2. आधिकारिक नोट में आपकी प्रतिक्रिया क्या होगी और क्यों?
3. वरिष्ठ सिविल सेवक राजनीतिक रूप से संवेदनशील नियुक्तियों में बिना किसी प्रतिशोध या अवज्ञाकारी प्रतीत हुए तटस्थता और निष्पक्षता कैसे बनाए रख सकते हैं?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the District Magistrate in a tier-2 city. As part of routine administrative coordination, you recently conducted a performance review of key departments. The Revenue Divisional Officer (RDO) in your district was commended for resolving a large backlog of land dispute cases and digitizing over 6,000 property records in a high-conflict zone. Her work has improved grievance redressal and reduced local litigation.

However, you soon receive an internal note from the General Administration Department, asking for your remarks on a "routine" proposal to transfer the RDO to a remote sub-division. No performance concerns are cited.

Informally, you learn that the RDO's strict application of land laws has led to resistance from local political leaders. Some had interests in disputed religious landholdings and were reportedly unhappy with her refusal to accommodate "community sentiments." During a recent meeting, a senior MLA remarked that officers should be "more politically aware of local dynamics."

The officer has not filed a formal complaint but appears demoralized. Your senior colleagues hint this may be a "signal" to adjust administrative behaviour. Your confidential note, due in 48 hours, will influence the transfer's fate. There is no legal bar, but tenure guidelines recommend a minimum 2-year posting, and the officer is only 10 months into the role.

1. What are the administrative and ethical issues involved in the case?
2. What would be your response in the official note, and why?
3. How can senior civil servants uphold neutrality and fairness in politically sensitive postings without inviting retaliation or appearing insubordinate?

(Answer in 250 words) 20 Marks

Candidates must not write on this margin

Ans!- The above situation shows a conflict between local land concerns and the administratively effective action taking.

ADMINISTRATIVE ISSUES

(1) Professional demoralisation - Transfer of the officer may lead to build a bad future image of the office in mind of RDO and may restrict any reformative action.

(2) Culture of ethical blindness - Arbitrary transfers can deter any ethical standing and erode ethical backbone of office.

(3) True development V/s communal concerns - The actual grievance remained lies in uplifting the communities over arbitrary communal tensions

(4) Rule based or Role based bureaucracy - Concern of whether actions should be politically aware or true to code of conduct.

Candidates must not write on this margin

ETHICAL ISSUES

(1) Culture of complacency - Without actual improvement in conflict Zone, the offic may continued in the delude of complacent functioning.

(2) Political pressure over just actions Politically sensitive remarks and charged communities condeten right actions.

(3) ~~Lack~~ Building poor experience of the RDO about what must be sensed for public Cause and what should be done to stay in good political light

(4) Poor implementation of departmental actions - Seeing such transfers, officers may prefer staying quite over doing right implementation leading to low accountability

Ans? - My response in the official note will be -

(1) To defer the proposal suggestion and let the RDO continue till tenure guidelines.

Candidates must not write on this margin

(2) To cite that the RDO has been guided how to balance the political sensitiveness along side maintaining Cultural ethic.

(3) Further it would be mentioned that grievance redressal actions via Jan Sunwayi and confidence building measures by deliberation with local and religious leaders would be done to mitigate any unhappy sentiments

JUSTIFICATION (1) Transferring the RDO doesn't serve the true purpose of resolving the community conflicts.

(2) Guiding her to be more inclusive and patient of community demands and following case by case compassionate discretion would help build public trust.

(3) Engagement with religious and local leaders would help them understand that the department's functions are not anti-Community but for long term development.

Candidates must not write on this margin

Ans 3 - Senior civil servants must balance politically sensitive postings with neutrality in function to avoid retaliation.

(1) True understanding of the onground situation will help analyse the cause effect relation behind conflict.

(2) Discretion based but ethically guided action would ensure maximum welfare for all as Mills proposes.

(3) ~~Prompt~~ Prompt engagement and clearing misconceptions will help build trust and development.

(4) It will also guide subordinates to be adaptative of local demand and rule book bureaucracy

True administration lies in not following the black and white rules by applying emotional intelligence in the grey zones.

Candidates must not write on this margin



Q.12 आप एक प्रमुख महानगरीय क्षेत्र के क्षेत्रीय आयुक्त (Zonal commissioner) के रूप में तैनात हैं। आपके क्षेत्राधिकार में एक सघन अनौपचारिक बस्ती है, जो तकनीकी रूप से हरित बफ़र और भावी मेट्रो विस्तार के लिए आरक्षित भूमि पर 20 वर्षों से अधिक समय से बसी हुई है। इस बस्ती में अब 800 से अधिक परिवार रहते हैं। इसमें घरेलू कामगार, सफ़ाई-कर्मी, दिहाड़ी मज़दूर और प्रवासी निर्माण श्रमिक शामिल हैं, जिनमें से कई पूरे शहर में अनौपचारिक रूप से कार्यरत हैं।

हाल ही में, एक जनहित याचिका (PIL) के बाद, उच्च न्यायालय ने नगर निगम प्राधिकरण को 30 दिनों के भीतर सभी "अवैध अतिक्रमणों" को हटाने का निर्देश दिया है। न्यायालय ने पुनर्वास का कोई उल्लेख नहीं किया है, केवल यह कहा है कि "कानूनी स्वामित्व वाली कोई संरचना मौजूद नहीं है।"

यद्यपि निवासियों के पास कोई औपचारिक संपत्ति अधिकार नहीं हैं, फिर भी कई लोगों के पास ये मौजूद हैं:

- मतदाता पहचान-पत्र
- राशन कार्ड
- नगरपालिका द्वारा ही जारी किए गए बिजली और पानी के कनेक्शन

कई गैर-सरकारी संगठनों (NGOs) और शहरी नीति विशेषज्ञों का कहना है कि यह भूमि दशकों से खाली पड़ी थी और हाल ही में, दायर PIL तक इसका कोई वैकल्पिक उपयोग नहीं किया जा रहा था या इस पर कोई विकास योजना क्रियान्वित नहीं की जा रही थी। वे यह भी चिंता व्यक्त करते हैं कि शहरी आवास योजना के तहत राज्य की स्पष्ट प्रतिबद्धता के बावजूद, कोई पुनर्वास नीति लागू नहीं की गई है।

स्थिति तनावपूर्ण है:

- एक स्थानीय विधायक "कानून के शासन और बुनियादी ढाँचे के विकास के सम्मान" का हवाला देते हुए तत्काल अतिक्रमण हटाने का समर्थन करते हैं।
- मीडिया और सिविल सोसायटी में तीव्र मतभेद हैं; कुछ लोग शीघ्र कार्यान्वयन की माँग करते हैं, जबकि अन्य संभावित मानवीय परिणामों की निंदा करते हैं।
- आपकी टीम निर्देश का इंतज़ार कर रही है। कुछ लोग पुनर्वास की सैद्धांतिक प्रतिबद्धता मिलने तक इसे टालने का सुझाव देते हैं। अन्य लोग "न्यायिक अवमानना से बचने" के लिए तत्काल अनुपालन का आग्रह करते हैं।

अब आपके सामने एक महत्त्वपूर्ण विकल्प है: न्यायालय के आदेश का यथावत् पालन किया जाए या कानूनी अनुपालन को नैतिक दायित्वों के साथ संरेखित करने के लिए रास्ता निकाला जाए।

1. इस मामले में बेदखली (Eviction) को क्रियान्वित करने में मुख्य नैतिक चुनौतियाँ क्या हैं?
2. अनौपचारिक शहरी बस्तियों के संदर्भ में, एक लोक सेवक को कानूनी आदेशों और मानवीय दायित्वों के बीच कैसे सामंजस्य स्थापित करना चाहिए?
3. ऐसी कार्रवाई प्रस्तुत कीजिए, जो न्यायिक प्राधिकार का सम्मान करते हुए करुणा, निष्पक्षता और उत्तरदायी शासन के मूल्यों को बनाए रखे।

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the Zonal Commissioner of a major metropolitan zone. Within your jurisdiction lies a dense informal settlement (basti) that has existed for over 20 years on land technically reserved for a green buffer and future metro expansion. The settlement, now home to over 800 families, includes domestic workers, sanitation staff, daily-wage laborers, and migrant construction workers, many employed informally across the city.

Following a recent Public Interest Litigation (PIL), the High Court has directed the municipal authority to clear all "illegal encroachments" within 30 days. The court has made no mention of rehabilitation, noting only that "no structure with legal title exists."

While the residents have no formal property rights, many possess:

- Voter ID cards
- Ration cards
- Electricity and water connections are issued by the municipality itself

Candidates must not write on this margin

Several NGOs and urban policy experts point out that the land had remained vacant for decades, with no alternative use pursued or development plan executed until the recent PIL. They also raise concerns that no rehabilitation policy has been activated, despite a clear state commitment under its urban housing scheme.

The situation is tense:

- A local MLA supports immediate clearance, citing "respect for the rule of law and infrastructure development."
- Media and civil society are sharply divided; some demand swift implementation, others condemn the potential humanitarian fallout.
- Your team awaits instruction. Some suggest delaying until an in-principle rehabilitation commitment is secured. Others urge immediate compliance to "avoid contempt."

You are now faced with a critical choice: obeying the court order as is, or seeking space to align legal compliance with ethical obligations.

1. What are the core ethical challenges involved in executing the eviction in this case?
2. How should a public servant reconcile legal mandates with humanitarian obligations in contexts of informal urban settlements?
3. Propose a course of action that respects judicial authority while upholding the values of compassion, fairness, and responsible governance.

(Answer in 250 words) 20 Marks

Ans 1- The situation presents a precarious calling between following the institutional guideline blindly or looking for equity based on ground solution. It is not conflict of right v/s wrong but conflict of right v/s right.

ETHICAL CHALLENGES

① Humanitarian needs- Indiscriminate removal may lead to potential disparaging of basic universal human rights and amenities.

Candidates must not write on this margin

② Following Constitutional guidelines - Agreeing with court directions is a Constitutional mandate and un-abidding action can invite Charges of contempt.

③ Balancing civic needs with needs of settled families - Both the stakeholders are vulnerable and demand the right justice being met

④ Public trust and emotional sensitivity - The action will be judged by all stakeholders on lines of how morally sensitive and pragmatic the institution is.

Ans 2 - Public servants must balance legal mandates as part of code of conduct along with humanitarian needs as part of true public service

① This calls for compassionate bureaucracy and care based ethics where action is justified by discretion.

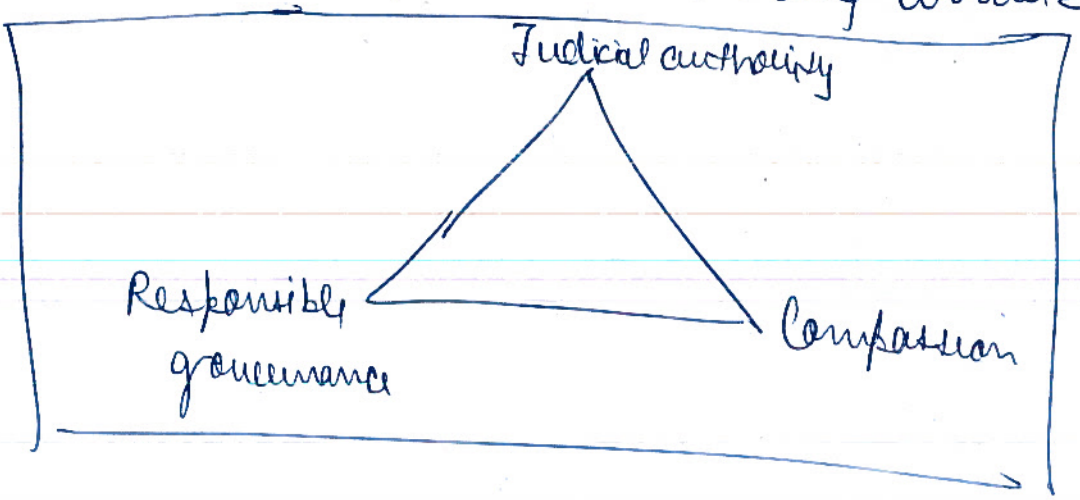
Candidates must not write on this margin

(2) Following the Veil of Ignorance by Rawls will help take the action which affects everyone equitably, especially the lowermost sections.

(3) Legal mandate must be intellectually analysed to decide if it abides by the welfare principles of constitution.

(4) Actions should be guided by moral reasoning and moral sensitivity towards the poor section along with following the annual balance of system.

Ans3 - A course of action balancing would be-



Candidates must not write on this margin

① A rampant clearance would be avoided rather the action would be phased and responsive.

② An official petition would be filed against order to highlight real situation and demanding more time for relocation.

③ A proper rehabilitation plan would be charted to ensure dignified living standards as under PM Awas, SWAMIH yojana benefits.

④ Other strategic actions on urban land use policy would be developed for the actual purpose of land.

⑤ This justifies the judicial orders to reclaim the land without any humanitarian crisis and even public applause for a responsive action. Strategic inaction is better than outright banging.

This follows the Golden mean of Aristotle where action is cautious – not just arbitrary or too timid.

Space for Rough Work

Space for Rough Work

IMPORTANT INSTRUCTIONS

CANDIDATES SHOULD READ THE UNDERMENTIONED INSTRUCTIONS CAREFULLY. VIOLATION OF ANY OF THE INSTRUCTIONS MAY LEAD TO PENALTY.

DONT'S

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any pages from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

DO'S

1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
6. Handover your QCA Booklet personally to the invigilator before leaving the examination hall.

SPECIAL REQUEST FOR CANDIDATE AVAILING ONLINE FACILITY

1. Scan the QCA booklet properly. We suggest the uses of the app CAM scanner (Scan QR code in page 2) based on our previous experiences.
2. Please scan the QCA booklet in ample light. Copies scanned under moderate light can hamper evaluation quality.
3. Any page/pdf having shadow needs to be rescanned. Please make sure that the pdf that you upload is as clean as possible.
4. **Candidates not using the QCA booklet** must mention their details on the front page. And leave the next page blank for the macro comments. It must be understood that the answer should start from Page no. 3 in of the scanned pdf.
5. Candidates not using the QCA booklet must follow the sequence of the answer as per the question paper.
6. Please check the sequence of the answer and total number of pages in the scanned version. Make sure it is in consonance with the physical version of the same.

महत्वपूर्ण निर्देश

अभ्यर्थियों को निम्नलिखित निर्देशों को ध्यानपूर्वक पढ़ना चाहिए। किसी भी निर्देश का उल्लंघन करने पर दण्डित किया जा सकता है।

क्या न करें-

1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।
2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें।
3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें।
4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।

क्या करें-

1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।
2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें।
3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।
4. रफ नोट्स या गणना के लिए, इस पुस्तिका के अंतिम दो खाली पृष्ठों का उपयोग किया जाना चाहिए। रफ नोट्स को बाद में क्रॉस कर देना चाहिए।
5. यदि आप किसी कार्य को रद्द करना चाहते हैं, तो उस पर अपना पेन चलाएं या उस पर "रद्द" लिखें, अन्यथा उसका मूल्यांकन किया जा सकता है।
6. परीक्षा हॉल छोड़ने से पहले अपनी QCA पुस्तिका व्यक्तिगत रूप से निरीक्षक को सौंप दें।

ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध

1. QCA पुस्तिका को ठीक से स्कैन करें। हम चाहेंगे कि आप स्कैनिंग के लिए कैमस्कैनर ऐप (CAM SCANER) का प्रयोग करें। (यह कोई प्रमोशन नहीं है)।
2. कृपया QCA पुस्तिका को पर्याप्त रोशनी में स्कैन करें। कम रोशनी में स्कैन की गई पुस्तिकाएं, उनके मूल्यांकन की गुणवत्ता को बाधित कर सकती हैं।
3. स्कैन के दौरान छाया वाले किसी भी पृष्ठ/पीडीएफ को फिर से स्कैन किया जाना चाहिए। कृपया सुनिश्चित करें कि आपके द्वारा अपलोड की गई पीडीएफ यथा संभव स्पष्ट हो ।
4. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को अपना विवरण पहले पृष्ठ पर देना चाहिए और मैक्रो टिप्पणियों के लिए अगला पृष्ठ खाली छोड़ दें। यह समझना चाहिए कि उत्तर स्कैन की गई पीडीएफ में पृष्ठ नंबर 3 से शुरू होना चाहिए।
5. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को प्रश्नपत्र के अनुसार उत्तर के अनुक्रम का पालन करना चाहिए।
6. कृपया स्कैन किए गए संस्करण में उत्तर के अनुक्रम और कुल पृष्ठों की संख्या की जाँच करें। सुनिश्चित करें कि यह उसी के भौतिक संस्करण के अनुरूप है।