Kreelims cleared
Upsc Roll no 0869491

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21 JUL 2025

NEXT IAS

ETHICS ENHANCER 2025

(To be filled by candidate)

TEST CODE : EEF2505

Name of Candidate: Sugandha Mobile No. [redacted]

Roll No. : CSE25D1B47037 Start Time ..... End Time.....

Date of Examination: 20-7-25 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, Email, 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, ईमेल, 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: .....

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FOR OFFICE USE ONLY

Student Concerns / Query	Evaluator's Feedback / Response
1 Respected sir/madam, unable to complete on time (took 20-25 mins extra)	1
2 Key help.	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

Candidates must not write on this margin

खण्ड–A / Section–A

Q.1 (a) चर्चा कीजिए कि देखभाल नीतिशास्त्र उपयोगितावाद और कांट के नीतिशास्त्र, दोनों की मान्यताओं को किस प्रकार चुनौती देता है। देखभाल नीतिशास्त्र किस प्रकार सार्वजनिक नीति संबंधी दुविधाओं, जैसे वृद्धों की देखभाल या शिक्षा, के प्रति अधिक संदर्भ-संवेदनशील दृष्टिकोण प्रस्तुत कर सकता है? (उत्तर 150 शब्दों में दीजिए) 10 अंक

Discuss how care ethics challenges the assumptions of both utilitarian and Kantian ethics. In what ways can care ethics offer more context-sensitive approaches to public policy dilemmas, such as elder care or education? (Answer in 150 words) 10 Marks

Carol Giligan stated, "It is moral imperative to cater to needs of others- beyond any reason or consequence"

CARE ETHICS V/S UTILITARIAN AND KANTIAN ETHICS

① Prioritises emotions over logic - Care ethics delves for actions that are based on compassion over visible consequences/duty

② Humane sentimentalism - It is the ultimate duty to serve each other over any other duty or benefit.

③ Ultimate welfare - It is the actual path of easing suffering rather than looking for immediate happiness

Candidates must not write on this margin

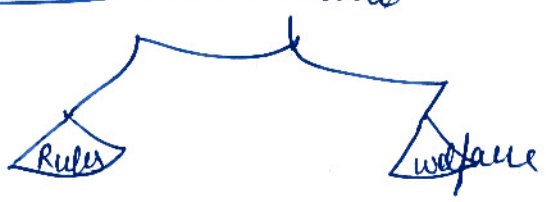
④ Balance of rules and roles - Care Ethics is rather perfect mix of moral imperative and utilitarian logic.

CARE ETHICS IN CONTEXT SENSITIVE APPROACH

① In situations of Elder care, where cold rule book diplomacy may be inefficient to aid the suffering of old age, care ethics affirms the public that administration is compassionate

② In situations of education policy dilemma, inclusion of compassion to bureaucracy ensures that the framework is not only to guide academics but also build emotional intelligence.

③ In public dilemmas, care ethics invokes internal human conscience to balance



It is important to highlight role of care ethics in public policy as ultimately courtesy begets

Courtesy

Candidates must not write on this margin

Q.1 (b) अभिवृत्तियों के निर्माण में योगदान देने वाले प्रमुख कारकों की व्याख्या कीजिए। इन कारकों की समझ लोक प्रशासकों को प्रतिगामी सामाजिक अभिवृत्तियों को बदलने में कैसे सक्षम बना सकती है? (उत्तर 150 शब्दों में दीजिए) 10 अंक

Explain the key factors contributing to the formation of attitudes. How can an understanding of these factors enable public administrators to transform regressive social attitudes?

(Answer in 150 words) 10 Marks

Attitude is a psycho-positive tendency of evaluation of persons, events, surroundings to form an opinion of action. It is shaped by multiple constituents.

FACTORS FOR ATTITUDE FORMATION

(1) Past experiences - Our experiences shape positive, negative or ambiguous attitude to any action. eg a person maltreated by police may form a negative image forever.

(2) Societal and educational beliefs - What is learnt in society and school also shapes our moral attitude to right v/s wrong

eg women empowerment, gender molestation

Candidates must not write on this margin

(3) Inner conscience - Our evaluations of others are based on our inherent mindset and so morally sensitive people are easily able to pick up any human right violation in surrounding.

ROLE IN PUBLIC ADMINISTRATION

(1) To stem out societal stigmas, administrators can't just use rational principles, rather moral attitude and aptitude to understand societal situations is required

(2) what the people have faced and further indoctrinate, is essential to be reformed rather than formal legislations.

(3) True empowerment of society happens, when people internalise the change in attitude,

eg Sati abolition

- Mere rules ✗
- Reforming mindset like Ram Mohan Roy ✓

Thus public administration requires holistic understanding of what people feel about a notion and only then persuasion will work

Candidates must not write on this margin

Q.2 (a) "लोक सेवकों को प्रायः नैतिक दुविधाओं (Ethical Dilemmas) का सामना नियमों के अभाव के कारण नहीं, बल्कि परस्पर विरोधी मूल्यों के कारण करना पड़ता है।" इस कथन पर टिप्पणी कीजिए और वर्णन कीजिए कि लोक प्रशासन में प्रतिस्पर्धी मूल्य निर्णयन को कैसे जटिल बना सकते हैं। (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Public servants often face ethical dilemmas not due to the absence of rules, but because of conflicting values." Comment on this statement and illustrate how competing values can complicate decision-making in public administration. (Answer in 150 words) 10 Marks

The true test of ethics is not just facing adversity, but being actually able to help all navigate through it

CONFLICT OF VALUES IN PUBLIC SERVICE

(1) Public service lays down clear code of conduct, Constitutional, legal obligations to public servants.

(2) However, real time situations like emergency, disaster or vulnerable populations ask more than mere rule following

(3) They test application of true moral imperative and conscience to serve over mere following of duty values

Candidates must not write on this margin

Eg In a curfew struck area, an old lady seeks immediate medical attention

- Allow her movement out of Empathy and care to fellow being
- Restrict breach of order curfew to maintain overall community safety

④ The complexity involves public servants to use their wits and think of the solution that best serves the purpose - PUBLIC WELFARE OVER ALL.

⑤ Ultimately constitution also guides Right of dignified life to all citizens and public welfare as duty of state

⑥ Eg - In above case - medical attention to lady is provided
- not to breach protocol
- but to serve value of humanity

Thus, to be an efficient public servant is not only to be mentally wise but also consciously adept to resolve complicate situations

Candidates must not write on this margin

Q.2 (b) क्या आप सहमत हैं कि नैतिक जवाबदेही (Ethical Accountability) संस्थागत लेखा परीक्षा और विधिक अनुपालन से आगे जानी चाहिए? उदाहरणों सहित चर्चा कीजिए कि सरकारी कार्यालयों में अनौपचारिक जवाबदेही नैतिक आचरण (Ethical Conduct) को कैसे आकार दे सकती है। (उत्तर 150 शब्दों में दीजिए) 10 अंक

Do you agree that ethical accountability must go beyond institutional audits and legal compliance? Discuss with examples how informal accountability can shape ethical conduct in government offices. (Answer in 150 words) 10 Marks

Ethical accountability of government is not only official obligation to public but also moral imperative to higher calling of justice. I indeed agree with statement.

ETHICAL ACCOUNTABILITY - BEYOND LEGALITY

① Ethical accountability is means to serve public interest while knowing that you are under checks and responsibility.

② It is not only

Legal Compliance
- CAG audits
- RTI
- Citizen Charter

but also Informal accountability
- Senatorial approach
- Maximum governance
- Conscience to serve

Candidates must not write on this margin

(3) Only institutional audits are → low road to integrity

But informal, self and community based accountability → High road to weak culture of integrity.

(4) Eg An officer refusing to take bribe in office only as it is illegal and being checked may not be restrained from seeking indirect non monetary & favours

(5) On contrary Eg → Any government office which realises imperative duty to openness, self displays its financial year achievements and deficiencies as under self declaration & under Section 4 of RTI.

Thus, informal accountability builds & trust not only in offices but also on overall system

Candidates must not write on this margin

Q.3 (a) लोक सेवा में नैतिक आचरण (Ethical Behaviour) सुनिश्चित करने में नैतिक संहिताओं (Codes of Ethics) और आचार संहिताओं की सीमाओं पर चर्चा कीजिए। केवल संहिताओं और नियमावलियों पर निर्भरता से आगे बढ़कर नैतिक सामर्थ्य (Ethical Competence) का विकास कैसे किया जा सकता है? (उत्तर 150 शब्दों में दीजिए) 10 अंक

Discuss the limitations of codes of ethics & conduct in ensuring ethical behaviour in public service. How can ethical competence be cultivated beyond mere reliance on codes and manuals?

(Answer in 150 words) 10 Marks

While codes of ethics and conduct bind professional behaviour, real ethics is self auto/regulation.

LIMITATION OF CODES OF CONDUCT

(1) Don't govern out of office behaviour - A public servic out to stay honest whether officially or personally

(2) Inapplicable in conflicting situations - Choosing honesty over national interest or vice versa is not guided by codes

(3) Interpretation bias - Subjective interpretation may lead to duality of values.

(4) Low road to integrity - They facilitate action out of legal fair and not internal motive to serve.

Candidates must not write on this margin

ETHICAL COMPETENCE BEYOND MANUALS →

① Ethical workshops and good governance initiatives like Mission Karmayogi

② Culture of integrity in office as being promoted by CVC in Vigilance Awareness week

③ Multistakeholder interaction - to uphold liability to serve and check over each other

④ Internal conscience - A moral attitude will always guide what is right over what is acceptable to might.

Thus, ethics is beyond do's and don't s.

As Aristotle said - It is very basic essence of how we ought to be.

Candidates must not write on this margin

Q.3 (b) लोक प्रशासन में नैतिक स्वायत्तता (Ethical Autonomy) पर राजनीतिक दबावों के प्रभाव का मूल्यांकन कीजिए। राजनीतिक रूप से अस्थिर परिवेश में कार्य करते हुए सिविल सेवक अपनी सत्यनिष्ठा कैसे अनुरक्षित रख सकते हैं?

(उत्तर 150 शब्दों में दीजिए) 10 अंक

Evaluate the impact of political pressures on ethical autonomy in public administration. How can civil servants maintain integrity while operating in politically volatile environments?

(Answer in 150 words) 10 Marks

Public officials live in a dilemma of serving

- Public good
- Professional duty
- Political coordination

IMPACT OF POLITICIZATION OF ADMINISTRATION

(1) While political directives control coordinated action, political pressures lead to blurred boundaries of what must be done and what is directed

(2) Political pressures threaten career safety and may breed negative image of non cooperative attitude

(3) Political jargon and seeking public attention may pressurize administrators to succumb to inefficient, biased and inaccurate methodologies

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WHAT CIVIL SERVANTS MAY DO

(1) Understand the ultimate allegiance to Constitution and Public good

(2) Try to understand whether political directive is morally upright or not.

(3) If not, seek institutional concerns and attract departmental attention to possible lapses.

(4) Eventually may seek out to external stakeholders to serve justice in true sense

Eg> Politician pressurizing unfair job allocation to his nephew, is not abided by an ethical officer even if he may face deterrance for it (Kantian ethics)

Thus, volatile situations call for public servants to realise that they don't belong to a party but to people of nation

Candidates must not write on this margin

Q.4 (a) लोक प्रशासन के आचरण को आकार देने में नैतिक परंपराओं की भूमिका का अन्वेषण कीजिए। इन परंपराओं के बीच संघर्ष नैतिक निर्णय लेने में सुसंगतता और स्थिरता को कैसे प्रभावित करते हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

Explore the role of ethical traditions in shaping conduct within public administration. How do conflicts among these traditions affect coherence and consistency in ethical decision-making?
(Answer in 150 words) 10 Marks

Public administration is shaped by ethical traditions and practices of justice, fairness and equality.

ETHICAL TRADITIONS IN PUBLIC ADMINISTRATION

(1) Ethical traditions are these customs and practices that guide moral behaviour and ask equitable action.

(2) They include

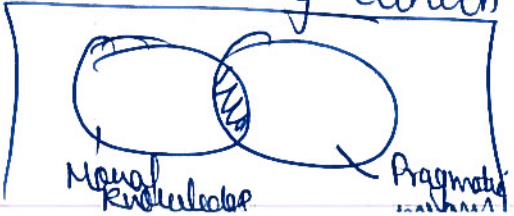
a) Jansunwai to hear public grievance

b) Self data disclosure for transparency

c) Equitable and welfare to all

d) Greater good in limited capacities

(3) However, they are highly ideal as they clash with real time decision making which needs blend of



Candidates must not write on this margin

④ For eg in an emergency
shortage of oxygen cylinders
2 Choices

Ethical traditions
Equal allocation to all groups

Pragmatic action
First attention to those who may survive more

⑤ Here the decision is not of right V/s wrong but right V/s right

EFFECT ON DECISIONS

① Public administrators often end up taking safe route over right route due to high conflicts of interest.

② Coherence and action consistency is impacted due to unacknowledged subjective action interpretation.

③ This can lead to counter productivity
Eg Here trying to provision equality over equity may not be able to benefit anyone ultimately.

Thus, it requires not only cognitive knowledge of ethical practices but also utilitarian approach to assess best consequences.

Candidates must not write on this margin

Q.4 (b) लोक प्रशासन में वास्तविक एवं अनुभूत हितों के टकराव किस प्रकार नैतिक सत्यनिष्ठा को कमजोर करते हैं, इसका समालोचनात्मक परीक्षण कीजिए। इस प्रकार के हितों के टकराव के कारण जन-विश्वास एवं प्रशासनिक निष्पक्षता के नष्ट होने से पहले उन्हें संबोधित करने हेतु कौन-से संस्थागत तंत्र आवश्यक हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

Critically examine how both actual and perceived conflicts of interest can undermine ethical integrity in public administration. What institutional mechanisms are necessary to address such conflicts before they erode public trust and administrative fairness? (Answer in 150 words) 10 Marks

Conflicts of interest refer to one's own values and thought processes may entangle with perceived action leading to inefficient administration.

CONFLICTS OF INTEREST AFFCTING ETHICAL INTEGRITY

ACTUAL CONFLICT

① Here real time action as per code of conduct and internal values Clash

② leads to confusion in administrative actions and biased application

Eg A SC officer may promote inclusion of only SC/ST in welfare motive

PERCEIVED CONFLICT

① Here Clash is between internal conscience and other set of values to action

② may lead to inaction or withdrawal of any action

Eg A police officer self facing Corruption allegations may not be suited to investigate such cases

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POSITIVES TO ETHICAL INTEGRITY

(1) Conflicts of interest may lead to officer back stepping from official procedures thus putting integrity over compliance

(2) It may help build public trust if people see that effective measures are there for fairness against bias

(3) It gives space to administrator to self reflect before any action

INSTITUTIONAL MECHANISMS

① Internal departmental audits and scrutiny of workforce

② Higher authorities like CAG, CVC, CBI

③ Delegation of authority to other individuals who are not in conflicting zone

④ Provisions like RTI, Grievance Redressal cell for public to approach

Thus, administrative fairness requires not merely abiding to equality principle but also delivering it equitably.

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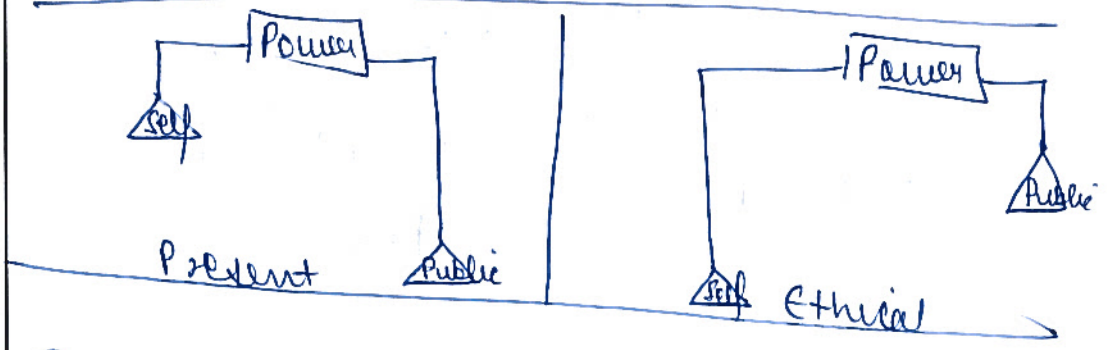
Q.5 (a) "लोक सेवा पुरस्कारों के बारे में नहीं, बल्कि जिम्मेदारी के बारे में है।" ऐसे सामाजिक-राजनीतिक संदर्भ में, जहाँ सार्वजनिक पद का उपयोग प्राय: स्वयं की प्रोन्नति या संरक्षण के लिए किया जाता है, क्या नैतिक संयम (Ethical Restraint) और नि:स्वार्थ सेवा की संस्कृति विकसित करना संभव है? संस्थागत प्रथाओं और व्यक्तिगत मूल्यों के संदर्भ में अपने उत्तर के औचित्य को सिद्ध कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Public service is not about rewards, but responsibility." In a socio-political context where public office is often used for self-promotion or patronage, is it possible to cultivate a culture of ethical restraint and selfless service? Justify your answer with reference to institutional practices and individual values. (Answer in 150 words) 10 Marks

Public service is an honour to serve the nation. It is not means to gaunen attention but work silently to gaunen change. Indeed, it is possible to cultivate selfless service over boastful actions

ETHICAL RESTRAINT OVER SELF PROMOTION

① Public service demands serving need of public over need of self. Power is not to use for personal gains but for welfare



② It is important to realise that power and authority stems from public trust in institution.

Candidates must not write on this margin

⑥ Institutional practices like upholding transparency 'no to bribery' culture and seamless service to end mile ensure that ethical service delivery is possible.

④ It stems from individual values of others as well as self (not me but you) and compassion to needs of vulnerable and responsibility for power

⑤ Eg An officer completing livelihood scheme merely to get best District Collector award is not justified if actually people are not empowered.

⑦ Thus as Home Minister says- "look to serve the people away from media light." Ethical responsibility to serve should not be a utopia.

Candidates must not write on this margin

Q.5 (b) नैतिक लोक सेवा (Ethical Public Service) में न केवल भ्रष्टाचार से परिवर्जन सन्निहित है, बल्कि सेवा वितरण में गुणवत्ता और निष्पक्षता का आश्वासन भी समाहित है। लोक सेवा वितरण में "गुणवत्ता" से आप क्या समझते हैं? नैतिक सेवा वितरण के प्रमुख घटकों की पहचान कीजिए और सुझाव दीजिए कि उन्हें दैनिक शासन में कैसे संस्थागत रूप दिया जा सकता है।
(उत्तर 150 शब्दों में दीजिए) 10 अंक

Ethical public service involves not only the avoidance of corruption but also the assurance of quality and fairness in delivery. What do you understand by "quality" in public service delivery? Identify the key components of ethical service delivery and suggest how they can be institutionalised in day-to-day governance.
(Answer in 150 words) 10 Marks

Public service ethics revolve around

a) Availability to all

b) Accessibility by all

c) Affordability to even last mile

Not only no corruption but

d) and Quality service delivery

NEXT IAS

QUALITY IN PUBLIC SERVICE

(1) It seeks to institutionalise fairness of resources used and utility of welfare provided being equal.

(2) Quality service is not just numerical allocations but real time enhancement of vulnerable and last mile such that they stand below none.

Candidates must not write on this margin

③ As well said - Quality service delivery is

Not ✗ → Providing fish to hungery

But ✓ → Providing skills to catch fish

COMPONENTS OF ETHICAL SERVICE

- Equitable upliftment
- No bias of provisioning
- Looks on humanitarian development
- Builds public trust
- Seeks reformation of culture of vulnerability

INSTITUTIONALISATION

① By following office culture of integrity

② Upholding fiduciary responsibility to public funds

③ Quick grievance redressal

④ Openness to scrutiny.

"Quality service is not only empirically felt but also holistically uplifting"

Candidates must not write on this margin

महान विचारकों के तीन उद्धरण नीचे दिए गए हैं। वर्तमान संदर्भ में, प्रत्येक उद्धरण आपको क्या संप्रेषित करता है?
Given below are three quotations of great thinkers. What do each of these quotations convey to you in the present context?

Q.6 (a) "अच्छे लोगों को जिम्मेदारी से कार्य करने के लिए कानूनों की आवश्यकता नहीं होती, जबकि बुरे लोग कानूनों से बच निकलने का रास्ता खोज ही लेते हैं।" – प्लेटो (उत्तर 150 शब्दों में दीजिए) 10 अंक
"Good people do not need laws to tell them to act responsibly, while bad people will find a way around the laws." Plato (Answer in 150 words) 10 Marks

This quote reflects the value of inner conscience over external obligatory imperatives. While people who are good at heart will do good at any cost, those who bear malice will either way act malafide. This shows importance of ethical sensitivity.

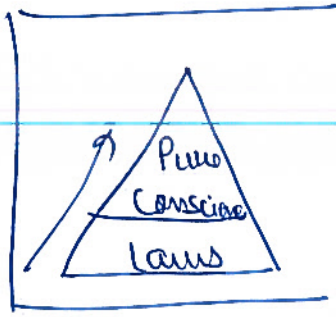
In today's world, laws and regulatory actions are the only possible way believed to be maintaining social contract of peaceful living. However, goodness of humanity is not utopia. Those who are morally sensitive and righteous in conduct know that the best satisfaction is service and welfare of all.

Candidates must not write on this margin

Similarly, only laws can't prevent malice in society. Those who tend ill-will at heart will always find a way to spill it in society and get saved by legal loopholes.

A saint needs no worldly or legal knowledge to know compassion is the healing of all suffering. Whereas a corrupt politician, knows every legal loop to extort the public fund for self at cost of vulnerable.

Thus, it reflects the importance to develop an ethically upright attitude from very beginning to ensure that rules are followed in letter and spirit whether they are explicit or not.



As former US President Madison said -

"If men were angels, no rules/government would be needed."

Candidates must not write on this margin

Q.6 (b) "जिस दिन प्रेम की शक्ति, शक्ति के प्रेम पर विजय प्राप्त कर लेगी, उस दिन विश्व में शांति आ जाएगी।" – महात्मा गाँधी
(उत्तर 150 शब्दों में दीजिए) 10 अंक

"The day the power of love overrules the love of power, the world will know peace." Mahatma Gandhi
(Answer in 150 words) 10 Marks

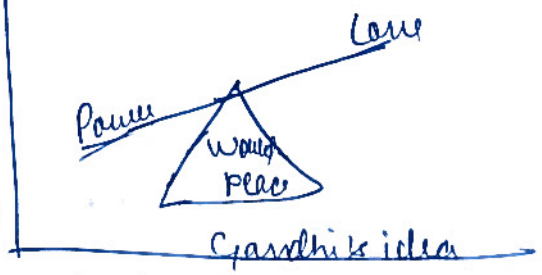
Mahatma Gandhi here highlights the virtue of love over greed of power. If political conduct is unethical and power is corrupting self, then world peace is illusion. Only Prema (love) and compassion can end all suffering.

In today's world, power is not only economic or political but permeates ideological, geographical and resource control. The greed to cling on to power, became public of true humanity and welfare.

However, once it is realised that human is inherently peaceful and love prevails all over, only then true solace can be achieved.

Candidates must not write on this margin

As the continuing wars of Russia - Ukraine, Israel - Hamas continue, what they seek is greed of global authority and dominance. Only if they are ready to cease and sit down with compassion, true peace can be achieved.



It also reflects what the contemporary peace organisations ought to do. Love should prevail everywhere over harm, conflict and suffering as exploitation at one place is affecting peace at other in today's world.

As Edison would say. "Till the time we humans try to hunt others to progress, we are still savage!"

Candidates must not write on this margin

Q.6 (c) "सद्गुण एक युद्ध की स्थिति है, और इसमें जीने के लिए हमें हमेशा स्वयं से संघर्ष करना पड़ता है।" – रूसो
(उत्तर 150 शब्दों में दीजिए) 10 अंक

"Virtue is a state of war, and to live in it we have always to combat with ourselves." Rousseau
(Answer in 150 words) 10 Marks

Rousseau stresses upon the dynamicity of virtues and their instability in our mind due to our our conflicting greeds and desires. To stay virtuous is to keep striving every time, our self interest and parochial selfish attitude.

To stay virtuous is not only an act of doing once. But virtue is an act of habit. Continuous struggle with self desires and contemplations to seek benefit our others is what makes a man virtuous in true self. Those who succumb to greed of karma, wealth and desires lose out pleasure of higher calling to mere existence.

Candidates must not write on this margin

The virtue of Lord Ram to pursue even 14 years of hardship in exile over the pleasure of throne reflects the moral guid and strength of righteousness. His true virtue was not being born as righteous but as continuing to be righteous even in face of difficulties.

It inspires the present generation to look in for the true virtue of goodness over short term benefits of greed, money, dominance.

To be virtuous, we must always strive to achieve everyone's welfare and best possible happiness for all over self needs.

As Aristotle says. "Excellence comes not by being, but by habit of doing we are creatures of habit."

Candidates must not write on this margin

खण्ड–B / Section–B

Q.7 आप एक ग्रामीण जिले में मुख्य विकास अधिकारी (CDO) के पद पर पदस्थ हैं, जो ऐतिहासिक रूप से अवसंरचना और सामाजिक संकेतकों के मामले में पिछड़ा हुआ रहा है। सबसे गरीब परिवारों के लिए एक केंद्र प्रायोजित ग्रामीण आवास योजना लागू की जा रही है। हालाँकि, आपके जिले में लाभार्थियों की त्रुटिपूर्ण सूची, अधूरी प्रलेखन प्रक्रिया, और क्षेत्रीय स्तर पर कर्मचारियों के बीच समन्वय की कमी के कारण लक्ष्य प्राप्ति में पिछड़ापन देखा गया है।

एक संभागीय समीक्षा बैठक के दौरान आपके वरीय अधिकारी, मंडलायुक्त, ने स्पष्ट मौखिक निर्देश देते हुए कहा: "हम सबसे खराब प्रदर्शन करने वाला क्षेत्र नहीं बन सकते। अगले 45 दिनों में 90% लक्ष्य की पूर्ति हो जानी चाहिए - चुपचाप काम पूरा करो। तुम जानते हो कि सिस्टम कैसे काम करता है।"

फिर वे कहते हैं, "जल्द ही प्रदर्शन मूल्यांकन होने वाला है - पीछे मत रहो।"

जब आपने भूस्वामित्व और निर्माण स्थलों की अधूरी तैयारियों का मुद्दा उठाया, तो उन्होंने दो टूक जवाब दिया:

"फाइलें निपटाओ। कागजी कार्यवाही आगे बढ़ाओ। कोई तुमसे किले बनवाने को नहीं कह रहा - बस प्रगति दिखनी चाहिए।"

वापसी पर आपकी टीम ने सूचित किया कि कई अन्य जिलों ने पहले ही काल्पनिक प्रगति रिपोर्ट अपलोड कर दी है। आपके डाटा एंट्री कर्मचारी और कुछ खण्ड विकास अधिकारी (BDOs) यह संकेत देते हैं कि आप "जरूरत से ज़्यादा सोच रहे हैं" और यहाँ तक कि वरिष्ठ अधिकारी भी आपसे "वैसा ही करने" की अपेक्षा रखते हैं। वे यह भी संकेत देते हैं कि यदि आप योजना को धीमा करते हैं, तो इसका असर आपके अगले पदस्थापन पर पड़ सकता है - विशेषकर यदि आपको "असहयोगी" के रूप में देखा गया।

इसी बीच, कुछ वास्तविक लाभार्थियों की ओर से शिकायतें प्राप्त होती हैं कि तकनीकी त्रुटियों के कारण उनके नाम आवास सूची में शामिल नहीं हो सके। इस त्रुटि को सुधारने के लिए पुनः सत्यापन की आवश्यकता होगी, जिससे प्रगति में और अधिक देरी होगी।

मीडिया को इसकी कोई जानकारी नहीं है, और कोई औपचारिक लिखित निर्देश भी नहीं दिया गया है, लेकिन राजनीतिक दबाव अनौपचारिक रूप से लगातार बढ़ रहा है। आपकी अधीनस्थ टीम आपसे स्पष्ट मार्गदर्शन की अपेक्षा कर रही है।

अब आपको यह तय करना है कि आगे कैसे बढ़ना है।

प्रश्न

(a) उपर्युक्त मामले में शामिल नैतिक मुद्दे (Ethical Issues) और दुविधाएँ कौन-कौन से हैं?

(b) मुख्य विकास अधिकारी के रूप में आपके समक्ष कौन-कौन से विकल्प उपलब्ध हैं? प्रत्येक विकल्प का प्रशासनिक व्यवहार्यता एवं नैतिक परिणामों (Ethical Consequences) के संदर्भ में मूल्यांकन कीजिए।

(c) आप कौन-सी कार्रवाई चुनेंगे? नैतिक तर्क (Ethical Reasoning) और लोक सेवा मूल्यों का उपयोग करके अपने उत्तर का औचित्य सिद्ध कीजिए। (उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the Chief Development Officer (CDO) in a rural district that has historically underperformed in infrastructure and social indicators. A centrally sponsored rural housing scheme intended for the poorest families, is under implementation. Your district has lagged behind targets due to faulty beneficiary lists, incomplete documentation, and lack of field-level staff coordination.

At a divisional review meeting, your superior, the Divisional Commissioner, gives a clear verbal message: *"We cannot be the lowest-performing zone. 90% target completion in 45 days – get it done quietly. You know how the system works."* He then adds, *"Performance reviews are around the corner – don't fall behind."*

When you raise the issue of land ownership and incomplete site readiness, he responds bluntly: *"Sort the files. Push the paperwork. No one's asking you to build castles – just show progress."*

On return, your team informs you that several other districts have already uploaded fabricated progress reports. Your own data entry staff and some Block Development Officers (BDOs) hint that you're "overthinking it", and that even senior officials expect you to "fall in line." They also note that stalling may affect your next posting – particularly if you're perceived as "non-cooperative."

Candidates must not write on this margin

Meanwhile, you receive complaints from genuine beneficiaries whose names were left off the housing list due to a technical error. Correcting this would require re-verification, delaying progress further. The media is unaware, and no formal written directive exists, but the political pressure is mounting informally. Your subordinates are looking to you for clarity.

You must now decide how to proceed.

Question

(a) What are the ethical issues and dilemmas involved in the above case?

(b) What are the options available to you as the CDO? Evaluate each in terms of administrative feasibility and ethical consequences.

(c) What will be your chosen course of action? Justify your response using ethical reasoning and public service values.

(Answer in 250 words) 20 Marks

a) The above situation mounts for Cross section between ethical accountable actions and ~~public trust~~ career safety vis-a-vis political pressure from higher authorities

ETHICAL DILEMMAS IN CASE

① Fiduciary responsibility to public - Acting in hurry without verification is breach of public trust

② Compliance to duty ethics - The higher authority order pushes into a dilemma between cooperation or resistance.

③ legal moral responsibility - Officer is accountable to constitutional values which are in contrast with mere paperwork.

Candidates must not write on this margin

④ Humane compassion - Missing out on genuine beneficiaries is against empathy and right to human equity

⑤ Career safety - The imperative to act or not will act as an image for self career growth and for subordinates seeing officer

b) Options available to me as a CDO are -

① Compliance with official directive - Doing as the seniors command would be least prohibitive to administrative functioning. However, ethically action will be unjust

② Refusal to carry on without holistic list revision -

Administratively - This may be seen as

Candidates must not write on this margin

Counter productive to overall functioning of department.

Ethically - It will be the right actions to serve justice and righteous duty

③ Raise concerns through internal channels -

Administratively - Utilising institutional mechanisms to seek rectification and rehauling of the current process won't harm either of public nor officials.

Ethically - It is not against the duty but modifying immediate duty directives to help achieve overall goal

④ Seek media or external attention -

Administratively - This would bring the office at an image of non public friendly and may create animosity to individuals

Ethically - This may be right as public gets to know what happens to tax payers money and how

Candidates must not write on this margin

c) COURSE OF ACTION - I would choose

Option 3 - Flagging internal concerns about the implementation process

Ethical reasoning → The action of audits and internal revision is an institutionalised way of code of ethics to provide for reformation in system and uphold integrity and dedication to ethical culture and not just old bureaucracy

Public service reasoning → Administrators derive value from the public and neglecting the authority would be gross violation of public trust.

The actions taken to delay the implementation may seem roadblocks initially but will achieve the long term balance of checks on system

Candidates must not write on this margin

Q.8 आप एक वरिष्ठ IAS अधिकारी हैं, जिन्हें एक राज्य का राहत आयुक्त नियुक्त किया गया है, जो भीषण मानसूनी बाढ़ की चपेट में है। राज्य के कई जिले जलमग्न हो गए हैं, हजारों लोग विस्थापित हो चुके हैं, और मुख्यमंत्री ने राज्य में आपातकाल की घोषणा कर दी है।

आप विभिन्न जिलों में आपातकालीन समन्वय की निगरानी कर रहे हैं। राहत सामग्री – जैसे भोजन, पानी, दवाइयाँ और टेंट – सीमित मात्रा में उपलब्ध हैं, तथा परिवहन-संभार प्रणाली भी अत्यधिक दवाव में है। एक विशेष जिला, AXY, जहाँ मीडिया की उपस्थिति प्रबल है और राजनीतिक रूप से संवेदनशील है, क्योंकि वहाँ कुछ ही हफ्तों में एक हाई-प्रोफाइल उपचुनाव होने वाला है। AXY के जिलाधिकारी बार-बार आपके कार्यालय में फोन कर रहे हैं और "तेजी से बिगड़ती परिस्थितियाँ" तथा "अपरिहार्य राजनीतिक दृश्यता" का हवाला देते हुए राहत सामग्री में तत्काल वृद्धि की माँग कर रहे हैं।

दूसरी ओर, एक आंतरिक जिला, CBC, आधिकारिक आपदा मानकों के अनुसार और भी अधिक प्रभावित है – वहाँ मृत्यु संख्या अधिक है, बुनियादी ढाँचे को भारी क्षति पहुँची है, और विस्थापन की संख्या भी अधिक है। फिर भी यह इलाका दूरस्थ, मीडिया कवरेज से वंचित तथा राजनीतिक रूप से अदृश्य है। वहाँ के जिला कलेक्टर – जो अपेक्षाकृत कनिष्ठ अधिकारी हैं – तथ्यों और आँकड़ों पर आधारित रिपोर्ट भेजते हैं, किंतु कोई राजनीतिक दवाव या प्रचार नहीं करते।

आपके नियंत्रण कक्ष के कुछ कर्मचारी चुपचाप यह सुझाव देते हैं कि "AXY" को प्राथमिकता दी जाए, क्योंकि वहाँ से अधिक फोन आ रहें हैं: "यदि वहाँ कुछ गलत हुआ, तो आयुक्त कार्यालय से सबसे पहले उसी पर सवाल उठेंगे, CBC पर नहीं।"

राहत सामग्री के वितरण को लेकर कोई स्पष्ट दिशा-निर्देश नहीं हैं। आपके संभार अधिकारी ने सुझाव दिया है कि सामग्री को समान रूप से बाँट दिया जाए – किंतु ऐसा करने से CBC की गंभीर आवश्यकताएँ उपेक्षित हो जाएँगी। आपकी लिखित जिम्मेदारी केवल यह कहती है: "आवश्यकता और तात्कालिकता के आधार पर त्वरित और न्यायसंगत वितरण सुनिश्चित करना।"

स्थिति को और जटिल बनाते हुए, मुख्यमंत्री कार्यालय से आपको एक फोन कॉल प्राप्त होता है, जिसमें AXY की समस्याओं को "तत्काल प्राथमिकता" देने का "अनुरोध" किया जाता है – यद्यपि इस संबंध में कोई आधिकारिक आदेश जारी नहीं किया गया है।

प्रश्न

(a) इस स्थिति में आप किन नैतिक मुद्दों (Ethical Issues) और दुविधाओं की पहचान कर सकते हैं?

(b) आपके पास क्या विकल्प उपलब्ध हैं? नैतिक तर्क (Ethical Reasoning) और शासन प्रभाव के संदर्भ में उनका मूल्यांकन कीजिए।

(c) आपकी कार्यवाही क्या होगी, तथा आप लोक सेवा नैतिकता के सिद्धांतों का उपयोग करते हुए इसका औचित्य कैसे सिद्ध करेंगे?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are a senior IAS officer appointed as the Relief Commissioner of a state that has been hit by severe monsoon floods. Several districts are under water, thousands are displaced, and the Chief Minister has declared a state emergency.

You are overseeing emergency coordination across districts. Relief materials — food, water, medicine, and tents — are limited, and logistics are strained. One particular district AXY, has a strong media presence and politically sensitive, as a high-profile bye-election is due to take place there in a few weeks. The District Magistrate of AXY calls your office repeatedly, asking for an urgent increase in relief allocation, citing worsening conditions and "unavoidable political visibility."

Meanwhile, another interior district — CBC— is worse hit on all official impact parameters: casualty numbers, infrastructure damage, and displacement. However, it is remote, under-reported, and lacks media or political visibility. The local Collector, a relatively junior officer, sends data-driven reports but makes no political noise.

Your control room staff quietly suggests prioritizing AXY due to its visibility: "That's where our phones ring off the hook. If something goes wrong, the Commissioner's office won't ask about CBC."

Candidates must not write on this margin

There is no clear guideline on prioritisation. Your logistics officer proposes splitting materials evenly — but that would undermine CBC's critical need. Your written mandate only says, *"Ensure equitable and prompt distribution based on need and urgency."*

To complicate matters further, you receive a call from the Chief Minister's Office, "urging" that AXY's issues be given "immediate attention" — though no official order follows.

Questions

(a) What are the ethical issues and dilemmas you can identify in this situation?
(b) What are the options available to you? Evaluate them in terms of ethical reasoning and governance impact.
(c) What will be your course of action, and how will you justify it using principles of public service ethics? (Answer in 250 words) 20 Marks

a) The situation dangles not between right v/s wrong but between right of needy and politicization of the resources

ETHICAL ISSUES

① Neglecting the vulnerable — The inaction to CBC district goes against principle of Antyodaya

② Obligation to coordinate within system — The duty to uphold respect for senior directives clashes with what is right to be done.

Candidates must not write on this margin

③ Inefficient resource utilization - Utilitarian perspective guides limited resources to be directed to achieve maximum good and for most causation relief

④ Violations of human dignity - Treatment of displaced citizens as mere vote banks and directing actions accordingly is against democratic principles.

b) Options available to me as an officer are :

① Abide by political command

Ethical reasoning
+
The action violates ethics of service and justice to most vulnerable

Governance impact
+
It may create the wrong image of biased administration

② Refuse to proceed unethically and dedicate more resources to CB Colistrict

Ethically
+
The action will serve the Gandhian value of Antyodaya - last mile reach

Governance
+
Will build the narrative of responsive bureaucracy

Candidates must not write on this margin

③ Splitting material equally as per logistics officer suggestion

Ethically
In short time, it may seem justified but it veils ignorance to vulnerable

Governance
Inefficiency in limited resources will be sign of inefficient management

④ Written directives and suggestions from ~~seniors~~ other fellow colleagues

Ethically
In quagmire situations, guiding light may help see right path

Governance
Will help learn ~~to~~ ~~resolve~~ different ways of political pressure handling. However all solutions might not be governable

C) My Course of Action - Option 2 - Refusing unethical allocation and catering to needs of CBC people.

Candidates must not write on this margin

JUSTIFICATION - The action taken displays discretion over rold towing of the line. Being a senior officer, experience accumen guides to look for the path which delivers justice most equitably and not just equally.

In public service, rules from authorities and real time situations may not match seeking for compassion ~~and~~ and wisdom based decisions - foundational values to public servant.

This will build public trust and ensure that ~~that~~ that justice reaches even the last person standing. As Gandhi would say "Remember the face of poorest man you've seen

Candidates must not write on this margin

Q.9 मेडफार्मा लिमिटेड एक प्रतिष्ठित औषध कंपनी है, जो किफायती जेनेरिक औषधियों के निर्माण के लिए जानी जाती है। इसके उत्पाद देशभर में निजी वितरण चैनलों तथा सरकारी खरीद कार्यक्रमों के माध्यम से वितरित किए जाते हैं। कंपनी आगामी छह महीनों के भीतर एक बड़े आईपीओ की तैयारी कर रही है।

मार्च की शुरुआत में, एक टियर-2 शहर के एक सरकारी अस्पताल ने रिपोर्ट की कि मेडफार्मा की व्यापक रूप से उपयोग की जाने वाली एंटीबायोटिक औषधि "जेफामेड" के सेवन के बाद मरीजों में गंभीर दुष्प्रभाव देखे गए, जिनमें दो लोगों की मृत्यु भी शामिल थी। प्रारंभिक रिपोर्ट कंपनी के क्षेत्रीय वितरक के साथ साझा की गई, किंतु इस मामले को कंपनी मुख्यालय तक औपचारिक रूप से नहीं पहुँचाया गया।

इस बीच, दो सप्ताह पहले समीक्षा की गई एक आंतरिक गुणवत्ता आश्वासन रिपोर्ट में उस उत्पादन बैच में असंगतियाँ दर्शाई गई थीं, जिसका संबंध उक्त अस्पताल से था। इसके बावजूद वरिष्ठ नेतृत्व टीम ने वितरण रोकने का निर्णय नहीं लिया, यह कहते हुए कि राज्य सरकार के बड़े ऑर्डरों को समय पर पूरा करना और ग्रामीण स्वास्थ्य योजनाओं में किसी प्रकार का व्यवधान उत्पन्न न होना अत्यंत आवश्यक है।

एक मध्य-स्तरीय गुणवत्ता अधिकारी, इस मौन से व्यथित होकर, कंपनी के सीईओ को ईमेल करता है और बाह्य नियामकों व मीडिया को सूचित करने की धमकी देता है। कंपनी की कानूनी और जनसंपर्क टीम एक आपात बैठक बुलाती है। सलाह दी जाती है कि जब तक प्रयोगशाला की रिपोर्ट अंतिम रूप से कुछ सिद्ध न कर दे, तब तक किसी भी प्रकार की जिम्मेदारी से इनकार किया जाए और सार्वजनिक रूप से इसे "आंतरिक जाँच के अधीन एक पृथक् घटना" के रूप में वर्णित किया जाए।

गोपनीय रूप से, वरिष्ठ नेतृत्व टीम उन शहरी निजी फार्मेसियों से इस औषधि के बैच को चुपचाप वापस मँगाने पर विचार करती है, जहाँ उपभोक्ता जागरूकता अधिक है – जबकि सार्वजनिक अस्पतालों के माध्यम से वितरण जारी रखने की योजना है, यह तर्क देते हुए कि "जनस्वास्थ्य प्रणाली घबराहट का जोखिम नहीं उठा सकती।"

नैतिकता एवं अनुपालन अधिकारी (Ethics & Compliance Officer) इस दृष्टिकोण पर आपत्ति व्यक्त करता है, किंतु उसे यह कहकर चुप करा दिया जाता है कि वह "संचालन रणनीति में हस्तक्षेप न करे।"

इसी समय, एक प्रमुख पत्रकार को गुणवत्ता रिपोर्ट की लीक प्रति प्राप्त होती है और वह कंपनी से संपर्क करता है। कंपनी के बोर्ड को सूचित किया जाता है और आईपीओ पर संभावित नकारात्मक मीडिया प्रभाव को लेकर गहरी चिंता जताई जाती है।

हालाँकि यह अंतिम रूप से सिद्ध नहीं हुआ है कि औषधि ही मौतों का कारण बनी है, किंतु परिस्थितिजन्य साक्ष्य मजबूत हैं, और आंतरिक रिकॉर्ड इस बात की पुष्टि करते हैं कि कंपनी पहले से इस जोखिम से अवगत थी।

प्रश्न

(a) इस मामले में प्रमुख नैतिक मुद्दे (Ethical Issues) और चूक क्या हैं?

(b) कंपनी के नेतृत्व के पास क्या विकल्प उपलब्ध हैं? सार्वजनिक जवाबदेही और हितधारकों पर प्रभाव के संदर्भ में उनका मूल्यांकन कीजिए।

(c) यदि आप सीईओ होते, तो आप किस प्रकार की कार्यवाही की सिफारिश करते और क्यों?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

MedPharm Ltd. is a reputed pharmaceutical company known for manufacturing affordable generic medicines. Its products are distributed nationwide through both private channels and government procurement programs. The company is preparing for a major IPO within the next six months.

In early March, a government hospital in a Tier-2 city reports that patients administered MedPharm's widely used antibiotic "Xefamed" developed severe adverse reactions, including two fatalities. Initial reports are shared with the company's regional distributor, but no formal escalation is made to corporate headquarters.

Candidates must not write on this margin

Meanwhile, an internal quality assurance report, reviewed two weeks earlier, had flagged inconsistencies in the production batch linked to the hospital. However, the senior leadership team decided not to halt distribution, citing the urgency of meeting large state government orders and avoiding disruption in rural health schemes.

A mid-level Quality executive, disturbed by the silence, emails the CEO and threatens to alert external regulators and the media. The company's legal and PR teams convene an emergency meeting. The advice is to deny any link until lab results are conclusive, and to describe it publicly as an "isolated incident under internal review."

Behind closed doors, the senior leadership considers quietly recalling the batch from urban private pharmacies – where consumer awareness is high – while continuing distribution through public hospitals, citing that "the public health ecosystem cannot afford panic."

The ethics & compliance officer voices concerns about this approach, but is told not to "interfere in operational strategy."

At this point, a popular journalist contacts the company with a leaked version of the Quality report. The board is informed and is deeply concerned about negative media coverage impacting the IPO.

There is no final proof that the drug caused the deaths, but the circumstantial link is strong, and internal records show prior awareness.

Questions.

(a) What are the key ethical issues and lapses evident in the case?
(b) What are the options available to the company's leadership? Evaluate them in terms of public accountability and stakeholder impact.
(c) If you were the CEO what course of action would you recommend and why?

(Answer in 250 words) 20 Marks

The ethical dilemma in the situation puts the CEO and company board in contrast with their image and public responsibility.

ETHICAL ISSUES

① Service to duty - Inconsistent production and supplying faulty drugs is against pharmaceutical's duty to serve public health

② Gross violation of health of public - The public health system relies on AAAQ Affordability, Accessibility, Availability, QUALITY medicines

Candidates must not write on this margin

③ Risk of corporate governance - The action-inaction of company concerning company's moral responsibility in corporate ethics under question

④ Inequitable discrimination - withdrawing batch from private pharmacies and not public

⊗ strengthens the accessibility inequalities

LAPSES evident

Failure of

1) of commitment to public health

2) Acting open to public

3) Violation of health care principles

4) Suppression of truth

b) Options for the company's leadership

① Go on with recalling only urban and not public pharmaceutical batch

⊗ Public accountability - This is partial justice and gross injustice to poor

Candidates must not write on this margin

Stakeholder impact - Benefitting only the rich over majority dependent is no wise action

(2) withdraw all the batches and issue complete quality assurance for final proof

Public accountability - It is right to halt and look back rather than stay in ignorance

Stakeholder impact - Builds trust and image of responsible corporate ethics among public

(3) Come out with statement of "Isolated incident"

Public accountability - It will be deceiving the public actually in name of openness

Stakeholder impact - The consumers of drug may inadvertantly get affected as they believe the ~~food~~ media statement without any proof

(4) Let the supply chain continue unabated

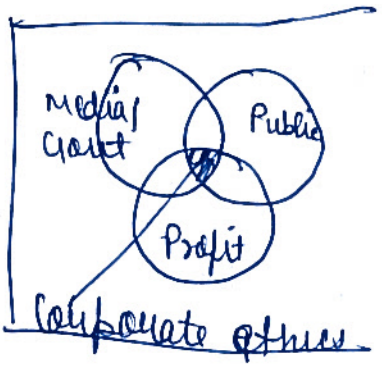
Public accountability - Not accountable and responsive to public needs

Stakeholder impact - May lead to more lives lost and in turn negative image of company

Candidates must not write on this margin

(c) Course of Action as (c) & (d) } - I would go with option 2 - withdrawing all supply and issuing of thorough quality assessment

JUSTIFICATION:



True corporate ethics is to have balance between self benefits and accountability to public as service provider.

Coming open about strong circumstantial link and prior awareness will build trust and rather may positively impact the IPO showing Company's diligence to issue.

Further, empathetic and moral compensation to affected will help ensure ethical conduct.

As Mills would say - "Achieve your self satisfaction and happiness, but not at cost of others"

Candidates must not write on this margin

Q.10 आप जिला ग्रामीण आजीविका मिशन के परियोजना निदेशक के रूप में पदस्थ हैं। राज्य सरकार ने एक प्रदर्शन-आधारित रैंकिंग प्रणाली शुरू की है, जिसमें जिलों को कवरेज, निधि के उपयोग और डिजिटाइज्ड रिपोर्टिंग के आधार पर प्रत्येक माह ग्रेड दिया जाता है। आपका जिला, जो पहले पिछड़ा हुआ माना जाता था, अब तेजी से प्रगति करते हुए शीर्ष पाँच जिलों में आ गया है।

इस प्रगति का एक प्रमुख कारण है – राजीव, आपके डेटा एवं निगरानी अधिकारी। वह एक इंजीनियर हैं, जिनमें विश्लेषणात्मक दक्षता है और जो बाधाओं को "दूर करने" के लिए प्रसिद्ध हैं। उन्होंने डैशबोर्ड्स की शुरुआत की, एमआईएस रिपोर्टिंग को सुव्यवस्थित किया, और टीमों को कड़ी समय-सीमा के भीतर रिकॉर्ड अपडेट करने के लिए प्रेरित किया। राज्य की टीम ने आपके कार्यालय के इस कायाकल्प की सराहना की है, और राजीव को एक आदर्श अधिकारी के रूप में देखा जा रहा है।

हालाँकि, अब कुछ समस्याएँ उभरने लगी हैं। फील्ड स्टाफ ने रिपोर्ट किया है कि उन पर अपूर्ण लाभार्थी डेटा अपलोड करने और 100% प्रगति दिखाने का दबाव डाला जा रहा है, भले ही जमीनी कार्य में देरी हो रही हो। महिला स्वयं सहायता समूह (SHG) समन्वयकों ने राजीव के रवैये – जो प्रायः उपेक्षापूर्ण और डाँटने वाला होता है – के बारे में चिंता जताई है। उनका कहना है कि वह उन्हें "धीमे और भावुक" कहकर फटकार लगाते हैं। कुछ समन्वयकों ने समीक्षा बैठकों में जाना बंद कर दिया है।

हाल ही में आपको एक ब्लॉक समन्वयक का फोन आया, जिसने आरोप लगाया कि उसे सबके सामने अपमानित किया गया और चेतावनी दी गई कि "बात मानो या इस्तीफा दो।" हालाँकि कोई लिखित शिकायत दर्ज नहीं हुई है, लेकिन अनौपचारिक प्रतिक्रियाओं से आक्रोश, भय और संघर्ष से बचने के लिए डेटा में हेरा-फेरी की बात सामने आ रही है।

राजीव अपने कार्यों को "एक अक्षम, भावुक व्यवस्था को सुधारने के लिए आवश्यक" बताते हैं। तकनीकी रूप से, लक्ष्य पूरे हो रहे हैं, लेकिन अब आपके मन में प्रश्न उठ रहा है कि क्या यह वास्तविक प्रदर्शन है – या संस्थागत संस्कृति का पतन।

प्रश्न

(a) इस स्थिति में नैतिक मुद्दे (Ethical Issues) और संगठनात्मक संस्कृति संबंधी चिंताएँ क्या हैं?

(b) परियोजना निदेशक के रूप में आपके पास क्या विकल्प हैं? भावनात्मक बुद्धिमत्ता और नैतिक नेतृत्व के मानदंडों के आधार पर उनका आकलन कीजिए।

(c) आप क्या कार्यवाही चुनेंगे और क्यों? (उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as Project Director of the District Rural Livelihoods Mission. The state has launched a performance-based ranking system where districts are graded monthly based on coverage, fund utilization, and digitized reporting. Your district, once a laggard, has climbed rapidly to the top five.

A major reason is Rajeev, your Data and Monitoring Officer — an engineer with sharp analytical skills and a reputation for "fixing" bottlenecks. He introduced dashboards, streamlined MIS reporting, and pushed teams to update records within tight deadlines. The state team has praised your office's turn-around, and Rajeev is seen as a model officer.

However, problems have begun surfacing. Field staff report being pressured to upload incomplete beneficiary data and show 100% progress, even when fieldwork lags. Women's Self-Help Group (SHG) coordinators have raised concerns about Rajeev's tone — dismissive, often scolding them for being "slow and emotional." A few have stopped attending review meetings.

You recently received a call from a block coordinator who alleged that she was humiliated in front of others and warned to "fall in line or quit." Though no written complaints exist, informal feedback suggests rising resentment, fear, and manipulation of data to avoid conflict with Rajeev.

Rajeev defends his actions as necessary to "fix an inefficient, sentimental setup." Technically, targets are being met. But you're beginning to question whether this is performance — or a collapse in institutional culture.

Candidates must not write on this margin

Questions

(a) What are the ethical issues and organisational culture concerns in this situation?
(b) What are your options as Project Director? Assess them through the parameters of emotional intelligence and ethical leadership.
(c) What will be your chosen course of action and why? (Answer in 250 words) 20 Marks

The above case study presents dilemma to the officer as to how to approach institutional Ethics amidst distorted work culture.

ETHICAL ISSUES

① Undignified work culture - Rajiv's attitude and actions are not collaborative with co-stakeholders but rather authoritative and inhuman

② Eroded ~~public~~ responsibility to public - Incomplete and inefficient data uploading over actual resource utilization vis creation and malpracticing of power

③ Against cooperative federalism - District is a microcosm of levels of federal stakeholders and Rajiv's actions are not in spirit of true work guidelines

Candidates must not write on this margin

④ Gendered exploitation - Abusing sentiment abusive and coercive ethics in name of inefficiency is not justified.

by OPTIONS AS PROJECT DIRECTOR -

① warning Rajeev to fall in line and be efficient in practical work and not only paper work

Emotional Intelligence aspect

This will set an example of supportive work culture

Ethical leadership

will empower subordinates to follow ethical and human conduct

② Agree to Rajeev's defense as ultimately work is being done

EI aspect

Humiliating human sentiments is not right even if it may seem to be working for work efficiency

Ethical leadership

Subordinates may start showing resentment & not to casual approach of whole system

Candidates must not write on this margin

③ Trying to mediate between Rajeev and the humiliated workers internally

EI aspect
Shows recognition of violation of co-workers but shows restrained action

Ethical leadership
Explorist may feel that her voice is being subjugated by rather piecemeal treatment

④ Reach out to senior authorities and other stakeholders

EI aspect
May not be very helpful in clearing the attitude of "inefficient, sentimentalism"

Ethical leadership
May portray inability in decision making

CHOSEN ACTION: As Project Director,

I would chose Option 1 of bemoaning Rajeev of consequences of upholding toxic work culture and deceptive public welfare

Candidates must not write on this margin

JUSTIFICATION : Rajiv's so called "practical actions" may be beneficial to bureaucratic rankings but not to the general public. Holistic revision of the Mission's implementation strategy will help ease concerns of grieved public and stakeholders and stem the image of a bureaucracy intending to uplift and support the people in real terms.

Further, addressing the cause of humiliating or dismissing emotive display in actions will set precedence that rules and authority shouldn't be only cold book but rather humane and case based. Allowing formal complaint and action will empower stakeholders that their voice is being heard

"Duty is not merely rule bound but also not being emotionally blind"

Efficiency ——— Emotions

Duty

Candidates must not write on this margin

Q.11 आप जिला ग्रामीण विकास अभिकरण (DRDA) के मुख्य कार्यपालन अधिकारी (CEO) हैं। आपके जिले को एक केंद्र प्रायोजित योजना के अंतर्गत ग्रामीण लघु उद्यमों को बढ़ावा देने के लिए ₹12 करोड़ का आवंटन प्राप्त हुआ है। दिशा-निर्देशों के अनुसार, यह राशि केवल उन स्वयं सहायता समूहों (SHGs) को वितरित की जानी है, जो प्रशिक्षण प्राप्त कर चुके हैं, जिनकी व्यवसाय योजना का मूल्यांकन हो चुका है, और जिनके लिए मेंटरशिप तथा बैंक से ऋण सुविधा जैसी सहायक व्यवस्थाएँ स्थापित की गई हैं।

हालाँकि, राज्य स्तर पर योजना के क्रियान्वयन में देरी के कारण अब तक केवल 20% SHGs को ही प्रशिक्षण दिया जा सका है। जिला संसाधन टीम में पर्याप्त स्टाफ नहीं है, और कई विकासखण्डों में बैंक लिंकेज की प्रक्रिया लंबित है।

अब वित्तीय वर्ष समाप्त होने में केवल छह सप्ताह शेष हैं, और आपको जिलाधिकारी तथा राज्य नोडल अधिकारी की ओर से "शत-प्रतिशत धनराशि का उपयोग सुनिश्चित करने" का दबाव प्राप्त हो रहा है। आपको यह भी बताया गया है कि यदि राशि का पूर्ण उपयोग नहीं हुआ, तो अगले वर्ष आवंटन में कटौती हो सकती है, और आपका जिला "श्रेष्ठ प्रदर्शनकर्ता" की स्थिति खो सकता है। कुछ सहकर्मी यह सुझाव दे रहे हैं कि राशि का उपयोग अनुभवी SHGs के माध्यम से कर लिया जाए, भले ही वे पूर्ण रूप से तैयार न हों, और बाद में नियमितीकरण का "प्रबंधन" कर लिया जाएगा।

कुछ NGO साझेदारों और क्षेत्रीय अधिकारियों ने चिंता व्यक्त की है कि यदि पूर्ण तैयारी के बिना धनराशि वितरित की गई, तो कई SHGs धन का दुरुपयोग या अपव्यय कर सकती हैं, जिससे ऋण-जाल, विफल व्यवसाय और लेखा परीक्षा में आपत्तियाँ उत्पन्न हो सकती हैं। वहीं कुछ स्थानीय जन-प्रतिनिधियों का कहना है कि यदि निधि वितरण में देरी हुई, तो समुदायों में निराशा फैलेगी और उन्हें "नौकरशाही की देरी की सजा" मिलेगी, जिसके वे जिम्मेदार नहीं हैं।

अब तक कोई औपचारिक अनियमितता नहीं हुई है, परंतु धनराशि शीघ्र जारी करने का दवाब लगातार बढ़ रहा है – भले ही आवश्यक संस्थागत व्यवस्था स्पष्ट रूप से तैयार न हो।

प्रश्न

(a) इस मामले में नैतिक (Ethical) और प्रशासनिक मुद्दे क्या हैं?

(b) आपके पास कौन-से विकल्प उपलब्ध हैं? नैतिक शासन (Ethical Governance) और विवेकपूर्ण लोक निधि प्रबंधन के आलोक में उनका मूल्यांकन कीजिए।

(c) आप क्या कार्रवाई करेंगे और क्यों? लोक सेवा मूल्यों, जवाबदेही और दीर्घकालिक कार्यक्रम सत्यनिष्ठा के संदर्भ में इसका औचित्य सिद्ध कीजिए। (उत्तर 250 शब्दों में दीजिए) 20 अंक

You are a CEO of the District Rural Development Agency (DRDA). Your district received a ₹12 crore allocation under a central scheme for promoting rural micro-enterprises. As per guidelines, funds are to be disbursed to trained Self-Help Groups (SHGs) after business plans are vetted and support structures (mentors, credit linkages) are in place.

However, due to a delayed rollout at the state level, only 20% of SHGs have been trained. The district resource team is understaffed, and bank linkage is pending in many blocks.

With only six weeks left in the financial year, you receive pressure from the district Collector and the state nodal officer to "ensure 100% utilization." You're told that underutilization may lead to reduced allocations next year, and your district may lose "performer" status. Some colleagues suggest that funds can be routed through "mature" SHGs regardless of readiness, and regularization can be "managed" later.

A few NGO partners and field officers express concern: without full preparation, many SHGs may misuse or waste funds, leading to debt cycles, failed businesses, and audit objections. However, some local representatives argue that delaying funds will disappoint communities and "punish them for bureaucratic delays."

No formal wrongdoing has occurred yet, but the pressure to release funds quickly is mounting — even if institutional capacity is clearly not in place.

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Questions

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

(b) What options are available to you? Evaluate them in light of ethical governance and prudent public fund management.

(c) What course of action will you take, and why? Justify with reference to public service values, accountability, and long-term program integrity. (Answer in 250 words) 20 Marks

a) The precarious situation here is to balance equitable resource allocation and fulfilling the directives and wants of authority and the intended scheme

ETHICAL ISSUES

(1) Against fiduciary responsibility - misuse or laggard fund allocation is more damaging than no allocation at all.

(2) Cold book bureaucracy - Here order following just for the sake of utilization will be counter people welfare

(3) Term capacity building - On paper human resource will be built, but on field it would rather increase dependence

(4) Community welfare - Whether to release funds to benefit people or stop which may punish them for administrative faults

Candidates must not write on this margin

ADMINISTRATIVE ISSUES

① Inefficient cycle of fund management - Perpetual cycle of misplacing fund will go on to set precedence.

② Future audit and debt burden - Infuture offic will be tagged heavily on the scheme's Review

③ Holistic implementation - Scheme implementation won't benefit all but only fulfill fiscal target

④ Culture of institutional lapse - Any future wrongdoing will erode work culture and trust

by OPTIONS AVAILABLE:

① Release the funds to meet 100% utilization

Ethical governance → Inefficient in serving public

Public fund management → Displays fiscal profligacy

Candidates must not write on this margin

(2) Send report to higher authorities about on ground situation and seek phased implementation

Ethical governance
↓
Balances administrative capacity and public welfare

Fund management
↓
Most prudent action

(3) Completely withdraw implementation stating lapses

Ethical governance
↓
Punishes communities for bureaucratic delays

Fund management
↓
wastage of financial allocation citing inaction

(4) ~~Seek~~ Act as per colleagues advice of playing with loopholes for meantime

Ethical governance
↓
Short term benefit over long term
Erosion of trust

Fund management
↓
Inefficient use causing wastage

(5) COURSE OF ACTION - Phased implementation with report to high-ups about practical issue

Candidates must not write on this margin

JUSTIFICATION:

Public service aspect - The real agenda is to serve the people and not just fund maximisation. A phased implementation will benefit maximum communities as it can and next renewal will continue to serve the rest.

Accountability - This builds accountability of authorities among other stakeholders in accepting their lapses and rather acting pragmatically. Public fund will be utilized as best as possible

Long term bureaucratic integrity - Retains public faith in truly uplifting the people by dignified schemes for value addition to livelihood

As Mills would say - "Seek the action seeking maximum happiness"

Candidates must not write on this margin

Q.12 आप एक सहायक पुलिस आयुक्त (एसीपी) के रूप में उस शहर में पदस्थ हैं, जहाँ एक बड़ी रेलवे कर्मचारी कॉलोनी एक अनौपचारिक प्रवासी बस्ती से सटी हुई है। यह बस्ती, जो मुख्यतः अंतर-राज्यीय श्रमिकों और उनके परिवारों से बनी है, वर्षों से अनियमित रूप से विकसित हुई है और वहाँ कोई औपचारिक नागरिक ढाँचा मौजूद नहीं है।

पिछले एक माह में, रेलवे कर्मचारी संघ ने कॉलोनी की परिधि पर चोरी, सड़क-स्तरीय मादक द्रव्यों के सेवन और जुए की घटनाओं को लेकर कई शिकायतें दर्ज कराई हैं। हाल ही में दो रेलवे कर्मचारियों को रात्रि पाली से लौटते समय लूट लिया गया, जिससे दबाव और अधिक बढ़ गया है। स्थानीय समाचार चैनलों ने इस खबर को प्रमुखता से दिखाया है, और मंडलीय रेलवे प्रबंधक ने आपके कार्यालय को पत्र लिखकर "स्पष्ट और त्वरित कार्रवाई" की माँग की है।

आपकी फील्ड टीमों ने पुष्टि की है कि उस क्षेत्र में छोटे स्तर पर मादक द्रव्यों की गतिविधियाँ और अनौपचारिक जुए का चलन है, हालाँकि वहाँ की अपराध दर सांख्यिकीय रूप से अधिक नहीं है। क्षेत्र में प्रकाश व्यवस्था, स्वच्छता और युवाओं के लिए किसी भी प्रकार की रचनात्मक गतिविधियाँ या योजनाएँ नहीं हैं। आपके कांस्टेबलों ने यह भी स्वीकार किया है कि उन्होंने "परिस्थिति को नियंत्रण में रखने" के लिए कुछ युवकों को बिना प्राथमिकी के हिरासत में लिया था, परंतु कोई औपचारिक गिरफ्तारी नहीं की गई।

इसी बीच, स्थानीय विधायक ने आपसे निजी तौर पर अनुरोध किया है कि "इस मुद्दे को चुपचाप सुलझा लिया जाए।" वे आगामी चुनावों से पहले इस बस्ती को नियमित (वैध) करवाने के प्रयास में हैं और उन्हें डर है कि यदि गिरफ्तारी या मीडिया कवरेज बढ़ी, तो उनका मतदाता वर्ग उनसे दूर हो सकता है। उन्होंने यह संकेत भी दिया है कि इससे "सामाजिक सौहार्द्र" और "जिले में आपके भविष्य" पर असर पड़ सकता है।

बस्ती में कार्यरत गैर-सरकारी संगठन (NGO) छापेमारी की बजाय नशामुक्ति और युवा परामर्श जैसे उपायों की सलाह दे रहे हैं। आप यह सोच रहे हैं कि इस स्थिति में एक प्रभावी कार्ययोजना कैसे बनाई जाए।

प्रश्न

(a) उपर्युक्त मामले में शामिल नैतिक मुद्दे (Ethical Issues) और दुविधाएँ क्या हैं?

(b) एक पुलिस अधिकारी के रूप में आपके पास क्या विकल्प हैं? उनके गुण और दोषों का आलोचनात्मक परीक्षण कीजिए।

(c) आप क्या कार्रवाई करेंगे और आप इसका औचित्य कैसे सिद्ध करेंगे? (उत्तर 250 शब्दों में दीजिए) 20 अंक

You are an ACP posted in a city where a large railway staff colony borders an informal migrant settlement. The settlement—composed mostly of interstate workers and their families—has grown unregulated over the years, with no formal civic infrastructure.

In the past month, the railway staff association has submitted multiple complaints alleging thefts, street-level drug abuse, and gambling around the colony perimeter. Two railway employees were recently mugged returning from a night shift, escalating pressure. Local news channels have picked up the story, and the divisional railway manager has written to your office demanding "visible, swift action."

Your field teams confirm that small-scale drug activity and informal gambling do occur in the area, though crime rates are not statistically high. The area lacks lighting, sanitation, and youth outreach programs. Your constables also admit they've detained young men without FIRs "to control the mood." No formal arrests have followed.

Meanwhile, the local MLA has privately asked you to "handle the issue quietly." He's lobbying to get the colony regularised ahead of elections and is concerned that arrests or media attention may alienate his vote base. He implies this could affect "harmony" and your "future in the district."

NGOs working in the settlement advocate for de-addiction and youth counselling over raids. You are wondering about the how's of the action plan.

Questions

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

(b) What are your options as a police officer? Critically examine their strengths and weakness.

(c) What course of action will you take and how will you justify it? (Answer in 250 words) 20 Marks

Candidates must not write on this margin

a) The situation presents dilemma of

Right v/s Right

peaceful settlement of official staff → dignified life of colony dwellers

ETHICAL ISSUES

① Violation of human dignity - While unjustified arrests violate colony dwellers dignity, actions of unregulated mugging and deny use hamper lives of railofficials

② Gross living conditions - The dehumanized living conditions of the colony are against Universal human right to unexploitative living

③ Informal settlement - The colony is not regularised and rather an encroachment but at same time shelter to vulnerable

④ Politicization of poverty - Only piece meal benefits ahead of regular elections and for media attention

Candidates must not write on this margin

BY OPTIONS AS POLICE OFFICER

① Detain the youth involved in drugs and mugging.

STRENGTH

① Gives out image of swift public action

WEAKNESS

① Restrictive and not reformative

② Seeking institutionalised support for rehabilitation and de-addiction

STRENGTH

① True upbeatment of suffering of both sections

WEAKNESS

① May be unviable due to political media clash

③ Remove the settlement to come out as responsive in front of media and authorities

STRENGTH

① Easy to approach due to power of past

WEAKNESS

① Punishing the non guilty

④ Allow MLA to regularise colony and stay quiet

STRENGTH

① May [illegible] short time benefit workers

WEAKNESS

① Reduces humans to vote bank status

Candidates must not write on this margin

C) COURSE OF ACTION TAKEN

I would rather go with option 2 - Seeking support of SDM and District Development Authority to provide for rehabilitation along with involving healthcare professionals and skilling mechanisms for youth.

Also security initiatives for railway residents and quick solving of complaints of those affected would be done

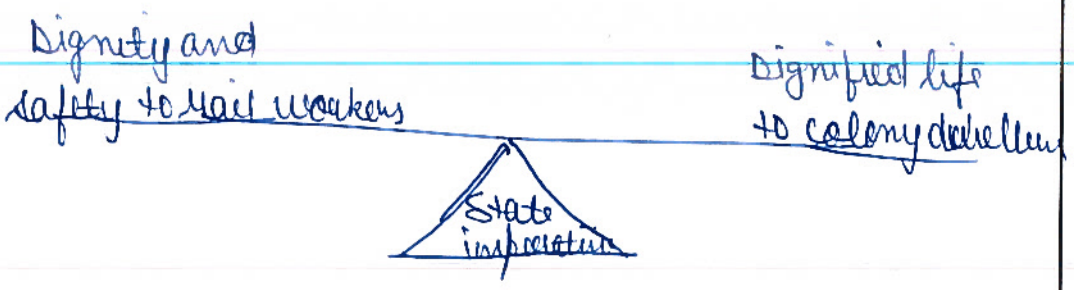
JUSTIFICATION - Neither the regular rail workers nor the colony dwellers deserve to be exploited. A balanced action will ensure - SARVODAYA - welfare of all by holistic strategy to reform and rejuvenate image of police and encroachers.

Candidates must not write on this margin

Rehabilitation would include safe living space and clean basic ammenities as the provision of PM - AWAS Yojana. It underlies Constitutional duty of state to uplift poor and vulnerable.

Further skilling and de-addiction will ensure integration of these youth to economy and help reap demographic dividend.

Also, the sufferings of railway workers will subside and eventually principle of maximum governance will prevail



Thus, state action should be to uplift all equitably and not just any one section as propagated by Rawls Veil of Ignorance.

Space for Rough Work

Space for Rough Work

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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.

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2. Please scan the QCA booklet in ample light. Copies scanned under moderate light can hamper evaluation quality.
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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-	क्या करें-
1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।	1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।
2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें।	2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण 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।	3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।
4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।	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।